

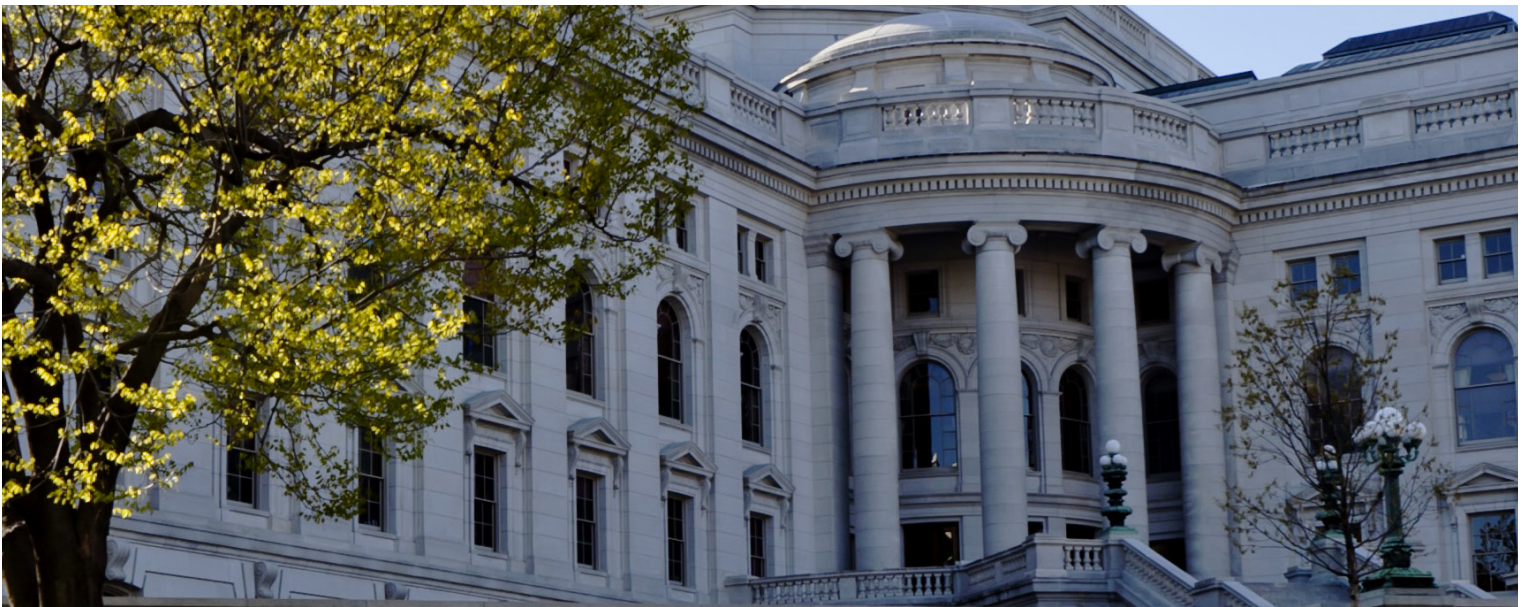


STATE OF WISCONSIN
Legislative Audit Bureau
NONPARTISAN • INDEPENDENT • ACCURATE

Report 25-05
April 2025

Certain Diversity, Equity, and Inclusion Activities

Department of Administration



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Department of Administration



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Responses

From the Secretary of the Department of Administration

From the Legislative Audit Bureau



STATE OF WISCONSIN
Legislative Audit Bureau

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April 11, 2025

Senator Eric Wimberger and
Representative Robert Wittke, Co-chairpersons
Joint Legislative Audit Committee
State Capitol
Madison, Wisconsin 53702

Dear Senator Wimberger and Representative Wittke:

As requested by the Joint Legislative Audit Committee, we have reviewed the diversity, equity, and inclusion actions executive branch agencies took in response to Executive Order 59, which the Governor signed in November 2019.

We found that the Department of Administration (DOA) required 21 of the 24 agencies we included in our audit to complete equity and inclusion action plans. These multiyear plans listed a total of 1,212 actions the 21 agencies planned to take pertaining to staff recruitment, staff retention, and agency culture.

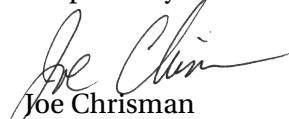
We determined whether agencies achieved the anticipated outcomes as a result of completing actions listed in their equity and inclusion action plans. The available information allowed us to determine the extent to which 15 agencies achieved the anticipated outcomes associated with 53 actions they completed in fiscal year (FY) 2023-24. We found that the 15 agencies in FY 2023-24 achieved the anticipated outcomes for 26 of the 53 actions (49.1 percent) but did not achieve them for 27 actions (50.9 percent).

None of the 24 agencies tracked the amounts they spent specifically on diversity, equity, and inclusion. The available information indicates that in FY 2023-24, 12 agencies spent an estimated \$2.2 million in salary costs for 47 positions with job duties pertaining to diversity, equity, and inclusion; 8 agencies spent an estimated \$444,300 to complete certain actions listed in their equity and inclusion action plans; and 23 agencies spent an estimated \$200,200 in salary costs for time spent attending meetings of diversity, equity, and inclusion committees. In 2023, 23 agencies spent an estimated \$705,300 in salary costs for time spent attending diversity, equity, and inclusion training. Because some amounts overlap multiple types of costs, the amounts we estimated cannot be summed.

Executive Order 59 requires DOA to conduct monitoring efforts to ensure consistency in plan development and implementation. We found that agencies did not consistently document to DOA that they had corrected issues of noncompliance that DOA had identified, and that DOA did not consistently require agencies to take corrective action. We recommend DOA improve its monitoring efforts, as well as ensure that it and other agencies consistently comply with the Executive Order and applicable statutory and administrative rule requirements pertaining to affirmative action.

A response from the Secretary of DOA follows the appendices.

Respectfully submitted,


Joe Chrisman
State Auditor

JC/DS/ss

Introduction

DOA monitors and supports the diversity, equity, and inclusion activities of most state agencies.

The Department of Administration (DOA) monitors and supports the diversity, equity, and inclusion activities of most state agencies. Training that DOA made available to executive branch staff in 2024 indicates that:

- diversity refers to the varied identities and characteristics that distinguish individuals or groups, such as race, national origin, ethnicity, gender, abilities, sexual preferences, ages, interests, backgrounds, levels of educational achievement, and socioeconomic status;
- equity refers to the fair treatment, access, opportunity, and advancement for all, as well as fair and just practices, policies, and systems, based on a recognition of individual and group differences and barriers that disproportionately affect underserved and underrepresented individuals; and
- inclusion refers to the active and intentional cultivation of an environment in which everyone feels welcomed, respected, supported, valued, and empowered to fully engage.

In November 2019, the Governor signed Executive Order 59, which pertains to diversity, equity, and inclusion in state government.

In November 2019, the Governor signed Executive Order 59, which pertains to diversity, equity, and inclusion in state government. The Executive Order requires each agency to create an equity and inclusion action plan that identifies and prioritizes agency-wide goals and deliverables, as well as identifies and addresses barriers affecting staff recruitment and retention. Each plan must also include other information, including best practices, analyses of demographic and

turnover trends, and plans for anticipating and responding to staffing changes, priorities, and trends.

Federal law requires employers to ensure equal opportunities are provided for employees regardless of their age, disability, race, color, religion, sex, or national origin. Statutes provide similar protections for employees and also include protections related to ancestry, sexual orientation, and political affiliation. The equity and inclusion action plans that agencies create in response to Executive Order 59 may include specific actions that agencies intend to take to comply with such federal laws and statutes, as well as additional actions that are not legally required.

Statutes do not contain provisions pertaining to equity and inclusion action plans. However, statutes require agencies to develop affirmative action plans that establish goals and outline steps to incorporate affirmative action into agency policies and procedures. Affirmative action plans must comply with standards DOA establishes.

Statutes created a State Council on Affirmative Action in DOA. The Governor appoints 11 members, and the President of the Senate, the Speaker of the Assembly, the Minority Leader of the Senate, and the Minority Leader of the Assembly each appoint one member. Statutes require a majority of members to be members of the public and a majority of members to be minority individuals, women, or individuals with disabilities. All members are appointed for three-year terms. Executive Order 59 requires the Council to assist and advise state agencies in developing and implementing equity and inclusion action plans.

Executive Order 59 created the Governor's Advisory Council on Equity and Inclusion to advise the Governor, the Lieutenant Governor, and the Secretary of DOA on statewide equity and inclusion. The Governor appoints members of the Council, which is staffed by DOA. In November 2024, the Council had 31 members, according to its website.

In April 2024, the Joint Legislative Audit Committee requested that we conduct an audit of diversity, equity, and inclusion activities in order to:

- determine specific activities performed in compliance with Executive Order 59 or other strategic plans;
- analyze amounts expended by agencies for these activities, including for staffing; and
- review reported outcomes resulting from these activities.

To complete this evaluation, we:

- reviewed Executive Order 59 as well as applicable statutes, administrative rules, and policies pertaining to diversity, equity, and inclusion;
- contacted the 24 agencies listed in Appendix 1 and obtained information on the diversity, equity, and inclusion actions that these agencies implemented to comply with the Executive Order in fiscal year (FY) 2023-24, as well as available information on the outcomes and costs of these actions;
- contacted the 15 organizations that are listed in Appendix 2 and are involved with or interested in issues pertaining to diversity, equity, and inclusion;
- reviewed online materials for the State Council on Affirmative Action and the Governor’s Advisory Council on Equity and Inclusion, as well as attended the August 2024 and November 2024 meetings of the Governor’s Advisory Council on Equity and Inclusion;
- attended the Society for Human Resource Management’s 2024 annual conference, which included sessions on topics pertaining to diversity, equity, and inclusion;
- analyzed relevant expenditure and staffing data in the State’s accounting and human resources systems; and
- analyzed information on how DOA monitors and supports diversity, equity, and inclusion efforts undertaken by agencies.

Our audit focuses on the actions that 21 of the 24 agencies we included in our audit completed to comply with Executive Order 59. The agencies listed these actions in the equity and inclusion action plans that are required by the Executive Order. We did not assess actions the 21 agencies may have undertaken outside of the requirements of the Executive Order.

■ ■ ■ ■

Equity and Inclusion Action Plans

We reviewed the equity and inclusion action plans that 21 agencies completed from January 2020 through April 2024.

We reviewed the equity and inclusion action plans that 21 agencies completed from January 2020 through April 2024. Executive Order 59 requires each agency to develop a plan in order to implement strategies to comply with equal employment opportunity and affirmative action requirements, build an infrastructure and culture committed to equity and inclusion, and incorporate equity and inclusion throughout an agency's work and public service. We found that 21 of the 24 agencies we included in our audit each completed two multiyear plans that listed a total of 1,212 actions that the agencies planned to take pertaining to staff recruitment, staff retention, and agency culture. DOA did not require 3 of the 24 agencies—the State of Wisconsin Investment Board, the Department of Tourism, or the Wisconsin Economic Development Corporation—to complete such plans.

Equity and Inclusion Action Plans

Executive Order 59 requires each equity and inclusion action plan to:

- identify and prioritize agency-wide goals, deliverables, accountabilities for results, and feasible expectations;
- identify and address barriers affecting staff recruitment and retention;
- establish best practices, analyze demographic and turnover trends, and plan for staffing changes, priorities, and trends;

8 › EQUITY AND INCLUSION ACTION PLANS

- assess and ensure internal workplace processes and policies are equitable, culturally responsive, and promote inclusion; and
- ensure that appropriate data collection processes, metrics, and reporting tools are in place to identify inequities and ensure progress.

Executive Order 59 requires each agency to use DOA as a resource when developing its equity and inclusion action plan.

Executive Order 59 requires each agency to use DOA as a resource when developing its equity and inclusion action plan. The Executive Order also requires DOA to:

- support and monitor equity and inclusion action plans to ensure consistency in their development, effective implementation, and plan progress;
- review and evaluate all affirmative action and equal employment opportunity programs and policies, as well as address opportunities for improving them;
- develop and offer professional development and training to help improve staff skills in managing affirmative action, equity, inclusion, and diversity issues; and
- collaborate with state agencies to collect and analyze data to assess the implementation of the Executive Order.

In January 2020, DOA implemented an equity and inclusion strategic planning process and procedure manual.

In January 2020, DOA implemented an equity and inclusion strategic planning process and procedure manual, which requires agencies to develop three-year equity and inclusion action plans. The manual indicates DOA reviews the plans, in order to ensure compliance with established standards, and decides whether to approve them. The manual includes a template agencies can use to develop their plans. The template indicates a plan should contain three types of goals, including those pertaining to:

- staff recruitment, in order to address hiring disparities across all job classifications;
- staff retention, in order to address promotion disparities and provide leadership opportunities to retain and reduce turnover; and
- agency culture, in order to promote a respectful culture free of bias that values diversity, promotes equity, and actively engages inclusion.

DOA's template allows agencies to establish strategies for each of the three types of goals. In addition, the template allows agencies to establish corresponding actions and expected outcomes for each strategy.

Completed Plans

DOA required 21 of the 24 agencies we included in our audit to develop equity and inclusion action plans.

We requested the 24 agencies we included in our audit to provide us with the equity and inclusion action plans they completed from January 2020 through April 2024 in order to comply with Executive Order 59. As shown in Table 1, 21 agencies each provided us with two three-year plans. However, DOA did not require the State of Wisconsin Investment Board, the Department of Tourism, or the Wisconsin Economic Development Corporation to develop such plans.

Table 1

Extent to Which 24 Agencies Developed Equity and Inclusion Action Plans

Agency	2021-2023 Plan	2024-2026 Plan
Administration	✓	✓
Agriculture, Trade and Consumer Protection	✓	✓
Children and Families	✓	✓
Corrections	✓	✓
Educational Communications Board	✓	✓
Employee Trust Funds	✓	✓
Financial Institutions	✓	✓
Health Services	✓	✓
Justice	✓	✓
Military Affairs	✓	✓
Natural Resources	✓	✓
Office of the Commissioner of Insurance	✓	✓
Office of the State Public Defender	✓	✓
Public Instruction	✓	✓
Public Service Commission	✓	✓
Revenue	✓	✓
Safety and Professional Services	✓	✓
State of Wisconsin Investment Board ¹	—	—
Tourism ¹	—	—
Transportation	✓	✓
Veterans Affairs	✓	✓
Wisconsin Economic Development Corporation ¹	—	—
Wisconsin Technical College System Board	✓	✓
Workforce Development	✓	✓ ²

¹ DOA did not require these agencies to develop equity and inclusion action plans.

² This plan's time period was 2023 through 2025.

10 › EQUITY AND INCLUSION ACTION PLANS

DOA did not require 3 of the 24 agencies we included in our audit to develop equity and inclusion action plans. We found that the:

- State of Wisconsin Investment Board and the Department of Tourism did not develop such plans because neither agency has at least 30 permanent classified employees. DOA's equity and inclusion strategic planning process and procedure manual requires only those agencies with at least 30 permanent classified employees to develop such plans, even though Executive Order 59 does not stipulate that only agencies with at least 30 permanent classified employees must develop such plans.
- Wisconsin Economic Development Corporation did not develop such a plan because DOA does not consider it to be an agency that is required to do so.

Plan Actions

The equity and inclusion action plans for 21 agencies listed a total of 1,212 actions.

As shown in Table 2, the equity and inclusion action plans for 21 agencies listed a total of 1,212 actions. Appendix 3 lists each action for each of the 21 agencies.

Table 2

Number of Actions Listed in the Equity and Inclusion Action Plans, by Agency

Agency	2021-2023 Plan	2024-2026 Plan	Total
Revenue	73	75	148
Safety and Professional Services	71	18	89
Employee Trust Funds	61	26	87
Corrections	56	24	80
Natural Resources	27	45	72
Office of the Commissioner of Insurance	27	42	69
Public Instruction	41	32	73
Public Service Commission	15	45	60
Agriculture, Trade and Consumer Protection	37	21	58
Veterans Affairs	11	47	58
Military Affairs	35	22	57
Transportation	37	15	52
Health Services	13	38	51
Justice	33	18	51
Children and Families	27	16	43
Administration	15	27	42
Workforce Development	11	21	32
Financial Institutions	18	8	26
Office of the State Public Defender	13	11	24
Wisconsin Technical College System Board	9	12	21
Educational Communications Board	8	11	19
State of Wisconsin Investment Board ¹	—	—	—
Tourism ¹	—	—	—
Wisconsin Economic Development Corporation ¹	—	—	—
Total	638	574	1,212

¹ DOA did not require these agencies to develop equity and inclusion action plans.

We grouped each of the 1,212 actions into seven categories:

- Training and resources includes actions to create, review, or provide training materials, or other informational materials, or to hold informational town hall meetings. For example, the Department of Veterans Affairs listed an action to provide implicit and explicit bias training to staff involved in the hiring process.

12 › EQUITY AND INCLUSION ACTION PLANS

- Evaluation includes actions to survey or interview employees, analyze data, or hold listening sessions. For example, the Department of Corrections listed an action to conduct focus groups with staff to identify staff perspectives on advancement opportunities.
- Policies and processes includes actions to create, review, or revise policies, procedures, job aids, or other resources. For example, the Department of Military Affairs listed an action to review its recruitment and selection processes, including hiring recommendations, interview questions, interview panel composition, and other items.
- Planning includes actions to develop strategies or internal plans, form committees, or pursue new initiatives. For example, the Department of Employee Trust Funds listed an action to develop a recruitment and retention plan that is based on information obtained through “stay interviews” with employees.
- Outreach includes actions to reach populations or groups outside of agency staff and engage on topics relating to diversity, equity, and inclusion. For example, the Department of Revenue listed an action to make high school students in areas with high diversity aware of employment opportunities at the Department of Revenue.
- Employee support includes actions to establish mentoring programs, affinity groups, or other professional development opportunities aimed at advancement. For example, the Department of Transportation listed an action to formalize a mentorship program that matches employees with mentors at various levels of their desired career paths.
- Emphasis of diversity, equity, and inclusion includes actions to promote, show support for, or emphasize diversity, equity, and inclusion. For example, the Office of the State Public Defender listed an action to compile and publish on its intranet historical information about its equity and inclusion initiatives.

A total of 301 of the 1,212 actions (24.8 percent) in the equity and inclusion action plans developed by 21 agencies pertained to training and resources.

As shown in Table 3, a total of 301 of the 1,212 actions (24.8 percent) in the equity and inclusion action plans developed by 21 agencies pertained to training and resources.

Table 3

**Number of Actions Listed in the Equity and Inclusion Action Plans
Developed by 21 Agencies, by Category¹**

Category	Number	Percentage of Total
Training and Resources	301	24.8%
Evaluation	238	19.6
Policies and Processes	222	18.3
Planning	175	14.4
Outreach	152	12.5
Employee Support	82	6.8
Emphasis of Diversity, Equity, and Inclusion	42	3.5
Total	1,212	100.0%

¹ Actions listed in the 2021-2023 plans and 2024-2026 plans.

Workforce Analysis

Executive Order 59 requires each equity and inclusion action plan to identify and address barriers affecting an agency's efforts to recruit and retain employees, analyze demographic and turnover trends, and plan for staffing changes, priorities, and trends. DOA's equity and inclusion strategic planning process and procedure manual requires each plan to evaluate whether an agency's recruitment, retention, and workforce culture practices contributed to underrepresentation among certain groups of individuals. To fulfill these requirements, agencies develop workforce analyses.

DOA requires equity and inclusion action plans to include workforce analyses that contain 14 components.

DOA's manual requires equity and inclusion action plans to include workforce analyses that contain 14 components. These components require agencies to assess their personnel policies, procedures, data, workforce strategies, and customer and employee experiences. In addition, agencies must:

- review their participation in DOA's State of Wisconsin Student Diversity Internship Program, which allows culturally diverse students to experience the professional work environment of state government;
- review any discrimination complaints made by agency staff;

14 › EQUITY AND INCLUSION ACTION PLANS

- assess all employment terminations of racial and ethnic minorities, women, and people with disabilities; and
- assess job applicant sourcing statistics, which describe the recruiting methods that resulted in employment applications.

DOA reviewed and approved the equity and inclusion action plans developed by 21 agencies we included in our audit. We found that before DOA approved the plans, DOA did not assess whether agencies included all 14 components in their workforce analyses. DOA indicated it determined whether the equity and inclusion action plans included the workforce analyses but did not assess the contents of these workforce analyses for all 14 components.

The workforce analyses in the 2024-2026 equity and inclusion action plans completed by 21 agencies included an average of 7.3 of 14 components that DOA required.

We found that the workforce analyses in the 2024-2026 equity and inclusion action plans completed by 21 agencies included an average of 7.3 of the 14 components that DOA required. Only the Educational Communications Board's workforce analysis included all 14 components. The 21 agencies typically excluded from their workforce analyses certain components. For example, the workforce analyses of:

- 19 agencies (90.5 percent) did not include assessments of employment terminations of racial and ethnic minorities, women, and people with disabilities;
- 18 agencies (85.7 percent) did not include reviews of their participation in the Student Diversity Internship Program;
- 18 agencies (85.7 percent) did not include reviews of discrimination complaints made by their staff; and
- 17 agencies (81.0 percent) did not include assessments of job applicant sourcing statistics.

DOA should improve its approval process for equity and inclusion action plans by assessing the extent to which each agency's workforce analysis includes all components required by its equity and inclusion strategic planning process and procedure manual. DOA should approve only those equity and inclusion action plans that include all workforce analysis components required by its manual. Doing so will help to ensure agencies complete workforce analyses that support the intent of Executive Order 59.

☑ Recommendation

We recommend the Department of Administration:

- *improve its process for approving equity and inclusion action plans by assessing the extent to which each agency's workforce analysis includes all components required by its equity and inclusion strategic planning process and procedure manual;*
- *approve only those equity and inclusion action plans that include all workforce analysis components required by its manual; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.*

■ ■ ■ ■

Outcomes of Diversity, Equity, and Inclusion Actions

We determined the extent to which agencies achieved the anticipated outcomes as a result of completing actions listed in their equity and inclusion action plans.

We determined the extent to which agencies achieved the anticipated outcomes as a result of completing actions listed in their equity and inclusion action plans. Some of the 24 agencies we included in our audit did not expect to complete particular actions in FY 2023-24. In addition, agencies that completed actions in that fiscal year did not consistently provide us with information on whether they achieved the anticipated outcomes. We found that 15 agencies in FY 2023-24 achieved the anticipated outcomes associated with 26 of 53 actions (49.1 percent) completed in that fiscal year, but the agencies did not achieve them for 27 actions (50.9 percent), based on documentation the agencies provided to us.

Agency Actions

Equity and inclusion action plans indicate that 19 of the 24 agencies we included in our audit expected to complete particular actions in FY 2023-24.

The 2021-2023 and 2024-2026 equity and inclusion action plans indicate that 19 of the 24 agencies we included in our audit expected to complete particular actions in FY 2023-24. As noted, DOA did not require the State of Wisconsin Investment Board, the Department of Tourism, or the Wisconsin Economic Development Corporation to complete plans. In addition, the plans for the departments of Corrections and Employee Trust Funds listed no actions that the agencies expected to complete in FY 2023-24. We contacted the 19 agencies in order to determine whether they had completed in FY 2023-24 the actions they had expected to complete in that fiscal year and requested relevant documentation for completed actions.

18 › OUTCOMES OF DIVERSITY, EQUITY, AND INCLUSION ACTIONS

Some actions listed in the equity and inclusion action plans likely would require relatively little effort to complete. For example, the:

- Department of Revenue expected to include on its website a statement of its commitment to diversity as well as employee testimonials;
- Department of Children and Families expected to post job openings to particular job boards; and
- DOA expected to solicit input from its staff about equity and inclusion issues.

In contrast, other actions likely would require more effort to complete. For example, the:

- Department of Natural Resources expected to implement an annual equity and inclusion learning initiative program;
- Educational Communications Board expected to schedule four training sessions annually and encourage its staff through surveys to contribute training topics; and
- Department of Transportation expected to develop a strategy to increase the diversity of interview panels.

Some agencies expected to complete different numbers of actions for similar efforts. For example, the Department of Veterans Affairs expected to complete one action to develop a staff engagement survey. In contrast, the Office of the Commissioner of Insurance expected to complete six actions to develop such a survey, including maintaining a subcommittee to create the survey, developing a plan to determine agency goals identified from the survey, considering prior survey results to reevaluate survey questions, analyzing the survey results, communicating the survey results to staff, and reviewing actionable items to determine implementation.

Completed Actions

In FY 2023-24, 19 agencies completed 81 of the 192 actions (42.2 percent) they had expected to complete in that fiscal year.

As shown in Table 4, we found that 19 agencies in FY 2023-24 completed 81 of the 192 actions (42.2 percent) they had expected to complete in that fiscal year. The Educational Communications Board, Wisconsin Technical College System Board, and departments of Financial Institutions and Workforce Development in FY 2023-24 completed all of the actions they had expected to complete in that fiscal year. In contrast, the departments of Justice and Public Instruction in FY 2023-24 completed none of the actions they had expected to complete in that fiscal year.

Table 4

Extent to Which Agencies Completed Actions Listed in Their Equity and Inclusion Action Plans
 Actions Agencies Expected to Complete and Actually Completed in FY 2023-24

Agency	Number of Actions		Percentage Completed
	Expected to Complete ¹	Actually Completed ²	
Educational Communications Board	1	1	100.0%
Financial Institutions	1	1	100.0
Wisconsin Technical College System Board	2	2	100.0
Workforce Development	8	8	100.0
Agriculture, Trade and Consumer Protection	6	5	83.3
Office of the Commissioner of Insurance	10	8	80.0
Military Affairs	3	2	66.7
Natural Resources	24	16	66.7
Administration	15	9	60.0
Health Services	2	1	50.0
Transportation	4	2	50.0
Children and Families	8	3	37.5
Public Service Commission	23	8	34.8
Office of the State Public Defender ³	6	2	33.3
Safety and Professional Services	3	1	33.3
Revenue	29	9	31.0
Veterans Affairs	32	3	9.4
Justice	14	0	0.0
Public Instruction	1	0	0.0
Corrections ⁴	0	0	—
Employee Trust Funds ⁴	0	0	—
State of Wisconsin Investment Board ⁵	—	—	—
Tourism ⁵	—	—	—
Wisconsin Economic Development Corporation ⁵	—	—	—
Total	192	81	42.2

¹ According to the 2021-2023 plans and the 2024-2026 plans.

² According to documentation agencies provided to us.

³ While our audit was ongoing in FY 2024-25, the Office of the State Public Defender updated its plan to postpone the expected completion dates of all four uncompleted actions.

⁴ These agencies listed in their plans no actions that they expected to complete in FY 2023-24.

⁵ DOA did not require these agencies to develop equity and inclusion action plans.

20 › OUTCOMES OF DIVERSITY, EQUITY, AND INCLUSION ACTIONS

We found that agencies completed some actions listed in their 2024-2026 equity and inclusion action plans before their plans began. For example, the:

- Department of Workforce Development listed in its plan an action to create the plan;
- Office of the State Public Defender listed in its plan an action to add fields for client pronouns and gender identity to a client intake form, but the form with the added fields that the agency provided to us was dated November 2023; and
- Educational Communications Board listed in its plan an action to share with its staff information about the locations where job positions are advertised and invite suggestions for additional such locations. The agency provided us with correspondence indicating it had invited these staff suggestions in 2023.

We found that agencies completed some actions earlier than the dates specified in their 2024-2026 equity and inclusion action plans. For example, the:

- Department of Natural Resources expected by October 2024 to track and coordinate career fair opportunities to best recruit for position vacancies, but documentation indicated it did so in July 2024;
- Department of Corrections expected by June 2025 to research options for attending diversity career fairs, but documentation indicated it attended 24 recruitment events related to diversity and 7 veteran-focused recruitment events in FY 2023-24; and
- Educational Communications Board expected by December 2024 to create a document to outline the procedures staff should use if a harassment or discrimination issue occurred, but documentation indicated it did so by July 2024.

We requested that the departments of Corrections and Employee Trust Funds provide information about the actions they worked on in FY 2023-24, even though neither agency expected to complete any actions in that fiscal year. Documentation indicated the:

- Department of Corrections worked on nine actions, including analyzing hiring data, identifying and attending recruitment events, and conducting focus groups to gather staff perspectives about the advancement process; and
- Department of Employee Trust Funds completed three actions pertaining to collaboration between its diversity and inclusion committee and an internal wellness committee and three actions pertaining to staff networking groups.

We requested that the State of Wisconsin Investment Board, Department of Tourism, and Wisconsin Economic Development Corporation provide us with information about any diversity, equity, and inclusion actions they completed in FY 2023-24, even though DOA did not require these agencies to complete equity and inclusion action plans. Documentation indicated the:

- Wisconsin Economic Development Corporation completed three actions listed in a diversity statement it had developed, including tracking recruiting platforms, tracking applicant pool diversity, and reviewing disclosures in job postings;
- State of Wisconsin Investment Board collected employee demographic data, provided staff with quarterly updates about new-hire diversity statistics, recruited diverse candidates for an internship, developed a mentorship program, and purchased software that allows it to complete blind reviews of application materials from job candidates; and
- Department of Tourism conducted marketing and public relations research as part of a grant from the U.S. Economic Development Authority, promoted tourism centered on Indigenous cultures, advertised job postings to groups focused on veterans and individuals with disabilities, included a question about equity and inclusion in job interviews, and identified and worked with vendors that employ individuals with disabilities.

Uncompleted Actions

Eight agencies in FY 2023-24 completed less than 50.0 percent of the actions they had expected to complete in that fiscal year.

