

State of Wisconsin
Department of Safety and Professional Services

EQUITY AND INCLUSION STRATEGIC PLAN

January 1, 2021 – June 30, 2023



Tony Evers, Governor
Dawn B. Crim, Secretary

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Angela Nash
Equal Employment Opportunity Program Compliance Consultant
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Equity and Inclusion Commitment Letter

The Department of Safety and Professional Services (“DPS”) 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. DPS is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. DPS recognizes that equal employment opportunity is a legal, organizational, and economic necessity to maximize the quality and diversity of the state’s workforce. This commitment is extended to all job applicants and employees in every type of position including unclassified, classified, project, limited term, volunteers, interns, and work study personnel.

As part of DPS’s commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs, wherever it's appropriate, to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodation will be provided, as requested, to employees and applicants with disabilities.

DPS has developed and committed to maintaining a written Equity and Inclusion (EI) Strategic Plan. This EI Strategic Plan has our total support, and DPS pledges its best good faith efforts to achieve the goals identified in the EI Strategic Plan. It is expected that each manager, supervisor, and employee of DPS will aid in the implementation of this plan and be accountable for complying with the objectives of this EI Strategic Plan. DPS will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The plan is available for review on DPS’s website or at the Human Resources office.

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

Dawn B. Crim, Secretary
Department of Safety and Professional Services

12/20/2020
Date

Brenda Brewer, Affirmative Action Officer
Department of Safety and Professional Services

01/07/2021
Date

Directing and Implementing the Equity and Inclusion Strategic Plan: Responsibilities and Authorities

Agency Appointing Authority Responsibilities

The state agency appointing authority carries the overall responsibility for establishing an EI Strategic Plan, 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 workplan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, builds infrastructure and culture committed to equity and inclusion, and incorporates equity and inclusion throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the EI Strategic Plan to review equity and inclusion related data, recommend opportunities for improvement, and provide support and shared ownership of agency strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are provided the necessary authority, executive management support, and resources to successfully implement their assigned responsibilities.
- Assesses internal workplace policies and procedures and ensures they are equitable, culturally responsive, and promote inclusion.
- Provides professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive workplace culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency EI programs, initiatives, and policies.

Name, Title and Contact Information for the Agency Appointing Authority

Name: Dawn Crim

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Title: DSPS Secretary

Phone: 608-266-1352

Directing and Implementing the Equity and Inclusion Strategic Plan: Responsibilities and Authorities (*continued*)

Equity and Inclusion Officer Responsibilities

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

- Regularly participates in and advises the agency's Equity and Inclusion Advisory Committee as a non-voting member in accordance with EIAC and Executive HR Manager delegated responsibilities and the EI Strategic Plan.
- Fulfills all duties included in the EI Strategic Plan.
- Provides progress reports to the EIAC on all HR assignments in the EI Work Plan at least quarterly.
- Creates a DSPS retention schedule for each position, including goals, strategies, action steps, a timeline, and outcome measures.
- Identifies, coordinates, facilitates, and provides equity and inclusion training to increase awareness, support, and maintain compliance.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers and to improve diversity hiring and retention.
- Conducts periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain equity and inclusion goals and objectives.
- Ensures agency selection criteria are objective, uniform and job-related, and that personnel decision-making processes adhere to EEO and AA principles.
- Works actively with underrepresented groups to promote and assist with employment opportunities.
- Establishes and maintains an internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- 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 program, the non-competitive appointment for certain disabled veterans program, the W-2 program, the disabled veterans program, etc.
- Plans, guides, and advises the appointing authority, executive leadership and the EIAC in establishing and maintaining equity and inclusion plans, programs, and policies. This includes ongoing review of policies, procedures, and practices, and engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement stages of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's EI Strategic Plan goals.
- Ensures communication and dissemination of the EI Strategic Plan, policy and program information, and employee access to the plan and related policies.
- Attends equity and inclusion and agency supervisory training annually, as required.
- Keeps the agency head and agency leadership at various organizational levels and the EIAC informed of EI developments, progress, and potential concerns.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

Name, Title and Contact Information for the Equity and Inclusion Officer

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Title: Equity and Inclusion Officer
Phone: 608-266-0208

**Directing and Implementing the Equity and Inclusion Strategic Plan:
Responsibilities and Authorities *(continued)***

Executive HR Manager Responsibilities

The Executive HR Manager ensures equitable and consistent administration and application of all personnel policies and provides direct supervision of the EIO and EI designee(s)/ professional(s). The Executive HR Manager:

- Provides the EIO the support and data necessary to perform duties and responsibilities related to equity and inclusion.
- Ensures EI Officer and HR Staff satisfactorily complete all duties included in the Equity and Inclusion Strategic Plan.
- Maintains effective working relationships with the agency EIO 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 HR, hiring managers and supervisors work effectively with the EIO to develop and execute the EI Strategic Plan.

Name, Title and Contact Information for the Executive HR Manager

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Title: Executive HR Manager

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Equity and Inclusion Strategic Plan Department of Safety and Professional Services

DSPS Overview

The Department of Safety and Professional Services (DSPS) is responsible for ensuring the safe and competent practice of licensed professionals in Wisconsin. The department also administers and enforces laws to assure safe and sanitary conditions in public and private buildings. It provides administrative services to the state occupational regulatory authorities responsible for regulation of occupations and offers policy assistance in such areas as evaluating and establishing new professional licensing programs, creating routine procedures for legal proceedings, and adjusting policies in response to public needs.

DSPS licenses and regulates more than 200 different types of credentials. The agency also provides centralized administrative services to nearly 100 boards, councils, and advisory committees. The boards, councils, and advisory committees have varying levels of responsibility and professional oversight based on statutory provisions.

The mission of DSPS is to promote economic growth and stability while protecting the citizens of Wisconsin as designated by statute. The vision of DSPS is to create a workplace which values staff and their expertise, enabling DSPS to complete processes efficiently.

Executive Order #59

On November 12, 2019, Governor Tony Evers signed Executive Order #59 Relating to Diversity, Equity, and Inclusion in State Government, charging Wisconsin State Agencies to each develop an Equity and Inclusion Action Plan.

The Equity and Inclusion Planning Committee

Several DSPS staff members were appointed in response to the state agency directive of Executive Order #59. They were combined with members of the agency's existing Equity and Inclusion Advisory Committee (EIAC) to form the Equity and Inclusion Planning Committee (EIPC). The EIPC's charge was to develop an Equity and Inclusion Strategic Plan, in alignment with DSPS' mission and vision, while embedding diversity, equity and inclusion into how the agency hires and supports all employees, and how it does business with the community.

The EIPC met more than 30 times over an eight-month period. They created a Charter, reviewed workforce availability, utilization, hiring and retention data. They examined exit interview history, created an agency climate survey that was distributed to all DSPS employees, compiled results, and identified trends. They compared compensation across state agencies for certain position classifications. They mapped the agency's recruitment processes to identify demographic hiring deficits and to pinpoint where underrepresented groups are most challenged in the recruitment-to-hire pipeline. In addition, they uncovered several barriers in how DSPS engages and supports diverse populations.