Eight agencies in FY 2023-24 completed less than 50.0 percent of the actions they had expected to complete in that fiscal year, including two agencies that did not complete any expected actions. The Department of Justice indicated it did not complete any of the 14 actions it had expected to complete because of staff turnover in key human resources positions. The Department of Public Instruction indicated it had no information to provide us about why it did not complete the one action it had expected to complete. This action was listed in the Department of Public Instruction's 2021-2023 equity and inclusion action plan and involved using an equity and policy tool to develop an annual equity and inclusion team plan and goals. Among the other six agencies, the:

- Department of Veterans Affairs did not complete 29 actions, including 12 actions to collect various data it indicated it had not begun to collect;
- Department of Revenue did not complete 20 actions, including 2 actions for which it provided documentation indicating it had worked on them; and
- Public Service Commission did not complete 15 actions but indicated it completed many of these actions after FY 2023-24.

Agencies provided us with documentation indicating they had worked on some actions they did not complete in FY 2023-24. For example, the:

- Department of Natural Resources had expected to ensure equitability in recruitment opportunities for all job applicants. In FY 2023-24, a report was completed and corresponding recommendations were provided to the Secretary's Office. As of the end of FY 2023-24, no subsequent work had been taken on this action.
- Public Service Commission had expected to approve a method of obtaining staff feedback about diversity, equity, and inclusion trainings and presentations. After we asked on July 11, 2024, whether such approval had occurred, the agency provided us with an approval that was dated July 17, 2024.
- Department of Transportation had expected to require annual bias training of all interview panel members, supervisors, and managers. The agency provided DOA with draft training materials in March 2024 and was waiting, as of the end of FY 2023-24, for DOA to finalize and implement the training in the State's training system.

Outcomes

The equity and inclusion action plans typically specify the particular outcome that agencies anticipated to achieve after having completed a given action.

The equity and inclusion action plans typically specify the particular outcome that agencies anticipated to achieve after having completed a given action. These outcomes varied widely. For example, one anticipated outcome for an action completed by the Office of the Commissioner of Insurance was for the agency to write at least one relevant social media post per month, and one anticipated outcome for an action completed by the Department of Revenue was to build a sense of community throughout the agency.

We requested that agencies provide us with documentation indicating whether they had achieved the anticipated outcomes in FY 2023-24 as a result of having completed the 81 actions in that fiscal year. The available documentation allowed us to determine whether agencies had achieved the anticipated outcomes for 53 of the 81 actions completed in FY 2023-24. For the remaining 28 actions, we were unable to determine whether agencies had achieved the outcomes or the documentation indicated that the agencies either did not expect to achieve the outcomes until future dates or listed no outcomes in their equity and inclusion action plans.

Fifteen agencies provided documentation indicating they had achieved the anticipated outcomes for 26 of 53 actions (49.1 percent) completed in FY 2023-24.

As shown in Table 5, 15 agencies provided documentation indicating they had achieved the anticipated outcomes for 26 of 53 actions (49.1 percent) completed in FY 2023-24. In contrast, the agencies did not achieve the anticipated outcomes for 27 actions (50.9 percent).

Table 5

**Extent to Which Agencies Achieved the Anticipated Outcomes Associated with
Actions Listed in Their Equity and Inclusion Action Plans**
Actions Completed in FY 2023-24

Agency	Number of Outcomes			Percentage Achieved
	Achieved	Not Achieved	Total	
Agriculture, Trade and Consumer Protection	5	0	5	100.0%
Office of the State Public Defender	2	0	2	100.0
Educational Communications Board	1	0	1	100.0
Military Affairs	1	0	1	100.0
Transportation	1	0	1	100.0
Safety and Professional Services	1	0	1	100.0
Workforce Development	3	1	4	75.0
Revenue	5	3	8	62.5
Natural Resources	4	4	8	50.0
Wisconsin Technical College System Board	1	1	2	50.0
Office of the Commissioner of Insurance	2	4	6	33.3
Administration	0	8	8	0.0
Financial Institutions	0	1	1	0.0
Health Services	0	1	1	0.0
Public Service Commission	0	4	4	0.0
Children and Families ¹	—	—	—	—
Veterans Affairs ²	—	—	—	—
Justice ³	—	—	—	—
Public Instruction ³	—	—	—	—
Corrections ⁴	—	—	—	—
Employee Trust Funds ⁴	—	—	—	—
State of Wisconsin Investment Board ⁵	—	—	—	—
Tourism ⁵	—	—	—	—
Wisconsin Economic Development Corporation ⁵	—	—	—	—
Total	26	27	53	49.1

¹ This agency completed three actions in FY 2023-24 but did not expect to achieve the anticipated outcomes until after 2026.

² This agency completed three actions in FY 2023-24 but did not track information necessary to determine whether it achieved the anticipated outcomes.

³ These agencies did not complete in FY 2023-24 any actions they expected to complete in that year.

⁴ These agencies listed in their plans no actions they expected to complete in FY 2023-24.

⁵ DOA did not require these agencies to develop equity and inclusion action plans.

Agencies provided documentation indicating they had achieved some anticipated outcomes as a result of actions completed in FY 2023-24. For example, the:

- Office of the State Public Defender developed and then presented equity and inclusion information during orientation for all new employees;
- Wisconsin Technical College System Board’s human resources manager participated in training on writing benchmarks for selecting jobs applicants and then provided such training to all of the agency’s hiring managers; and
- Department of Agriculture, Trade and Consumer Protection expanded the use of exit interview surveys to staff who transfer to other positions in the agency and created automated notifications for human resources staff when such surveys were completed.

Agencies provided documentation indicating they had not achieved some anticipated outcomes, even though they completed the associated actions in FY 2023-24. For example, the:

- Office of the Commissioner of Insurance conducted an employee engagement survey and had expected to increase the number of surveys returned each year, but the number did not increase;
- Department of Natural Resources identified current young adult career development efforts and had expected to use this information to offer a variety of career development opportunities, but it did not implement these opportunities in FY 2023-24; and
- Department of Workforce Development filled a position to advance equity and inclusion efforts and had expected to create an action plan for this position, but it indicated to us that it no longer intended to create the action plan.

We could not determine whether agencies achieved the anticipated outcomes associated with 28 actions completed in FY 2023-24.

We could not determine whether agencies achieved the anticipated outcomes associated with 28 actions completed in FY 2023-24. For example, the:

- Department of Children and Families advertised job postings to particular locations, but the anticipated outcome, which is to achieve a measurable increase in hiring Wisconsin Works applicants after the plan ends, will not be known until after 2026;

26 › OUTCOMES OF DIVERSITY, EQUITY, AND INCLUSION ACTIONS

- Department of Veterans Affairs conducted quarterly diversity, equity, and inclusion training for staff but did not track training attendance and, therefore, cannot determine whether it achieved the anticipated outcome of increasing staff attendance at the training; and
- Department of Transportation created a video presentation demonstrating its commitment to and engagement with diversity, equity, and inclusion efforts, but it is unknown whether the agency achieved the anticipated outcome of having staff see evidence at all levels that diversity, equity, and inclusion is critical to the agency's mission.

■ ■ ■ ■

Costs of Diversity, Equity, and Inclusion

None of the 24 agencies we included in our audit tracked the amounts they spent specifically on diversity, equity, and inclusion.

None of the 24 agencies we included in our audit tracked the amounts they spent specifically on diversity, equity, and inclusion. However, we used the available information to estimate four types of costs that agencies incurred: salary costs for positions with job duties pertaining to diversity, equity, and inclusion; salary costs for time spent attending diversity, equity, and inclusion training required by Executive Order 59 or DOA; costs for completing certain actions listed in equity and inclusion action plans; and salary costs for time spent attending meetings of diversity, equity, and inclusion committees. Because some amounts overlap multiple types of costs, the amounts we estimated cannot be summed.

Types of Costs

We estimated four types of costs that 24 agencies incurred, including:

- salary costs for positions with job duties pertaining to diversity, equity, and inclusion;
- salary costs for time spent attending diversity, equity, and inclusion training required by Executive Order 59 or DOA;
- costs for completing certain actions listed in equity and inclusion action plans; and
- salary costs for time spent attending meetings of diversity, equity, and inclusion committees.

Table 6 shows the estimated diversity, equity, and inclusion costs incurred by agencies in FY 2023-24. Because agencies did not track the amounts they spent specifically on diversity, equity, and inclusion, we used the available information to estimate each type of cost independently from other types of costs. Because some amounts overlap multiple types of costs, the amounts we estimated cannot be summed.

Table 6
Estimated Costs Incurred by Agencies for Diversity, Equity, and Inclusion, by Type¹
 FY 2023-24

Type	Estimated Amount ²
Salary costs for positions with job duties pertaining to diversity, equity, and inclusion	\$2,158,800
Salary costs for time spent attending diversity, equity, and inclusion training required by Executive Order 59 or DOA ³	705,300
Costs for completing certain actions listed in equity and inclusion action plans	444,300
Salary costs for time spent attending meetings of diversity, equity, and inclusion committees	200,200

¹ Based on the available information.

² Estimated amounts cannot be summed because some amounts overlap multiple types of costs.

³ The amount is for 2023.

Salary Costs for Positions

We estimated the amounts 21 agencies spent in FY 2023-24 on salary costs for positions with job duties pertaining to diversity, equity, and inclusion.

We estimated the amounts 21 agencies spent in FY 2023-24 on salary costs for positions with job duties pertaining to diversity, equity, and inclusion. These positions include those filled by staff who helped to implement the equity and inclusion action plans. These positions also include those filled by staff who were responsible for other diversity, equity, and inclusion activities. For example, some staff helped to administer the State’s supplier diversity program or certain health equity initiatives. We identified these staff based on the plans and information agencies provided to us. These positions also include staff whose position titles or work units, as listed in the State’s human resources system, indicated they may have job duties pertaining to diversity, equity, and inclusion.

We identified 122 positions with job duties potentially pertaining to diversity, equity, and inclusion and requested that agencies provide us with position descriptions. We considered information in the position descriptions to determine the extent to which staff in these positions were expected to complete diversity, equity, and inclusion duties, and we used this information to estimate the costs to complete such job

duties. For example, the Wisconsin Technical College System Board had a position pertaining to human resources functions, and the position description specified that 20.0 percent of this position's job duties pertained to diversity, equity, and inclusion. Because the annual salary of the staff member in this position totaled \$95,500 as of January 1, 2024, we estimated that \$19,100, or 20.0 percent of the total, was related to diversity, equity, and inclusion. We excluded from our analysis staff whose position descriptions did not indicate the proportion of job duties that pertained to diversity, equity, and inclusion. Our analysis is based on the annualized amounts paid to staff in these positions as of January 1, 2024, which does not take into account any subsequent salary increases, amounts paid for overtime work, or periods of time when positions were vacant.

***In FY 2023-24,
12 agencies spent an
estimated total of
\$2.2 million on salary costs
for 47 positions with job
duties pertaining to
diversity, equity, and
inclusion.***

As shown in Table 7, 12 agencies spent an estimated total of \$2.2 million on salary costs for 47 positions with job duties pertaining to diversity, equity, and inclusion in FY 2023-24. Two agencies had offices with duties pertaining, in part, to diversity, equity, and inclusion. DOA's Bureau of Equity and Inclusion, which leads the State's legally required affirmative action and equal opportunity employment and inclusion programs, had five permanent staff positions that we included in our analysis. The Office of Health Equity in the Department of Health Services supports diversity, equity, inclusion, accessibility, and health equity efforts. This Office had eight permanent positions that we included in our analysis.

Table 7

**Estimated Salary Costs for Positions with Job Duties Pertaining to
Diversity, Equity, and Inclusion, by Agency¹**
FY 2023-24

Agency	Number of Positions	Amount ²
Health Services	11	\$ 871,700
Administration	20	702,600
Public Instruction	3	190,700
Natural Resources	1	97,100
Justice	1	65,700
Office of the State Public Defender	3	54,000
Corrections	1	48,500
Employee Trust Funds	2	34,900
Transportation	1	34,000
Military Affairs	2	27,500
Wisconsin Technical College System Board	1	19,100
Public Service Commission	1	13,000
Agriculture, Trade and Consumer Protection ³	—	—
Children and Families ³	—	—
Educational Communications Board ³	—	—
Financial Institutions ³	—	—
Office of the Commissioner of Insurance ³	—	—
Revenue ³	—	—
Safety and Professional Services ³	—	—
Veterans Affairs ³	—	—
Workforce Development ³	—	—
State of Wisconsin Investment Board ⁴	—	—
Tourism ⁴	—	—
Wisconsin Economic Development Corporation ⁴	—	—
Total	47	\$2,158,800

¹ Includes positions identified in equity and inclusion action plans, by agencies, and in the State's human resources system.

² Based on the proportion of each position's job duties that pertained to diversity, equity, and inclusion and the annualized salaries paid to staff in these positions as of January 1, 2024.

³ We identified no agency staff with job duties pertaining to diversity, equity, and inclusion, or position descriptions did not indicate the proportion of such job duties.

⁴ DOA did not require these agencies to develop equity and inclusion action plans.

Salary Costs for Attending Training

We estimated the amounts 23 agencies spent on salary costs for time spent attending diversity, equity, and inclusion training in 2023.

We estimated the amounts 23 agencies spent on salary costs for time spent attending diversity, equity, and inclusion training in 2023. Executive Order 59 requires DOA to develop and provide such training to all agency staff. All existing staff were required to complete such training by December 31, 2020, and all staff hired since then must complete such training during their orientation sessions. In addition, DOA's equity and inclusion strategic planning process and procedure manual requires all state staff to complete respectful workplace training annually. DOA required staff of 23 of the 24 agencies we included in our audit to complete such training, but it did not require Wisconsin Economic Development Corporation staff to complete such training because statutes do not require this agency to develop an affirmative action plan.

We requested that DOA provide us with data on the extent to which staff at the 23 agencies attended the required training in 2023. The data DOA provided did not include unique identifiers for staff. As a result, we used information in the State's human resources system to determine the average hourly amount that each agency paid its staff as of January 1, 2024, and used this amount to estimate the total salary amount that each agency paid for the time that its staff spent attending the training.

In 2023, 23 agencies spent an estimated \$705,300 in salary costs for time spent attending diversity, equity, and inclusion training.

As shown in Table 8, 23 agencies spent an estimated \$705,300 in salary costs for time spent attending diversity, equity, and inclusion training in 2023. Executive Order 59 and DOA required staff to attend this training.

Table 8

**Estimated Salary Costs for Time Spent Attending
Diversity, Equity, and Inclusion Training, by Agency^{1,2}**
2023

Agency	Amount
Health Services	\$174,700
Corrections	158,900
Transportation	69,400
Natural Resources	64,000
Administration	33,400
Workforce Development	32,200
Revenue	26,000
Justice	17,700
Children and Families	17,600
Veterans Affairs	17,300
Public Instruction	16,100
Office of the State Public Defender	13,900
Agriculture, Trade and Consumer Protection	13,000
Military Affairs	12,600
State of Wisconsin Investment Board	11,300
Employee Trust Funds	8,400
Safety and Professional Services	5,000
Public Service Commission	4,300
Financial Institutions	3,200
Office of the Commissioner of Insurance	3,200
Educational Communications Board	1,100
Wisconsin Technical College System Board	1,100
Tourism	600
Wisconsin Economic Development Corporation ³	—
Total	\$705,300

¹ Includes training required by Executive Order 59 and DOA.

² Based on information provided by DOA and the State's human resources system.

³ DOA did not require this agency's staff to attend diversity, equity, and inclusion training.

Costs for Completing Actions Listed in Equity and Inclusion Action Plans

We estimated the amounts eight agencies spent in FY 2023-24 to complete actions they had expected to complete in that fiscal year.

We estimated the amounts eight agencies spent in FY 2023-24 to complete actions that were listed in their equity and inclusion action plans and that the agencies had expected to complete in that fiscal year. We excluded nine agencies that could not provide us with any relevant documentation, two agencies that did not complete in FY 2023-24 any of the actions they had expected to complete in that fiscal year, two agencies that listed in their plans no actions they expected to complete in FY 2023-24, and three agencies that DOA did not require to develop such plans.

We found that none of the eight agencies centrally tracked the amounts they spent to complete actions listed in their equity and inclusion action plans, and none had previously established budgets for their plans. Each agency indicated it did not consider completing most actions to include costs other than staff time, and the agencies indicated they did not track the amount of time that staff spent completing the actions.

We used documentation provided by the eight agencies and information in the State's human resources system to estimate the amounts spent to complete the actions. When agencies did not provide complete documentation of the amounts they spent, we relied on the available information to estimate the amounts spent.

Cost information provided by the eight agencies represented only a portion of the costs they incurred to complete actions. For example, the Department of Veterans Affairs completed three actions but provided us with documentation for \$300 in costs associated with one action. At times, agencies did not provide us with documentation because they likely incurred minimal costs to complete certain actions. For example, the Department of Children and Families completed two actions to post positions to job boards and one action to share a list of job applicants who are veterans with hiring managers.

In FY 2023-24, eight agencies spent an estimated \$444,300 to complete actions that were listed in their equity and inclusion action plans and that they had expected to complete in that fiscal year.

As shown in Table 9, eight agencies spent in FY 2023-24 an estimated \$444,300 to complete actions that were listed in their equity and inclusion action plans and that they had expected to complete in that fiscal year. The agencies likely spent additional amounts on actions that they did not complete in that fiscal year, but we did not include these amounts in our analysis.

Table 9

**Estimated Costs in FY 2023-24 to Complete Actions Listed in
Equity and Inclusion Action Plans, by Agency¹**
Actions Agencies Had Expected to Complete in FY 2023-24

Agency	Amount
Workforce Development	\$226,300
Revenue	80,700
Natural Resources	72,400
Transportation	29,100
Administration	25,300
Military Affairs	8,100
Wisconsin Technical College System Board	2,000
Veterans Affairs	300
Agriculture, Trade and Consumer Protection ²	—
Educational Communications Board ²	—
Children and Families ²	—
Financial Institutions ²	—
Health Services ²	—
Office of the Commissioner of Insurance ²	—
Office of the State Public Defender ²	—
Public Service Commission ²	—
Safety and Professional Services ²	—
Justice ³	—
Public Instruction ³	—
Corrections ⁴	—
Employee Trust Funds ⁴	—
State of Wisconsin Investment Board ⁵	—
Tourism ⁵	—
Wisconsin Economic Development Corporation ⁵	—
Total	\$444,300

¹ Based on documentation provided by agencies and the State's human resources system.

² These agencies did not provide us with any relevant documentation of their costs to complete actions.

³ These agencies did not complete in FY 2023-24 any actions they expected to complete in that year.

⁴ These agencies listed in their plans no actions they expected to complete in FY 2023-24.

⁵ DOA did not require these agencies to develop equity and inclusion action plans.

Some agencies indicated their equity and inclusion action plans listed actions that were not exclusively related to diversity, equity, and inclusion. However, we included the total costs of these actions. For example, the Department of Workforce Development’s plan listed an action to hold monthly all-staff town hall meetings, at which diversity, equity, and inclusion and other topics were discussed. The State’s human resources system indicates the staff time associated with these meetings totaled an estimated \$165,400 in FY 2023-24.

We requested documentation of relevant amounts spent in FY 2023-24 by the three agencies DOA did not require to develop equity and inclusion action plans. We found that the:

- Department of Tourism spent \$333,800 for equity and inclusion activities, including \$200,000 for its Great Lakes Intertribal Contract that promotes Native American tourism in Wisconsin, and \$102,400 in federal funds for marketing and public relations research as part of a grant from the U.S. Economic Development Authority;
- Wisconsin Economic Development Corporation spent \$9,800 to advertise job postings on platforms that target diverse candidates; and
- State of Wisconsin Investment Board spent \$17,800 for software that includes multiple features, including completing blind reviews of application materials from job candidates, which the agency indicated relates to diversity, equity, and inclusion. The agency’s documentation did not indicate the costs associated with this specific software feature.

Salary Costs for Attending Committee Meetings

We estimated the amounts that agencies spent on FY 2023-24 in salary costs for time spent attending meetings of certain committees.

We estimated the amounts that agencies spent in FY 2023-24 on salary costs for time spent attending meetings of certain committees. We found that 23 of the 24 agencies we included in our audit formed committees to assist with various tasks, such as providing recommendations for diversity, equity, and inclusion improvements and helping to implement and oversee equity and inclusion action plans. Such committees typically met regularly in FY 2023-24. Some agencies had multiple committees that met in FY 2023-24. For example, the Department of Public Instruction had an Equity and Inclusion Plan Workgroup that met 34 times, an Equity and Inclusion Leadership Committee that met 29 times, a Justice, Equity, Diversity, and Inclusion Committee that met 11 times, and an Equity and Inclusion Plan Monitoring and Implementation Oversight Taskforce that met 4 times. The Wisconsin Economic Development Corporation did not form any such committee.

We obtained information from the 23 agencies on their staff who attended committee meetings and how often the committees met in FY 2023-24. We then used information in the State’s human resources system to estimate the salary amounts agencies paid for the time that staff spent in committee meetings. To do so, we typically determined the hourly wages of each staff member as of January 1, 2024.

A total of 17 agencies provided us with minutes for some or all of the committee meetings in FY 2023-24, and these minutes typically indicated the staff who attended and the duration of the meetings. When agencies indicated they did not keep minutes or similar information, we relied on the best available information to estimate the time staff spent in committee meetings. Such information included calendar invites, committee membership, and the estimated lengths of meetings.

In FY 2023-24, 23 agencies spent an estimated \$200,200 in salary costs for time spent attending meetings of diversity, equity, and inclusion committees.

As shown in Table 10, 23 agencies spent an estimated \$200,200 in salary costs for time spent attending meetings of diversity, equity, and inclusion committees in FY 2023-24. This amount represented 4,990 hours of staff time across the 23 agencies.

Table 10

**Estimated Salary Costs for Time Spent Attending Meetings of
Diversity, Equity, and Inclusion Committees, by Agency¹**
FY 2023-24

Agency	Amount ²
Public Instruction	\$59,400
Natural Resources	35,000
Veterans Affairs	14,400
Transportation	12,300
Administration	10,800
Justice	9,400
Children and Families	8,700
Revenue	7,100
Agriculture, Trade and Consumer Protection	6,100
Public Service Commission	5,300
Office of the State Public Defender	4,400
Corrections	4,000
State of Wisconsin Investment Board	3,900
Military Affairs	3,800
Employee Trust Funds	3,400
Workforce Development	3,100
Wisconsin Technical College System Board	3,000
Educational Communications Board	1,800
Office of the Commissioner of Insurance	1,500
Financial Institutions	1,100
Health Services	600
Tourism	600
Safety and Professional Services	400
Wisconsin Economic Development Corporation ³	—
Total	\$200,200

¹ Based on information provided by agencies and the State’s human resources system.

² Typically based on the salaries paid to staff as of January 1, 2024.

³ This agency did not form a diversity, equity, and inclusion committee.



Training Issues

We determined the extent to which agency staff and cabinet agency secretaries completed the training required by Executive Order 59 and DOA.

We determined the extent to which agency staff and cabinet agency secretaries completed the training required by Executive Order 59, as well as the extent to which agency staff completed certain training required by DOA. From 2021 through 2023, 82.9 percent of newly hired staff at 23 agencies completed the equity and inclusion training required by the Executive Order, and 85.3 percent of staff at 23 agencies completed the annual respectful workplace training required by DOA. From 2020 through 2023, 8 of 12 cabinet agency secretaries whose agencies we included in our audit annually attended a professional development training or conference relating to diversity, equity, or inclusion, which the Executive Order required them to attend. In 2023, 5 of 12 equity and inclusion officers completed the equity and inclusion training that DOA required. We recommend DOA ensure the various training requirements are met.

Equity and Inclusion Training

Executive Order 59 specifies training requirements for agency staff. As noted, the Executive Order requires DOA to develop and provide equity and inclusion training to all agency staff. In addition, the Executive Order requires the Governor, the Lieutenant Governor, and the secretaries of cabinet agencies to attend at least one professional development training or conference relating to diversity, equity, or inclusion annually.

State Agency Employees

Executive Order 59 requires all agency staff to complete equity and inclusion training. Staff who were employed by agencies when the Executive Order was signed were required to complete the training by December 31, 2020, and all staff hired since then must complete the training during their orientation. In 2020, DOA created a 30-minute training session to fulfill this requirement. DOA required staff of 23 of the 24 agencies we included in our audit to complete the training, but it did not require Wisconsin Economic Development Corporation staff to complete it because statutes do not require this agency to develop an affirmative action plan.

DOA provided us with data that indicated 15,802 employees at the 23 agencies completed the equity and inclusion training in 2020. DOA indicated executive branch agencies transitioned to a new training management system in January 2021 and, as a result, data for the training it administered in 2020 are incomplete. As a result, we could not determine the extent to which all staff completed the required training in 2020.

From 2021 through 2023, 82.9 percent of newly hired staff at 23 agencies completed the equity and inclusion training required by Executive Order 59.

From 2021 through 2023, 82.9 percent of newly hired staff at 23 agencies completed the equity and inclusion training required by Executive Order 59, according to DOA's data. We found that:

- 2,419 of 3,601 newly hired staff assigned the training (67.2 percent) completed the training in 2021;
- 6,788 of 7,754 newly hired staff assigned the training (87.5 percent) completed the training in 2022; and
- 5,622 of 6,535 newly hired staff assigned the training (86.0 percent) completed the training in 2023.

From 2021 through 2023, 85.3 percent of staff assigned annual respectful workplace training at the 23 agencies completed it.

DOA's equity and inclusion strategic planning process and procedure manual requires all agency staff to complete respectful workplace training annually. We used DOA's data to determine the extent to which staff completed this training from 2021 through 2023. We found that 85.3 percent of staff assigned the training at the 23 agencies completed it from 2021 through 2023. Training completion rates ranged from a low of 59.4 percent at the Department of Safety and Professional Services to a high of 98.7 percent at the Wisconsin Technical College System Board. DOA indicated the training completion rates are affected by staff who leave agency employment before completing the training in a given year as well as by staff who are exempt from completing the training, such as certain board members. Because the data DOA provided to us did not include unique identifiers for staff, we did not determine the extent to which the training completion rates are affected by these reasons.

DOA indicated it notified agencies in writing about staff who did not complete the equity and inclusion training or the annual respectful

workplace training. After we asked DOA to provide us with the notifications it sent in 2023, DOA indicated it did not consistently send such notifications because agencies are responsible for ensuring their staff complete the required training.

DOA should annually review its training data and determine whether all newly hired agency staff completed the equity and inclusion training required by Executive Order 59. Similarly, DOA should annually review its training data and determine whether all agency staff completed the respectful workplace training required by its equity and inclusion strategic planning process and procedure manual. DOA should contact each agency that has staff who did not complete the required training and inform them that these staff should complete the training within a reasonable amount of time. Doing so will help to ensure that training requirements under the Executive Order and DOA's manual are completed.

Recommendation

We recommend the Department of Administration:

- *annually review its training data and determine whether all newly hired agency staff completed the equity and inclusion training required by Executive Order 59;*
- *annually review its training data and determine whether all agency staff completed the respectful workplace training required by its equity and inclusion strategic planning process and procedure manual;*
- *contact each agency that has staff who did not complete the required training and inform them that these staff should complete the training within a reasonable amount of time; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.*

Cabinet Secretaries

Executive Order 59 requires all secretaries of cabinet agencies to annually attend at least one professional development training or conference related to diversity, equity, or inclusion.

Executive Order 59 requires all secretaries of cabinet agencies to annually attend at least one professional development training or conference related to diversity, equity, or inclusion. This requirement is in addition to the training that the Executive Order separately requires all agency staff to complete. In April 2024, the Governor's cabinet included the secretaries of 17 agencies. Our audit included 16 of these 17 agencies, but it excluded the Wisconsin Housing and Economic Development Authority.

In May 2024, we requested that cabinet agencies provide us with documentation indicating the extent to which their secretaries who were in office as of April 2024 had annually attended professional development trainings or conferences related to diversity, equity, or inclusion from 2020 through 2023. Not all such secretaries were in office for this entire four-year period. For example, the Secretary of DOA was appointed in January 2022. At the time of our request, the departments of Corrections and Natural Resources did not have secretaries, and the Secretary of the Department of Revenue and the Chairperson of the Public Service Commission were not cabinet members before January 2024. As a result, we received documentation from 12 cabinet agencies.

From 2020 through 2023, 8 of 12 cabinet secretaries annually attended a professional development training or conference relating to diversity, equity, or inclusion.

As shown in Table 11, 8 of the 12 cabinet secretaries attended a professional development training or conference relating to diversity, equity, or inclusion during each year they served as secretaries from 2020 through 2023. At times, secretaries attended in a given year only training that Executive Order 59 or DOA required for all agency staff, which we do not consider to meet the separate training requirement the Executive Order specifies for them.

Table 11

**Extent to Which Cabinet Secretaries Attended a Training or Conference
Related to Diversity, Equity, or Inclusion, by Year**
Cabinet Secretaries as of April 2024¹

Agency	2020	2021	2022	2023
Administration			✓	✓
Agriculture, Trade and Consumer Protection	✓	✓	✓	✓
Children and Families				✓
Financial Institutions			✓	✓
Health Services				✓
Office of the Commissioner of Insurance			✓	
Safety and Professional Services				✓
Tourism		✓	✓	✓
Transportation		✓	✓	✓
Veterans Affairs				✓
Wisconsin Economic Development Corporation		✓		
Workforce Development		✓	✓	✓
Corrections ²	–	–	–	–
Natural Resources ²	–	–	–	–
Revenue ²	–	–	–	–
Public Service Commission ²	–	–	–	–
Educational Communications Board ³	–	–	–	–
Employee Trust Funds ³	–	–	–	–
Justice ³	–	–	–	–
Military Affairs ³	–	–	–	–
Office of the State Public Defender ³	–	–	–	–
Public Instruction ³	–	–	–	–
State of Wisconsin Investment Board ³	–	–	–	–
Wisconsin Technical College System Board ³	–	–	–	–

¹ Shaded areas indicate years before a cabinet secretary was appointed or years when a cabinet secretary worked in that position for less than six months.

² These agencies either did not have a secretary in April 2024, or their secretaries were not cabinet members before January 2024.

³ These agencies were not led by cabinet secretaries.

Executive Order 59 does not specify that the secretary of the Wisconsin Economic Development Corporation is exempt from the training requirement. However, the Wisconsin Economic Development

Corporation indicated this requirement does not apply to its secretary because it is not a state agency and is not subject to oversight by DOA's Division of Personnel Management. Documentation provided to us indicated the agency's secretary completed 16 hours of diversity, equity, and inclusion training in 2021 but completed no such training in 2020, 2022, or 2023.

Equity and Inclusion Officers

DOA requires equity and inclusion officers to complete at least 12 hours of equity and inclusion training annually.

DOA's equity and inclusion strategic planning process and procedure manual indicates an equity and inclusion officer helps to develop, coordinate, and implement an agency's equity and inclusion action plan. The manual requires such officers to complete at least 12 hours of equity and inclusion training annually.

DOA typically assigns its own staff to serve as equity and inclusion officers for other agencies, but some agencies assign their own staff. A given DOA staff member may serve as the officer for multiple agencies. We identified 17 individuals who served as officers for the 2024-2026 equity and inclusion action plans developed by the 21 agencies that we included in our audit and that developed such plans.

In 2023, documentation indicated 5 of 11 equity and inclusion officers completed the required equity and inclusion training.

We requested that agencies provide us with documentation on whether the 17 equity and inclusion officers completed the required equity and inclusion training in 2023. We subsequently learned that six officers served as officers for less than six months in 2023. Documentation for the remaining 11 officers indicated that 5 officers completed the training in 2023, but did not indicate whether the other 6 officers completed it.

DOA should require all agencies to annually submit documentation that their equity and inclusion officers completed the required equity and inclusion training. Doing so will ensure that all such officers complete the training that helps them to develop, coordinate, and implement the equity and inclusion action plans that are required by Executive Order 59.

Recommendation

We recommend the Department of Administration:

- *require all agencies to annually submit documentation that their equity and inclusion officers completed the required equity and inclusion training; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement this recommendation.*

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DOA's Monitoring Efforts

We assessed DOA's efforts to monitor the equity and inclusion action plans that agencies developed.

We assessed DOA's efforts to monitor the equity and inclusion action plans that agencies developed. Executive Order 59 requires DOA to conduct such efforts in order to ensure consistency in plan development and implementation. We found that agencies did not consistently document to DOA that they had corrected issues of noncompliance that DOA had identified during its monitoring efforts, and that DOA did not consistently require agencies to take corrective action to resolve such noncompliance. We found that agencies did not consistently comply with open meetings requirements, and most agencies did not submit all required annual progress reports to DOA from 2021 through 2023. We recommend DOA improve its monitoring efforts by addressing each of our findings.

Monitoring

Executive Order 59 requires DOA to support and monitor agency equity and inclusion action plans in order to ensure consistency in plan development and implementation. DOA monitors equity and inclusion action plans based on legal requirements pertaining to affirmative action plans. Administrative rules indicate DOA may take the necessary steps to ensure agencies make reasonable efforts to meet the goals and objectives of their affirmative action plans, as well as comply with standards that DOA establishes.

DOA conducts monitoring site visits during the second year of a plan's three-year period to assess how agencies implemented their equity and inclusion action plans.

DOA conducts monitoring site visits during the second year of a plan's three-year period to assess how agencies implemented their equity and inclusion action plans. For the 2021-2023 plans, DOA conducted these site visits in 2022, and these were the most recent efforts that DOA had completed at the time our audit.

We attempted to review documentation of DOA's 2022 monitoring efforts for the 24 agencies we included in our audit. We found that DOA:

- completed monitoring efforts for 21 agencies;
- required the State of Wisconsin Investment Board and the Department of Tourism, which DOA did not require to complete equity and inclusion action plans, to complete self-assessments of their equity and inclusion practices; and
- did not conduct monitoring efforts at the Wisconsin Economic Development Corporation, which is not statutorily required to develop an affirmative action plan and which DOA did not require to complete an equity and inclusion action plan.

We reviewed DOA's site visit monitoring reports for the 21 agencies. These reports assess the extent to which agencies complied with statutory requirements pertaining to affirmative action and DOA's equity and inclusion strategic planning process and procedure manual. The reports also identify issues of noncompliance and, at times, the corrective action DOA required the agencies to complete. DOA's monitoring guidelines required agencies to complete corrective action and resolve issues of identified noncompliance within six months.

Agencies did not consistently document to DOA that they had corrected issues of noncompliance that DOA had identified.

We found that agencies did not consistently document to DOA that they had corrected issues of noncompliance that DOA had identified. The monitoring reports indicated DOA required agencies to correct 79 issues of noncompliance and submit documentation on how the agencies had corrected the issues. We found that:

- 19 agencies corrected 35 of the 79 issues (44.3 percent) and submitted documentation;
- 12 agencies indicated to DOA they had corrected 25 issues (31.6 percent) but did not submit documentation;
- 6 agencies did not respond to or provide DOA with any information regarding 11 issues (13.9 percent); and
- 5 agencies indicated to DOA they were working to correct 8 issues (10.1 percent) but did not submit documentation.

DOA did not consistently require agencies to take corrective action to resolve issues of noncompliance.

We found that DOA did not consistently require agencies to take corrective action to resolve issues of noncompliance. DOA did not require corrective action even though it had determined that:

- 12 agencies did not comply with various provisions in DOA's manual. For example, the Department of Children and Families did not start certain actions listed in its equity and inclusion action plan, did not make the plan publicly available, and did not consistently include measurable timelines and key performance indicators.
- 5 agencies did not fully comply with legal requirements pertaining to equity and inclusion advisory committees. For example, the Department of Workforce Development's committee did not follow statutory requirements pertaining to open meetings.
- 4 agencies did not comply with legal and other requirements pertaining to equity and inclusion training. For example, the Department of Transportation did not indicate the extent to which new supervisors had completed statutorily required supervisory development training.

DOA indicated to us that it required agencies to take corrective action when it identified statutory noncompliance, but we found instances when DOA did not require corrective action for statutory noncompliance. DOA also indicated to us that statutes did not authorize it to require corrective action when it identified noncompliance with its policies, but we found instances when DOA required corrective action for noncompliance with its policies.

DOA should improve its monitoring efforts by consistently obtaining documentation that agencies completed corrective action to resolve issues of noncompliance related to statutes and its equity and inclusion strategic planning process and procedure manual. In addition, DOA should consistently require agencies to take corrective action after it identifies such issues of noncompliance. Doing so will help to ensure agencies fulfill equity and inclusion requirements specified in statutes and Executive Order 59.

Recommendation

We recommend the Department of Administration:

- *consistently obtain documentation that agencies completed corrective action to resolve issues of noncompliance related to statutes and its equity and inclusion strategic planning process and procedure manual;*

- consistently require agencies to take corrective action after it identifies such issues of noncompliance; and
- report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.

Open Meetings

Committees created by statutes or orders must comply with open meetings requirements.

Committees created by statutes or orders must comply with open meetings requirements. Statutes require such committees to provide public notice before meetings occur. Statutes also require each meeting's motions and roll-call votes to be recorded, preserved, and open to public inspection. To help agencies comply with such requirements, the Department of Justice in May 2024 published a guide that indicates written meeting minutes are the most-common method to record and preserve motions and roll-call votes.

Statutes require agencies that employ 50 employees or more to create affirmative action advisory committees. A total of 22 of the 24 agencies we included in our audit were statutorily required to create such committees. The Department of Tourism employed fewer than 50 employees, and the Wisconsin Economic Development Corporation is not required to create such a committee. DOA's equity and inclusion strategic planning process and procedure manual requires agencies with 50 employees or more to create equity and inclusion advisory committees.

We found that 21 of the 22 agencies had created equity and inclusion advisory committees, which they considered to be their affirmative action advisory committees. The Wisconsin Technical College System Board created an equity and inclusion committee but did not consider it to be an affirmative action advisory committee. The Wisconsin Technical College System Board indicated it instead relied on its affirmative action officer to fulfill the committee's duties.

During its 2022 monitoring efforts, DOA determined that 5 of the 21 agencies had not consistently complied with open meetings requirements. DOA required two of these five agencies to take corrective action to comply with the requirements but did not require the other three agencies to do so.

Agencies did not consistently comply with open meetings requirements.

We found that the 21 agencies did not consistently comply with open meetings requirements. Among the 21 agencies, we found that:

- 6 agencies did not provide public notice of committee meetings in FY 2023-24; and
- 3 agencies did not keep meeting minutes for most meetings in FY 2023-24, including 2 agencies that did not keep minutes for any meetings in that fiscal year.

DOA should improve its monitoring efforts by consistently requiring agencies to take corrective action if it determines agencies did not comply with open meetings requirements. DOA should require such agencies to submit documentation that they completed corrective action. DOA should review the documentation to ensure agencies completed corrective action in a timely manner. In addition, DOA should consistently require agencies to take corrective action to publicly notice affirmative action advisory committee meetings and ensure each meeting's motions and roll-call votes are recorded, preserved, and open to public inspection. Doing so will ensure the public is provided with the fullest and most complete information regarding the affairs of government, as is statutorily required.

Recommendation

We recommend the Department of Administration:

- *improve its monitoring efforts by consistently requiring agencies to take corrective action if it determines agencies did not comply with open meetings requirements;*
- *require agencies to submit documentation that they completed the corrective action;*
- *review the documentation to ensure agencies completed corrective action in a timely manner;*
- *consistently require agencies to take corrective action to publicly notice affirmative action advisory committee meetings and ensure each meeting's motions and roll-call votes are recorded, preserved, and open to public inspection; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.*

Annual Progress Reports

DOA requires each agency to annually report on its progress toward achieving its equity and inclusion goals.

DOA's equity and inclusion strategic planning process and procedure manual requires each agency to annually report on its progress toward achieving its equity and inclusion goals, as well as summarize its equity and inclusion efforts, accomplishments, and challenges. The manual requires agencies to submit these progress reports to DOA and indicates DOA will compile information from the reports and submit a statewide equity and inclusion report to the Governor.

We requested that 21 agencies provide us with each of the progress reports they had submitted to DOA for 2021 through 2023. DOA did not require the State of Wisconsin Investment Board, the Department of

Tourism, or the Wisconsin Economic Development Corporation to submit progress reports.

For 2021 through 2023, 20 of the 21 agencies did not submit all required progress reports to DOA.

As shown in Table 12, documentation provided by 20 of the 21 agencies indicated they did not submit all required progress reports to DOA for 2021 through 2023. We found that 17 agencies submitted progress reports for 2021, 5 agencies submitted reports for 2022, and 1 agency submitted a report for 2023. Only the Department of Agriculture, Trade and Consumer Protection submitted progress reports for all three years. The Office of the State Public Defender and the Department of Revenue did not submit any progress reports for 2021 through 2023.

Table 12

Extent to Which State Agencies Submitted Annual Progress Reports to DOA¹

Agency	2021	2022	2023
Administration	✓		
Agriculture, Trade and Consumer Protection	✓	✓	✓
Children and Families	✓		
Corrections	✓		
Educational Communications Board	✓		
Employee Trust Funds		✓	
Financial Institutions	✓		
Health Services	✓		
Justice	✓	✓	
Military Affairs	✓		
Natural Resources	✓		
Office of the Commissioner of Insurance	✓		
Office of the State Public Defender			
Public Instruction	✓	✓	
Public Service Commission	✓		
Revenue			
Safety and Professional Services	✓		
Transportation	✓		
Veterans Affairs	✓		
Wisconsin Technical College System Board		✓	
Workforce Development	✓		
State of Wisconsin Investment Board ²	–	–	–
Tourism ²	–	–	–
Wisconsin Economic Development Corporation ²	–	–	–

¹ A report documents an agency's progress toward achieving its equity and inclusion goals.

² DOA did not require these agencies to submit annual progress reports.

A number of agencies indicated they had submitted information other than progress reports to DOA. For example, 15 agencies provided us with documentation they had submitted for DOA's 2022 monitoring efforts, which are separate from the annual reporting requirement. DOA indicated its 2024-2026 equity and inclusion action plan fulfilled its reporting requirement for 2023, but this plan focuses on future actions DOA intends to implement, rather than on the extent to which DOA had achieved its equity and inclusion goals.

At the time of our audit, DOA indicated it was not developing a statewide equity and inclusion report for the Governor. Instead, DOA indicated its Classified Workforce and Affirmative Action Report, which is a biennial report that includes workforce statistics for the executive branch, provides updates on each agency's equity and inclusion action plan.

DOA should comply with its equity and inclusion strategic planning process and procedure manual by requiring each agency to annually submit a progress report that documents its progress toward achieving its equity and inclusion goals as well as summarizes its efforts, accomplishments, and challenges. DOA should then compile information from the progress reports and submit a statewide equity and inclusion report to the Governor. If DOA does not believe such information helps it to fulfill its monitoring responsibilities, it could revise its manual and cease requiring agencies to report such information annually.

Recommendation

We recommend the Department of Administration:

- *comply with its equity and inclusion strategic planning process and procedure manual by requiring each agency to annually submit a progress report that documents its progress toward achieving equity and inclusion goals as well as summarizes its efforts, accomplishments, and challenges;*
- *compile information from the progress reports and annually submit a statewide equity and inclusion report to the Governor; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.*

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Affirmative Action

We assessed DOA's compliance with legal requirements pertaining to affirmative action plans.

We assessed DOA's compliance with legal requirements pertaining to affirmative action plans. We did so because DOA considers equity and inclusion action plans to fulfill statutory requirements pertaining to affirmative action plans, and DOA monitors equity and inclusion action plans based on legal requirements pertaining to affirmative action plans. We found that DOA did not comply with statutes and administrative rules because it did not require certain agencies to develop affirmative action plans, did not provide the Governor with certain plan-related information, did not annually report all required affirmative action information to the Governor and the Legislature, and did not conduct affirmative action-related monitoring at all agencies. We recommend DOA comply with statutes and administrative rules by addressing each of our findings.

Legal Requirements

We assessed DOA's compliance with certain legal requirements pertaining to affirmative action plans. Table 13 summarizes these legal requirements.

Table 13

Certain Legal Requirements Pertaining to Affirmative Action Plans

Plan Development	Agencies must develop affirmative action plans that establish goals and outline steps to incorporate affirmative action into agency policies and procedures. The plans must comply with standards DOA establishes.
Plan Review	DOA must review affirmative action plans, provide the Governor with a list of plans it approved or disapproved, send approved plans to the Governor with comments, and provide notice that the plans and comments are available for review.
Reporting	DOA must report annually to the Governor and the Legislature a summary of existing affirmative action accomplishments, future goals, and recommended actions, as well as racial, ethnic, gender and disability information on all newly hired staff by each agency.
Monitoring	DOA must monitor, evaluate, and make recommendations to each agency to improve progress toward providing equal opportunity to staff, job applicants, and agency clients. DOA must also ensure compliance with affirmative action plan requirements.

Plan Development

Statutes require most agencies to develop affirmative action plans that establish goals and outline steps to incorporate affirmative action into agency policies and procedures. The plans must comply with standards that DOA establishes. Statutes require 23 of the 24 agencies we included in our audit to create such plans, but they do not require the Wisconsin Economic Development Corporation to do so.

Statutes do not specify that only agencies with a certain number of employees must develop affirmative action plans. Nevertheless, DOA’s policies before January 2020 required only agencies with 30 permanent classified employees or more to develop affirmative action plans. In January 2020, DOA implemented an equity and inclusion strategic planning process and procedure manual that requires only those agencies with 30 permanent classified employees or more to develop equity and inclusion action plans.

DOA did not comply with statutes because it did not require all statutorily specified agencies to develop affirmative action plans.

We found that DOA did not comply with statutes because it did not require all statutorily specified agencies to develop affirmative action plans. DOA did not require the State of Wisconsin Investment Board or the Department of Tourism to develop such plans because neither agency had 30 permanent classified employees or more.

DOA should require all statutorily specified agencies to develop affirmative action plans, regardless of the number of permanent classified employees these agencies employ. Doing so will help to ensure that agencies establish goals and outline steps to incorporate affirmative action into agency policies and procedures, as is statutorily required.

☑ Recommendation

We recommend the Department of Administration:

- *require all statutorily specified agencies to develop affirmative action plans; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement this recommendation.*

Plan Review

Statutes require DOA to review affirmative action plans and then approve or disapprove the plans, in order to ensure compliance with DOA's standards. Statutes and administrative rules require DOA to provide the Governor with a list of approved or disapproved plans, send approved plans to the Governor with comments, and provide notice that the plans and the comments are available for review. DOA indicated its Classified Workforce and Affirmative Action Report fulfills the legal requirements for providing the Governor with plan-related information and providing the required notice.

DOA did not comply with statutory requirements for providing the Governor with certain plan-related information.

We found that DOA did not comply with statutes because it did not provide the Governor with certain plan-related information. DOA's 2023 Classified Workforce and Affirmative Action Report, which was the most recent report available at the time of our audit, did not include a list of approved or disapproved plans or the approved plans with comments. The report also did not provide notice that the plans and the comments were available for review.

DOA should comply with statutes and administrative rules by providing the Governor with a list of approved or disapproved affirmative action plans, sending approved plans to the Governor with comments, and providing notice that the plans and comments are available for review. Doing so will ensure the Governor and the public are aware of the plans and DOA's comments about the plans.

☑ Recommendation

We recommend the Department of Administration:

- *comply with administrative rules by providing the Governor with a list of approved or disapproved affirmative action plans;*
- *comply with statutes by sending approved affirmative action plans with comments to the Governor;*

- *comply with administrative rules by noticing that the affirmative action plans and comments are available for review; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.*

Reporting

Statutes require DOA to report annually to the Governor and the Legislature a summary of affirmative action program accomplishments, future goals, and recommended actions, as well as racial, ethnic, gender, and disability information on all newly hired staff of each agency. DOA's 2023 Classified Workforce and Affirmative Action Report indicates it was developed, in part, to comply with these reporting requirements.

DOA did not comply with statutes because it did not annually report all required affirmative action information to the Governor and the Legislature.

We found that DOA did not comply with statutes because it did not annually report all required affirmative action information to the Governor and the Legislature. DOA's 2023 Classified Workforce and Affirmative Action Report did not include future goals and recommended actions that pertain to affirmative action. In addition, DOA publishes this report biennially, not annually.

DOA should comply with statutes by reporting annually to the Governor and the Legislature all required information, including future goals and recommended actions that pertain to affirmative action. Doing so will help to ensure the Governor and the Legislature are informed about these affirmative action issues.

Recommendation

We recommend the Department of Administration:

- *comply with statutes by reporting annually to the Governor and the Legislature all required information, including future goals and recommended actions that pertain to affirmative action; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement this recommendation.*

Monitoring

Statutes require DOA to monitor, evaluate, and make recommendations to each statutorily specified agency to improve progress toward providing equal opportunity to staff, job applicants, and agency clients. Administrative rules require DOA to determine whether each agency

made reasonable efforts to meet the goals and objectives of an agency's affirmative action plan.

DOA did not comply with statutes because it did not conduct affirmative action-related monitoring at all statutorily specified agencies.

We found that DOA did not comply with statutes because it did not monitor affirmative action plans at all statutorily specified agencies. DOA did not monitor such plans at the State of Wisconsin Investment Board and the Department of Tourism because it did not require them to develop an equity and inclusion action plan. Instead, DOA required these two agencies to complete self-assessments of their equity and inclusion efforts.

DOA should comply with statutes by monitoring, evaluating, and making recommendations to each statutorily specified agency to improve progress toward providing equal opportunity to staff, job applicants, and agency clients. DOA should comply with administrative rules by determining whether each agency made reasonable efforts to meet the goals and objectives of its affirmative action plan. Doing so will help to ensure that agencies comply with legal requirements pertaining to affirmative action.

☑ Recommendation

We recommend the Department of Administration:

- *comply with statutes by monitoring, evaluating, and making recommendations to each statutorily specified agency to improve progress toward providing equal opportunity to staff, job applicants, and agency clients,*
- *comply with administrative rules by determining whether each agency made reasonable efforts to meet the goals and objectives of its affirmative action plan; and*
- *report to the Joint Legislative Audit Committee by June 13, 2025, on the status of its efforts to implement these recommendations.*

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Appendices

Appendix 1

24 Agencies We Contacted

Administration, Department of	Public Instruction, Department of
Agriculture, Trade and Consumer Protection, Department of	Public Service Commission
Children and Families, Department of	Revenue, Department of
Corrections, Department of	Safety and Professional Services, Department of
Educational Communications Board	State of Wisconsin Investment Board
Employee Trust Funds, Department of	Tourism, Department of
Financial Institutions, Department of	Transportation, Department of
Health Services, Department of	Veterans Affairs, Department of
Justice, Department of	Wisconsin Economic Development Corporation
Military Affairs, Department of	Wisconsin Technical College System Board
Natural Resources, Department of	Workforce Development, Department of
Office of the Commissioner of Insurance	
Office of the State Public Defender	

Appendix 2

15 Organizations We Contacted

AFSCME Wisconsin ¹	SEIU Wisconsin ¹
Centro Hispano ²	Urban League of Greater Madison ³
Disability Rights Wisconsin ²	Wisconsin Board for People with Developmental Disabilities ³
Fair Wisconsin ³	Wisconsin Council for the Blind and Visually Impaired ¹
Great Lakes Inter-Tribal Council ⁴	Wisconsin Veterans Network ¹
Hispanic Professionals of Greater Milwaukee ¹	Wisconsin United Coalition of Mutual Assistance Association ²
League of Women Voters ³	Wisconsin Women's Network ⁴
NAACP Milwaukee Branch ⁴	

¹ Indicates an organization that declined to speak with us.

² Indicates an organization that did not respond to our repeated attempts to contact it.

³ Indicates an organization that spoke with us.

⁴ Indicates an organization that agreed to speak with us but then did not attend the scheduled interview.

Appendix 3

Diversity, Equity, and Inclusion (DEI) Actions, by Agency

We listed the DEI actions that 21 agencies included in their 2024-2026 and 2021-2023 equity and inclusion action plans, as required by Executive Order 59.

Each equity and inclusion action plan contains DEI strategies pertaining to recruiting, retention, and agency culture, as well as one or more DEI actions associated with each strategy. We briefly summarized each strategy and action, which are discussed in greater detail in the plans.

We alphabetized the 21 agencies and numbered the actions sequentially, although these numbers do not appear in the equity and inclusion action plans.

The 21 agencies include:

Administration, Department of
Agriculture, Trade and Consumer Protection, Department of
Children and Families, Department of
Corrections, Department of
Educational Communications Board
Employee Trust Funds, Department of
Financial Institutions, Department of
Health Services, Department of
Justice, Department of
Military Affairs, Department of
Natural Resources, Department of
Office of the Commissioner of Insurance
Office of the State Public Defender
Public Instruction, Department of
Public Service Commission
Revenue, Department of
Safety and Professional Services, Department of
Transportation, Department of
Veterans Affairs, Department of
Wisconsin Technical College System
Workforce Development, Department of

Administration, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Increase job applicant diversity through enhanced use of supplemental recruitment platforms</i>		
	1	Develop a process to streamline advertising job opportunities to community and student groups
	2	Expand participation in the State’s Student Diversity Internship Program
<i>Recruitment Strategy: Ensure staff who evaluate job applicants are representative of DOA’s workforce and have completed training on equity and inclusion topics associated with recruitment</i>		
	3	Use diverse assessment panels to ensure participants are representative of DOA’s workforce
	4	Ensure compliance with required DEI training and promote increased participation in optional DEI training by 20.0 percent
	5	Evaluate the use of the diverse slate approach to help ensure candidate pools are representative of the State’s labor market
<i>Recruitment Strategy: Leverage insights from recruitment surveys to identify barriers and improve the experience of job applicants</i>		
	6	Record a version of a PowerPoint presentation on the civil service process in order to educate prospective staff and promote DOA
	7	Explore partnering with DOA’s Strategic Management and Planning Office to evaluate pain points in the recruitment process
<i>Retention Strategy: Gather additional information from staff in the onboarding and mentorship programs in order to better understand how staff experiences align with DOA’s expectations and commitment to DEI priorities</i>		
	8	Review and deepen the DEI and justice components of the Ambassador Program
	9	Develop a post-Ambassadorship Program mentorship opportunity for new staff
	10	Expand new-hire and Ambassador Program surveys to gather additional information from staff in their first year
<i>Retention Strategy: Enhance career development opportunities for staff to build confidence in DOA’s commitment to professional growth</i>		
	11	Develop intra-agency forums where staff can collaborate with professionals doing similar work
	12	Establish an enterprise resource list of professional groups in which staff could participate
	13	Familiarize supervisors with training they can suggest to staff
	14	Identify and document clear career ladders for jobs based on skills obtained and communicate career paths in job postings
<i>Retention Strategy: Within six months of the equity and inclusion action plan’s effective date, grow DOA’s Affinity Group Program through two surveys and continue to promote the program</i>		
	15	Use established techniques and rewards to build trust and increase survey engagement and the survey response rate
	16	Offer electronic and paper versions of the survey
	17	Take action based on survey results

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Collect via an annual survey observations from all DOA staff about their vertical and horizontal relationships in DOA and require actionable changes

18 Use established techniques to build trust and increase survey engagement and the survey response rate

19 Offer electronic and paper versions of the survey

20 Ensure the survey evaluates each staff member’s 360-degree relationships

Agency Culture Strategy: Increase opportunities for staff to share feedback and build trust with DOA’s leadership about equity and inclusion

21 Create a DEI feedback “box” to solicit suggestions and input and communicate it to DOA staff

22 Equity and inclusion officer in conjunction with DOA’s leadership will host an ongoing series of informal forums about DEI in DOA

Agency Culture Strategy: Develop a team to identify and secure funding for DEI training

23 Explore funding opportunities and solicit DEI training to provide additional tools for integrating DEI into ongoing work

Agency Culture Strategy: Integrate DEI competencies into DOA’s divisions and increase accountability to these priorities

24 Division leadership at biannual leadership conferences will develop DEI goals to implement

25 Identify change champions from two to four DOA divisions to be part of the equity and inclusion implementation team

Agency Culture Strategy: Develop a culture of community at DOA

26 Expand awareness of current DEI initiatives

27 Translate State materials and provide interpreters, whenever feasible

2021–2023

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

28 Identify and implement supplemental DEI training for all staff involved in recruiting

Recruitment Strategy: Improve and promote existing activities that enhance DOA’s community partnerships and current internship programs in order to increase the number of applicants from underrepresented groups

29 Support existing recruitment outreach efforts to ensure engagement with community partners in order to inform potential job applicants in underrepresented groups of available positions, how to apply, and the importance of serving the community

30 Promote participation by DOA’s divisions in the State’s Student Diversity Internship Program

Recruitment Strategy: Engage with job applicants and new hires to identify potential improvements to recruiting members of underrepresented groups

31 Collect and analyze feedback about the hiring process from job applicants and new hires

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Enhance career development opportunities to build confidence in DOA’s commitment to staff professional growth

32 Establish a mentorship program that provides focused professional development and solicits ideas about program activities and goals

Retention Strategy: Promote a sense of belonging and community by creating the Affinity Group Program to strengthen staff engagement and retention

33 Recruit staff to the Affinity Group Program; develop documentation that clearly describes program goals, expectations, and responsibilities; and survey for participant satisfaction

Retention Strategy: Implement a 360-degree approach to collecting observations about staff’s vertical and horizontal relationships in DOA

34 Survey staff of underrepresented groups to understand their vertical and horizontal relationships and develop action plans to address survey results

Retention Strategy: Incorporate equity and inclusion into the onboarding program to ensure all new staff are aware of DOA’s expectations and commitment to DEI priorities

35 Enhance DOA’s onboarding program by providing focused equity and inclusion training and resources for all new staff and develop a program satisfaction survey

Agency Culture Strategy: Transform DOA’s values and practices to drive internal change toward a culture of equity and inclusion

36 Use a DEI lens to transform the mission, vision, and values of DOA to reinforce the commitment to DEI priorities

Agency Culture Strategy: Establish accountability for demonstrating a commitment to DEI priorities through DOA’s core competencies

37 Update DOA’s core competencies, used as part of staff personnel evaluations, to reflect DEI-focused language

Agency Culture Strategy: Enhance data collection practices and new staff engagement to strengthen DOA’s cultural transformation

38 Improve data collection with LTEs, which will provide more-comprehensive feedback on barriers and successes

39 Reimagine the DOA Ambassador Program to promote DOA’s mission, vision, values, and core competencies and develop a program satisfaction survey

Agency Culture Strategy: Promote continuous external and internal engagement with DOA’s DEI priorities

40 Develop a plan to ensure accountability through an independent review of DOA’s DEI priorities by engaging with community groups and consultants to provide guidance and recommendations to DOA’s leadership