Workforce Analysis Study

The EIPC undertook a workforce analysis study to obtain data describing the agency's record on the recruitment and retention of candidates in underrepresented groups. They collected the data by inquiries made of Region 1 HR and from a climate survey it created and sent to each employee in the Department.

The EIPC reviewed statewide workforce availability percentages by job group and how those job groups have been characterized in terms of utilization. DSPS is not listed as below minimum utilization for any of the job groups. Only four of the 40 job groups list a minority availability percentage of 20 percent or greater. (See Appendix A, 2020 Statewide Underutilization Table

with Availability Percentages) Yet racial and ethnic minorities comprise approximately 20 percent of the Dane County and statewide populations. In view of these incongruities, the Committee found the utilization/underutilization conclusions to be misleading, particularly since only 17 of 197, or approximately 9 percent, of agency employees are racial and ethnic minorities. (See Appendix B, Tables 3 and 7)

The Committee's review of the availability and utilization data was useful in that it generated discussion around which positions are most vulnerable to turnover, and it initiated questions surrounding transfer of DSPS employees in certain job groups to other state agencies. Further inquiry was then made regarding agency transfer trends and compensation differentials.

The EIPC examined agency demographics with data provided by Human Resources. The data was broken out by employee age, gender, veteran status, ethnicity, in addition to position delegations (staff/supervisor/manager), seniority, and Division within DSPS, to assess diversity in employment¹. The results underscore what the overall employee count revealed; that is, a lack of diversity and difficulty with retention, below parity for the population served. There is particular concern around turnover and retention for people of color and younger employees. (See Appendix B: Tables 3, 4, 5 and 7)

Regarding recruitment and hiring, the EIPC examined HR Region 1's procedures. Specifically, the Committee investigated the methods Region 1 HR uses to recruit, screen, and select candidates for hire. They also analyzed applicant flow data, which revealed that DSPS draws a small percentage of diverse applicants and that the percentage of diversity hires is even smaller than it is in the applicant pool. There are concerning diverse candidate drop-offs in the hiring process, between screening and certification, and more precipitously, from certification to hire.

Workplace Climate Survey

To learn more about agency retention problems and agency culture, the Committee sent a workplace climate survey to all agency employees. 142 responses were received. Responses to the survey are summarized in Appendix C. The survey results pointed to opportunities for improvement relating to agency culture. Combined with a limited amount of exit interview data (Appendix D), the survey results also furthered discussion about possible explanations for the low retention and high turnover rates. The Work Plan includes action items which seek to rectify these inadequacies and increase transparency in agency decisions and actions.

Work Plan

Most of the EIPC's strategic planning efforts were directed toward creating a Work Plan for the agency. The Work Plan is the culmination of several months of group discussion, listening, inquiry, study, and deliberation. It establishes goals in three areas: recruitment, retention, and agency culture. For each goal, a set of strategies are enumerated. For each strategy, there is an action plan, key performance indicators, and anticipated outcomes. Various staff persons and work units are assigned the responsibility of seeing the actions through to completion, with targeted completion dates. In addition, there are several reporting requirements built into the plan to ensure that assignments are completed in a timely manner.

Expanded Certification

The EIPC understands the value of diversity, equity and inclusion in the workplace and wholeheartedly believes that the workforce of the agency should reflect the community it serves. Unfortunately, the agency struggles to attract and retain people that belong to ethnic minority groups, veterans, and people with disabilities. It is essential that the agency ensures a diverse

¹ Disability data was not made available because it is not captured in the payroll file. Disability data is self-disclosed by employees and is collected by HR every two years. Because someone may be disabled at one point but not at another, it is not a data field that is deemed sufficiently reliable. [Source: Region 1 HR]

workforce, and the Committee fully understands that improving its recruitment is the first step at improving retention and agency culture.

As such, the EIPC appeals to Region 1 HR to reconsider the Committee's request that the Expanded Certification option be employed as an Affirmative Action tool, to increase the number of diverse candidates on certification lists. The EIPC identified expanded certification as a strategy with potential to increase DSPS workplace diversity.

Resources for Equity and Inclusion

The EIPC would like to note that it was challenged in its duty to identify responsible parties and timelines for implementation in the Work Plan. Due to Region 1 HR EI workload responsibilities, it was agreed that the Region 1 EI Officer/DSPS Affirmative Action Officer would not be an active participant in the creation of the strategic plan. To this point, the Committee has benefited greatly from a BEI EI Planning Process Facilitator who coordinated the development of this plan and reinvigorated an AA/EO diversity program that had become dormant in many critical ways. BEI support for execution of the Work Plan, however, will not continue after the strategic plan is filed. In turn, several actionable items in the work plan are the assigned responsibility of the Region 1 EI Officer.

EIPC Committee members have commented as follows:

“During my 3 years on the AAAC, despite concerted effort, the Committee was unable to implement new policies or procedures, or impact existing programs relating to Equity and Inclusion. We also struggled to gain access to data and information on the current Equity and Inclusion processes within DSPS and the state. This Equity and Inclusion Planning Committee, however, was directly able to recommend changes and see detailed data on how the current process works. We were able to explore inadequacies in the system and provide educated suggestions and paths for improvement. While continued success, and indeed success of our plan, is not guaranteed, engaging in this planning process resulted in a strengthening of resolve and determination among the members of the group. For myself I felt re-invigorated as impacting change moved from an impossibility to a probability. We have a great opportunity here to use the momentum the EIPC created to continue improvements as the new Equity and Inclusion Committee is formed and the goals of the committee are reaffirmed and supported. I believe the support of Angela Nash and BEI has had an incredible positive impact on our group. Her expertise and knowledge have served us well, and I believe we would not be where we are now without her assistance. If we can continue to carry forward the motivation and success of the EIPC, then I see the potential for many positive changes and an ever-improving DSPS experience for all staff regarding Equity and Inclusion.”

“I think the new process is making it clear that we want to be more involved in diversity, equity, and inclusion matters that affect our employees going forward. Also, it clearly demonstrates that we expect follow through on the proposed initiatives from HR, which is not something we were really seeing previously. The AAAC/EIAC is supposed to be in a position to advise the secretary on these issues, however we were unable to do so before due to inability to access HR staff or get information from them on a consistent or regular basis. It was very much us asking for things like trainings, resources, and funding, but never getting anywhere. I am hopeful that the new strategic plan will be a starting point for rebuilding the AAAC/EIAC into the committee that can support the agency on matters of diversity, equity, and inclusion actively, as well as hold HR accountable for implementing the initiatives that will improve our agency culture and retention.”

“Working with this talented and committed team has been a blessing during these difficult times of COVID-19, isolation, and political divisiveness. I am grateful to all who gave of their time and energy to bring this plan into being. It is not simply another bureaucratic plan that will gather dust on a shelf somewhere, it is a living document that will have a long-lasting impact on DSPS staff and the services we provide to the people of Wisconsin. The Lakota say these sacred words, “Mitakuye Oyasin,” meaning “We are All Related.” They are a reminder of the interconnectedness of all beings and the Earth. To me, this plan acknowledges this truth and provides a path forward for us to expand our culture of respect and inclusion for all.”