41 Engage with and leverage DOA’s staff to continuously improve planning and implementation of DOA’s DEI priorities

42 Develop and implement questions for DOA’s staff engagement survey to collect additional DEI-related information

Agriculture, Trade and Consumer Protection, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Develop and implement outreach strategies to increase the number of applicants from underutilized groups</i>		
	43	Develop an annual career fair plan and have staff represent DATCP
	44	Connect alumni staff with targeted colleges to discover ways to attract more job applicants
	45	Cultivate partnerships with targeted community organizations in order to attract new job applicants
<i>Recruitment Strategy: Set strategic hiring standards to promote equal opportunity in staff selection</i>		
	46	Create standards for describing transferable skills in job postings for the most frequently filled positions
	47	Identify on-the-job training in job postings
	48	Review entry-level job qualifications for perceived barriers to applying
	49	Educate hiring managers about choices for determining the number of qualified applicants to interview
<i>Recruitment Strategy: Assess the effectiveness of current recruitment procedures</i>		
	50	Implement a survey of hiring managers and interview panelists to provide feedback on recruiting
<i>Retention Strategy: Develop and implement a mentorship program</i>		
	51	Create a mentorship program to support and retain new employees
<i>Retention Strategy: Identify and establish career pathways with equitable access based on skills and knowledge obtained</i>		
	52	Review and update reclassification processes and create documentation for supervisors and staff
	53	Develop identified career pathways that can be shared with staff and used in job postings
	54	Create a template that staff and supervisors can use to facilitate career advancement discussions
<i>Retention Strategy: Collect staff feedback on issues affecting job satisfaction and retention, and create actionable strategies</i>		
	55	Expand use of an exit interview survey to staff moving to different DATCP positions
	56	Pilot a “stay interview” program to obtain information on why staff stay at DATCP
<i>Retention Strategy: Provide supervisors and managers with professional development that focuses on leadership, not management</i>		
	57	Incorporate DEI topics into the monthly human resources informational meeting with supervisors

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Develop relationships with diverse communities as a standard practice

58 Build a network with diverse communities to help identify potential speakers on diverse topics

59 Encourage staff to attend community events, activities, and meetings across the state in order to build relationships and promote DATCP career opportunities

Agency Culture Strategy: Expand awareness of current DEI resources and initiatives

60 Promote equity and inclusion advisory committee members as resources for expressing concerns or providing feedback

61 Promote the Employee Assistance Program for stressful times and as a tool for everyday life

Agency Culture Strategy: Foster a culture of open communication and increase opportunities for staff to share feedback with leadership

62 Promote a method for staff to anonymously contact the equity and inclusion officer with questions, concerns, or training recommendations

Agency Culture Strategy: Establish venues for neutral conflict resolution support about race, culture, ethnicity, gender, and other diversity-related issues; and act to support enhancements to DATCP's respectful work policies

63 Educate staff on accessing neutral conflict resolution support about race, culture, ethnicity, gender, and other diversity-related issues

2021–2023

Recruitment Strategy: Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates

64 Send job postings through a DATCP listserv

65 Develop an internship program with colleges and universities, including historically black and tribal colleges and universities

66 Hold virtual open house events with community organizations

67 Increase participation in the State's Student Diversity Internship Program

68 Attend job fairs across the state with diverse communities, including Tribal Nations, W-2 program locations, and minority job fairs

69 Give presentations to high school and college students about potential DATCP careers

70 Participate in the LTE internship program with DWD's Division of Vocational Rehabilitation

Recruitment Strategy: Assess policies and procedures for potential selection bias to remove barriers to DEI and embrace the importance of incorporating diverse candidates into the workforce

71 Review relevant hiring policies and procedures with an equity and inclusion lens and staff participation

72 Annually review a random sample of recruitments in classifications used frequently and underutilized by women and minorities

73 Increase applicants from affirmative action groups in regularly recruited classifications

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Set standards for hiring managers that incorporate an equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural disparities

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| 74 | Educate hiring managers about interviewing, including incorporating unbiased practices in interview questions and selecting candidates |
| 75 | Record training and make it available to all new hiring managers |
| 76 | Distribute data and analysis to hiring managers about hiring decisions related to women and minorities |
| 77 | Educate hiring managers about processes for hiring veterans and disabled veterans |

Recruitment Strategy: Promote equal opportunity by reviewing current practices and processes through an equity and inclusion lens

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| 78 | Include in applicant interviews a question about DEI training or experience |
| 79 | Require human resources staff to attend DEI training |
| 80 | Require interview panels to include representatives of at least two affirmative action groups |
| 81 | Require interview panel participants to participate in an online unconscious bias course before participating on interview panels |

Recruitment Strategy: Create and implement a plan to become a W-2 program worksite to increase hiring of W-2 participants

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| 82 | Increase the use of W-2 certification lists, including requesting additional W-2 applicants on the certification lists |
| 83 | Hold workshops and informational sessions at W-2 program locations |

Retention Strategy: Ensure DATCP policies serve the diverse workforce

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| 84 | Review DATCP policies regularly by using a bias equity tool, staff input, legal review, and leadership approval |
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Retention Strategy: Create a shared leadership structure that promotes staff leadership and voices on issues affecting the workforce

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| 85 | Include DEI topics in scheduled leadership sessions with executive staff |
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Retention Strategy: Provide supervisors and managers with development that focuses on leadership in addition to management

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| 86 | Include DEI topics in quarterly bureau director meetings |
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Retention Strategy: Establish career pathways with equitable access

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| 87 | Analyze exit interview data from prior years with a bias equity tool |
| 88 | Share summarized themes of the exit interview submissions with leadership |
| 89 | Analyze DATCP's reclassification and promotion data with a bias equity tool |

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Align management and business practices accordingly to provide for greater diversity

90	Provide an equity and inclusion action plan dashboard and share key performance indicators, outcomes, and metrics at leadership team meetings
91	Submit a progress report based on the dashboard to DOA
92	Provide a presentation on DEI to DATCP's board members
93	Add bilingual add-on information to the recruitment intake checklist and discuss its use with hiring managers

Agency Culture Strategy: Foster a culture of open communication and transparency and promote forums for discussing DEI

94	Share the Equity and Inclusion Advisory Committee's work and resources in the employee newsletter
95	Facilitate equity and inclusion-related focus groups with selected groups in divisions

Agency Culture Strategy: Establish expectations and processes to make DATCP's communications inclusive to employees and customers

96	Inform communications staff of the importance of developing and distributing bilingual materials for the public
97	Implement a website accessibility policy
98	Review the employee handbook with an equity and inclusion lens and staff participation

Agency Culture Strategy: Coordinate training to encourage a DEI workplace

99	Provide staff trainings about anti-racism, implicit bias, and bystander impact topics
100	Distribute a DEI survey

Children and Families, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Staff will become DCF ambassadors and promote recruitment opportunities to community organizations and other targeted groups with diverse populations</i>		
101		Implementation taskforce will solicit ambassadors
102		Ambassadors will determine events based on areas of underutilization
103		Ambassadors will determine a calendar of events
104		Ambassadors will track contacts at each event
<i>Recruitment Strategy: Create opportunities to leverage lived experience and improve the services DATCP provides to children and families by increasing the recruitment of W-2 program recipients</i>		
105		Recruitment team will post all jobs to WorkSmart job boards
106		Ambassadors will attend job fairs at W-2 program locations
<i>Recruitment Strategy: Create opportunities to leverage lived experience and improve the services DATCP provides to children and families by increasing the recruitment of veterans</i>		
107		Recruitment team will share noncompete veterans list with hiring manager at the start of the recruitment process
108		Recruitment team will post all jobs to the WiscJobsforVets job board
<i>Retention Strategy: Provide Equal Employment Opportunity (EEO), Affirmative Action (AA), and Americans with Disabilities Act (ADA) education to all new staff through the new employee onboarding experience</i>		
109		Culture and experience director will create onboarding content
110		EEO, AA, and ADA information will be added to onboarding content
111		Culture and experience director will begin the onboarding experience for all new employees
<i>Retention Strategy: Ensure all staff understand workplace expectations regardless of their cultural and professional backgrounds</i>		
112		Annually aggregate and review confidential disciplinary data
113		Based on trends and outcomes from the review, human resources staff will create and deliver unit-specific training
<i>Retention Strategy: Human resources team will conduct unbiased and structured workplace investigations</i>		
114		Human resources staff will take annual respectful workplace investigation training
<i>Agency Culture Strategy: Improve knowledge and utilization of trauma-informed practices to improve staff experience</i>		
115		Develop and deliver trauma-informed training to all staff

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Improve cultural competency among staff

116 Develop and deliver cultural competency training to all DCF staff

2021–2023

Recruitment Strategy: DCF will match or exceed the available qualified workforce within underutilized and underrepresented groups in an effort to reflect the diversity of the populations it serves

117 Identify opportunities to diversify DCF’s workforce by assessing demographic disparities throughout the human resources process

118 Explore trainings and tools to mitigate bias in the hiring process

119 Build and maintain relationships with external organizations to maximize the diversity of the job applicant pool

120 Expand the recruitment radius (i.e., outside of Dane and Milwaukee counties) to have a more diverse workforce and to monitor the remote work paradigm

121 Provide resources for interview panels, including access to underutilization data and refresher resources on bias for interview panelists

122 Continue analyzing underutilization data and invite feedback from new hires in an effort to build a more equitable process

Retention Strategy: DCF will increase the career advancement of individuals from underutilized and underrepresented groups in management and executive positions

123 Understand disparities by analyzing the demographic data of staff who receive internal promotions, Discretionary Equity Retention Adjustment awards, and Discretionary Merit Compensation awards and are nominated for leadership training opportunities

124 Engage with subject matter experts to understand trends in discrimination and harassment complaints related to career advancement opportunities

125 Use analysis steps to inform action items to support the career advancement of individuals in underutilized and underrepresented groups

126 Develop an internal tracking mechanism to track demographic information for promotions, retentions, etc.

127 Provide targeted resources to individuals who make Discretionary Equity Retention Adjustment awards, Discretionary Merit Compensation awards, and other leadership opportunities

128 Continue to monitor demographics and disparities

Agency Culture Strategy: DCF staff are trained to understand the pervasiveness of implicit and explicit bias

129 Equity and Inclusion Advisory Council will partner with the Employee Engagement Leadership Team to review relevant survey data to determine action items that build toward a more equitable and welcoming culture

130 Equity and Inclusion Advisory Council will review the demographics of complaints, grievances, exit interviews, and terminations in an effort to understand particular pain points in DCF’s culture

131 Implement DCF-wide equity training to ensure knowledge of bias and systemic injustice across all staff

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: DCF will establish a culture that celebrates the identities of underrepresented groups

132	Support continuing education of staff through various strategies
133	Highlight the equity and inclusion officer’s role so staff understand the available resources when they observe or experience bias or discrimination
134	The equity and inclusion officer will continue to coordinate EEO policies and goals, investigate discrimination and harassment complaints, and provide EEO and ADA guidance
135	Gather feedback from equity training and other events in order to assess effectiveness and impact and continually improve these efforts

Beyond the Walls of DCF Strategy: DCF’s divisions will establish and work toward equity-specific goals to ensure programs and services are delivered in a way that promotes equity for all children and families served by DCF

136	DCF’s divisions will examine performance data through the lens of different demographic groups, with the goal of identifying disparities
137	Organize stakeholder forums for the communities DCF serves
138	DCF’s civil rights compliance unit will work with all DCF programs to ensure equal opportunity in service delivery and will continue to investigate discrimination complaints filed by participants against DCF service providers
139	DCF’s civil rights compliance unit will continue to monitor and provide civil rights compliance technical assistance to agencies receiving funds from DCF
140	Use feedback from stakeholder forums to identify areas where DCF can improve services
141	Equity and Inclusion Advisory Committee will help develop and select tools to evaluate DCF’s equity and inclusion policies
142	Continue to monitor disparities
143	Use stakeholder forums to gather feedback from DCF’s community

Corrections, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Research and analyze data on how different populations apply for DOC positions and use these data to change recruitment and community outreach</i>		
	144	Review DOC’s applicant pool information before and after implementing the equity and inclusion action plan
	145	Review DOC’s hiring information before and after implementing the equity and inclusion action plan
<i>Recruitment Strategy: Review and update DOC’s recruitment and community outreach efforts</i>		
	146	Research options for diversity career fairs
	147	Increase attendance at diversity career fairs
<i>Recruitment Strategy: Review and improve DOC’s policies, practices, and processes related to civil service assessments and interviews</i>		
	148	Establish a committee to review practices and policies in the selection process, using a bias equity tool
<i>Recruitment Strategy: Create a plan to mitigate the recruitment barriers outlined by the workplace analysis summary, including the lack of a diverse applicant pool and the negative public perception of DOC</i>		
	149	Ensure staff participating in recruitment and outreach efforts reflect underrepresented and diverse populations of DOC’s workforce
	150	Outline the ways DOC markets and announces jobs
<i>Retention Strategy: Develop a tool to collect information from new staff about their goals and why they joined DOC, and use this information to follow up with staff on their satisfaction and how DOC is meeting those goals</i>		
	151	Administer a DOC-wide survey to collect information about staff retention and equity and inclusion
	152	Create a resource tool for onboarding new staff to give them information about DEI initiatives
<i>Retention Strategy: Develop strategies to recommend and facilitate coaching, mentoring, and providing professional development for staff</i>		
	153	Explore a process to identify and train equity and inclusion coaches
	154	Create a structure for employee resource groups to support staff learning from each other, including about social issues
<i>Retention Strategy: Review and analyze available data to understand why underrepresented groups leave or are not promoted at DOC and develop a mitigation plan</i>		
	155	Conduct focus groups with staff to gather their perspectives about the advancement process
	156	Explore changes to how the exit interview process is organized
	157	Explore developing "stay interviews" or "return interviews" to assess factors that support staff retention

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Explore options to collect key retention information to support the equity and inclusion action plan's goals

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| 158 | Survey state Equity and Inclusion Advisory Council documents that are relevant to this goal, and use this information to target recruitment and retention efforts more meaningfully |
| 159 | Survey non-state sources that collect this kind of information |

Agency Culture Strategy: Hold transparency and accountability as key components in DOC's organizational climate and culture change

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| 160 | Establish a clear, equitable recruitment process for all committees, including the Equity and Inclusion Advisory Committee |
| 161 | Review existing committees and assess areas of improvement through an equity and inclusion lens |
| 162 | Offer training for all levels of supervisory positions on how to identify, correct, and hold direct reports accountable for actions contrary to an inclusive work environment |

Agency Culture Strategy: Develop DEI resources on psychological safety and wellness

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| 163 | Maintain the Equity and Inclusion Advisory Committee page with updated DEI resources for staff |
| 164 | Message equity and inclusion goals and strategies across DOC |
| 165 | Maintain the equity and inclusion trainers and educational resources on the Equity and Inclusion Advisory Committee's SharePoint page |

Agency Culture Strategy: Develop a DEI curriculum that supports a thriving organizational climate and culture shift in DOC

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| 166 | Offer continuous equity and inclusion trainings to provide staff with an awareness of, and empathy for, what marginalized groups face in the workplace and challenge staff to identify concrete actions to create a supportive and safe environment for all |
| 167 | Require all supervisors to take two self-selected equity and inclusion trainings annually |

2021–2023

Recruitment Strategy: Annually review DOC's applicant pool

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| 168 | Gather applicant data |
| 169 | Review trends so course corrections can be made |

Recruitment Strategy: Increase attendance at diversity career fairs

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| 170 | Research options for diversity career fairs |
| 171 | Include social minority and underutilized group members as representatives at diversity career fairs |

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Increase engagement with local diverse community groups

172 Evaluate community groups with which DOC is engaged and groups with which DOC could form new connections

173 Reach out to identified community groups to form connections

174 Use community group connections to conduct outreach to targeted affirmative action groups

Recruitment Strategy: Use diversity-specific advertising options for job announcements

175 Conduct targeted, culturally appropriate advertising in areas where targeted affirmative action groups live

176 Research websites and forums frequented by members of targeted affirmative action groups

177 Investigate and establish source of funding

Recruitment Strategy: Offer flexible scheduling and remote work for appropriate classifications

178 Advertise flexible scheduling and remote work options during the recruitment process

Recruitment Strategy: Annually review DOC's hiring data

179 Review hiring data

180 Review trends so course corrections can be made

Recruitment Strategy: Ensure prospective interview panel members receive interview and rating panel best practices training annually

181 Ensure the training is updated

182 Mandate all supervisors complete the annual training

183 Mandate that prospective interview panel members complete the annual training

Recruitment Strategy: Ensure all prospective rating panel members receive rating panel best practices training annually

184 Develop online training that incorporates the assessment evaluation process

185 Mandate that prospective rating panel members complete annual training

Recruitment Strategy: Offer interview question training to DOC supervisors and human resources staff

186 Ensure the training is annually updated

187 Establish an annual training schedule

Recruitment Strategy: Assess all DOC recruitment policies and procedures for potential bias in selection and remove barriers to DEI

188 Establish a committee to review practices and policies in the selection process, using a bias equity tool

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Increase training opportunities in resume-building and interview techniques to diverse DOC staff

- 189 Offer training that includes resume-building and behavioral-based interviewing techniques to targeted areas of DOC
- 190 Determine where and how to offer the training

Retention Strategy: Support ongoing equity and inclusion response processes and promote continual improvement

- 191 Establish a clear, accessible intranet resource for staff to access information about the harassment/discrimination complaint process
- 192 Enhance new ongoing training on the harassment/discrimination complaint process
- 193 Establish regular communication with the Equity and Inclusion Advisory Committee to address patterns of equity and inclusion concerns

Retention Strategy: Create safe work environments where people can engage in genuine, meaningful equity and inclusion conversations

- 194 Develop guides or resources on how to have productive conversations about equity and inclusion
- 195 Promote an environment where equity and inclusion is valued and systemic issues are continually addressed

Retention Strategy: Incorporate a recognition of equity and inclusion and an openness to transparent discussion between all staff

- 196 Message equity and inclusion goals and strategies across DOC with clear intent and expectations
- 197 Promote discussions on issues of climate in a progressive and transparent manner and through an equity and inclusion lens

Retention Strategy: Support promotion and leadership opportunities for marginalized populations

- 198 Increase marketing and awareness for promotional resources
- 199 Provide resources and assistance for marginalized populations to increase equity and inclusion access and representation
- 200 Conduct a regular survey and work collaboratively with recruitment to receive feedback on and achieve this goal

Agency Culture Strategy: Empower the Equity and Inclusion Advisory Committee to act as an organizing body, and advocate and resource equity and inclusion and all related strategies

- 201 Collaborate with other advisory committees and charter initiatives toward actions that support equity and inclusion
- 202 Advise and assist current and new actions related to equity and inclusion actions
- 203 Advise and assist non-Equity and Inclusion Advisory Committee initiatives that involve an equity and inclusion component

Agency Culture Strategy: Integrate equity and inclusion into existing and upcoming policies, practices, and initiatives

- 204 Review existing policies and initiatives for their equity and inclusion effects
- 205 Implement steps in policy and initiative development that gather equity and inclusion effects
- 206 Review existing practices and policies related to pay discrepancies related to demographic factors
- 207 Establish a means of responding to equity and inclusion contexts that redress or change a policy or initiative effectively

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Create an outreach plan that actively advocates and promotes equity and inclusion across DOC

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| 208 | Create a sustainable, proactive equity and inclusion program with representatives sponsored by the Equity and Inclusion Advisory Committee |
| 209 | Create an intranet page that enhances access to and knowledge about equity and inclusion resources |
| 210 | Conduct ongoing surveys to gather information and solutions from staff about equity and inclusion processes |

Agency Culture Strategy: Review and reorganize DOC-wide committee membership to ensure equitable and inclusive representation

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| 211 | Review existing committees to assess areas of improvement |
| 212 | Review how committees are created, including their membership, for equity and inclusion issues |

Agency Culture Strategy: Develop relationships with diverse communities as a matter of standard practice

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| 213 | Create a plan for DOC representatives to establish relationships with external partners |
| 214 | Establish contact and ongoing communication between DOC affiliates and external groups |
| 215 | Host interactive events to promote DOC and community collaboration |
| 216 | Increase positive presence in community, professional, and non-profit settings |

Agency Culture Strategy: Offer continuous training that builds an understanding of equity and inclusion

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| 217 | Develop or contract for equity and inclusion training topics annually |
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Agency Culture Strategy: Deliver mandatory and consistent onboarding training that includes equity and inclusion

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| 218 | Provide training relating to equity and inclusion in new-staff forums |
| 219 | Develop consistent learning objectives for equity and inclusion training in new-staff forums |
| 220 | Offer all new staff voluntary follow-up discussions, hosted in safe spaces, on equity and inclusion |
| 221 | Create a network of engaged equity and inclusion trainers |

Agency Culture Strategy: Mandate consistent supervisor training to promote and foster respectful and inclusive work environments

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| 222 | Incorporate equity and inclusion training into supervisor development and support |
| 223 | Require all supervisors to take additional equity and inclusion training annually |

Educational Communications Board

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Expand posting locations based on staff input</i>		
224		Share with staff where ECB has posted each recruitment and invite suggestions for additional paid and free locations
<i>Recruitment Strategy: Make the application process easier and consider alternatives to written instructions</i>		
225		Partner with DOA to form a workgroup to highlight DOA’s instructions (for job candidates on developing resumes and letters of qualifications) in different formats in order to target different learning styles, as well as to investigate using forms instead of narratives when narrative writing is not required for a job
<i>Recruitment Strategy: Work with DOA’s Region 1 to improve ECB’s job announcements</i>		
226		Collect suggestions from the Equity and Inclusion Advisory Committee and recent hires to improve job announcements
<i>Recruitment Strategy: Share details about frequent openings at job fairs</i>		
227		Share frequent job openings so job fair participants understand jobs that might be open in the future
<i>Recruitment Strategy: Build relationships with high school and college STEM programs by offering ways to partner with them</i>		
228		Reach out to at least four high schools or colleges with STEM programs and/or in areas of the state where ECB anticipates a need for future staff
<i>Retention Strategy: Offer leadership training to current and aspiring supervisors</i>		
229		Offer quarterly sessions on leadership topics to staff who are current supervisors or self-identify as aspiring supervisors
<i>Retention Strategy: Work with DOA’s Region 1 human resources staff to research the changing workforce, how it will affect ECB, and the changes for which ECB needs to prepare</i>		
230		Create a workgroup to research and develop recommendations
<i>Agency Culture Strategy: Continue quarterly equity and inclusion conversations by sourcing topics from staff and partnering with Wisconsin public media</i>		
231		Schedule four sessions annually on equity and inclusion topics, and invite staff to contribute topics
<i>Agency Culture Strategy: Work with DOA’s Region 1 human resources staff to create a document that outline the procedure if a harassment or discrimination issue occurs</i>		
232		Create a workgroup to capture and document DOA’s procedure
<i>Agency Culture Strategy: Improve shared understanding of ECB’s commitment to professional development</i>		
233		Revise ECB’s training policy with a goal of ensuring staff understand ECB’s commitment to professional development, and hold a session to discuss the policy with staff and then ensure they are aware of the policy and the commitment

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Improve accessibility of ECB’s public worksites

234 Use an Americans with Disabilities Act checklist report to make readily achievable improvements to ECB’s Eau Claire site

2021–2023

Recruitment Strategy: Review policies and procedures for selecting job candidates, identify potential bias, and remove barriers to DEI

235 Establish a workgroup to review practices and policies in the selection process, by using an equity and inclusion lens

Recruitment Strategy: Determine if position descriptions and job postings include unnecessary requirements or language that presents bias

236 Review position descriptions and job aids to open the possibility for broader applicant pools and better describe ECB’s internal training

Recruitment Strategy: Identify and provide training on topics of bias and equity for all staff participating in the recruitment process

237 Establish required training for interview panel members to establish the process, promote fidelity, and ensure fairness in selection

Retention Strategy: Establish career path opportunities that are equitable and free of bias

238 Provide staff with annual educational opportunities that enhance and develop ECB’s culture

Retention Strategy: Provide supervisors and managers with opportunities and training that focus on leadership and staff development

239 Identify and provide training that enables them to be more fair and effective leaders

Retention Strategy: Further enhance a shared leadership structure that promotes staff leadership and voices on issues affecting the workforce

240 Form workgroups that address various aspects of ECB’s equity and inclusion action plan

Agency Culture Strategy: Ensure all ECB workspaces, technologies, and requirements are accessible to staff

241 Form a workgroup to inventory all ECB locations, websites, and activities that are legally inaccessible to assigned staff

Agency Culture Strategy: Foster a culture of open communication and transparency that includes discussion of DEI

242 Include an emergent equity and inclusion issues component in executive memos

Employee Trust Funds, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Analyze the staffing process to determine where opportunities and gaps exist in recruiting underrepresented candidates</i>		
	243	Create a workgroup of staff who are data analysts and recruiters and those who have equity and inclusion experience
	244	Identify a sample of recruitments and corresponding labor data for analysis
	245	Determine datasets to evaluate, gather data, and evaluate the data
	246	Review sample benchmarks and interview questions by using an equity lens
	247	Document findings and present them to staff and management
<i>Recruitment Strategy: Implement strategies to recruit and hire underrepresented staff</i>		
	248	Use findings from a data analysis to identify process or strategy improvements
	249	Research best practices for process, including by contacting other state agencies
	250	Plan and implement an improved process and strategies
	251	Add DEI language to job descriptions and DEI questions to interviews
	252	Measure improvement by evaluating recruitment data
<i>Retention Strategy: Develop and implement a mentor program to help underrepresented staff achieve their career goals and grow their professional skills</i>		
	253	Review past efforts from last equity and inclusion action plan to develop a mentoring program for staff
	254	Implement a pilot mentoring program with eligibility criteria, training for mentors, and tracking and reporting tools
	255	Use resources in ETF’s learning management system and track their use by participants
	256	Promote knowledge transfer for staff who transition to other opportunities
	257	Collaborate with the Inclusion, Diversity, and Equity Advisory Committee to promote awareness of the program to staff
<i>Retention Strategy: Gather and analyze data from the “stay interview” program</i>		
	258	Compile information from previously conducted “stay interviews” and analyze data
	259	Report to supervisors and staff who participated in past “stay interviews” and survey them on progress made since the initial interview

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Evaluate the program’s validity and determine next steps

260 Develop an action plan based on findings from “stay interviews”

261 Implement the action plan’s findings

Agency Culture Strategy: Analyze and implement options for the Wellness and the Inclusion, Diversity, and Equity Advisory committees’ co-existence and interaction

262 Evaluate ways for the two committees to collaborate

263 Share the evaluation with the two committees and leadership to select the best option

264 Implement the best option

Agency Culture Strategy: Continue development of the staff networking group and explore forming additional relevant affinity groups

265 Develop a year-long meeting schedule for the group

266 Promote the group’s meetings in a staff newsletter and expand information on a Microsoft Teams channel

267 Explore options for other staff networking group types by analyzing a previous survey

268 Provide the Secretary’s Office with recommendations for a keynote speaker at a future town hall meeting

2021–2023

Recruitment Strategy: Implement training for hiring supervisors and interview panelists that addresses implicit bias in the hiring process

269 Identify a training vendor or available training modules from DOA for implicit bias

270 Add modules for all new hiring managers to a learning management system

271 Schedule existing manager training dates and add training as a required course to complete in a learning management system

272 Revise human resources policy documents to include a training requirement

273 Add training modules as part of expert certification for all interview panelists

274 Add course completion information to annual personnel expectations

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Implement training for hiring supervisors on writing appropriate interview questions and benchmarks that are based on the knowledge, skills, and abilities needed for positions

275	Identify a training vendor or available training modules from DOA for writing questions
276	Add modules for all new hiring managers to a learning management system
277	Schedule existing manager training dates and add training as a required course to complete in a learning management system
278	Create a rubric or other resources for writing questions
279	Hold question-writing workshops for managers to exercise new skills
280	Encourage managers to include input from subject matter experts in writing questions

Recruitment Strategy: Add a human resources prescreen to all recruitments

281	Review resumes to screen all applicants, based on non-job specific criteria and competencies
282	Recommend qualified candidates to move forward to the next panel
283	Add human resources agreements that establish the expected turnaround of process steps

Recruitment Strategy: Treat all ETF positions as underutilized

284	Treat all ETF positions as underutilized
285	Implement blind applicant materials for the rating panel
286	Expand certification rules to include eligible target group members
287	Advance all acceptable diverse target group candidates through the next steps of the recruitment process

Recruitment Strategy: Develop and implement a balanced panel policy

288	Require balanced rating and interview panels
289	Communicate the policy to hiring supervisors
290	Maintain a list of eligible panelists and areas of expertise and/or use DOA’s available list

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Develop partnerships with community organizations that can connect new talent with ETF opportunities

291	Reach out to at least two organizations for potential partnership by the end of March 2021
292	Create expectations and goals for partnerships
293	Partner with or have relationships with those organizations by 2022
294	Create a referral code for organizations to add to WiscJobs
295	Give at least two presentations annually to partnered organizations by 2023 or staff at least two job fair booths annually at partnered organizations by 2023.
296	Track referral sources
297	Create post-hire survey to track successful applicants

Recruitment Strategy: Develop strategies to hire and promote more diverse management

298	Define clear career pathways for new hires
299	Require 15.0 percent of those who attend ETF’s leadership academy over the plan period to be underrepresented group members
300	Require all supervisor or higher positions be open recruitments

Retention Strategy: Increase the diversity of ETF’s leadership by allowing existing staff to progress along their career pathways

301	Educate supervisors, managers, and lead workers on leadership training opportunities, the importance of supporting ongoing career development for staff of color, and potential career pathways at ETF
302	Develop a tracking/evaluation tool to determine the growth and advancement of ETF staff along their career paths
303	Develop overall role-based leadership competencies for lead worker, supervisor, and management positions and determine how to assess them
304	Develop selection criteria to help ETF’s supervisors, managers, and lead workers identify staff to recommend into leadership programs
305	Develop and deliver training and education for staff about movement and advancement at ETF

Retention Strategy: Support professional development opportunities for staff

306	Communicate and promote existing internal and external training opportunities
307	Develop a policy requiring staff to complete a predetermined number of hours of learning and professional development annually
308	Create a mentoring program and train leadership and management on how to effectively mentor staff
309	Create a career coaching program, require supervisors to conduct coaching sessions with staff, and train supervisors how to coach

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Learn what motivates staff from underrepresented groups to stay at ETF and what could be improved

- 310 Develop “stay interview” questions
- 311 Train supervisors on how to conduct “stay interviews”
- 312 Conduct “stay interviews” with all staff of color

Retention Strategy: Help staff manage stress so they can have increased mental and emotional well-being and a desire to stay at ETF

- 313 Prepare staff to interact with peers who may be in crisis or struggling mentally/emotionally and connect them with professional help, and conduct at least one additional mental health first aid training by the end of the fiscal year
- 314 Integrate stress measurement questions into existing staff feedback tools
- 315 Train staff to identify and become self-aware of the root cause of stress and how to develop an action plan to reduce stress

Retention Strategy: Provide support and a sense of community and belonging for staff in order to increase retention

- 316 Create employee resource and affinity groups focused on specific interests or topics

Agency Culture Strategy: Raise staff awareness of psychological safety and develop efforts to strengthen psychological safety

- 317 Communicate the importance of psychological safety at leadership meetings
- 318 Train managers, supervisors, and team leads on strategies of psychological safety and inclusion
- 319 Train staff on what to do if they witness racism or harassment at ETF

Agency Culture Strategy: Expand equity and inclusion-related educational opportunities and broaden their reach

- 320 Require all staff to participate in training on diversity and implicit bias
- 321 Add staff development to supervisor personnel evaluations
- 322 Schedule regular equity and inclusion educational sessions to allow staff to learn and increase awareness of diversity-related issues
- 323 Request staff input on equity and inclusion training topics

Agency Culture Strategy: Enhance inclusion in ways to help staff feel valued, heard, and empowered

- 324 Allow staff options to express identity preferences through communication, such as email signatures and name plates
- 325 Expand efforts that encourage staff to share ideas for improvement
- 326 Ensure continued and active support on inclusion efforts
- 327 Clarify the purpose of boards and workgroups
- 328 Promote work boards and workgroups to staff and encourage staff to attend open meetings and speak to members
- 329 Make a “Getting Involved at ETF” online course available to all staff

Financial Institutions, Department of

Plan Year	Number	Action
2024–2026		
		<i>Recruitment Strategy: Outreach to diverse professional organizations regarding job opportunities</i>
	330	Expand postings to more specifically targeted professional groups
		<i>Recruitment Strategy: Educate interview screening and panel members on interviewing and bias awareness before placement on interview panels</i>
	331	Ensure interview screening and panel members participate in the training before participating in the screening and hiring process
		<i>Retention Strategy: Identify ways to capture institutional knowledge</i>
	332	Meet with other divisions to determine roles and permissions for the policy and procedure library
		<i>Retention Strategy: Promote opportunities, such as projects and training, for staff to advance in their careers</i>
	333	Supervisors will encourage staff to attend training in areas that could help them advance
		<i>Retention Strategy: Offer flexible work schedules, including location flexibility based on business needs</i>
	334	Review informal practices and develop an alternative work policy
		<i>Retention Strategy: Increase exit survey response rates</i>
	335	Review the employee exit survey process
		<i>Agency Culture Strategy: Increase education about the diverse culture of internal stakeholders</i>
	336	Encourage staff to submit articles for the equity and inclusion section of a DFI newsletter
		<i>Agency Culture Strategy: Request feedback from internal stakeholders on how to create a more diverse-friendly environment</i>
	337	DFI's DEI Committee will send out a DEI survey
2021–2023		
		<i>Recruitment Strategy: Diversify where job position vacancies are posted</i>
	338	Work with diversity-related organizations to expand postings to targeted local professional groups
		<i>Recruitment Strategy: Provide equity and inclusion action plan goals to screening and interview panel members before recruitment</i>
	339	Develop a handout and points for consideration related to the plan and hiring goals
	340	Provide a handout to screening and hiring panel members

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Increase the training of supervisors on diversity-related topics

341	Require new supervisors to attend three equity and inclusion-related trainings within their probationary periods
342	Hold an annual meeting for all supervisors with the Equity and Inclusion Committee and/or the Region 1 equity and inclusion officer in order to discuss equity and inclusion topics
343	Managers will confirm to the training officer that supervisors completed the training
344	Training officer will confirm those near the end of their probationary periods completed the training

Recruitment Strategy: Require annual diversity training for all staff

345	Annually dedicate part of a DCF-wide meeting to equity and Inclusion action plan progress or training on diversity topics
346	Require new employees to participate in the Moving Beyond Compliance training

Retention Strategy: Develop a process for transitioning new management while departing management is still in place

347	Develop written standard operating procedures
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Retention Strategy: Keep tabs on industry compensation standards

348	Review retention data annually and determine where pay is a factor in staff departures
349	Propose changes to compensation, if necessary

Retention Strategy: Offer flexible work schedules

350	Review informal policies regarding flexible schedules
351	Review retention data annually and determine if scheduling is a factor in staff departures

Agency Culture Strategy: Conduct sessions with DFI divisions to identify potential equity and inclusion training needs

352	Speaker and moderator meet with divisions to identify training needs
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Agency Culture Strategy: Develop an equity and inclusion training resource list

353	Gather information from DFI’s division meetings, gather resources, and develop a DEI training list
354	Provide a training resource list to management and screening and interview panel members

Agency Culture Strategy: Require semiannual equity and inclusion training for management and annual training for all staff

355	Offer training topics based on identified equity and inclusion needs
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Health Services, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Gather and review data to support identifying and creating recruitment and hiring standards that improve existing processes and practices</i>		
	356	Leverage survey feedback in order to measure the experiences of hiring managers with the hiring process
	357	Develop a survey of job candidates after the hiring process in order to learn their experiences and inform needed improvements
	358	Evaluate the amount of time needed to recruit and determine how it can be improved to educate applicants and hiring managers on possible timelines to better support planning and decision-making
	359	Create a workgroup to analyze data, position descriptions, and job postings, and develop recommendations to ensure inclusive, fair, and equitable hiring
	360	Create internal and external communications about demographic data tracking and facilitate improved response rates and disclosure
<i>Recruitment Strategy: Increase transparency about opportunities to work at DHS and the State’s hiring process</i>		
	361	Develop recruitment videos and FAQ documents on stages of the hiring process
	362	Improve communications to job applicants about the potential timeline to fill positions
	363	Improve and centralize outreach to diverse community organizations statewide about DHS career and job opportunities
<i>Recruitment Strategy: Improve standards and guidance for developing position descriptions, job postings, and interview processes in order to facilitate greater diversity across DHS’s job applicant pools</i>		
	364	Inventory the current job posting language in order to express a commitment to equal employment and opportunity, affirmative action, diversity, and equity and inclusion, and develop standard language options
	365	Conduct an equity review of 5.0 percent of posted job positions in order to identify and share best practices and provide guidance about opportunities for improvement with hiring managers and human resources professionals
	366	Develop a system to help identify and connect hiring managers with staff who can assist in hiring in order to ensure balanced panels and increase the number of staff participating in hiring
	367	Develop guidance documents for hiring managers on the recruitment and selection process
<i>Recruitment Strategy: Increase DHS’s capacity and alignment by providing relevant and timely education and training about recruitment</i>		
	368	Develop additional training on selecting screeners and interviewers, writing interview questions, and job classifications, with a focus on required training for managers and supervisors
	369	Identify and curate additional training resources on topics such as how bias and discrimination can manifest in hiring processes

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Enhance DHS’s understanding of the drivers of staff turnover and retention in order to improve job satisfaction

370	Evaluate the exit interview process and identify where it can be improved, and advance recommendations to facilitate improved collection of information and response rate
371	Improve how exit interview information is shared with different levels of management and provide guidance on how this information can be used to improve staff retention
372	Develop and implement a communications strategy that educates staff on the exit interview process
373	Develop and implement a communications campaign to improve engagement with the Stay and Grow survey
374	Host focus groups for underrepresented and marginalized staff to learn about the drivers of their job satisfaction, factors influencing their continued employment at DHS, and strategies that may increase the likelihood of them staying at DHS
375	Leverage the survey to better understand reasons staff stay at DHS and strategies to increase the likelihood of them staying

Retention Strategy: Expand, enhance, or improve ways for staff to provide feedback and input about hiring, personnel decisions, and issues that affect them

376	Identify and review current processes where staff can provide feedback or address concerns and outline ways to improve the processes
377	Promote including staff feedback as part of managers’ annual performance expectation planning and provide managers with guidance and training on doing this effectively and fairly

Retention Strategy: Deepen a culture of inclusivity across DHS so that all staff feel safe and welcomed and have a sense of belonging

378	Incorporate training and education on specified topics during onboarding, annual refresher training, and leadership development initiatives
379	Establish employee resource groups and affinity groups to create spaces for mentorship and community-building, centered on the experiences of staff who report less job satisfaction based on identity
380	Develop guidance documents and resources for staff and managers, based on feedback from focus groups and research on best practices, to create inclusive safe environments at DHS

Agency Culture Strategy: Address drivers of disparities among staff, managers, and supervisors by increasing transparency around information about leadership opportunities, management careers, and pursuing promotion opportunities

381	Identify and communicate core leadership competencies and training supports to help aspiring leaders better develop the knowledge and skills needed to advance at DHS
382	Curate guidance and resources to support supervisors and staff on how to invest in staff development
383	Increase written communication and notifications about promotional and leadership opportunities for all staff
384	Allow managers and supervisors to self-identify in the Stay and Grow survey in order to better understand their experiences with employee satisfaction and engagement
385	Host listening sessions or focus groups with managers and supervisors to learn about their experiences in their roles

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Build DHS’s capacity to embody the culture needed to be a destination workplace

386	Curate a resource library and/or create training for leadership, management, and staff on relevant topics and practices to facilitate DHS as a welcoming and inclusive place
387	Provide guidance to divisions and offices on improving awareness of leadership
388	Establish a conflict resolution/management leadership program to help interested managers and supervisors develop skills and undergo training to support the establishment of a volunteer-based peer mediation program
389	Create a staff recognition program that demonstrates how someone helped to advance DHS’s mission, values, or vision

Agency Culture Strategy: Improve DHS’s understanding of factors affecting its commitment to a welcoming culture of inclusion

390	Implement changes to the 2024 Stay and Grow survey to more expansively capture staff’s identities, especially racial/ethnic categorizations and sexual orientation
391	Engage staff through listening and engagement sessions, surveys, and town halls to get more frequent and timely feedback about challenges to inclusion
392	Create and curate resources for staff to facilitate education and learning about strategies that support increased well-being, safety, and fair treatment for all staff
393	Explore opportunities to modify surveys, forms, and documents to allow staff to select accurate gender identity information

2021–2023

Recruitment Strategy: Enhance metrics to effectively and efficiently monitor DHS’s diversity recruiting efforts

394	Enhance metrics to effectively and efficiently monitor diversity recruiting efforts
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Recruitment Strategy: Expand recruitment resources by targeting marginalized college students and individuals from diverse backgrounds

395	Expand recruitment resources by targeting marginalized college students and individuals from diverse backgrounds
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Recruitment Strategy: Feature diversity-driven content on job postings

396	Feature diversity-driven content on job postings
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Recruitment Strategy: Develop an internship program for individuals of diverse backgrounds

397	Develop an internship program for individuals of diverse backgrounds
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Retention Strategy: Establish a mentorship/leadership program for staff who identify as marginalized individuals

398	Establish a mentorship/leadership program for staff who identify as marginalized individuals
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Retention Strategy: Identify or develop unconscious bias training for leadership positions

399	Identify or develop unconscious bias training for leadership positions
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Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Launch trainings for all staff and leverage the Secretary’s Office support to encourage individuals to complete training

400 Launch trainings for all staff and leverage the Secretary’s Office support to encourage individuals to complete training

Retention Strategy: Create a feedback mechanism for staff (especially marginalized staff) to provide feedback on their experiences at DHS and opportunities for improvement

401 Create a feedback mechanism for staff (especially marginalized staff) to provide feedback on their experiences at DHS and opportunities for improvement

Retention Strategy: Meet with office/division leadership to share information on trends for Discretionary Merit Compensation awards

402 Meet with office/division leaderships to share information on trends for such awards for their respective offices/divisions

Agency Culture Strategy: Identify the team responsible for analyzing the Stay and Grow survey to better understand the experiences of staff from marginalized populations

403 Identify the team responsible for analyzing the Stay and Grow survey to better understand the experiences of staff from marginalized populations

Agency Culture Strategy: Consider opportunities to reduce the level of personally identifiable information in the survey to further promote honest feedback

404 Consider opportunities to reduce the level of personally identifiable information in the survey to further promote honest feedback

Agency Culture Strategy: Identify opportunities for supervisors and mentors to encourage participation in the Stay and Grow survey

405 Identify opportunities for supervisors and mentors to encourage participation in the survey

Agency Culture Strategy: Develop targeted discussion groups for individuals to engage in DEI conversations and work with DOA to provide facilitator training

406 Develop targeted discussion groups for individuals to engage in DEI conversations and work with DOA to provide facilitator training

Justice, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Develop and implement a process to ensure DOJ applies an equity lens to the recruitment, screening, and hiring process and eliminates barriers for underrepresented candidates</i>		
407		Develop an equity lens tool that identifies the best method to ensure policies and procedures are consistently assessed to ensure equity of voice and impact
408		Examine each stage of the recruitment, screening, and hiring process
409		Identify the stages of the recruitment process when underrepresented groups are eliminated from consideration
<i>Recruitment Strategy: Affirmatively engage underrepresented populations, including W-2 program participants, in recruitment outreach activities</i>		
410		Engage in outreach activities that target underrepresented populations
411		Develop a W-2 program hiring plan
412		Request W-2 program certification lists
413		Give workshops and informational sessions at W-2 program locations
414		Attend job fairs at W-2 program locations
415		Target outreach by developing meaningful relationships with student unions, affinity groups, and student professional organizations
<i>Retention Strategy: Assess exit interview and workforce data to make recommendations to increase retention</i>		
416		Examine exit interview and workforce separation data to identify if underrepresented populations leave DOJ at disproportionate rates
417		Identify, develop, and implement methods to gather reliable, comprehensive data on staff turnover and staff movement
418		Analyze the longevity and tenure of underrepresented groups
419		Develop strategies for implementing changes
<i>Retention Strategy: Develop feedback loops to gather information on staff sentiment throughout the staff life cycle</i>		
420		Collect information through entrance interviews, stay interviews, and surveys to identify potential deterrents to longevity at DOJ
<i>Agency Culture Strategy: Provide ongoing training for leadership on the benefits of equitable practices and inclusive workspaces and provide the fundamentals on how to put these concepts into practice</i>		
421		Research, determine, and procure training for leaders to increase capacity on the principles of workplace equity and inclusion
<i>Agency Culture Strategy: Provide all staff with training designed to build a common understanding, knowledge, awareness, and consensus relating to DOJ's need to create and support a positive, inclusive, and equitable work environment</i>		
422		Research and ensure effort to procure evidence-based effectiveness training and other training for all staff

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Promote trust among DOJ's supervisors, peers, and leadership

423 Revisit DOJ's core values, including values incorporating elements of DEI

Agency Culture Strategy: Create an environment that promotes collaboration and open communication between divisions and offices

424 Highlight opportunities to expand communication between divisions and offices to build a more inclusive culture

2021–2023

Recruitment Strategy: Improve diversity among job candidates by expanding awareness and connections with targeted organizations

425 Expand external outreach and awareness of DOJ's employment opportunities

426 Increase diversity recruitment of LTEs

427 Increase diversity focus and diversity recruitment for DOJ's internship and externship programs

428 Recruit more widely geographically, leveraging the ability to work remotely to diversify staff

Recruitment Strategy: Improve the hiring process to remove barriers for candidates from diverse backgrounds

429 Gather and analyze data to better understand why diverse candidates do not advance through the hiring process

430 Increase diversity in the candidate pool and set diversity hiring goals for identified areas for women and minorities

431 Promote DEI in the hiring process, including by establishing guidance for valuing diversity in job candidates

Recruitment Strategy: Leverage the flexibility afforded by telecommuting options in certain DOJ positions to attract diverse job candidates

432 Build on the flexibility in place for some positions to better increase recruitment and retention

Retention Strategy: Better understand why staff leave, especially those from underrepresented groups

433 Review exit interviews to ensure relevant data are collected and are an accurate reflection of why staff leave DOJ

434 Look at categories ranked highest in the exit interview data in order to better analyze and target the underlying reasons

435 Analyze the reasons why staff leave DOJ in the first four years of their employment

436 Collect additional feedback from staff in their first five years through surveys or "stay interviews" in order to find potential deterrents

437 Review, identify, and reduce the negative characteristic of positions

438 Review the onboarding process to ensure staff receive information, resources, and support needed to be successful in their first year

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Increase advancement rates for individuals in underrepresented classes by valuing diversity and other job qualifications, and by providing leadership development opportunities

439 Establish guidance for valuing diversity as a desirable attribute

440 Identify opportunities for leadership development

Retention Strategy: Assess and address wage gaps that affect staff in protected classes

441 Analyze wage discrepancies and build a case to DOA for Discretionary Equity or Retention Adjustment awards

Agency Culture Strategy: Create a mechanism to better understand the strengths, challenges, and progress in DOJ's culture

442 Determine a better way to assess DOJ's culture of inclusion

Agency Culture Strategy: Change DOJ's culture to be more inclusive

443 Create a more inclusive culture related to telecommuting, which could minimize the effects of social dynamics and bias

444 Expand communication between divisions to build a more inclusive culture

445 Regularly communicate to staff about DEI efforts, opportunities, and progress

Agency Culture Strategy: Increase trust among DOJ supervisors, peers, and leadership

446 Establish DOJ's core values, including values incorporating DEI elements

447 Use DOJ's core values to establish standards and expectations related to DEI

448 Identify opportunities to build transparency, consistency, and communication that exemplify DOJ's standards and expectations

Commitment Strategy: Embed a DEI focus in annual DOJ planning

449 Conduct long-range strategic planning that has clear goals and values reflecting a high-priority focus on DEI, with meaningful targets that are regularly measured to determine if the goals are met

450 Reevaluate the equity and inclusion action plan to adjust strategies, actions, and metrics

Commitment Strategy: Develop an equity and inclusion implementation committee

451 Establish committee members

Plan Year	Number	Action
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2021–2023 (continued)

Commitment Strategy: Establish DEI as a priority and value at all levels of DOJ

452	Have diversity in leadership (anyone in a supervisory role), reflecting a commitment to diversity
453	Promote diversity from the senior executive level through all levels of DOJ
454	Provide DEI training and ongoing professional development to all staff
455	Adequately staff and resource DOJ's DEI efforts
456	Increase and elevate the focus on DEI by establishing a new position dedicated to this work
457	Develop a feedback mechanism to engage staff with DOJ's equity and inclusion action plan

Military Affairs, Department of

Plan Year	Number	Action
2024-2026		
<i>Recruitment Strategy: Examine and adjust recruitment strategies for priority underutilized areas</i>		
458		Perform job analysis, validate experience requirements, and explore improvements
459		Identify staff who supervise or participate in recruitment activities
460		Establish recruiting networks and relationships with academic institutions and organizations
461		Launch a new and revised recruitment and selection strategy
<i>Recruitment: Selection process quality control</i>		
462		Evaluate and address subjective or contaminated screening tools
463		Evaluate and address government and military vernacular in job postings and selection tools and related criteria
<i>Recruitment Strategy: Expand recruitment outreach for LTE positions in underutilized job groups or classifications</i>		
464		Develop a written plan that includes recommendations about class titles and units, recruiting strategies, and efficient screening tools
465		Be prepared to launch the program as vacancies occur
<i>Recruitment Strategy: Analyze security and fire/crash staffing to identify barriers to hiring and retaining females</i>		
466		Perform review of five years of staffing history to include applicant flow, adverse impact, and hiring outcomes
<i>Retention Strategy: Conduct a climate survey and a stay/departure analysis to inform strategies for mitigation and responses to involuntary turnover</i>		
467		Analyze the results of engagement-related survey items
468		Create a “stay survey” to administer to staff at one year of employment
469		Develop and implement action plans for maintenance and corrections
<i>Retention Strategy: Conduct an equity lens review for human resources actions and processes</i>		
470		Identify, review, and document that staff demographics are available and procedures identify and integrate the appropriate equity and inclusion staff into specified processes and actions
471		Update forms to be gender neutral
<i>Retention Strategy: Analyze selection processes to identify internal promotional barriers for females</i>		
472		Review recruitment and selection processes to include specified items

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Improve awareness of the respectful workplace policy and the related complaint procedure

- 473 Identify opportunities for expanding awareness of policies and procedures and improve the plan for informing staff
- 474 Analyze staff awareness, based on survey results

Agency Culture Strategy: Integrate equity and inclusion efforts of the federal workforce with the State’s equity and inclusion efforts at DMA

- 475 Develop a strategy to deliver equity and inclusion training opportunities to all staff

Agency Culture Strategy: Implement training for supervisors to recognize and address problems resulting in bullying or hostile work environments

- 476 Identify a training program and provider
- 477 Implement training and collect feedback from trainees to determine if the tools gained are viable for work units
- 478 Review complaints and feedback from the climate survey to determine if improvements occurred after the training
- 479 Determine if follow-up training or annual training is appropriate

2021–2023

Recruitment Strategy: Examine and adjust recruitment and selection strategies for priority underutilized areas

- 480 Perform job analysis, validate experience requirements, and explore improvements
- 481 Identify staff to participate in recruiting
- 482 Establish recruiting networks and relationships with academic institutions and organizations
- 483 Launch a new and revised recruiting strategy

Recruitment Strategy: Improve selection process quality control

- 484 Affirm human resources authority and responsibility for selection processes and tools
- 485 Evaluate and address subjective or contaminated screening tools, government and military vernacular in job postings, and criteria in selection tools

Recruitment Strategy: Improve the hiring justification process

- 486 Develop and implement a standardized process that captures more-comprehensive information for review

Recruitment Strategy: Expand recruitment for LTE positions in underutilized job groups or classifications

- 487 Develop a written plan that includes class titles and units, recruiting strategies, and efficient screening tools and processes
- 488 Be prepared to launch the program as vacancies occur

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Conduct an analysis of security staffing at Volk and Truax

489 Review more than a year’s worth of staffing history, including applicant flow, adverse impact, and hiring outcomes

Retention Strategy: Conduct a climate survey and a stay/departure analysis to inform strategies for mitigation and responses to involuntary turnover

490 Analyze the results of engagement-related survey items

491 Develop and implement action plans for maintenance and corrections

Retention Strategy: Conduct an equity lens review for all human resources actions and processes

492 Identify, review, and document that staff demographics are available, and procedures identify and integrate the appropriate equity and inclusion staff into various processes and actions

Retention Strategy: Analyze the Equal Employment Opportunity (EEO) category 2 selection processes

493 Review recruitment and selection processes to include hiring recommendations, interview questions and benchmarks, panel composition, scoring results, rater composition, screening tools and criteria, applicant pool demographics, and job announcements

Agency Culture Strategy: Implement a respectful workplace policy and complaint procedure

494 Identify individuals to be responsible for complaint intake and investigation responsibilities

495 Identify the authorities and develop a protocol for case review and decision-making

496 Develop a communication plan to introduce the policy and the procedures to staff

497 Implement the policy and procedure

498 Analyze complaints

Agency Culture Strategy: Conduct a climate survey and analyze findings to address systemic deficiencies in DMA’s culture

499 Develop survey items

500 Develop administrative procedures, a communication plan, and an after-action strategy

501 Implement the survey

502 Perform analytics

503 Report findings and identify needs

504 Develop and implement after-action plans that are based on survey outcomes

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Implement a comprehensive communication strategy that projects diversity as a core value and promotes equity and inclusion in DMA

505	Update DMA's website to address 508 compliance matters and make the equity and inclusion action plan available on DMA's website and social media
506	Include the statement "an equal opportunity employer" on DMA's website homepage
507	Include "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply" in all job postings
508	Develop and implement communication that introduces the equity and inclusion plan to staff, sharing planned objectives, progress, and results
509	Disseminate the equity and inclusion action plan to new hires during onboarding
510	Develop and deliver notices to stakeholder community leaders and schools
511	Reinforce the policy and DMA's commitment during training, staff meetings, and management meetings
512	Include an EEO commitment statement in procurement contracts
513	Develop a plan for unit equity and inclusion representatives to reinforce the communication plan locally and share information in alternative formats
514	Conduct an audit to ensure nondiscrimination and equal opportunity notices are prominently displayed and available in areas frequented and accessible to employees, as required by law

Natural Resources, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Ensure hiring supervisors use equitable hiring best practices</i>		
515		Develop a best practice guide, template, and training for supervisors on the interview process, questions, and benchmarks
516		Develop an interview format decision tool that hiring supervisors can use to determine the best method for holding interviews
517		Develop a best practice guide and training for specified topics, such as position descriptions and job requirements
518		Create a template for all job postings
519		Review and understand the different application formats available and ensure hiring supervisors are aware of the options
520		Review hiring results from an equity and inclusion perspective
521		Review communication with candidates and identify, share, and use best practices
<i>Recruitment Strategy: Develop and coordinate multiple recruitment methods that can be used to promote any job vacancy</i>		
522		Identify, review, and make online recruitment opportunities accessible to staff
523		Develop, update, and make recruitment resources available to staff
524		Ensure equitability in recruitment opportunities for all divisions
525		Track and coordinate career fair opportunities to best recruit for all vacancies
526		Develop, share, and train on best practices for relationship- and partnership-building
527		Annually update DNR’s veteran hiring plan, and determine a process human resources specialists and hiring supervisors can use
528		Annually update DNR’s W-2 hiring plan, and determine a process human resources specialists and hiring supervisors can use
<i>Recruitment Strategy: Increase job applicants’ awareness and transparency about the State’s hiring process</i>		
529		Develop a resource for applicants to learn about DNR’s interview best practices
530		Review and update the Employment Opportunities webpage with information, tools, and resources on applying for state positions, and highlight a welcoming, inclusive, and equitable culture
<i>Recruitment Strategy: Keep youth outreach as a high-priority strategy to encourage youth to consider a career in natural resources</i>		
531		Identify current youth outreach efforts and best practices to coordinate, collaborate, and use
<i>Recruitment Strategy: Keep outreach for young adults as a high-priority strategy to encourage young adults to consider a DNR career</i>		
532		Identify and use current young adult career development efforts and best practices
533		Explore state agency workforce programs to identify those that could be used to fill DNR job vacancies

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Review and refresh new staff orientation and onboarding to foster a sense of belonging, value, and respect for new staff

534 Form a cross-functional and divisional team to review and update all aspects of new-staff orientation

Retention Strategy: Develop a formal mentorship program for new staff and staff seeking career development

535 Coordinate a cross-divisional team to gather and understand the needs and wishes for mentorship

536 Develop a mentorship program framework that is customizable

Retention Strategy: Increase awareness and transparency of DNR’s workforce and retention metrics

537 Develop a baseline of workforce and retention metrics, including a focus on affirmative action groups

538 Develop a timeline and process for sharing metrics

539 Engage leadership and DEI teams in conversations about metrics

Retention Strategy: Add recognition for all staff as a focus of DEI and engagement work plans

540 Share the strategy with division and program DEI teams

541 Encourage teams to add recognition to their work plans

542 Share plans with the DEI communication and collaboration team

Retention Strategy: Make professional development opportunities available to all staff and have supervisors and leadership support them

543 Develop and share with staff a process to request job-related training

544 Provide supervisors guidance to annually assess, promote, and support staff training and professional development

545 Remind all staff to complete required annual training

546 Establish annual training as a performance standard

547 Determine a process and method to share available DNR training and professional development opportunities with staff

548 Develop and implement annual equity and inclusion learning initiative opportunities

549 Encourage and support staff to participate in at least one DEI learning opportunity annually

Agency Culture Strategy: Foster a culture of belonging where all staff feel comfortable in their workspaces, connected to DNR’s common purpose, and valued for their unique and diverse ideas and perspectives

550 Curate an accessible and relevant resource library for equity and inclusion learning

551 Implement an annual equity and inclusion learning initiative program

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Continue to involve the wellness coordinator in the DEI communication and coordination team

- 552 Continue to develop and implement a robust wellness plan
- 553 Continue involvement of the wellness coordinator with the DEI communication and coordination team

Agency Culture Strategy: Ensure internal decision-making is inclusive and transparent, includes meaningful participation, and involves those most affected

- 554 Develop a best practices resource, tool, or training for participatory and inclusive decision-making
- 555 Provide training for supervisors and team leaders

Agency Culture Strategy: Define employee resource groups and make them available to all staff

- 556 Share information on such groups so that all staff are aware of group parameters and how to start up and lead a group

Agency Culture Strategy: Ensure equity and inclusion work continues to progress toward increased transparency, sharing, communication, and collaboration with all DEI teams, divisions, and staff

- 557 Continue the DEI communication and coordination team
- 558 Consider and explore collaborative work planning for all teams

Agency Culture Strategy: Foster multidimensional communication through various methods to ensure all staff feel engaged and empowered

- 559 Explore the idea of communication governance

2021–2023

Recruitment Strategy: Review hiring processes and policies

- 560 Analyze hiring data to determine the proportion of diverse candidates at each stage of the process
- 561 Explore the reason that issues occur, if they are identified
- 562 Use data and analysis to incorporate changes to the hiring process
- 563 Incorporate best practices from a hiring guide into current procedures
- 564 Ensure interview panel members complete interview bias and integrity training

Recruitment Strategy: Expand partnerships with organizations serving underrepresented populations