Ensuring sufficient resources are available to achieve the goals in the Work Plan is critical to its success. The EIPC refers to Page 6 of this report, which states it is the responsibility of the Region 1 Executive HR Manager to provide the EI Officer and the DSPS Diversity, Equity, and Inclusion Implementation Committee the support and data necessary to perform duties and responsibilities related to equity and inclusion. Assurances have been given that HR resources will be provided upon request to support the work of the implementation committee and the agency. Collaboration with Region 1 HR Manager and staff is integral to the successful implementation of this plan.

Equity and Inclusion Strategic Plan Goals and Strategies

Goals	Strategies to Achieve Goals
<p>Recruitment</p> <p>The agency will incrementally increase the recruitment of women, minorities, persons with disabilities, and veterans.</p>	<ul style="list-style-type: none"> • DSPS will use expanded certification to address its workforce disparities in the hiring of ethnic and racial minorities. • Continually assess the recruitment of minorities, women, people with disabilities and veterans to ensure the Agency’s hiring record is aligned with the available workforce and attempt to remove systemic barriers to the success of such candidates. If any barriers are found, develop appropriate programs and attempt to remove them. • Extend diversity-positive recruitment efforts by leveraging communication channels formed by the State Council on Affirmative Action with racial and ethnic minority and women’s groups, building community partnerships, and establishing communication with nontraditional local and regional recruitment networks. • Encourage flexible work arrangements that support work life balance and candidate needs for alternative work patterns and to attract candidates from the local and regional employment markets. • Annually participate in the State of Wisconsin Student Diversity Internship Program
<p>Retention</p> <p>The agency will retain a <u>diverse</u> workforce by meeting the needs of employees related to pay, progression, professional development, shared leadership, flexible work arrangements, and formation of affinity groups.</p>	<p>Pay and Progression:</p> <ul style="list-style-type: none"> • Carry on active discussions with all deciding authorities to expand the number of DERAs and DMCs awarded. • To the extent feasible, advance the concept of annual pay increases for satisfactory performance evaluations, including but not limited to the General Wage Adjustment from the State Compensation Plan. • Region 1 Human Resources will provide DSPS Executive Leadership with pay files for all employees in DSPS (by classification) and how the DSPS employee pay and seniority compare to employees in other state agencies. This data would be reviewed by DSPS Executive Leadership to discuss options with Human Resources to address inequities. • Region 1 Human Resources staff will actively pursue position progression for all DSPS positions to eliminate disparities, promote equitable pay practices, and reduce turnover within the agency.

Goals	Strategies to Achieve Goals
	<p>Professional Development:</p> <ul style="list-style-type: none"> • Increase opportunities for professional development to promote job satisfaction. <p>Shared Leadership:</p> <ul style="list-style-type: none"> • The department will aim to engage employees, solicit their feedback, and strive for transparency in decisions that affect the workforce. • Encourage flexible work arrangements that support work-life balance to retain employees that need alternative work patterns. • Formation of an Affinity Group, or an Employee Resource Group (ERG), a collection of individuals who share similar interests and goals, promote inclusion, diversity and other efforts that benefit employees, create safe spaces for networking, resources for mentorship and training for professional development.
<p>Agency Culture</p> <p>The agency will foster an inclusive workplace that encourages employees to embrace diversity as a core value and essential condition of employment.</p>	<ul style="list-style-type: none"> • In addition to the required training(s) included in this workplan, produce annual diversity, equity, and inclusion-specific professional development/training opportunities for staff. • Develop and communicate options for conflict resolution in response to situations where staff may feel, perceive, or experience a workplace climate that is not inclusive. • Review current exit interview policies and procedures for possible improvement. • Provide ongoing diversity, equity and inclusion updates and opportunities for staff to provide feedback on diversity, equity, and inclusion matters. • Offer agency (or division)-wide gatherings quarterly for leadership to share its vision related to diversity, equity, and inclusion and to reinforce positive group interactions that foster an inclusive workplace. • Provide on-going support for diversity, equity, and inclusion and encourage a sufficiently resourced, active, and engaged EIAC.

Equity and Inclusion Strategic Plan Workplan

Recruitment Strategy: DSPS will use expanded certification to address its workforce disparities in the hiring of ethnic and racial minorities.				
Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Incorporate expanded certification into the hiring process at DSPS.</p> <p>Update HR Region 1 certification procedures for DSPS, the agency affirmative action plan and other applicable governing documents.</p>	<p>Increased racial and ethnic diversity of certified applicants.</p> <p>Policies, procedures, and governing documents updated.</p> <p>Quantifiably improved racial and ethnic diversity percentages in the application to certification pipeline.</p>	<p>Quantifiably demonstrated improvement in the hiring of racial and ethnic minorities.</p>	<p>Region 1 HR</p> <p>OOS</p> <p>DSPS Supervisors</p> <p>Other hiring authorities</p>	<p>April 1, 2021</p>
Recruitment Strategy: Continually assess the recruitment of minorities, women, people with disabilities and veterans to ensure the Agency’s hiring record is aligned with the available workforce and attempt to remove systemic barriers to the success of such candidates. If any barriers are found, develop appropriate programs and attempt to remove them.				
Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Agency E/I Officer will work with the EIAC to assess practices and identify barriers.</p> <p>Agency EI Officer performs periodic/ongoing EI Data review from BEI.</p> <p>Region 1 HR EI Officer will coordinate information regarding “available</p>	<p>Agency EI Officer will continually assess existing recruitment, screening, hiring, and on-boarding processes for barriers specific to identified populations.</p> <p>Agency EI Officer will provide quarterly EI data reports to the EIAC, including updated</p>	<p>Practices amended, as needed.</p> <p>New programs created, as needed.</p> <p>Increase in diversity hiring from 7% of current workforce to 10%.</p> <p>Regional available workforce identified based</p>	<p>Agency EI Officer</p> <p>BEI (publishes reports for review and analysis by EI Officer)</p>	<p>Assessment of the hiring practices: December 2021.</p> <p>Development of any new programs that may be needed: April 2023.</p> <p>Increase in diversity of workforce to 10% by end of FY2023.</p>