- 565 Partner with diverse organizations to connect with youth in order to increase interest in natural resource careers
- 566 Participate in career exploration events for youth to spark an interest in natural resources issues and seek out additional opportunities, especially in diverse communities
- 567 Ensure tracking and sharing of work, resources, and information across DEI work teams

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Promote DNR job opportunities through diverse methods

568	Use social media to promote career opportunities at DNR
569	Actively participate in job fairs to promote DNR job opportunities, particularly with diverse populations
570	Use job-posting websites to promote DNR job opportunities, particularly those focused on reaching candidates from diverse groups

Recruitment Strategy: Implement programs to diversify applicants and staff

571	Create a "fellowship" program to give underrepresented groups professional career opportunities
572	Continue to promote opportunities for supervisors to hire interns and LTEs through the State's Student Diversity Internship Program and provide resources to recruit diverse candidates

Retention Strategy: Increase training and development opportunities

573	Use an equity lens when selecting staff for the leadership academy program
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Retention Strategy: Focus on positive first impressions and support

574	Review the onboarding process to identify opportunities to increase connection and sense of belonging for new staff
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Retention Strategy: Provide guidance, support, and resources to supervisors to foster an inclusive environment

575	Ensure training and resources are accessible via the intranet and the supervisor's toolbox
576	Train all supervisors on equity and inclusion policies, initiatives, and development topics

Retention Strategy: Ensure each division establishes goals to support and increase equity and inclusion in their programs

577	Ensure divisions institute practices to promote a welcoming and inclusive work environment
578	Ensure all staff complete mandatory equity and inclusion training annually

Agency Culture Strategy: Continue the Department Leadership Team (DLT) and highlight diversity in staff and supervisory newsletters

579	Use the "Ask DLT" feature in the staff newsletter to allow staff to ask questions or share concerns with DLT
580	Use a monthly feature article in the staff newsletter to raise awareness and educate staff on significant events or issues affecting diverse groups

Agency Culture Strategy: Support diversity team initiatives

581	Recommend supervisor and staff training opportunities on equity and inclusion issues
582	Recognize diverse staff through a staff biographies project
583	Identify opportunities to foster positive interactions and experiences for members of diverse groups

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Support staff engagement team initiatives

584	Conduct periodic staff engagement surveys to solicit feedback on factors affecting work environment and job satisfaction
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585	Develop an action plan to address issues identified in survey responses and collaborate with leadership to implement the plan
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Agency Culture Strategy: Ensure DNR-wide sharing and collaboration on DEI recruitment, retention, and culture initiatives

586	Ensure staff with DEI responsibilities are aware of work completed to connect, share, and collaborate
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Office of the Commissioner of Insurance

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Promote DEI as a strategic priority</i>		
587		Post updated DEI documents on internal and external websites and on information boards throughout OCI
588		Use social media to highlight DEI efforts at OCI and in the insurance industry
589		Improve the usability of OCI's internal and external websites for individuals with disabilities
590		Introduce the DEI committee at the initial staff orientation, quarterly new-staff orientation, and all-staff meetings
<i>Recruitment Strategy: Review job announcements and posting processes to increase staff diversity to mirror that of the available workforce</i>		
591		Review job announcements to ensure postings encourage individuals with diverse backgrounds to apply
592		Post job announcements on more websites than Wisc.Jobs so that a wider range of individuals apply
593		Create job announcement language promoting OCI's DEI advisory, wellness, and "give back" committees
<i>Recruitment Strategy: Continue recruitment methods to obtain a more diverse pool of applicants</i>		
594		Explore additional career fairs and affirmative action/equal employment opportunity programs
595		Explore outreach and networking opportunities with associations for diverse insurance professionals
596		Collaborate with institutions of higher education
597		Identify relatable education, training, or work for positions being posted
598		Promote OCI's DEI advisory, wellness, and "give-back" committees
<i>Retention Strategy: Educate and communicate opportunities for career advancement as well as personal and professional growth</i>		
599		Analyze promotional movements to and within OCI
600		Identify and offer staff education training opportunities regarding career and personal growth
601		Educate staff regarding their position and pay range
602		Update the internal training website, including designations, progressive series, and promotional opportunities
<i>Retention Strategy: Consider optional anonymous review processes</i>		
603		Review and evaluate different options for a 360-degree review process
604		Review the exit interview process and encourage staff participation

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Develop and distribute a staff engagement survey

605 Maintain a subcommittee for creating and executing an engagement survey

606 Develop an action plan to determine new goals identified from the survey suggestions

607 Reflect on previous survey results to reevaluate questions

Agency Culture Strategy: Review results of the staff engagement survey and include trends from the current and previous surveys

608 Analyze survey results to identify outliers and minority and majority groups in OCI

609 Communicate results to the senior management team and staff

610 Review actionable items to determine implementation

Agency Culture Strategy: Foster open communication among all levels of staff

611 Continue to support anonymous ways for staff to make comments, complaints, and suggestions, and then review the information received and address actionable items

612 Create more opportunities for direct communication among staff

613 Hold two to four all-staff meetings annually

Agency Culture Strategy: Ensure regular ongoing communication among the DEI advisory committee, leadership, and staff

614 Hold quarterly meetings between the DEI advisory committee and senior management to discuss updates

615 Have senior management address any DEI issues or comments at quarterly all-staff meetings

616 Obtain DEI resources from the insurance industry and share them with staff

Agency Culture Strategy: Strengthen staff and leadership knowledge, understanding, and competency in DEI

617 Ensure all staff obtain mandatory annual DEI training

618 Provide ongoing DEI training opportunities

619 Encourage OCI's participation in the National Association of Insurance Commissioners' DEI activities

620 Hold a welcoming session regarding OCI committees and their functions

621 Update the human resources and the DEI advisory committee webpages to differentiate roles and responsibilities

Agency Culture Strategy: Analyze key DEI metrics

622 Obtain demographic reports of OCI

623 Review reports regularly

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Create ways to increase staff sense of belonging and engagement at work

624	Host events and training opportunities to engage all units
625	Host events in correlation to the Well Wisconsin incentive
626	Promote committees' internal webpages for information on events and activities
627	Continue interactive information and activities on bulletin boards
628	Include a short survey after trainings and events to gauge satisfaction levels

2021–2023

Recruitment Strategy: Promote DEI as a strategic priority so potential applicants are aware of OCI's commitment to DEI

629	Post current DEI documents on the intranet and external website
630	Identify and use social media to highlight DEI efforts at OCI and in the insurance industry
631	Assess the usability of OCI's external website for individuals with disabilities
632	Identify additional actions for promoting DEI to potential recruits

Recruitment Strategy: Review job descriptions and the posting process with DEI in mind

633	Review job postings to ensure they encourage individuals with diverse backgrounds to apply
634	Identify relatable education, training, or work for positions being tested
635	Post job openings on more websites than Wisc.Jobs to get a wider range of individuals to apply

Recruitment Strategy: Explore new recruitment methods and resources to promote a more diverse applicant pool

636	Obtain knowledge about job fairs and affirmative action and equal employment opportunity programs
637	Contact UW's School of Business career coach for the risk management and insurance major
638	Explore networking opportunities with professional associations for diverse insurance professionals

Retention Strategy: Educate and communicate opportunities for career advancement and personal and professional growth

639	Analyze promotional movements to and within OCI for diverse staff
640	Offer training to staff about how to advance their careers

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Monitor and analyze exit information data

641 Provide exit interview opportunities for voluntarily separating staff

642 Review diversity turnover statistics and report them to OCI's leadership

Agency Culture Strategy: Develop, distribute, and analyze a staff survey

643 Establish a subcommittee to create an engagement survey

644 Analyze survey results to identify issues affecting minority groups

645 Communicate to the senior management team and staff

Agency Culture Strategy: Foster open communication among staff

646 Evaluate options for an anonymous way to make comments, complaints, and suggestions

Agency Culture Strategy: Ensure regular ongoing communication among the DEI advisory committee, OCI leadership, and staff

647 Hold quarterly meetings between the DEI advisory committee and senior management to discuss updates

648 Have senior management address DEI issues during all-staff quarterly meetings

649 Share resources from the insurance industry with staff

Agency Culture Strategy: Increase staff and leadership knowledge, understanding, and competency in DEI

650 Reintroduce the DEI advisory committee, which will explain its objective and role

651 Ensure all staff obtain annual DEI training

652 Provide ongoing DEI training opportunities

653 Encourage OCI's participation in the National Association of Insurance Commissioners' DEI activities

Agency Culture Strategy: Analyze key DEI metrics

654 Obtain demographic reports of OCI

655 Report regularly and communicate on progress to OCI

Office of the State Public Defender

Plan Year	Number	Action
2024–2026		
		<i>Recruitment Strategy: Assess policies and procedures for bias in selection and recruitment, including promotions, and remove barriers to DEI</i>
	656	Use a bias equity tool to review all recruitment policies and procedures
		<i>Recruitment Strategy: Set strategic diversity hiring goals and measure progress</i>
	657	Review the demographics of staff and set goals for the next three years
		<i>Retention Strategy: Conduct "stay surveys" with all staff after one year to identify engagement influences, stay factors, and exit triggers</i>
	658	Develop a "stay survey" and/or in-person questions and meet monthly to develop, implement, and analyze the surveys
		<i>Retention Strategy: Implement a peer support program to ensure staff have a trusted source to whom concerns can be expressed</i>
	659	Develop a peer support program
		<i>Retention Strategy: Review the onboarding process and make changes to ensure new staff are set up for success</i>
	660	Review and implement changes to the onboarding process and suggest needed modifications
		<i>Retention Strategy: Investigate success potential of telecommuting and workplace flexibility in order to leverage the strengths of all staff</i>
	661	Develop a proposed telecommuting and workplace flexibility policy
		<i>Agency Culture Strategy: Develop key metrics to assess staff retention, turnover, and advancement</i>
	662	Develop tools to analyze retention, turnover, and advancement, and analyze the key metrics bimonthly
		<i>Agency Culture Strategy: Chronicle the Office's history of DEI initiatives and maintain on the intranet a repository for DEI-related reports</i>
	663	Compile a DEI history and publish it on the intranet
		<i>Agency Culture Strategy: Dedicate a section of new-staff orientation to the Office's equity and inclusion mission</i>
	664	Develop the equity and inclusion mission and present it at new-staff orientation
		<i>Agency Culture Strategy: Administer periodic surveys of all staff in order to gather information about current culture beliefs</i>
	665	Develop effective culture surveys and administer them to all staff
		<i>Agency Culture Strategy: Update eForms to allow for increased gender identity for clients</i>
	666	Add changes to eForms and administer changes Office-wide

Plan Year	Number	Action
2021–2023		
		<i>Recruitment Strategy: Develop a bias and equity tool to help equity and inclusion stakeholders evaluate the strategies in the strategic plan</i>
	667	Develop an equity and inclusion tool to evaluate racial impacts on recruitment practices, policies, and processes
		<i>Recruitment Strategy: Assess policies and procedures for bias in selection and recruitment, including promotions, and remove barriers to DEI</i>
	668	Use a bias equity tool to review all recruitment policies and procedures
		<i>Recruitment Strategy: Set strategic diversity hiring goals and measure progress</i>
	669	Review staff demographics and set goals for the next three years
		<i>Recruitment Strategy: Develop and include in all recruitments a statement that articulates the interconnectivity between the Office and equity and inclusion</i>
	670	Analyze the Office’s mission and vision statements and develop a statement to include in all recruitments
		<i>Retention Strategy: Conduct "stay surveys" with all staff after one year to identify engagement influences, stay factors, and exit triggers</i>
	671	Research and develop a “stay survey” and/or in-person questions
		<i>Retention Strategy: Implement a peer support program to ensure staff have a trusted source to whom concerns can be expressed</i>
	672	Develop a peer support program
		<i>Retention Strategy: Review the onboarding process and make modifications to ensure new staff are set up for success</i>
	673	Review and implement changes to the onboarding process
		<i>Retention Strategy: Investigate success potential of telecommuting and workplace flexibility in order to leverage the strengths of all staff</i>
	674	Develop a proposed telecommuting and workplace flexibility policy
		<i>Agency Culture Strategy: Develop a statement that articulates the importance of DEI to the Office’s continued excellence and include this statement in the mission and vision statements on the Office’s website</i>
	675	Develop an equity and inclusion statement that aligns with the Office’s mission and vision
		<i>Agency Culture Strategy: Develop key metrics to assess staff retention, turnover, and advancement, and annually share the metrics and trends with all staff</i>
	676	Research and develop tools to analyze retention, turnover, and advancement
		<i>Agency Culture Strategy: Chronicle the Office’s history of DEI initiatives, and maintain a section on the intranet as a repository for DEI reports</i>
	677	Publish an equity and inclusion history on the intranet
		<i>Agency Culture Strategy: Dedicate a section of new-staff orientation to the Office’s equity and inclusion mission</i>
	678	Develop and present the equity and inclusion mission in new-staff orientation

Plan Year	Number	Action
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2021–2023 *(continued)*

Agency Culture Strategy: Administer periodic culture surveys to all staff to gather information about current culture beliefs

679	Research and develop effective culture surveys and administer them Office-wide
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Public Instruction, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Improve outreach, visibility, and applicant pool diversity</i>		
680		Create a DPI-wide calendar of events, including conferences, job fairs, and networking opportunities to recruit candidates from underrepresented and marginalized groups
681		Update job announcement language to potentially include information regarding residency status, citizenship, and out-of-state work
682		Improve and incorporate recruitment outreach resources
683		Create a page on DPI’s website for the public and staff to learn about the recruitment process
<i>Recruitment Strategy: Implement equitable processes throughout the selection process</i>		
684		Create a communication process for applicants who decline offers, and create a database to collect and share relevant information
685		Create a DPI screening panel equity training that is required for all staff
686		Gather training and related practices from external entities to potentially merge interview training and screening training
<i>Recruitment Strategy: Improve internship diversity</i>		
687		Create a summer high school paid internship program
<i>Retention Strategy: Improve or expand internal processes and policies to support staff and obtain better representation from underrepresented and marginalized groups</i>		
688		Incorporate an accountability mechanism for the annual position description review by supervisors and staff
689		Modify the exit interview survey
690		Update the exit interview survey process
691		Determine if a headquarter city can be the primary work site and review teleworking and headquarter city policies
692		Explore and recommend equitable technology solutions, especially for those in rural communities
693		Review all policies and procedures affecting pay equity to identify barriers and find solutions or identify larger issues to DOA
<i>Retention Strategy: Improve the new-hire experience</i>		
694		Ensure new employees are informed and have access to supportive wellness resources
695		Implement an onboarding program for all new hires and create onboarding resources for leaders and mentors
696		Create a survey to gather information from new staff on gaps in the first year of employment

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Invest in nonmanagement staff as current and future leaders by providing professional development opportunities related to leadership

697 Create a leadership/management training program for nonmanagement staff interested in gaining leadership skills

Retention Strategy: Improve management practices by building capacity in key areas that affect equity

698 Create sessions with the leadership development program to guide leadership

Retention Strategy: Increase sustainable engagement in equity initiatives

699 Create a plan to expand engagement in communities and committees

700 Recognize employee contributions in work outside of their position descriptions and incorporate additional work in personnel evaluations

701 Develop a policy or standard operating procedure to create transparency about creating committees, subcommittees, and workgroups

Agency Culture Strategy: Improve cultural awareness DPI-wide

702 Implement a DPI-wide expectation to participate in the intercultural development inventory assessment

703 Ensure all staff develop personalized action plans to increase and improve cultural awareness and equity and inclusion knowledge

Agency Culture Strategy: Cultivate belonging, equity, and inclusion at the division and team levels

704 Ensure DPI teams and divisions create and implement equity and inclusion goals aligned to the Equity and Inclusion Action Plan

Agency Culture Strategy: Improve processes and tools for feedback and participation in decisions

705 Create a structure to receive feedback regarding equitable access with technology applications and tools

706 Create an equitable and inclusive process for feedback loops to inform policy and program decisions

Agency Culture Strategy: Ensure accessible and supportive technology

707 Redesign the intranet to support staff in internal communications, collaboration, transparency, decision-making, and accessibility

708 Create standards and expectations about accessible technology and communication materials, and support implementation with accessibility trainings

Agency Culture Strategy: Create staff resources for internal committees, subcommittees, and workgroups

709 Create resources for creating affinity groups

710 Create further resources for employee resource groups

711 Create an in-house conflict resolution training program for all staff

Plan Year	Number	Action
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2021–2023

Recruitment Strategy: Employ equitable practices throughout the selection process

712	Update the recruitment process to include rules regarding screening panel participants
713	Create a rule regarding hiring recommendations to ensure consensus
714	Create and implement required training for all panel members
715	Require equity and inclusion screening and interview questions for all recruitments, and create relevant questions and criteria
716	Create equity and inclusion-required questions
717	Create equity and inclusion statements, tasks, and metrics for supervisors to add to their position descriptions
718	Create a list of organizations that serve communities and individuals from historically marginalized groups, for outreach purposes

Recruitment Strategy: Improve internship diversity by increasing outreach and creating a year-round program for high school and college students

719	Create an exit interview specific to interns, including questions related to culture, climate, and belonging
720	Create a paid internship program for high school students
721	Partner with targeted high schools that serve significant proportions of students from historically marginalized communities

Recruitment Strategy: Improve applicant pool diversity

722	Require all positions to be posted externally to allow for a more diverse applicant pool and create a template communication to notify staff of any posted transfer or promotion opportunities
723	Create targeted advertising and contact previous interns for stories to promote DPI
724	Edit job announcement to improve DPI's brand and attract diverse applicants
725	Implement a percentage standard, based on applicant job data, regarding the diversity of applicants, and extend deadlines if the standard is not met
726	Create a distribution list for sending job announcements to diverse communities and organizations
727	Create a diverse list of staff willing to attend job fairs
728	Create a list of the school positions
729	Create a video in American Sign Language for those positions requiring it

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Identify and address reasons why staff leave DPI

730	Update DPI's exit interview questionnaire
731	Create a database for collecting exit interview responses
732	Analyze exit trends to address exit reasons and improve DPI's culture
733	Analyze DPI's handbook to identify and remove any barriers

Retention Strategy: Increase flexibility of work options to help improve retention

734	Create and market a telework policy
735	Survey staff to determine flexible work options, such as teleworking and working from other locations

Retention Strategy: Expand, support, and leverage employee resource groups to identify barriers to job satisfaction, advance equity, and promote inclusion in and outside of DPI

736	Develop outreach to target specific groups using various outlets and use the information gathered from employee resource groups to inform improvements in targeted areas
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Retention Strategy: Improve and expand DPI's complaint and grievance policies and procedures to foster a more inclusive and respectful work environment

737	Train a diverse cadre of staff in conflict resolution, mediation, and harassment
738	Develop complaint and grievance policies and procedures
739	Ensure DPI-wide equity training includes management training in restorative justice procedures and restoring relationships
740	Work with stakeholders to develop a new personnel evaluation section about staff work in upholding DPI's values

Agency Culture Strategy: Develop a long-term, DPI-wide equity professional learning plan that includes supports for managers and leaders

741	Develop an equity training plan
742	Create management-level training on cultivating belonging and creating a collaborative decision-making management structure where the voices of staff from historically marginalized groups are intentionally amplified
743	Develop and implement a training needs assessment for management and leadership
744	Create DPI values, commitments, and a code of conduct, specifically related to cultivating a respectful and inclusive workplace

Agency Culture Strategy: Use DPI's culture data to inform continuous improvement of identified areas, including training needs

745	Develop an annual DPI-wide climate survey
746	Disaggregate and analyze data from the survey to identify training needs and other areas of improvement

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Contract with diverse organizations for deliverables and services

747 Review and modify the current contract and bidding process, including any training

Agency Culture Strategy: Foster belonging, equity, and inclusion at the division and team levels

748 Edit a portion of DPI's equity and decision policy tool, and incorporate management training

749 Use the equity and policy tool to develop an annual equity and inclusion team plan and goals, including specific equity learning opportunities

750 Examine accessibility and access throughout DPI

Agency Culture Strategy: Ensure new-staff onboarding reflects an inclusive culture and DPI's values

751 Evaluate new-staff feedback regarding the onboarding process in its entirety for the main office

752 Create a new-staff feedback survey about the onboarding process and evaluate feedback

Public Service Commission

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Increase outreach to professional organizations that actively include minorities, veterans, and women who specialize in jobs applicable to PSC</i>		
	753	Identify underutilized job groups in an updated workforce analysis
	754	Identify applicable professional groups, based on underutilized job groups
	755	Create and update a mailing list for each job group that includes applicable professional groups
	756	Post positions to the applicable mailing list
<i>Recruitment Strategy: Provide equity and inclusion action plan goals to screening and interview panel members</i>		
	757	Develop a handout and points for consideration that are related to the plan and hiring goals
	758	Provide a handout to screening and hiring panel members
<i>Recruitment Strategy: Require unconscious bias and best interview panel practices training to screening and interview panel members</i>		
	759	Identify existing training regarding unconscious bias and best interview panel practices
	760	Ensure all screening and interview panel members participate in training before participating in the screening and hiring process
	761	Create and maintain a database to track all completed interview panel trainings
<i>Recruitment Strategy: Require increased training of supervisors on DEI-related topics</i>		
	762	Require all supervisors to attend three additional equity and inclusion-related trainings annually
	763	Hold an annual meeting with Region 1’s human resources staff, PSC’s equity and inclusion officer, and supervisors to train on and discuss equity and inclusion topics
	764	Create a database to track all completed trainings
	765	Maintain a database to track all completed trainings
<i>Recruitment Strategy: Require an annual Equity and Inclusion Action Plan update for all staff</i>		
	766	Develop and deliver to all staff a presentation of plan progress or specific diversity training
	767	Hold a general open-table discussion on DEI

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Continue to develop and implement a meaningful peer mentorship program

768	Identify program fundamentals
769	Develop for mentors a program application process and screening criteria from an equity and inclusion perspective
770	Develop program orientation and assignment processes from an equity and inclusion perspective
771	Develop program evaluation documents
772	Solicit program mentors
773	Select program mentors
774	Conduct program orientation
775	Assign program mentors to mentees
776	Conduct biweekly program check-ins for the first six months and then monthly for the remainder of the year

Retention Strategy: Evaluate the peer mentorship program

777	Collect completed program evaluation sheets
778	Evaluate all completed program participant feedback surveys for successes and areas for improvement
779	Develop new goals and strategic plans to advance specific DEI-related goals, based on program feedback
780	Report insights from the program in the 2027-2029 equity and inclusion action plan

Retention Strategy: Analyze responses to an annual staff satisfaction survey in order to improve future equity and inclusion action plan goals

781	Compile survey results and share them with the Commissioner’s office and the Inclusion, Diversity, and Equity Advisory Council
782	Develop new goals and strategic plans to advance specific DEI-related goals, based on survey responses
783	Annually integrate survey feedback into new goals and strategies for the equity and inclusion work plan

Agency Culture Strategy: Develop and implement a DEI-related training curriculum above and beyond what is required

784	Develop and administer a survey to gauge DEI topic interest and need
785	Identify relevant DEI training topics, presenters, and frequency of training
786	Secure approval and funding for DEI trainings and presentations
787	Hold a DEI presentation

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Develop and administer a brief survey to obtain staff thoughts on each DEI-related training and presentation

788 Develop a single set of relevant questions to obtain feedback for each DEI training and presentation

789 Get post-training/presentation survey content approved

790 Administer a post-training/presentation survey

791 Integrate feedback into continued search for DEI trainings

Agency Culture Strategy: Hold debriefing sessions after each training and presentation session

792 Facilitate discussion after each presentation

Agency Culture Strategy: Conduct an annual survey to improve the ongoing and future equity and inclusion action plans

793 Develop relevant questions to include in an annual survey about goals in the current and future plans

794 Get survey questions approved

795 Administer the survey

796 Develop new goals and strategies, based on survey results

797 Integrate feedback annually into new plan goals and strategies

2021–2023

Recruitment Strategy: Obtain historical demographic data for each step of the applicant flow process and up-to-date workforce demographic data to identify and improve the recruitment process

798 Determine the scope of data needed for analysis

799 Analyze meaningfully the applicant flow data

800 Send out a questionnaire to all staff and analyze results

801 Develop a strategic plan to advance specific equity and inclusion-related recruitment goals

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Develop a peer mentorship program to offer increased networking opportunities and guidance on advancing in PSC

802	Identify program fundamentals
803	Develop program orientation and assignment processes
804	Develop application process and screening criteria for mentors
805	Conduct program orientation
806	Pilot the program
807	Conduct regular check-ins with program participants

Agency Culture Strategy: Continued development of an equity and inclusion training curriculum that supports a respectful and inclusive workplace, as well as ongoing research and analysis to create an overall effective program

808	Identify training topics, presenters, and frequency
809	Develop a questionnaire to obtain staff demographic information and knowledge level of a training topic before participation
810	Offer post-training debriefing sessions to gather staff feedback
811	Develop a post-training questionnaire to gauge what staff knew beforehand and the insights they gained from the training
812	Conduct a training effectiveness evaluation

Revenue, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Increase the candidate pool to include a higher proportion of diverse applicants</i>		
813		Continue to review existing advertisement efforts and expand outreach to platforms DOR has not used before
814		Review position qualifications to ensure the listed requirements are necessary for successful performance
815		Rewrite job postings to be succinct and relevant, and link to additional information and resources
816		Create a standard procedure to create QR codes linked to open positions, for use at career fairs and in nontraditional advertising routes
<i>Recruitment Strategy: Increase transparency in the hiring and promotion process</i>		
817		Promote and host open-house presentations that are open to internal and external audiences
818		Continue offering and promoting human resources updates and staff training on the hiring process
<i>Recruitment Strategy: Review and improve current policies to make recruitment more inclusive</i>		
819		Explore opportunities to remove names and identifying information from application materials
820		Create guidelines for rating panel members to contact human resources if significant discrepancies in rating scores exist among members
821		Evaluate time-saving efforts and reduce cycle time from recruitment to job offer
822		Evaluate time-saving efforts to reduce and streamline onboarding
823		Explore nonmonetary incentives for staff referrals
<i>Recruitment Strategy: Review current recruitment materials to ensure the message of inclusion is evident</i>		
824		Update DOR's careers page to include a commitment to diversity and staff testimonials about diversity and work-life balance
825		Include quick links to the careers page in the top right corner of <i>revenuewi.gov</i>
<i>Recruitment Strategy: Increase opportunities for students from diverse populations</i>		
826		Provide internship opportunities for high school and college students in the State's Student Diversity Internship Program
827		Promote the internship program across DOR and explore adding additional positions to the program
828		Engage with high schools in areas with high diversity and with accounting programs to make students aware of opportunities at DOR
829		Use LTE positions to create pathways into permanent jobs for diverse high school and college students
830		Encourage more high schools to adopt a volunteer income tax assistance program

Plan Year	Number	Action
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2024–2026 (continued)

Recruitment Strategy: Increase opportunities for students from diverse populations to become auditors

831 Continue promoting the audit/gateway program with Milwaukee Area Technical College and UW-Milwaukee

Recruitment Strategy: Elevate the importance of DEI in the hiring process

832 Continue including DEI-related questions for applicants, particularly those applying for supervisory roles

833 Encourage including one panel member from an underrepresented group, in addition to male and female members

834 Continue training additional racial minorities to be interviewers and create a pool from which hiring managers select interview panel members

Recruitment Strategy: Continue to increase hiring employees with disabilities

835 Nurture current partnerships and develop new ones with agencies and community organizations serving individuals with disabilities

Recruitment Strategy: Promote TeamWorks and the Division of Vocational Rehabilitation's LTE programs among DOR's hiring managers

836 Partner and develop a plan with DWD's Division of Vocational Rehabilitation to hire LTEs during tax season

Recruitment Strategy: Foster an inclusive environment for individuals with disabilities

837 Continue to identify whether physical barriers might impede work for people with disabilities

838 Work to remove physical barriers

Recruitment Strategy: Increase employment opportunities in areas outside of headquarters

839 Identify positions that can be performed fully remotely

840 Create higher-level opportunities in non-Madison offices

Recruitment Strategy: Provide recruitment staff training to remove bias from the interviewing process

841 Continue to require rating and interview panel participants to take unconscious bias training

842 Continue to promote and train all supervisors and managers on the use of an equity tool in developing policies and procedures

Retention Strategy: Review and identify policies that contradict the goal of DEI

843 Diversity Advisory Council's policy committee will review policies and make recommendations related to DEI

Retention Strategy: Encourage recognition or awards

844 Specify that eligibility for Discretionary Merit Compensation and Discretionary Equity or Retention Adjustment awards is unaffected by a reclassification or promotion within the year

845 Share division parameters for disbursement of Discretionary Merit Compensation awards

846 Publicly recognize champions of DEI with awards

847 Look for demographic trends in the Discretionary Merit Compensation awards

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Provide opportunities for staff to speak freely to managers

848	Provide 360-degree evaluations to managers
849	Analyze exit data for management-related responses in order to identify potential areas of concern
850	Continue office hours with senior leadership
851	Continue allowing feedback during one-on-one meetings
852	Promote the Diversity Advisory Council, Staff Relationship Advisory Council, and employee resource groups as part of the feedback loop

Retention Strategy: Train and promote more internal candidates

853	Offer individual development plans to staff interested using a standard format
854	Promote the Connectors group and encourage sharing of job descriptions and upcoming job openings across divisions
855	Explore expanding the gateway program to include other tax types, or switch between tax types annually
856	Develop a job shadowing program
857	Explore opportunities for movement within DOR, in lieu of resignation or termination
858	Expand on “computer audit specialist in training” and “lead worker in training” to other classifications with high turnover

Retention Strategy: Identify and require DEI training for managers and supervisors