<p>workforce” with BEI, the EIAC.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC at least quarterly.</p> <p>Region 1 HR will play a more active role in recruitment of diverse populations, to be reflected in amended and updated DSPS/Region 1 governing documents.</p>	<p>Appendix B data tables.</p> <p>Regional workforce data, including but not limited to the availability/utilization data in Appendix A, updated periodically with current demographic profiles.</p> <p>Consensus with the EIAC on measuring availability.</p> <p>EI Officer provides more updates and solicits feedback more frequently at monthly EIAC meetings.</p> <p>The Region 1 HR/DSPS governing documents, including the HR Service Level Agreement, Memorandum of Understanding and Appointing Authority Status and Delegation documents, will be updated to ensure increased accountability for Region 1 HR in improving diversity recruitment.</p>	<p>on DSPS job groups and office locations.</p>		
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Recruitment Strategy: Extend diversity-positive recruitment efforts by leveraging communication channels formed by the State Council on Affirmative Action with racial and ethnic minority and women’s groups, building community partnerships, and establishing communication with nontraditional local and regional recruitment networks.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Agency EI Officer will research and identify local and regional workforce resources to support diversity recruitment initiatives.</p> <p>Review the DOA diversity posting list for possible improvement.</p> <p>Region 1 HR Staff will explore paid advertising of positions to attract diverse candidates during the recruitment process.</p> <p>Conduct research to identify recruitment options to attract veterans and members of the military.</p> <p>Agency EI Officer will gather information from SCAA on existing communication channels with racial and ethnic minority and women’s groups and organizations.</p>	<p>Agency EI Officer will participate in 2 diversity outreach recruitment events per year.</p> <p>Agency EI Officer will generate one new diversity recruitment contact each quarter.</p> <p>Agency EI Officer will share the results of the DOA diversity posting list review with the on an annual basis.</p> <p>Agency Region 1 HR Staff will ensure that all DSPS job postings are sent to at least 5 diversity recruitment contacts. The Agency EI Officer will provide guidance to Region 1 HR Staff on this process.</p> <p>Agency EI Officer will provide updates and solicit feedback at monthly EIAC meetings.</p>	<p>Increase in minority candidates applying for DSPS positions by 10% that are attributable to the outreach participation.</p> <p>Recruitment trainings provided.</p> <p>Recruitment competencies of staff, management and leadership will improve.</p> <p>Attendance or participation in military recruitment activities.</p>	<p>Region 1 HR Staff</p> <p>Agency EI Officer</p> <p>State Council on Affirmative Action</p> <p>OOS</p>	<p>End of 1st quarter 2021 and ongoing</p>

<p>Establish collaborative relationships with diverse community groups and nontraditional recruitment networks.</p> <p>Training of staff, management, and leadership in diversity recruitment strategies. Improve competencies of staff, management, and leadership in diversity recruitment.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC at least quarterly.</p>	<p>Agency EI Officer will coordinate training of staff, management and leadership involved in recruitment to educate and improve competencies. Agency EI Officer will identify competencies for management and leadership.</p>			
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Recruitment Strategy: Attract more diverse candidates from the local and regional employment markets by encouraging flexible work arrangements that support work life balance and candidate needs for alternative work patterns.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Allowing work from home opportunities post-pandemic.</p> <p>Add flexible work arrangement/ alternative work pattern language to all applicable job postings for DSPS positions.</p> <p>Region 1 HR Staff will provide updates and solicit feedback EIAC at least quarterly.</p>	<p>Expanded geographic diversity in recruitment by including employment markets outside the Greater Madison area.</p> <p>More applicants applying from outside of the Greater Madison area.</p> <p>Region 1 HR Staff will gather and analyze data to measure impact</p>	<p>Wider geographic hiring region.</p> <p>Increased employee engagement as evidenced by Annual Employee Engagement Surveys</p> <p>Greater participation in Alternative Work Pattern/Work from home opportunities</p>	<p>OOS</p> <p>Division Administrators/ Supervisors</p> <p>Region 1 HR Staff</p> <p>EIAC</p>	<p>Baseline data to be collected by the end of 2nd quarter 2021.</p> <p>Ongoing data collection and analysis.</p>

	Positive responses to post hire and/or exit survey data (“Why did you choose DSPTS?”)	Elimination/reduction of commuting and parking costs for employees.		
Recruitment Strategy: Annually participate in the State of Wisconsin Student Diversity Internship Program and other Diversity intern programs.				
Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Hire at least one diversity intern per year. Agency EI Officer will conduct ongoing research on diversity internship programs and report results semi-annually to the EIAC.	DSPTS will hire one intern per year.	DSPTS will hire one intern per year.	Agency EI Officer OOS DSPTS Division Administrators	Semi-annually

Retention Strategy				
Pay and Progression: Expand the number of DERAs and DMCs awarded				
Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Advocate for greater access to DERAs and explore opportunities for additional pay adjustments for satisfactory performance.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC at least quarterly.</p>	<p>OOS will initiate communications with state authorities to increase DSPS' ability to add more flexible compensation measures (addressing DSPS-specific needs) to the state compensation plan and report back to the EIAC.</p> <p>Increase in DERA and DMC awards.</p> <p>Exit survey data shows reduction in pay as reason for leaving DSPS</p>	<p>Decreased discrepancy in inter-agency compensation for positions similar in function.</p> <p>Increased retention percentages and fewer transfers to other agencies for higher pay in similar positions. See Appendix B.</p> <p>Documentation of advocacy steps are recorded and reported to the EIAC.</p>	<p>OOS</p> <p>Region 1 HR will track inter-agency transfers, successful retention DERAs, and gather metrics on agency exit interviews.</p> <p>Human resources will conduct compensation comparison</p>	<p>Continuous throughout the budget cycle.</p> <p>Region 1 HR will provide bi-annual retention data to EIAC and EIPC.</p> <p>End of FY2022 for compensation comparison.</p>
Retention Strategy				
Pay and Progression: To the extent feasible, advance the concept of annual pay increases for satisfactory performance evaluations, including but not limited to the General Wage Adjustment from the State Compensation Plan.				
Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Advocate for compensation increases in compensation plans to increase equity with similar positions in state government.</p>	<p>OOS will initiate communications with state authorities to increase DSPS' ability to add more flexible compensation measures (addressing DSPS-specific needs) to the state compensation plan and report back to the EIAC.</p>	<p>Decreased discrepancy in inter-agency compensation for positions similar in function.</p> <p>Increased retention percentages and fewer transfers to other agencies for higher pay in similar positions.</p>	<p>OOS</p> <p>Region 1 HR will track inter-agency transfers, rescinded resignations, and gather metrics on agency exit interviews.</p>	<p>Continuous throughout the budget cycle.</p> <p>Region 1 HR will provide bi-annual retention data to EIAC and EIPC.</p> <p>End of FY2022 for compensation comparison</p>

Region 1 HR will provide updates and solicit feedback from the EIAC at least quarterly.		Employees within the agency will be routinely progressed in pay based on established performance indicators.	Region 1 HR will conduct compensation comparison	
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Retention Strategy

Pay and Progression: Region 1 Human Resources will provide DSPS Executive Leadership with pay files for all employees in DSPS (by classification) and how the DSPS employee pay and seniority compare to employees in other state agencies. This data would be reviewed by DSPS Executive Leadership to discuss options with Human Resources to address inequities.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Region 1 HR will conduct compensation reviews, provide updates, and solicit feedback from the EIAC.</p> <p>To address disparities, increase ability to employ flexible compensation measures (e.g., use a compensation match option when employee is offered another comparable position outside of DSPS).</p>	<p>Compensation reviews completed.</p> <p>OOS will initiate communications with deciding authorities to increase DSPS' ability to add more flexible compensation measures (addressing DSPS-specific needs) to the state compensation plan and report back to the EIAC.</p>	<p>Decreased discrepancy in inter-agency compensation for positions similar in function.</p> <p>Increased retention percentages and fewer transfers to other agencies for higher pay in similar positions.</p> <p>Employees within the agency will be routinely progressed in pay based on established performance indicators.</p>	<p>Region 1 HR will track inter-agency transfers, rescinded resignations, and gather metrics on agency exit interviews.</p> <p>Human Resources will conduct compensation comparisons.</p> <p>OOS to share compensation review data with the EIAC.</p>	<p>End of FY2022 for compensation comparison.</p> <p>Continuous throughout the budget cycle.</p> <p>Region 1 HR will provide bi-annual retention data to the EIAC.</p>

Retention Strategy

Pay and Progression: Region 1 Human Resources staff will actively pursue position progression for all DSPS positions to eliminate disparities, promote equitable pay practices, and reduce turnover within the agency.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Duplicate the pay progression project successes recently	Position classifications in need of pay progression are identified by each	Hourly wages increased for specific classifications when warranted and	Region 1 HR Staff OOS	To be included with the budget cycle concurrent with plan implementation.