859	Provide annual DEI training for supervisors and managers
860	Include an expanded DEI training for new supervisors

Retention Strategy: Identify compensation policies that affect DEI and mitigate effects where possible

861	Account for higher cost of living in some DOR locations (e.g., Milwaukee)
862	Account for parking fees by location and private parking
863	Consider cost-of-living adjustments

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Welcome committee and onboarding for all new staff in each district office

864	Clean and decorate cubicles and display names on cubicles
865	Create packets with treats, office supplies, etc.
866	Provide an informational brochure that lists all DOR committees, resources, and other important information for new staff
867	Provide a meet-and-greet list to new staff
868	Display a welcome message to all new staff with their names on TV monitors in all offices
869	Appoint welcome/onboarding ambassadors in each district office

Agency Culture Strategy: Mental health awareness and well-being training

870	Hold annual or biannual trainings of mental health awareness
871	Partner with the Employee Assistance Program to bring in a presenter to train on mental health and well-being for all staff
872	Separate required training for managers and supervisors on how to recognize and deal with staff who experience mental health issues
873	Promote the tagline "ICU and Support U" throughout DOR

Agency Culture Strategy: Visibility and accessibility to senior leaders and directors

874	Senior leadership and directors host virtual or in-person coffee hour on a monthly or quarterly basis
875	Senior leadership holds town hall meetings to provide transparent and pertinent information about DOR's strategic goals and vision
876	Senior leadership and directors show individualized appreciation through personalized emails and handwritten notes to staff
877	Senior leadership and directors adopt an open-door policy regarding communication
878	Senior leadership continues to hold and promote existing office hours

Agency Culture Strategy: Build a DOR community

879	Create and implement interest-based groups to promote networking and relationship-building
880	Provide managers and supervisors with team-building training
881	Allow each unit and section to hold off-site team-building activities
882	Partner with the connectors committee to promote events, a variety of topics, and other DOR information

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Enhance the employee recognition program

883	Highlight and promote more peer-to-peer recognition
884	Leadership sends virtual high fives or fist bumps to staff
885	Implement Employee of the Month and the Year
886	Have awards for ideal team players, customer advocacy, diversity, and engagement champion
887	Recognition can be done publicly or privately and should include trophies, certificates, and other small prizes

2021–2023

Recruitment Strategy: Increase the candidate pool to include a higher proportion of diverse applicants

888	Review existing advertising efforts and expand outreach to platforms DOR has not used before
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Recruitment Strategy: Increase transparency in the hiring and promotion process

889	Host open-house presentations that are open to internal and external audiences
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Recruitment Strategy: Review current recruitment policies and make improvements to make recruitment more inclusive

890	Review external human resources job announcements to ensure clear, inclusive language
891	Add a DEI statement to all recruitments and job announcements

Recruitment Strategy: Review current recruitment materials to ensure the message of inclusion is evident

892	Review visual materials, brochures, and one-pagers used in recruitment in order to ensure diversity
893	Diversity Advisory Council will review materials and provide recommendations

Recruitment Strategy: Increase opportunities for students from diverse populations

894	Provide internship opportunities for high school and college students in the State's Student Diversity Internship Program
895	Engage with high schools in areas with high diversity and with accounting programs to make students aware of opportunities at DOR
896	Use LTE positions to create pathways into permanent jobs for diverse high school and college students
897	Encourage high schools to adopt a volunteer income tax assistance program

Recruitment Strategy: Increase opportunities for students from diverse populations to become auditors

898	Make uses of DOR's audit/gateway program with Milwaukee Area Technical College and UW-Milwaukee
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Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Removal of bias from the interviewing process

899 Require diversity and unconscious bias training for all interviewers, raters, and supervisors

900 Require interviewer training for all interviewers, raters, and supervisors

Recruitment Strategy: Elevate the importance of DEI in the hiring process

901 Include questions related to DEI for job applicants and supervisors in particular

902 Require one panel member from an underrepresented group, in addition to male and female members

903 Train more racial minorities to be interviewers

Recruitment Strategy: Continue to increase hiring employees with disabilities

904 Nurture current partnerships and develop new ones with agencies and community organizations serving individuals with disabilities

Recruitment Strategy: Promote TeamWorks and the Division of Vocational Rehabilitation’s LTE programs among DOR’s hiring managers

905 Partner and develop a plan with DWD’s Division of Vocational Rehabilitation to hire LTEs during tax season

Recruitment Strategy: Foster an inclusive environment for individuals with disabilities

906 Review whether physical barriers might impede work for people with disabilities, including in district offices

907 Remove physical barriers

Recruitment Strategy: Provide job advancement opportunities in more district offices

908 Create higher-level opportunities in non-Madison offices

909 Encourage more private sector and experienced individuals to apply

Retention Strategy: Review and identify policies that contradict the goal of DEI

910 Create a committee responsible for reviewing and making recommendations to help advance DEI policy

Retention Strategy: Add DEI principles to yearly personnel evaluations, especially for those in supervisory positions

911 Include goals that include DEI principles to annual personnel reviews, especially for those in supervisory positions and above

912 Include reverse evaluations for supervisors

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Use data to inform new policies

913	Equity and inclusion specialist will report aggregated data on harassment and discrimination complaints to help inform policies necessary to achieve a harassment-free workplace
914	Ensure proper questions are asked regarding DEI principles in exit interviews
915	Equity and inclusion specialist will report aggregated information from exit interview responses to help inform new policies
916	Diversity office will review turnover rates to investigate whether environment and culture changes or more training is required

Retention Strategy: Provide more leadership training opportunities to diverse candidates

917	Create and promote more opportunities for management and leadership training
918	Work with human resources to explore the possibility of increased training time allotted
919	Use an online training platform as a resource to provide leadership training resources

Retention Strategy: Train and promote additional internal candidates

920	Promote additional advancement opportunities for internal candidates
921	Identify talented staff who, with the proper support, can supervise staff

Retention Strategy: Identify and require DEI training for managers and supervisors

922	Manage a diverse workforce and create an inclusive work environment
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Retention Strategy: Provide opportunities for staff to speak freely to managers

923	Encourage all supervisors and above to create office hours to hear from staff
924	Encourage a minimum number of hours per month for office hours
925	Encourage the hours to be clearly communicated to staff

Retention Strategy: Create a DEI intranet page to share updates and information

926	Create and promote a webpage for DEI educational opportunities and trainings, reviews of DEI courses, and internal job postings
927	Allow employees to share DEI resources and stories

Retention Strategy: Encourage recognition or awards

928	Encourage managers and supervisors to recognize a diverse pool of candidates for awards and recognition
929	Create DEI awards for those who champion DEI principles
930	Provide recognition on the intranet and/or other internal communication channels

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Increase awareness of human resources policies that affect employees

931 Provide brown bag sessions about issues such as job reclassifications, filing discrimination or respectful workplace or retaliation complaints, and interviewing

Agency Culture Strategy: Update the mission statement to reflect DEI values

932 Add or modify language that describes DOR and its values, diversity and inclusion, and a respectful workplace

933 Post the mission statement in various places, including district offices

Agency Culture Strategy: Respect staff wishes regarding gender self-identification and promote the use of preferred pronouns

934 Host a brown bag session to educate staff about preferred pronouns

935 Encourage staff to include their preferred pronouns in their email signatures

936 Encourage sharing preferred pronouns with others

937 Provide materials to all staff explaining why this action creates a more inclusive and welcoming workplace

Agency Culture Strategy: Support racial justice and equity, assist with Diversity Advisory Council efforts, and promote more DEI training

938 Participate in DOR-wide events that promote DEI and promote the events

939 Support collaboration with various community groups that focus on diversity and equity

940 Encourage roundtable discussion groups

941 Require implicit and explicit bias training for all staff

942 Hold regular anti-racism discussions and lessons

943 Include DEI principles in new-staff orientation

944 Educate staff on respectful workplace policies and behaviors that can be offensive to others

Agency Culture Strategy: Make district offices more welcoming and inviting

945 Implement color at DOR offices and in common areas of the workplace by using artwork

946 Implement color at DOR offices and in common areas of the workplace by using ethnic flags or other symbols of diverse environment

947 Create slides for monitors in hallways and near elevators that discuss diversity and equity

Agency Culture Strategy: Volunteer mentor/mentee programs

948 Create mentor/mentee programs in which new staff can choose to participate when hired

949 Educate current staff about the programs and give all staff the option to participate

950 Assign a mentor from each section to help new hires with onboarding and answer questions to help in assimilating them into DOR

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Voluntary employee resource groups

951	Develop staff-led groups of volunteers to foster a diverse and inclusive workplace
952	Identify events on calendar to celebrate and promote events on the intranet’s front page
953	Host brown bags or other events to help with education, exposure, questions and answers, and languages

Agency Culture Strategy: Create safe spaces and opportunities for staff to speak without fear of judgement

954	Use Employee Assistance Program resources and educate staff about program resources
955	Bring in Employee Assistance Program counselors or other community resources to talk to staff about various positive coping strategies, stress management, mindfulness, and conflict resolution

Agency Culture Strategy: Annually survey DOR staff on their engagement

956	Add demographic questions to the annual survey
957	Present the survey results to DOR’s senior leadership
958	Develop and implement action plans to address areas of improvement

Agency Culture Strategy: Annually survey staff about DEI questions

959	Create yearly survey specific to questions about DEI and culture
960	Use information to gauge the equity and inclusion action plan’s success and focus on areas for future implementation and adjustments

Safety and Professional Services, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Implement diversity-positive recruitment plans</i>		
	961	Review DSPS’s 2022 and 2023 job applicant data
	962	Verify the population diversity in counties in the State’s southern and eastern regions
	963	Identify specific business, educational institutions, and community-based organizations that may attract many potential applicants
	964	Expand recruitment geography by collaborating with human resources staff to develop a plan to target diverse audiences in the selected regions that could potentially generate more diverse, qualified candidates
	965	Greater potential use of offices outside of Madison and an increase in remote workers
<i>Recruitment Strategy: Require quarterly DEI training that promotes the benefit of a diverse workforce for all managers and supervisors</i>		
	966	Review available DEI training and assign all hiring managers and supervisors training that meets this goal
<i>Recruitment Strategy: Increase DSPS’s annual participation in the State’s Student Diversity Internship Program</i>		
	967	Strongly encourage division administrators to develop real-world, division-specific internships
<i>Recruitment Strategy: Integrate diversity job fairs into DSPS’s recruiting efforts throughout Wisconsin</i>		
	968	Actively seek out and participate in job fairs and other hiring events that focus on diversity hiring
<i>Recruitment Strategy: Develop a list of position posting locations in southern and eastern Wisconsin</i>		
	969	Review the location list of DSPS’s position postings, such as UW-Milwaukee, UW-Parkside, and the Milwaukee Urban League
<i>Retention Strategy: Create a mentoring program pilot that matches staff with mentors at various levels of their desired career paths</i>		
	970	Define the program’s purpose and objectives
	971	Research other agencies’ mentoring programs
	972	Create an online survey to match interests and gauge staff enthusiasm about the program
	973	Identify the benefits of participation
	974	Determine how mentees will be selected and recruit participants
	975	Define the mentor target audience
<i>Agency Culture Strategy: Include an equity and inclusion progress update report at all annual DSPS-wide meetings</i>		
	976	DSPS leadership will report annually to staff on equity and inclusion progress, including recruitment, retention, and other hard measures

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Foster a culture of open communication and transparency, and promote opportunities for discussing DEI topics

977 Establish a series of Ted Talk “Lunch and Learns” that focus on topics such as diversity and inclusion

Agency Culture Strategy: Develop and post a diversity recognition calendar on DSPS’s intranet

978 Use the Equity and Inclusion Advisory Council’s website to post information that highlights diversity efforts, individuals, or history

2021–2023

Recruitment Strategy: DSPS will use expanded certification to address its workforce disparities in hiring ethnic and racial minorities

979 Incorporate expanded certification into the hiring process

980 Update human resources Region 1 certification procedures for DSPS, DSPS’s affirmative action plan, and other documents

Recruitment Strategy: Continually assess the recruitment of minorities, women, people with disabilities, and veterans to ensure DSPS’s hiring record is aligned with the available workforce and attempt to remove systemic barriers to the success of such candidates

981 DSPS’s equity and inclusion officer will work with the Equity and Inclusion Advisory Council to assess practices and identify barriers

982 DSPS’s equity and inclusion officer will review DOA’s equity and inclusion data

983 Region 1’s human resources equity and inclusion officer will coordinate information about “available workforce” with DOA and the Equity and Inclusion Advisory Council

984 DSPS’s equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

985 Region 1’s human resources staff will play a more active role in recruiting diverse populations

Recruitment Strategy: Extend diversity-positive recruitment efforts by leveraging communication channels formed by the State Council on Affirmative Action with racial, ethnic minority, and women’s groups; by building community partnerships; and by communicating with nontraditional recruitment networks

986 DSPS’s equity and inclusion officer will research and identify workforce resources to support diversity recruitment initiatives

987 Review DOA’s diversity posting list for possible improvement

988 Region 1’s human resources staff will explore paid advertising of positions to attract diverse candidates

989 Conduct research to identify recruitment options to attract veterans and members of the military

990 DSPS’s equity and inclusion officer will gather information from the State Council on Affirmative Action on existing communication channels with racial, ethnic minority, and women’s groups

991 Establish collaborative relationships with diverse community groups and nontraditional recruitment networks

992 Train staff, management, and leadership in diversity recruitment strategies, and improve their competencies in diversity recruitment

993 Provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Attract more diverse candidates by encouraging flexible work arrangements that support work-life balance and candidates' needs for alternative work patterns

994	Allow post-pandemic work from home opportunities
995	Add flexible work arrangement and alternative work pattern language to all applicable job postings
996	Region 1's human resources staff will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

Recruitment Strategy: Annually participate in the State's Student Diversity Internship Program and other diversity internship programs

997	Hire at least one diversity intern annually
998	DSPS's equity and inclusion officer will research diversity internship programs and report results semiannually to the Equity and Inclusion Advisory Council

Retention Strategy: Expand the number of Discretionary Equity or Retention Adjustment and Discretionary Merit Compensation awards

999	Advocate for greater access to such awards and explore opportunities for additional pay adjustments for satisfactory performance
1000	DSPS's equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

Retention Strategy: Advance the concept of annual pay increases for satisfactory personnel evaluations

1001	Advocate for compensation increases in compensation plans to increase equity with similar positions in state government
1002	Region 1's human resources staff will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

Retention Strategy: Region 1's human resources staff will provide DSPS's executive leadership with pay files for all DSPS staff and how pay and seniority compare to the pay and seniority of staff in other state agencies

1003	Region 1's human resources staff will review compensation, provide updates, and solicit feedback from the Equity and Inclusion Advisory Council
1004	Address disparities and increase the ability to employ flexible compensation measures

Retention Strategy: Region 1's human resources staff will actively pursue position progression for all DSPS positions to eliminate disparities, promote equitable pay practices, and reduce turnover

1005	Duplicate the pay progression project successes recently achieved by the Division of Professional Credential Processing in all other divisions
1006	Human resources staff, Secretary's Office, and the Equity and Inclusion Advisory Council will create a progression plan for each position
1007	DSPS's equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council
1008	Accountability for retention will increase for Region 1's human resources staff, who will play a more direct and active role in improving retention at DSPS

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Increase opportunities for professional development in order to promote job satisfaction

1009	The Equity and Inclusion Advisory Council and Region 1’s human resources staff will work with DOA to create a mentorship program
1010	DSPS’s equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

Retention Strategy: DSPS will aim to engage staff, solicit their feedback, and strive for transparency in decisions that affect the workforce

1011	Add a statement to all position descriptions related to sharing leadership, identifying problems, and providing suggestions for improvement
1012	Create a workplace climate that empowers staff to take initiative on projects, speak up, and positively affect organizational outcomes
1013	Use focus groups and climate surveys to solicit staff feedback and suggestions
1014	Secretary’s Office and Region 1’s human resources staff will update the Equity and Inclusion Advisory Council at least quarterly

Retention Strategy: Encourage flexible work arrangements that support work-life balance to retain diverse populations that need alternative work patterns

1015	Allow post-pandemic work-from-home opportunities
1016	Add flexible work arrangement and alternative work pattern language to employment policies
1017	Region 1’s human resource staff will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly

Retention Strategy: Form an affinity or employee resource group to promote inclusion, diversity, and other efforts that benefit staff; and create safe spaces for networking, resources for mentorship, and professional development training

1018	DSPS’s equity and inclusion officer will provide the Equity and Inclusion Advisory Council with the tools necessary to form affinity groups
1019	DSPS’s equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council at least quarterly
1020	DSPS’s equity and inclusion officer will provide training to improve retention competencies and ongoing support

Agency Culture Strategy: Produce staff with annual DEI-specific professional development and training opportunities

1021	Identify DEI core competencies for staff and supervisors
1022	Equity and Inclusion Advisory Council will review DOA’s mandatory trainings to ensure they establish baseline DEI standards for DSPS and improve the competencies of staff, management, and leadership
1023	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
1024	Request from the Secretary’s Office a limited budget for the Equity and Inclusion Advisory Council and/or the implementation team to coordinate equity and inclusion trainings and speakers
1025	Provide a DEI training module to the new-hire orientation program
1026	Add a DEI online module to the onboarding checklist for supervisors

Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Produce staff with annual DEI-specific professional development and training opportunities (continued)

1027	Annual requirement for DEI training as part of personnel reviews and staff goals and expectations
1028	All trainings and professional development programs will improve competencies for staff, management, and leadership
1029	DSPS's equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council and the implementation team at least quarterly

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

1030	Determine appropriate contacts to serve as resources when conflict arises
1031	Provide conflict resolution training and resources to identified contacts
1032	Periodically communicate to staff the availability of resources
1033	DSPS's equity and inclusion officer and the Equity and Inclusion Advisory Council will consider creating an incident response team with restorative solutions
1034	DSPS's equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Planning Committee and the Equity and Inclusion Advisory Council at least quarterly

Agency Culture Strategy: Review current exit interview policies and procedures for possible improvement

1035	The Equity and Inclusion Advisory Council and the Equity and Inclusion Planning Committee will work with human resources staff and DSPS's equity and inclusion officer to review exit interview policies, procedures, and forms
1036	Reviewers will identify barriers to completion and communication
1037	DSPS's equity and inclusion officer will provide updates and solicit feedback from and the Equity and Inclusion Advisory Council at least quarterly

Agency Culture Strategy: Provide ongoing DEI updates and opportunities for staff to provide feedback on DEI matters

1038	Equity and Inclusion Advisory Council and the implementation team will be provided space in the staff newsletter and DSPS's intranet to communicate DEI matters
1039	DSPS's communications director will report on DEI matters in each DSPS newsletter and maintain a diversity page on DSPS's intranet
1040	The Equity and Inclusion Advisory Council and the implementation team will work with DOA on an email address for the Council and/or a virtual suggestion box for staff to provide feedback

Agency Culture Strategy: Offer DSPS- or division-wide gatherings quarterly for leadership to share its DEI vision and reinforce positive group interactions that foster an inclusive workplace

1041	Add DEI agenda items to meeting agendas
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Plan Year	Number	Action
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2021–2023 (continued)

Agency Culture Strategy: Provide ongoing support for DEI and encourage a sufficiently resourced, active, and engaged Equity and Inclusion Advisory Council

1042	The Equity and Inclusion Advisory Council will work with the Secretary's Office to ensure membership is maintained for the Council and the implementation team
1043	The Secretary's Office will ensure the Equity and Inclusion Advisory Council remains fully constituted with members and solicit feedback from the Council and/or the implementation team
1044	Develop a system for prompt replacement of Equity and Inclusion Advisory Council members when vacancies occur
1045	The Equity and Inclusion Advisory Council members attend meetings regularly
1046	DSPS's equity and inclusion officer will provide updates and solicit feedback from the Equity and Inclusion Advisory Council and/or the implementation team at least quarterly
1047	Consider formation of an incident response team to address DEI matters
1048	The Equity and Inclusion Advisory Council will work with DSPS's equity and inclusion officer and DOA to align Council bylaws with DSPS's equity and inclusion action plan
1049	Accountability for DSPS's culture will increase for Region 1's human resources staff, who will play a more direct and active role in improving the culture

Transportation, Department of

Plan Year	Number	Action
2024–2026		
		<i>Recruitment Strategy: Provide training and education to DOT management and employees involved in the hiring process</i>
	1050	Develop a strategy to increase the diversity of interview panels
	1051	Require annual bias training for all interview panel members, supervisors, and managers
		<i>Recruitment Strategy: Collect feedback from new employees to improve marketing efforts</i>
	1052	Survey all new employees on why they applied, how they heard about DOT, etc.
		<i>Recruitment Strategy: Target outreach efforts to increase opportunities for and engagement with diverse populations</i>
	1053	Conduct youth outreach through high schools, internships, job shadowing, classroom visits, and career fairs
	1054	Conduct community outreach through enhanced community engagement
		<i>Retention Strategy: Collect data from staff about their DOT experiences from onboarding through offboarding</i>
	1055	Update DOT’s onboarding process, including a cross-divisional new employee orientation
	1056	Conduct “stay interviews” to gather data about employee satisfaction
		<i>Retention Strategy: Identify and address potential causes for employee burnout</i>
	1057	Develop a knowledge management system to document critical processes and retirement-vulnerable positions
		<i>Retention Strategy: Explore ways to foster increased diversity of senior management</i>
	1058	Formalize a mentorship program that matches employees with mentors
	1059	Provide more opportunities for internal growth and employee development
		<i>Agency Culture Strategy: Develop and support DOT’s leadership and commitment to DEI</i>
	1060	Demonstrate commitment to and engagement with DEI efforts and initiatives
		<i>Agency Culture Strategy: Provide clear, vocal support for staff with different abilities and circumstances related to equity and inclusion</i>
	1061	Demonstrate visible support for staff with different abilities and circumstances
	1062	Improve language accessibility needs beyond minimum requirements on internal and external webpages
		<i>Agency Culture Strategy: Develop resources that connect and support staff throughout DOT</i>
	1063	Expand opportunities for staff to share experiences and build community
	1064	Formalize opportunities for collaboration, socialization, and team-building across and within DOT’s divisions, bureaus, and sections

Plan Year	Number	Action
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2021–2023

Recruitment Strategy: Research and analyze how different populations apply for jobs, gather data on why individuals apply for DOT positions and why they may not, and use data to change overall recruitment efforts

1065 Identify research strategies to collect necessary data on different populations and how and why they apply for jobs

1066 Research, collect, and synthesize data

1067 Outline the way DOT markets and announces jobs

1068 Compare and analyze data and make recommendations for changes to the way DOT markets or announces jobs

Recruitment Strategy: Review and update DOT's recruitment and outreach efforts

1069 Ensure DOT staff participating in recruitment and outreach reflect underrepresented and diverse populations

1070 Review and update current social media recruitment efforts and make changes to better reach underrepresented and diverse groups

1071 Develop and implement a community engagement plan to increase DOT's involvement in career pathways and exploration at elementary, middle, and high schools, diverse college/university student organizations, and community organizations

1072 Update job announcements about the State's paid time off, using time off, and flexibility for religious and cultural observances

1073 Analyze the feasibility of creating a position to coordinate DOT's DEI efforts

Recruitment Strategy: Review and make improvements to DOT's policies, practices, and processes for civil service assessments and interviews

1074 Assess current hiring policies, practices, and processes to identify and inventory instances of implicit bias

1075 Provide transparent information to applicants on the hiring process, timeline, pay, and pay progression

1076 Provide applicants with tips on how to apply for jobs, including writing resumes and completing assessments

1077 Use diverse interview panels for all positions

1078 Develop and provide education about cultural, diversity, and gender awareness, and how to implement it during interviews

1079 Develop and provide education to hiring supervisors about how similar or transferable skills should be considered in the hiring process

Retention Strategy: Develop a tool to collect information from new staff about their goals and why they joined DOT, and use this information to follow up with the staff on their satisfaction and how DOT meets those goals

1080 Conduct research or data searches on information that may be available or valuable to include in the new-employee tool

1081 Develop a plan for distributing the collection tool to new employees and how/when to follow up with employees

1082 Summarize the "before and after" data to highlight trends and determine any next action steps

Retention Strategy: Develop strategies to recommend and facilitate coaching, monitoring, and professional development for staff

1083 Research and collect data on staff experiences, motivation, engagement, training, assessment, skill alignment, and support

1084 Develop guidance for how supervisors can work with staff on meeting goals and improving overall satisfaction

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Review available data and document the main reasons underrepresented groups and diverse populations leave DOT

1085 Review data from human resources, the Affirmative Action Advisory Council, divisions, and supervisors

1086 Summarize and document data by division and various diverse population categories

Retention Strategy: Develop plans to mitigate the main reasons staff leave DOT

1087 Provide divisions with data to help develop plans to address retention

1088 Develop plans and share them with the Board of Directors on ways to mitigate the main reasons staff leave DOT

Agency Culture Strategy: Develop DEI resources that connect and support staff

1089 Develop an intranet page to house DEI resources for staff

1090 Develop an approach to create an employee resource group structure for staff

1091 Create a tool or resource about DOT's DEI goals and use it to welcome new staff

1092 Develop a team to look at the feasibility of creating an internal social media networking resource for employees

Agency Culture Strategy: Develop a DEI training curriculum that supports an inclusive workplace

1093 Create a team to discuss and identify training topics for the DEI training curriculum

1094 Develop recommendations on the courses that will be mandatory for all staff, including any mandatory training for supervisors

1095 Develop recommendations on the courses that will be part of the elective series for staff

1096 Develop recommendations on how DOT contractors and consultants will participate in the training curriculum

Agency Culture Strategy: Require DOT management to deliver on the promise of leading and modeling new DEI efforts across DOT

1097 Create a team to review DOT's existing goals on diversity and recommend possible changes or guidance

1098 Create a team to develop and make recommendations on DEI wording that could be added to position descriptions in order to foster diversity and inclusion in the workplace

1099 Develop tools to help supervisors support and promote diversity and inclusion in team activities

1100 Ensure all staff are given opportunities and time to participate in DEI activities, and create a mechanism to ensure this occurs

1101 Create a mechanism for staff, supervisors, and managers to celebrate successes, encourage participation, and share best practices in displaying team and individual participation in DEI efforts

Veterans Affairs, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Assess policies and procedures for potential bias in selection and remove barriers to DEI</i>		
1102		Gather all relevant policies
1103		Review all policies through the lens of equity and inclusion
<i>Recruitment Strategy: Promote equal opportunity in selection by reviewing current practices through an equity and inclusion lens</i>		
1104		Gather information about current practices and processes
1105		Review all practices and processes through the lens of equity and inclusion
<i>Recruitment Strategy: Forecast workforce needs, set strategic diversity hiring goals, and measure progress</i>		
1106		Gather information about current practices
1107		Determine and monitor hiring goals
<i>Recruitment Strategy: Set standards for hiring authorities by incorporating an equity framework that helps address implicit and explicit bias</i>		
1108		Establish new and enhance existing materials related to hiring standards
1109		Train hiring authorities on identifying implicit and explicit bias
<i>Recruitment Strategy: Review selection processes and analyze adverse impacts</i>		
1110		Gather information about current practices and analyze what might cause adverse effects
1111		Remove or modify any existing processes that could cause adverse effects
<i>Recruitment Strategy: Expand recruitment efforts by partnering with campuses and local organizations in targeted communities to engage underutilized populations and promote DVA as a potential employer</i>		
1112		Gather information about current recruitment practices at campuses and local organizations in targeted underutilized communities
1113		Increase DVA’s recruitment at campuses and provide organizations serving underutilized individuals with information about employment at DVA
<i>Recruitment Strategy: Explore possible employment incentives for relocation or travel to the Union Grove or King veterans homes</i>		
1114		Gather information about current practices
1115		Determine if additional funding can be provided to attract candidates
<i>Recruitment Strategy: Have subject matter experts available at job fairs to discuss employment and applying for positions at DVA</i>		
1116		Gather information about current practices
1117		Increase DVA’s presence at relevant job fairs

Plan Year	Number	Action
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2024–2026 (continued)

Recruitment Strategy: Improve recruitment efforts at nursing school programs to attract graduates in more demographically diverse areas

1118 Gather information about current practices

1119 Increase outreach efforts to nursing schools

Retention Strategy: Establish consistent onboarding processes

1120 Examine the current onboarding processes for all locations

1121 Revamp or design new onboarding materials

1122 Create a DVA-wide standard

1123 Work with supervisors to develop specialized onboarding processes

Retention Strategy: Develop new pathways for staff upward mobility and connection with DVA

1124 Create a volunteer mentorship program that matches staff with mentors at various levels of their desired career path

1125 Create staff-run affinity groups to encourage workplace relationships and a safe space for staff to discuss issues

Retention Strategy: Increase available training to all staff

1126 Investigate paying for recertification and continuing education units for medical and technical staff when it is required for their positions

1127 Investigate paying for licensing for current staff if needed, rather than trying to recruit for these positions

1128 Expand supervisory budgets for staff training and professional development

Retention Strategy: Develop a biannual engagement survey for all staff

1129 Create an anonymous survey

Retention Strategy: Create an exit interview to administer during a staff member's final two weeks

1130 Conduct exit interviews more consistently

1131 Schedule meetings with human resources after staff resign

Retention Strategy: Establish new supervisor requirements, including training programs, mentorship, cultural competency training, and professional development

1132 Develop a supervisor training program that includes job aids, personnel review information, and hiring

1133 Establish a supervisor mentorship program

1134 Increase options for closed-door training and traveling training in a more engaging environment

1135 Provide staff with quarterly DEI training

1136 Reinstate the monthly supervisor "coffee talks" training

Plan Year	Number	Action
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2024–2026 (continued)