<p>achieved by the Division of Professional Credential Processing (DPCP) in all other Divisions.</p> <p>HR Staff, OOS, and EIAC will create an active, individualized progression plan for each position within the agency.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC.</p> <p>Accountability for retention will increase for Region 1 HR, which will play a more direct and active role in improving retention at DSPS, as specified in amended and updated DSPS/Region 1 governing documents.</p>	<p>division for inclusion in the project.</p> <p>Region 1 HR will develop progression benchmarks, schedules, processes, procedures, timelines, and a progression monitoring mechanism for each DSPS position. DSPS Supervisors support with employee-specific performance evaluation data.</p> <p>Pay progression projects are revised and updated every two years.</p> <p>The Region 1 HR/DSPS governing documents, including the HR Service Level Agreement, Memorandum of Understanding and Appointing Authority Status and Delegation documents, will be updated to ensure increased accountability for Region 1 HR in improving retention.</p>	<p>approved.</p> <p>Progression increases according to planned schedule for compensation and position advancement.</p> <p>Retention percentages increase.</p> <p>HR will ensure position delegations reflect work assigned so that position classification changes do not confer or imply demotion.</p>	<p>Agency EI Officer will create plan, track progress, and report regularly to DSPS leadership and EIAC.</p>	
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Retention Strategy
Professional Development: Increase opportunities for professional development to promote job satisfaction.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
EIAC and Region 1 HR will work with Bureau of Training and Development to create a mentorship	Competencies related to mentorship identified. The Bureau of Training and Development will	Revised position description documents. Staff participation in	Bureau of Training and Development Region 1 HR	End of Fiscal year 2021 for PDs to change. End of October 2021 for

<p>program.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC at least quarterly.</p>	<p>provide mentorship training and resources.</p> <p>Mentors will be identified.</p> <p>Increased number of professional development options provided and attended.</p> <p>Increased budgets for professional development opportunities.</p>	<p>mentoring project initiatives.</p>	<p>EIAC</p>	<p>changes to PDs to be implemented and new expectations discussed.</p>
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Retention Strategy
Shared Leadership: The department will aim to engage employees, solicit their feedback, and strive for transparency in decisions that affect the workforce.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Add a statement to all PDs related to shared leadership: Identify problem areas and provide suggestions for improvement opportunities.</p> <p>Create a workplace climate that empowers employees to take initiative on projects, speak up, and positively affect organizational outcomes.</p> <p>Utilize focus groups/climate surveys to solicit feedback and suggestions from employees.</p> <p>OOS and/or Region 1 HR</p>	<p>Employees participate in at least one project initiative per year.</p> <p>Focus group/climate survey results indicate employees are more engaged and empowered to take initiative in decisions affecting the workforce.</p> <p>Division surveys for improvement ideas are used more frequently in the agency.</p>	<p>An initial increase of 10% in the number of improvement suggestions provided by employees.</p> <p>100% of employees participating in one project initiative per year.</p>	<p>DSPS Supervisors</p> <p>Human Resources</p> <p>OOS</p>	<p>End of Fiscal year 2021 for PDs to change.</p> <p>End of FY 2022 for changes to PDs to be implemented and new expectations discussed during annual performance evaluations.</p> <p>Targeted completion date for improvement suggestion survey by July 1, 2022</p>

staff will provide updates to the EIAC at least quarterly.				
<p>Retention Strategy Shared Leadership: Encourage flexible work arrangements that support work-life balance to retain diverse populations that need alternative work patterns.</p>				
Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Allowing work from home opportunities post-pandemic.</p> <p>Add flexible work arrangement/ alternative work pattern language to employment policies.</p> <p>Region 1 HR Staff will provide updates and solicit feedback from the EIAC at least quarterly.</p>	<p>Amended workplace policies and procedures.</p> <p>More employees from outside the Greater Madison area.</p> <p>Region 1 HR Staff will gather and analyze data to measure impact. (e.g., post hire survey tool)</p> <p>Improved diversity percentages in tables at Appendix A and B.</p> <p>Survey data (e.g., engagement survey) shows positive responses regarding flexible work arrangements.</p> <p>Employee and other survey data regarding commuting and parking costs.</p>	<p>Wider geographic employment region.</p> <p>Increased employee engagement as evidenced by Annual Employee Engagement Surveys.</p> <p>Greater participation in Alternative Work Pattern/Work from home opportunities.</p> <p>Commuting costs decline.</p> <p>Elimination/reduction of commuting and parking costs due to alternative work patterns and/or flexible work arrangements.</p>	<p>Division Administrators/ Supervisors</p> <p>Region 1 HR Staff</p> <p>EIAC</p> <p>OOS</p>	<p>By the end of 2nd quarter 2021.</p> <p>Ongoing data collection and analysis.</p>

Retention Strategy

Shared Leadership: Formation of an Affinity Group, or an Employee Resource Group (ERG), a collection of individuals who share similar interests and goals, promote inclusion, diversity and other efforts that benefit employees, create safe spaces for networking, resources for mentorship and training for professional development.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Agency E/I Officer will provide the EIAC with the tools necessary to form affinity groups at DSPS.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC at least quarterly.</p> <p>Agency EI Officer will provide training to improve retention competencies and ongoing support, as necessary.</p>	<p>5% of employees participating in Affinity Groups.</p> <p>Trainings provided. Competencies improve in areas of training.</p>	<p>Affinity groups will be formed at DSPS by the end of 3rd quarter 2021.</p> <p>Retention competencies of management and leadership will improve. Retention percentages increase.</p>	<p>Agency EI Officer</p> <p>EIAC</p> <p>Staff - participation in groups</p>	<p>By the end of 3rd quarter 2021 and ongoing.</p>

Agency Culture Strategy: In addition to the required training(s) included in this workplan, produce annual diversity, equity, and inclusion-specific professional development/training opportunities for staff.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Identify core competencies for staff and supervisors for diversity, equity, and inclusion.</p> <p>EIAC - Ongoing process to review mandatory trainings produced by BEI and/or DPM to ensure they establish baseline standards of diversity, equity, and inclusion for DSPS and improve competencies of staff, management, and leadership.</p> <p>Coordinate and ensure delivery of formal inclusiveness and diversity professional development for all staff, including training on explicit (conscious) and implicit (unconscious) bias and training on how to structurally create inclusive working environments if not offered through the mandatory EI training provided by DOA as required by EO59.</p> <p>Request from OOS a limited budget for the EIAC and/or the EISP Implementation Team to coordinate EI trainings and/or speakers.</p> <p>Provide a diversity, equity, and inclusion training module to the new hire orientation program.</p>	<p>Competencies identified</p> <p>Baseline standards for diversity, equity and inclusion identified.</p> <p>Trainings provided. Feedback regarding improved competencies included with training evaluations.</p> <p>Forms updated. (performance evaluation forms, onboarding checklists, and position descriptions).</p> <p>Conversations held with OOS regarding the availability of budget funding.</p>	<p>Consensus on competencies and baseline standards.</p> <p>Trainings are evaluated.</p> <p>Employees demonstrate proficiency with identified EI core competencies</p> <p>Conversation occurred (budget request).</p> <p>New hires understand DSPS initiatives and resources for equity and inclusion within the department.</p> <p>Training is successfully completed.</p> <p>Equity, Inclusion and Diversity competencies of staff, management and leadership will improve.</p>	<p>The EIAC and/or the EISP Implementation Team</p> <p>OOS</p> <p>Supervisors</p> <p>EIO, Region 1 HR, Bureau of Training and Development</p>	<p>1st quarter 2021 identifying core competencies of diversity, equity, and inclusion and review of BEI mandatory training.</p> <p>Trainings provided upon hire and annually.</p> <p>Conversation with OOS regarding budget funding completed prior to the end of 1st quarter 2021.</p> <p>Forms updated concurrent with availability of the training.</p>

<p>Add a diversity, equity, and inclusion online module in the agency's learning management system to the onboarding checklist for supervisors.</p> <p>Annual requirement for Diversity Equity, and Inclusion training as part of performance review, employee goals/expectations.</p> <p>All trainings and professional development programs will improve competencies of staff, management, and leadership.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC and/or the EISP Implementation Team at least quarterly.</p>				
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Agency Culture Strategy: Develop and communicate options for conflict resolution in response to situations where staff may feel, perceive, or experience a workplace that is not inclusive.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Determine appropriate contacts to serve as resources when conflict arises.</p> <p>Provide conflict resolution training and resources to identified contacts.</p> <p>Resource availability is periodically communicated to staff.</p> <p>Agency EI Officer and EIAC will</p>	<p>Contacts and resources clearly identified and documented.</p> <p>Agency EIO presents options to agency.</p> <p>Resolution option(s) is/are implemented.</p>	<p>Sufficient utilization of contacts and resources for conflict resolution.</p> <p>Response Team discussion held by Region 1 HR, OOS and EIAC</p>	<p>EIO and/or Region 1 HR EIAC OOS DSPS Communications Director</p>	<p>Depending on resources available at Region 1 HR, January 2022.</p>

consider creating an incident response team with restorative solutions. Agency EI Officer will provide updates and solicit feedback from EIPC and EIAC at least quarterly.				
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Agency Culture Strategy: Review current exit interview policies and procedures for possible improvement.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
EIAC & EIPC will work with HR personnel and EI Officer to review exit interview policies, procedures, and forms. Reviewers will identify any barriers to completion and/or communication. Agency EI Officer will provide updates and solicit feedback from EIPC and EIAC at least quarterly.	Policies and procedures reviewed. Barriers identified.	Create an improvement plan if deficiencies are identified. Implement improvement plan for exit interview process if deficiencies are identified.	Reviews – EIAC, Region 1 HR EI Officer	July 1, 2021

Agency Culture Strategy: Provide ongoing diversity, equity and inclusion updates and opportunities for staff to provide feedback on diversity, equity, and inclusion matters.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
the EIAC and/or the EISP Implementation Team will be provided space in the current employee newsletter and DSPS internal website to communicate matters related to diversity, equity, and inclusion.	Space in the newsletter and on the Intranet is granted. Employees become more aware of EIAC & EIPC communications.	Employees become more engaged in matters related to diversity, equity, and inclusion.	the EIAC and/or the EISP Implementation Team DSPS Communications Director	Spot secured in the newsletter and on the DSPS Intranet by the end of 1st quarter 2021. Ongoing updates and

<p>DSPS Communications Director reports on diversity, equity and inclusion matters in each DSPS newsletter and maintains a diversity page on the DSPS Intranet.</p> <p>the EIAC and/or the EISP Implementation Team will work with DOA IT on an email address for the EIAC and/or a virtual suggestion box for employees to provide feedback.</p>				<p>communications to employees upon platform(s) being secured.</p>
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Agency Culture Strategy: Offer agency (or division)-wide gatherings quarterly for leadership to share its vision related to diversity, equity, and inclusion and to reinforce positive group interactions that foster an inclusive workplace.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>Add diversity, equity, and inclusion agenda items to staff meeting agendas.</p>	<p>Diversity, equity, and inclusion agenda items added.</p>	<p>Increased opportunities to discuss matters related to diversity, equity, and inclusion.</p>	<p>OOS and Division Administrators</p>	<p>Agenda items added by July 1, 2021.</p> <p>Communications about diversity, equity, and inclusion ongoing.</p>

Agency Culture Strategy: Provide on-going support for diversity, equity, and inclusion and encourage a sufficiently resourced, active, and engaged EIAC.

Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>EIAC will work with OOS on a regular basis to ensure membership is maintained for EIAC and/or the EISP Implementation Team.</p> <p>OOS will ensure EIAC remains fully constituted with members</p>	<p>EIAC moves from dormant to active and membership increases to include representation across the agency.</p> <p>Vacancies are filled</p>	<p>A fully functioning EIAC with regular attendance by members.</p> <p>Incident response team is implemented if decision is made to create one.</p>	<p>OOS</p> <p>EIAC</p>	<p>July 1, 2021</p>

<p>and solicit feedback from the EIAC and/or the EISP Implementation Team.</p> <p>Develop a system for prompt replacement of EIAC members as vacancies occur.</p> <p>EIAC members attend meetings regularly.</p> <p>Agency EI Officer will provide updates and solicit feedback from the EIAC and/or the EISP Implementation Team at least quarterly.</p> <p>Consider formation of an incident response team to address matters related to equity, inclusion, and diversity.</p> <p>The EIAC will work with EI Officer and BEI to align EIAC bylaws with this plan.</p> <p>Accountability for agency culture will increase for Region 1 HR, which will play a more direct and active role in improving agency culture at DSPS, to be specified in amended and updated DSPS/Region 1 governing documents.</p>	<p>promptly.</p> <p>Bylaws will be updated to reflect statutory requirements and this plan.</p> <p>Incident response team concept is explored.</p> <p>The Region 1 HR/DSPS governing documents, including the HR Service Level Agreement, Memorandum of Understanding and Appointing Authority Status and Delegation documents, will be updated to ensure increased accountability for Region 1 HR in improving agency culture and consistent with the EISP.</p>			
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**Equity and Inclusion Strategic Plan
Department of Safety and Professional Services
Communication and Dissemination of Equity and Inclusion Plan**

Internal Methods of Communication

- A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or alternatively, the Equity and Inclusion Officer, to all staff on an annual basis.
- The agency's Equity and Inclusion Plan is available to all employees on the agency's intranet site or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The Communications Director will create and execute a communication event to announce and launch the EISP.
- The Communications Director will create a comprehensive, ongoing diversity, equity and inclusion communication plan that will include the publication of diversity, equity and inclusion information in each edition of the DSPS newsletter, maintenance of an active, dedicated diversity page on the DSPS Intranet, and use of other media to regularly provide outreach.
- The agency will utilize focus groups and climate surveys to solicit feedback and suggestions from employees on matters related to equity and inclusion.
- The Office of the Secretary will seek feedback from DSPS supervisors regarding how Region 1 HR may play a more active and engaged role in improving recruitment, retention and agency culture where accountability is shared with supervisors.
- Copies of the Region 1 HR/DSPS Governing Documents will be circulated among supervisors at DSPS for suggested amendments.
- A physical copy of the Agency's Equity and Inclusion Plan will be available to employees at the following address: 4822 Madison Yards Way, Madison, WI 53705.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

External Methods of Communication

- The agency's Equity and Inclusion Plan is available on the agency's public website at dsps.wi.gov or in a print copy for anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The agency will also ensure a representative ratio of diversity is on all diversity marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: 4822 Madison Yards Way, Madison, WI 53705.