Retention Strategy: Review all DVA policies, eliminate outdated policies, and update current policies

1137 Review all existing policies to clarify work rules, with a mind toward DEI

Agency Culture and Diversity Strategy: Develop relationships with diverse communities as a matter of standard practice

1138 Gather relevant information on the diverse communities with which DVA has formed partnerships

1139 Increase the number of partnerships

Agency Culture and Diversity Strategy: Empower the Equity and Inclusion Advisory Council to advocate and be a resource

1140 Provide the Equity and Inclusion Advisory Council with methods of outreach and communication with staff

1141 Enhance existing services to better promote equity and inclusion

Agency Culture and Diversity Strategy: Establish a process for staff to access neutral conflict resolution support regarding race, culture, ethnicity, gender, or other diversity-related issues, as well as support enhancements to DVA’s respectful workplace policies

1142 Gather relevant information on legal issues surrounding conflict resolution

1143 Form a partnership or innovate an internal solution to provide conflict resolution assistance

Agency Culture and Diversity Strategy: Foster a culture of open communication and transparency, and promote forums for discussing diversity, equity, and inclusion through training and tools

1144 Create skits with scenarios on unbiased behavior that take place in the workplace as a demonstration with a mind toward DEI

1145 Create calendars to showcase the different ethnic holidays and activities in the DVA community

1146 Hold quarterly group recognition days for personal connection among upper management, human resources, supervisors, and staff

1147 Provide safe spaces for individuals with disabilities

1148 Cultivate a method to help supervisors defuse different unintended biases and observe differences within their work units

2021–2023

Recruitment Strategy: DVA will actively review and revise policies for interviewing, balanced interview panels, and applicant selection

1149 Establish and assign tasks to a committee to review practices and policies in the recruitment process, using a bias equity tool

Recruitment Strategy: Develop ways to recruit workplace priority populations and align with DVA’s mission, vision, and DEI goals

1150 Use Employee Assistance Program resources and educate employees about various such resources, including by bringing in counselors or other resources to talk to staff about various positive coping strategies, stress management, mindfulness, and conflict resolution

Recruitment Strategy: Attend job fairs and provide educational materials to applicants on how to apply for DVA positions

1151 Develop educational materials for applicants to define what resumes and cover letters should include, and expand job fair efforts to meet more geographically diverse populations

Plan Year	Number	Action
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2021–2023 (continued)

Recruitment Strategy: Standardize DVA-wide data and reporting requirements to track diverse talent

1152 Develop a database to start tracking the number of diverse applicants and where applicants are hearing about current recruitments

Retention Strategy: Improve the onboarding process

1153 Develop standards for the process that include an acknowledgement and check-off list for human resources staff and hiring managers

Retention Strategy: Create a staff engagement survey to determine satisfaction with current working conditions

1154 Create an engagement survey to determine what keeps staff at their positions and obtain feedback about DVA

Retention Strategy: Track exit interviews

1155 Develop standardized exit interviews

Retention Strategy: Provide training opportunities

1156 Develop annual supervisor training about topics related to the Family and Medical Leave Act, Americans with Disabilities Act, reasonable accommodation, and disciplinary processes

Agency Culture Strategy: Promote a DVA culture that understands implicit and explicit bias, is respectful, values diversity, promotes equity, and actively engages inclusion

1157 Provide access to training on harassment, mediation, and how to file a complaint

Agency Culture Strategy: Develop a mentorship program

1158 Build a mentorship program with seasoned staff willing to be trained to mentor new staff

Agency Culture Strategy: Administer climate surveys

1159 Administer an annual climate survey and strengthen relationships with supervisors and leadership on communication, support, and trust

Wisconsin Technical College System

Plan Year	Number	Action
2024–2026		
		<i>Recruitment Strategy: Increase outreach to recruit diverse applicants</i>
	1160	Build connections with relevant community organizations
		<i>Recruitment Strategy: Mitigate unconscious bias in the recruitment process</i>
	1161	Provide annual unconscious bias training to staff serving on rating panels or interview panels
		<i>Recruitment Strategy: Promote WTCS as an employer of choice</i>
	1162	Include selling points about WTCS’s culture in all job announcements
		<i>Recruitment Strategy: Increase the interview pool with diverse applicants who are qualified as eligible</i>
	1163	Evaluate when it may be necessary to increase the candidate pool for interviews
		<i>Recruitment Strategy: Align the minimal qualifications of open positions to benchmarks in the hiring process</i>
	1164	Have the human resources manager participate in training on writing benchmarks and act as a resource to hiring managers to ensure applicant selection benchmarks are aligned with each position’s minimal qualifications
		<i>Retention Strategy: Continuously improve the onboarding process</i>
	1165	Implement an onboarding process to support office integration, build an understanding of WTCS’s culture, and foster staff connections
		<i>Retention Strategy: Build connections between newly hired and existing staff</i>
	1166	Expand the peer-to-peer mentoring process
		<i>Retention Strategy: Understand and act on reasons why staff are retained</i>
	1167	Administer a “stay survey” to understand why staff maintain employment and brief managers on the results
		<i>Retention Strategy: Understand and act on reasons why staff leave WTCS</i>
	1168	Create an exit interview/survey option for staff who leave
		<i>Agency Culture Strategy: Continue to cultivate a culture of respect and trust among all staff</i>
	1169	Administer a targeted culture survey to follow up on areas that have opportunities for improvement
		<i>Agency Culture Strategy: Refine policies toward a culture of inclusion</i>
	1170	Review policies and procedures regularly to ensure they align with the WTCS Board’s strategic directions
		<i>Agency Culture Strategy: Provide professional development opportunities to staff</i>
	1171	Offer additional professional development training to staff on various topics

Plan Year	Number	Action
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2021–2023

Recruitment Strategy: Assess policies and procedures for potential bias in selection and remove barriers to DEI

1172 Review recruitment policies and practices, and update and document changes

Recruitment Strategy: Increase outreach to recruit diverse applicants

1173 Identify and use media outlets (social media) to recruit diverse applicants

1174 Connect with diverse community organizations

Recruitment Strategy: Assure all staff involved in recruiting have received unconscious bias training

1175 Provide annual unconscious bias training to all staff involved in recruiting

Retention Strategy: Continuously improve the onboarding process

1176 Create a peer-to-peer mentoring process

Retention Strategy: Promote an understanding of the State's compensation structure

1177 Bring in a DOA trainer to train staff on the Compensation Plan

Retention Strategy: Foster a culture of inclusion as an expected operational practice

1178 Expect and evaluate staff cultural competency

Agency Culture Strategy: Continue to cultivate a culture of respect and trust among all staff

1179 Create a respectful workplace policy and include the complaint procedure, and then train staff on the policy and the procedure

Agency Culture Strategy: Identify and address barriers to DEI in the office culture

1180 Use an independent third-party to facilitate staff conversations about climate survey results and implications

Workforce Development, Department of

Plan Year	Number	Action
2024–2026		
<i>Recruitment Strategy: Assess policies and procedures for potential bias in selecting job candidates and remove barriers to DEI</i>		
1181		Focus the review on edits that can be made within DWD
1182		Review a recruitment checklist with a DEI lens and propose changes for review and approval by the Secretary’s Office
<i>Recruitment Strategy: Promote equal opportunity in selecting job candidates by reviewing current practices and processes through an equity and inclusion lens</i>		
1183		Promote the use of the Division of Vocational Rehabilitation’s LTE resources through supervisor training
1184		Promote disabled expanded certification
1185		Advance recruitment to support hiring racial and ethnic minorities and women in certain job categories
1186		Promote recruiting from a disabled veterans pool of candidates
1187		Evaluate existing recruitment lists and expand new contact lists of community-based organizations, professional groups, and university multicultural groups
<i>Recruitment Strategy: Forecast workforce needs, set strategic diversity hiring goals, and measure progress</i>		
1188		Use an internal dashboard on outcomes for education and awareness
<i>Recruitment Strategy: Set standards for hiring authorities by incorporating an equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional, and structural disparity</i>		
1189		Instruct the Equity and Inclusion Advisory Committee to review standards that communicate DWD's culture, support racial equality, and address implicit and explicit bias and individual, institutional, and structural disparity
<i>Retention Strategy: Establish career pathways that support equitable access</i>		
1190		Continue to deliver “Moving Up, Down and Around” training to staff
<i>Retention Strategy: Create a shared leadership structure that promotes staff leadership and voices on issues affecting the workforce</i>		
1191		Regularly schedule DWD town halls every other month
<i>Retention Strategy: Provide supervisors and managers with development that focuses on leadership, not management</i>		
1192		Expand and support the existing leadership/mentorship program that matches staff with mentors
1193		Continue to biannually collect “stay survey” results
<i>Retention Strategy: Create a mentorship program that matches staff with mentors</i>		
1194		Expand and support the existing leadership/mentorship program that matches staff with mentors

Plan Year	Number	Action
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2024–2026 (continued)

Agency Culture Strategy: Establish a strong business case for diversity and align management and business practices accordingly

1195 Develop and implement the DEI State Plan

Agency Culture Strategy: Develop relationships with diverse communities as a matter of standard practice

1196 Human resources staff will collaborate with DWD employment programs that have relationships with diverse audiences

Agency Culture Strategy: Empower the Equity and Inclusion Advisory Committee to advocate and be a resource for equity and inclusion

1197 Hire a special initiatives program and policy analyst to focus on advancing the committee’s efforts

Agency Culture Strategy: Establish a process for staff to access neutral conflict resolution support regarding race, culture, ethnicity, gender, or other diversity-related issues, as well as support enhancement to respectful workplace policies

1198 Maintain antiharassment and respectful workplace training that is required for all staff

Agency Culture Strategy: Foster a culture of open communication and transparency, and promote forums for discussing DEI

1199 Continue to deliver monthly DEI forums open to all staff

1200 Continue to measure staff engagement annually, conduct “stay surveys” biannually, and develop new strategies to address findings

1201 Maintain current employee resource groups and expand them as interest is expressed in new groups

2021–2023

Recruitment Strategy: Target DWD positions that have been historically underutilized

1202 Expand use of Google Analytics and improve the targeted use of social media for recruitment

Recruitment Strategy: Increase visibility and improve community networking capacity

1203 Evaluate existing lists and expand new contact lists of community-based organizations, professional groups, and university multicultural groups

Recruitment Strategy: Promote expanded use of the Division of Vocational Rehabilitation’s LTE resources

1204 Market the LTE hiring program and track successful hires of LTEs statewide and within DWD

Recruitment Strategy: Continue to use DOA’s administrative rules to educate managers on hiring qualified individuals with disabilities

1205 Develop an online training module for hiring managers regarding DOA’s administrative rules

Retention Strategy: Promote leadership opportunities to females, minorities, and individuals with disabilities

1206 Promote DWD’s aspiring leaders training series to females, minorities, and individuals with disabilities

Retention Strategy: Develop DWD’s mentoring program

1207 Assess existing mentoring programs in other state agencies and the private sector

Plan Year	Number	Action
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2021–2023 (continued)

Retention Strategy: Use exit interview assessments to inform best practices for retention

1208 Review with division management areas for improving retention

Agency Culture Strategy: Develop DWD’s antibullying campaign

1209 Review existing policies and work rules on harassment, respectful workplace, and bullying

1210 Revise unconscious bias training and promote antibullying training

Agency Culture Strategy: Develop employee resource groups

1211 Assess employee resource groups in other state agencies and the private sector

Agency Culture Strategy: Assess virtual workplace challenges

1212 Develop a review committee to assess the challenges of working remotely

Responses



STATE OF WISCONSIN

DEPARTMENT OF ADMINISTRATION

Tony Evers, Governor
Kathy Blumenfeld, Secretary

April 4, 2025

Joe Chrisman, State Auditor
Legislative Audit Bureau
22 East Mifflin Street, Suite 500
Madison, WI 53703

Dear Mr. Chrisman:

I write in response to the Report of the Legislative Audit Bureau (“LAB”) regarding certain diversity, equity, and inclusion activities at Wisconsin state agencies, and the monitoring of such activities by the Department of Administration (“DOA”), as required by Governor Evers’ Executive Order (“EO”) 59. In the Report, LAB provided DOA with recommendations regarding its responsibility to implement activities across state government, consistent with the directives of EO 59 and its related legal obligations, which DOA generally accepts.

It is important to acknowledge the unique nature of this audit. LAB was tasked with scoping an audit and constructing parameters and metrics for an area of programming that has many meanings for members of the public, state workers, the private sector, policymakers, and others. Importantly, the State of Wisconsin, as one of the state’s largest employers, is responsible for maintaining a safe workplace, implementing state and federal laws, and recruiting and retaining talented workers to serve the people of Wisconsin. Consequently, this programming is not easily separated from the state’s legal obligations, nor is it easily separated from other human resources, employee engagement and retention, or risk management tools that the state implements as best practices. This area of programming is also not subject to a single set of statutes or guidelines that would provide clear measures for LAB to evaluate state agencies against, nor does LAB provide a consistent definitional framework upon which its review is based.

To that end, further context is needed to fully understand the Report and ensure readers do not draw inaccurate conclusions from the data presented. In particular, DOA disagrees with some of the methodologies LAB used to calculate costs associated with certain activities. This additional background and the issues we would like to highlight are outlined below.

Background

EO 59 was signed in November 2019, building upon pre-existing statutorily required programs and mandates—some of which began under previous administrations or have existed for decades—as well as Governor Evers’ Executive Order 1 relating to prohibiting discrimination in state services, contracting, and government. Such pre-existing obligations included but are not limited to:

- Since 1977, Wis. Stat. § 230.04(9) has required agencies to prepare affirmative action plans in accordance with standards developed by DOA. Following EO 59, the existing affirmative action plans were expanded into Equity and Inclusion Action Plans (“Action Plans”). Action Plans therefore included the elements of the statutorily mandated affirmative action plans, and added, among other things, strategies to build an infrastructure and culture committed to equity and inclusion, and directives to integrate equity and inclusion throughout the agency’s work. The Action Plans also incorporate activities necessary to comply with other existing state and federal equal opportunity laws (e.g., the 1990 Americans with Disabilities Act), which would have been part of agencies’ work with or without EO 59.

- Since 1983, Wis. Stat. § 16.287 has required DOA to certify “minority businesses.” The program, which became the Wisconsin Supplier Diversity Program at DOA, was later expanded to include certifications of women-owned businesses and disabled veteran-owned businesses. EO 59 references the Supplier Diversity Program and calls for it to expand opportunities for eligible businesses to help the state meet its statutorily defined diverse spend goals; however, the program and its staff existed prior to EO 59.

2 The Report’s focus on activities state agencies undertook in response to EO 59 (and its calculation of salary and costs LAB believes may be associated with such activities) may lead a reader to conclude that state agencies conducted these activities solely and exclusively pursuant to an executive order. However, because

3 EO 59 built upon existing programs and statutory obligations, these resources, costs, and time cannot be wholly attributed to the order. To the contrary, many of the activities listed in the agencies’ Action Plans were already taking place under previous administrations and are required under Wisconsin State law.

Moreover, many of these activities were performed by staff whose responsibilities and existing job duties complemented or already included similar activities and were willing to go above and beyond their roles because of an individual interest in and the importance of these activities. This employee-driven approach has been recognized as having had a positive impact on job satisfaction and overall workplace culture.

Methodological Issues

In addition to the context surrounding EO 59 provided above, DOA would like to note the following concerns with LAB’s methodology, listed in the order in which they appear in the report.

Selection of Agencies

LAB used auditors’ discretion to choose which agencies would be included in the scope of this audit. In doing so, LAB chose to include the Wisconsin Economic Development Corporation (“WEDC”) even though EO 59 cannot cover WEDC due to its status as an “authority,” under Wis. Stat. Ch. 238. WEDC is operationally independent. DOA does not provide administrative support, whether human resources or otherwise, to WEDC. Given that WEDC is not a “state agency” subject to EO 59, DOA did not require it to create an Action Plan.

4 Additionally, LAB only selected two “small agencies” subject to EO 59 to include in the audit—the Department of Tourism and the State of Wisconsin Investment Board. For purposes of EO 59 and Action Plans, DOA considers agencies of 30 or fewer FTEs to have different human resources responsibilities due to the limited staff and varied organizational operations. Consistent with a practice that had been applied in the previous administration with respect to affirmative action plans, these small agencies are not required to complete the Action Plan directives in the same way as large agencies. DOA requires small agencies to instead complete Commitment Letters and conduct self-monitoring of them. While LAB briefly mentions this in the Report, the audit did not uniformly cover or discuss the varied requirements of large and small agencies.

Estimated Salary Costs for Positions with Job Duties “Pertaining to DEI”

In Table 7, LAB identified 47 positions across the agencies it surveyed with job titles and job duties “pertaining to diversity, equity, and inclusion.” Yet, the majority of these positions cannot be considered fully dedicated to those activities. As LAB explains in the footnotes to the table, the salaries of these positions have been proportioned to only the components of these pertaining to these activities; 47 positions do not equate with 47 FTEs dedicated solely to “DEI” activities.

5 As noted above, while LAB defines the broad concepts of diversity, equity, and inclusion at the start of the Report, it did not define what types of work activities would pertain to these concepts for purposes of this analysis and calculation. It appears that, “pertaining to DEI” does not equate to “pertaining to EO 59” for the

reasons relating to the difficulty of parsing out existing obligations from those required by this executive order. This was evident in the information LAB provided to DOA with respect to the calculation of its salary costs. Based on the breakdown that LAB provided for the twenty (20) DOA employees identified by LAB as having job duties pertaining to “DEI” activities:

- 3 • Fifteen (15) employees were identified as spending an average of 26% percent of their time on “DEI” activities. In reviewing the position descriptions of these employees, the duties LAB attributed to “DEI” activities are related to affirmative action plan implementation (a statutory requirement) and the provision of training, which also includes Family Medical Leave Act (“FMLA”) and other trainings that serve to meet the state’s requirements under state and federal law.
 - This also appears to be true of other agencies including Justice, Corrections, Transportation, Military Affairs, and the Public Service Commission, although LAB declined to provide specific information about the positions included at other agencies.
- 6 • Five (5) employees were identified as having the majority of their time dedicated to “DEI” activities.
 - Three (3) of these positions support the Supplier Diversity Program, a statutorily required program.
 - Two (2) of these positions support the Bureau of Equity and Inclusion, which existed prior to EO 59 to support the statutorily required affirmative action program.

3 It is difficult, if not impossible, to identify salary costs associated with EO 59. While a small number of individuals were paid directly to help design and implement the Action Plans, this work was largely performed by individuals in longstanding positions dedicated to the statutorily required affirmative action work. When EO 59 was signed, the staff who had been working on the affirmative action plans expanded the scope of their work to include Action Plans pursuant to EO 59. Because these positions existed prior to EO 59, and would necessarily exist without EO 59, these salary costs cannot be attributed to EO 59.

7 While LAB did not provide underlying data to DOA for other agencies, the Report notes that LAB included in the salary calculation of Department of Health Service (“DHS”) positions in its Office of Health Equity. The Office of Health Equity’s (the “Office”) work is complementary to but not directly pursuant to any executive order; the Office is charged with addressing disparate health outcomes in Wisconsin. For example, the Office aims to address Wisconsin’s high rates of Black infant mortality in America and the fact that some of Wisconsin’s most rural communities fare far worse in health outcomes than some of their urban counterparts. Further, the Office also supports the statutorily required Minority Health Program, which was created in 1999 and is governed by Wis. Stat. § 250.20.

3 Given the methodological issues described above, the salary costs across agencies as calculated by LAB are likely inflated beyond the actual costs of implementing EO 59. Regardless, DOA believes the enterprise has been thoughtful in its resource allocation and has made important progress implementing EO 59’s directives.

Estimated Salary Costs for Time Spent Attending “DEI” Training

Additional context is necessary for readers to understand the content of the trainings underlying the calculations in Table 8. Although some agencies may have provided specialized training for their employees, we understand these costs are primarily related to the state’s “Respectful Workplace” (required annually) and “Moving Beyond Compliance” (required upon hire) trainings.

8 Moving Beyond Compliance: This 30-minute training provides information about creating and maintaining an inclusive and nondiscriminatory workplace and information about the laws with which the state must comply, including: Title VII of the Civil Rights Act, the Equal Pay Act, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. The training discusses Action Plans required by state statute and EO 59.

- 9 Respectful Workplace: This 30-minute training is part of a series of annually required trainings that also include Wisconsin Public Records Law (15 minutes) and IT Security Awareness (40 minutes). The training covers the State of Wisconsin Respectful Workplace Policy, including classes protected by law at the state and federal level. The bulk of the training helps employees identify harassment, discrimination, and workplace bullying, understand the negative impacts of these situations, how to prevent them, and what to do if they occur.

The Respectful Workplace training was created pursuant to Governor Evers' EO 1 relating to prohibiting discrimination in state services, contracting, and government. Attributing the Respectful Workplace training costs exclusively to EO 59 is not accurate.

Estimated Costs to Complete Actions Listed in Action Plans

- 10 The costs associated with the Action Plans in Table 9 are missing important context and include overstated costs. Because Action Plans include both statutorily mandated activities as well as general employee engagement activities, training opportunities, policy-related personnel costs, and other human resource best practices, readers may misconstrue the costs identified by LAB as specifically focused on diversity concepts, which they are not.
- 11 For example, LAB notes that it associated \$165,000 of the Department of Workforce Development (DWD) costs to staff attendance at 12 monthly Town Halls designed for employee engagement, even though the content of these meetings included a wide variety of other topics that are unrelated to "DEI" or EO 59 initiatives. While DWD included monthly staff Town Halls in its Action Plan, they were not exclusively done for the sole purpose of meeting the Action Plan goals. For example, most of the topics were to provide DWD staff with information about DWD operations and accomplishments, current events, personnel-related matters, and other topics. By DWD's calculations, only twelve percent of Town Hall meeting topics could be considered Inclusion topics, which would equate to a cost of \$19,800. This would reduce DWD's total estimated cost to complete actions listed in Action Plans to \$22,900. (\$19,800 for Town Hall meetings and \$3,100 for committee activities.)
- 12 Similarly, we believe some of the costs LAB associated with the Department of Revenue ("DOR") included a calculation of employee time spent at "Coffee with Leaders," all-supervisor meetings, and Secretary's Office Hours. While these are mentioned in the DOR Action Plan, these activities are closely aligned with effective leadership strategies as they are designed to foster employee engagement and retention, a positive work environment, and relationship building among different areas and levels of agency staff.
- 13 The Department of Natural Resources ("DNR") believes at least a portion of the costs LAB associated with their plan implementation are for employee wellness activities and DNR's Leadership Academy. DNR has conducted the Leadership Academy for more than 20 years as a leadership development training experience for staff. Additionally, the DNR Wellness Committee began in 2017 under the previous administration and sponsors activities to promote physical and mental health.
- 14 While LAB did not provide DOA a comprehensive breakdown of costs associated with its Action Plan implementation, from our calculation, it appears that the majority of DOA estimated cost is associated with the DOA Emerging Leaders Program, which is referenced as an "Affinity Group." Emerging Leaders is a voluntary program for any DOA employee interested in taking on management roles to develop their leadership skills. DOA Affinity Groups are open to all employees and focused on specific areas of interest or issues, such as veterans and working parents.

Estimated Salary Costs for Time Spent Attending Meetings of "DEI" Committees

Our understanding is that DOA's estimated cost for time spent attending meetings of "DEI" committees is comprised of staff time in IDEAS (Inclusion, Diversity, Equity, Awareness, and Service) Committee meetings.

- 15 The DOA IDEAS Committee serves as DOA's statutorily required Affirmative Action Council and predates this administration and EO 59. As such, attributing these costs to EO 59 is misleading.

Training Issues: State Agency Employees

- 16 Rather than reviewing DOA's annual Human Resources Shared Services Report, which includes training completion rates for the Respectful Workplace training for shared services agencies, LAB requested the raw data to calculate completion rates themselves. DOA's calculation of the training completion for this report is a time-intensive process requiring a manual review of records to remove people who were not required to complete the training, for example, employees who left state service and certain members of board or councils who were otherwise exempt. The percentages LAB calculated are therefore inaccurate, especially with regards to agencies with large numbers of board and council members, like the Department of Safety and Professional Services which had in calendar year 2022 a completion rate of over ninety percent.

Monitoring of Open Meetings Law Compliance

- 17 DOA agrees with LAB's assertions that governmental bodies created by statute, including agencies' equity and inclusion committees, are required to comply with the Wisconsin Open Meetings Law. However, DOA's authority in monitoring and reviewing compliance with this law is relatively narrow, as this is reserved under Wis. Stat. § 19.97 to the attorney general and district attorneys. While DOA can and will review an agency's practice and provide guidance to agencies, through the Action Planning Manual, for example, DOA does not have authority to take on responsibility of enforcement and compliance of Wisconsin Open Meetings Law, as is stated in LAB's recommendation.

Conclusion

- 3 In conclusion, many of the costs identified in LAB's assessment are related to implementing statutorily required programs, human resources best practices, risk management, and worker recruitment and retention efforts as one of Wisconsin's largest employers. We therefore caution readers from gleaning takeaways or drawing conclusions from the Report about actual costs without understanding the state and federal laws with which we are required to comply, the state of Wisconsin's role as a competitive employer, and the foundational work preceding this administration upon which EO 59 built.

DOA looks forward to refocusing staff time dedicated to responding to this audit on continuing our work on these important matters. DOA will update the Joint Legislative Audit Committee on the status of efforts to implement LAB's recommendations in this Report in June of 2025.

Sincerely,



Kathy Blumenfeld
Secretary

LEGISLATIVE AUDIT BUREAU COMMENTS ON THE AUDIT RESPONSE FROM THE DEPARTMENT OF ADMINISTRATION

To help the Joint Legislative Audit Committee evaluate the audit response from the Department of Administration (DOA), we offer some clarifying comments. The numbers below correspond to the numbers we placed in the margin of the audit response.

- ① Our audit is based on diversity, equity, and inclusion activities, outcomes, and costs associated with Executive Order 59, as indicated in the [scope memorandum](#) that was approved by the Joint Legislative Audit Committee. As [our report notes](#), we focused on the actions that agencies completed to comply with Executive Order 59, and agencies listed these actions in their equity and inclusion action plans.
- ② Our audit does not state that agencies conducted the activities based solely and exclusively on Executive Order 59. Agencies listed actions in their equity and inclusion action plans.
- ③ Our audit considers requirements of Executive Order 59, [which requires](#) DOA to “Provide support and monitoring of agency equity and inclusion plans...” and “Review and evaluate all affirmative action and equal employment opportunity programs and policies...” [Our report notes](#) that DOA considers equity and inclusion action plans to fulfill statutory requirements pertaining to affirmative action plans.
- ④ [Executive Order 59 requires](#) each state agency to “develop an equity and inclusion action plan...” Executive Order 59 does not exempt the Department of Tourism and the State of Wisconsin Investment Board, nor does it differentiate between large and small agencies.
- ⑤ [Our report notes](#) some of the types of work associated with the salaries in Table 7 of our report, such as helping to implement equity and inclusion action plans. Other types of work associated with the salaries in Table 7 include serving as an agency’s equity and inclusion officer, providing leadership and oversight of an agency’s equity and inclusion program, and coordinating an agency’s equity and inclusion program.
- ⑥ We included certain staff time pertaining to: 1) the Supplier Diversity program because [Executive Order 59 requires](#) DOA “To advance progress toward meeting Wisconsin’s supplier diversity goals...”; and 2) DOA’s Bureau of Equity and Inclusion because [Executive Order 59 requires](#) this bureau to “Provide support and monitoring of agency equity and inclusion plans...”
- ⑦ Our analysis includes certain costs of Office of Health Equity staff because [DHS’s equity and inclusion action plan identifies](#) this office as DHS’s central hub for inclusion, diversity, equity, and accessibility (IDEA) and health equity.
- ⑧ We included the salary costs for time spent completing this training because [Executive Order 59 requires](#) staff to complete it.
- ⑨ We included the salary costs for time spent completing this training because [DOA’s equity and inclusion strategic planning process and procedure manual](#) requires staff to complete it.

- 10 [As our report notes](#), cost information provided by the eight agencies represents only a portion of the costs they incurred to complete actions, and we excluded nine agencies that could not provide us with any relevant documentation. Thus, our analysis understates such costs.
- 11 DWD's equity and inclusion action [plan identifies](#) an action to hold all-staff town hall meetings every other month, so we included the cost of this action.
- 12 DOR's equity and inclusion action [plan identifies](#) an action for DOR leaders to host regular coffee hours with staff, so we included the cost of this action. We did not include any costs of the all-supervisor meetings or the Secretary's office hours because DOR did not provide us with any cost information for these actions.
- 13 We included the costs of these actions because DNR's equity and inclusion action plan identifies them on [page 20](#), [page 27](#), and [page 29](#).
- 14 We provided DOA with information about the cost of this action, which is identified in [DOA's equity and inclusion action plan](#).
- 15 We included the cost of DOA's Inclusion, Diversity, Equity, Awareness, and Service (IDEAS) committee because DOA's equity and inclusion action [plan identifies](#) multiple diversity, equity, and inclusion duties that the committee completes, such as developing and sponsoring activities, programs, and training that promote diversity, equity, and inclusion, as well as promoting and championing the equity and inclusion action plan.
- 16 Because DOA did not provide us with data that includes unique identifiers for staff, we did not determine the extent to which the training completion rates are affected by these reasons, as [our report notes](#). Our analysis correctly calculates the percentage of individuals who completed the training DOA assigned to them.
- 17 Our report does not recommend that DOA enforce the Open Meetings Law. Instead, [our report recommends](#) that DOA consistently require agencies to take corrective action if DOA determines agencies did not comply with open meetings requirements.