Appendix A:

2020 Statewide Underutilization Analysis Table with Availability Percentages

Effective: July 1, 2020 through June 30, 2023

Job Group #	Job Group Name	Availability %		Underutilization	
		Women	Minorities	Women	Minorities
001	Administrators – Senior Executives	47.8	11.4	DOC	Yes
002	Mid-Level Supervisors	48.0	8.2	DOC	No
003	Business and Program Area Supervisors	37.2	9.6	No	DOR, DNR
004	Financial Supervisors	60.3	8.7	No	No
005	Architect/Engineer Supervisor	7.0	5.5	No	No
006	Physical, Natural and Social Science Supervisors	43.2	22.0	Yes	Yes
007	Health and Social Services Supervisors	66.9	14.7	DMA	No
008	Education Supervisors	59.7	12.4	No	No
009	Protective Services Supervisors	38.5	20.0	Yes	Yes
010	Service, Qual Control and Compliance Sup	33.3	7.7	No	No
011	Mechanical and Maintenance Supervisors	3.4	4.2	No	No
016	Fiscal	57.4	8.1	DOR, DFI	No
019	Program Specialist	61.3	11.1	No	No
020	Business Professionals	61.3	11.1	DOC, DMA, DWD	DMA
025	Inspectors, Investigators, and Compliance	46.4	9.6	Yes	DATCP
028	Architects and Engineers	14.4	7.8	No	No
043	IS Professionals	38.1	14.3	Yes	No
044	Planning Policy and Research	45.9	8.7	No	DMA
049	Science Professionals	45.9	18.8	No	Yes
050	Environmental Specialists	19.7	10.5	No	Yes
057	Physicians and Health Care Practitioners	44.8	10.8	Yes	No
063	Health Care Professionals	90.0	7.8	Yes	No
106	Education and Training	68.0	13.2	Yes	Yes
112	Social Service Professionals	67.2	19.2	DMA	BOALTC, DOC, DMA
119	Legal Professionals and Paralegal	47.4	6.9	OSPD	No
127	Public Relations and Media Technicians	50.4	12.3	DOT	Yes
134	Health Care Technicians	86.5	14.5	Yes	DOC
147	Natural Science and Laboratory Technicians	49.7	16.2	Yes	Yes
159	Property Management	58.3	10.9	No	No
185	IS Support, Program and Service Technicians	29.3	9.4	Yes	No
195	Administrative Support	82.2	12.6	Yes	WHS, DNR
202	Administrative Support-Fiscal	82.2	19.7	DCF, DOR	Yes
226	Claims Determination	68.7	8.5	No	No
247	Public Safety	27.4	12.7	Yes	DMA, DNR, DVA, DOA
253	Food Production	61.4	16.2	No	DVA
262	Personal Care	85.4	22.8	Yes	No
301	Mechanical Equipment, Maintenance Repair	2.9	7.3	No	Yes
333	Craft and Trade	3.1	6.1	No	No
400	Power Plant	10	4.9	Yes	No
999	Production Laborers	31.0	20.1	No	DMA, DNR, DVA

Appendix B:

Workforce Analysis Data

(as of April 2020)

Table 1:

Employment Type	Division of Industry Services	Division of Legal Services and Compliance	Division of Management Services	Division of Policy Development	Division of Professional Credentialing
Staff Level (Count)	83	41	14	19	39
Supervisor/Manager (Count)	9	3	3	2	3
Total	92	44	17	21	42
Staff Level (%)	90.22%	93.18%	82.35%	90.48%	92.86%
Supervisor/Manager (%)	9.78%	6.82%	17.65%	9.52%	7.14%

Table 2:

Gender	Staff Level	Supervisor/Manager
Female (Count)	95	9
Male (Count)	102	11
Total	197	20
Female (%)	48.22%	45.00%
Male (%)	51.78%	55.00%

Table 3:

Ethnicity	Staff Level		Supervisor/Manager	
	Count	Percentage	Count	Percentage
American Indian (Count)	2	1.02%	0	0%
Asian (Count)	4	2.03%	0	0%
Black (Count)	7	3.55%	0	0%
Hispanic (Count)	4	2.03%	0	0%
Pacific Islander (Count)	0	0%	0	0%
MINORITY SUBTOTAL	17	8.63%	0	0%
White (Count)	178	90.36%	20	100%
Not Specified (Count)	2	1.02%	0	0%
Total	197		20	

Table 4:

Seniority Group	Staff Level		Supervisor/Manager	
	Count	Percentage	Count	Percentage
0-5 years (Count)	129	65.48%	9	45.00%
6-10 years (Count)	19	9.64%	4	20.00%
11-15 years (Count)	17	8.63%	2	10.00%
16-20 years (Count)	11	5.58%	1	5.00%
21-25 years (Count)	11	5.58%	2	10.00%
26-30 years (Count)	6	3.05%	1	5.00%
+31 years (Count)	4	2.03%	1	5.00%
Total	197		20	

Table 5:

Age Group	Staff Level		Supervisor/Manager	
	Count	Percentage	Count	Percentage
Under 20 years (Count)	0	0.00%	0	0.00%
20-29 years (Count)	26	13.20%	1	5.00%
30-39 years (Count)	44	22.34%	2	10.00%
40-49 years (Count)	46	23.35%	5	25.00%
50-59 years (Count)	58	29.44%	9	45.00%
60+ years (Count)	23	11.68%	3	15.00%
Total	197		20	

Table 6:

Gender	Division of Industry Services	Division of Legal Services and Compliance	Division of Management Services	Division of Policy Development	Division of Professional Credentialing
Female (Count)	19	26	12	13	33
Male (Count)	73	18	5	8	9
Total	92	44	17	21	42
Female (%)	20.65%	59.09%	70.59%	61.90%	78.57%
Male (%)	79.35%	40.91%	29.41%	38.10%	21.43%

Table 7:

Ethnicity	Agency Total	
	Count	Percentage
American Indian (Count)	2	0.92%
Asian (Count)	4	1.84%
Black (Count)	7	3.23%
Hispanic (Count)	4	1.84%
Pacific Islander (Count)	0	0%
MINORITY SUBTOTAL	17	7.83%
White (Count)	198	91.24%
Not Specified (Count)	2	0.92%
Total	217	

Table 8:

Seniority Group	Division of Industry Services		Division of Legal Services and Compliance		Division of Management Services		Division of Policy Development		Division of Professional Credentialing	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
0-5 years (Count)	53	57.61%	28	63.64%	9	52.94%	11	52.38%	36	85.71%
6-10 years (Count)	11	11.96%	7	15.91%	2	11.76%	1	4.76%	2	4.76%
11-15 years (Count)	11	11.96%	1	2.27%	3	17.65%	3	14.29%	1	2.38%
16-20 years (Count)	3	3.26%	4	9.09%	0	0.00%	3	14.29%	2	4.76%
21-25 years (Count)	7	7.61%	1	2.27%	2	11.76%	2	9.52%	1	2.38%
26-30 years (Count)	6	6.52%	1	2.27%	0	0.00%	0	0.00%	0	0.00%
+31 years (Count)	1	1.09%	2	4.55%	1	5.88%	1	4.76%	0	0.00%
Total	92		44		17		21		42	

Table 9:

Age Group	Division of Industry Services		Division of Legal Services and Compliance		Division of Management Services		Division of Policy Development		Division of Professional Credentialing	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Under 20 years (Count)	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
20-29 years (Count)	2	2.17%	9	20.45%	1	5.88%	4	19.05%	11	26.19%
30-39 years (Count)	11	11.96%	15	34.09%	2	11.76%	6	28.57%	12	28.57%
40-49 years (Count)	24	26.09%	10	22.73%	5	29.41%	4	19.05%	8	19.05%
50-59 years (Count)	34	36.96%	9	20.45%	8	47.06%	7	33.33%	8	19.05%
60+ years (Count)	21	22.83%	1	2.27%	1	5.88%	0	0.00%	3	7.14%
Total	92		44		17		21		42	

Table 10: Taken from FY2019 Written Hiring Reason Report

Agency	New Original Hire and Promotions														
	Total Hires	Total Veteran & AA Group Hires ~		Veterans		Disabled Expanded Certification		Racial/ Ethnic Minorities		Women		Total Non-Veteran & Non- AA Group Hires*		Other^	
DSPS	55	37	67%	3	5.5%	0	0%	5	9%	34	62%	17	31%	1	1.8%

Appendix C:

Climate Survey Results

(August 2020)

1. DSPS is open and responsive to change

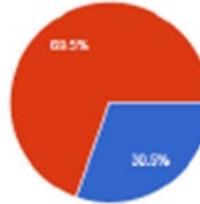
142 responses



2. DSPS shows very little concern for me

141 responses

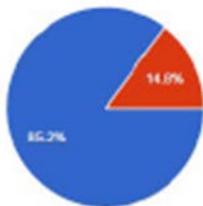
● Agree
● Disagree



● Agree
● Disagree

3. There is diversity at DSPS

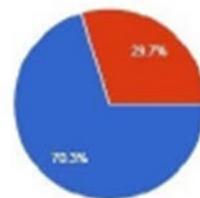
142 responses



● Agree
● Disagree

4. DSPS is a great place to work

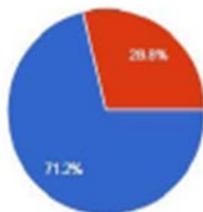
138 responses



● Agree
● Disagree

5. I would Recommend working at DSPS to my family and friends

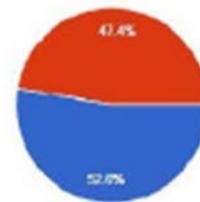
139 responses



● Agree
● Disagree

6. It is safe to take risks on my work team

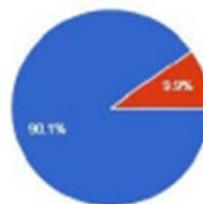
135 responses



● Agree
● Disagree

7. Employees respect one another's perspectives and opinions

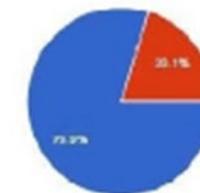
141 responses



● Agree
● Disagree

8. It is important for me to have coworkers that are different from me AND/OR from diverse backgrounds

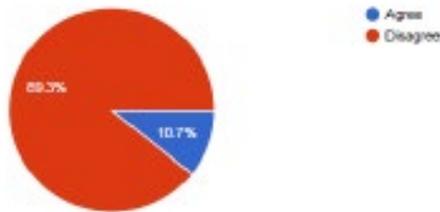
139 responses



● Agree
● Disagree

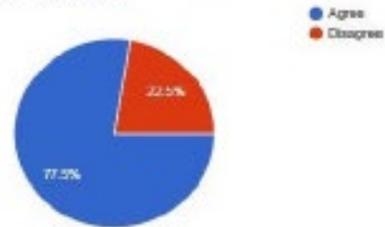
9. It is difficult to ask other members of my work team for help

140 responses



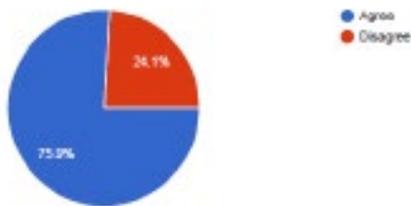
10. My supervisor consults with members of the team before making decisions that will affect them

156 responses



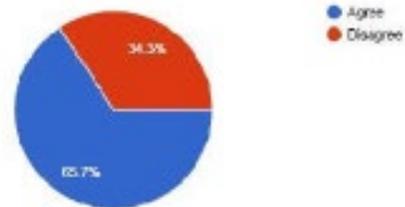
11. My supervisor arranges for members to get the training needed to do the work effectively

137 responses



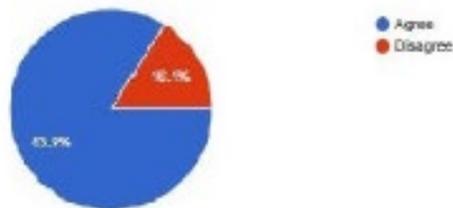
12. My supervisor provides helpful career advice and mentoring

134 responses



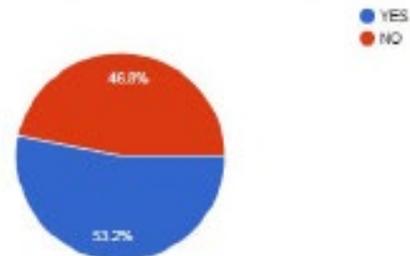
13. Supervisors take steps to make themselves easily accessible so issues, problems or concerns can be addressed as quickly as possible

137 responses



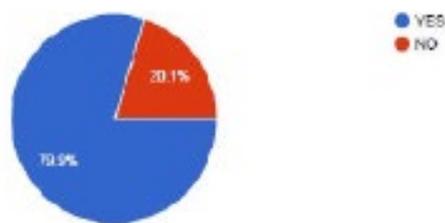
14. I have contemplated leaving DSPS in the past 6 months

141 responses



15. I feel included in the workplace

139 responses



Appendix D:

Exit Interview Survey Data

Reason for Leaving Position	Count
Movement within State Service	14
Resignation	15
Retirement	3
Total	32

Equity and Inclusion Plan Approval

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



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

1/7/21

Date