



# Equity & Inclusion Plan

Jan. 1, 2021 to June 30, 2023

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## Acknowledgment

We have reviewed and firmly endorsed the content of this equity and inclusion plan. We are committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. By formally integrating equity and inclusion values and practices into existing processes, the Equity and Inclusion Plan enables progress and results to be measured agency wide.

**Appointing Authority:**

Mary M. Kolar, Secretary  
Mary.Kolar@dva.wisconsin.gov

Signature: Mary M. Kolar  
Date: Dec 14, 2020

**Equity and Inclusion Officer:**

Angela Zilliox  
Angela.Zilliox@dva.wisconsin.gov  
608.267.1792

Signature: Angela Zilliox  
Date: Dec 21, 2020

Date of submission to DPM/BEI: Final 12/21/2020

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

**Implementation Team Members:**

Leslie Busby-Amegashie, Veterans Benefit Specialist 2  
Jeanette Galzara, Veterans Program Supervisor  
Russ Horton, Reference & Outreach Archivist  
Kevin Hampton, Curator of History  
Patty Harrison, Communication Specialist-Advanced  
Jeff Hughes, Program Supervisor  
Patrick Meyer, Custodial Services Program Supervisor  
Shannon Miller, Veterans Program Supervisor  
William Ray, Building and Grounds Supervisor  
Linda Reek, Admissions and Discharge Supervisor  
Gerald Seiren, Veterans Program Supervisor-South Region  
Carla Vigue, Communications Director  
Stephanie Wolfanger, Operations Program Associate

**Contributors and other subject matter experts consulted:**

Mindy Allen, Administrative Rules Coordinator  
Wendy Copus, Region 4 Human Resources Director  
Kevin Roberts, Human Resources Specialist-Senior  
Angela Zilliox, Equity and Inclusion Program Officer

**Department of Veteran's Affairs  
Equity and Inclusion Commitment Letter**

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

The WDVA is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. The WDVA recognizes that equal employment opportunity is a legal, organizational, and economic necessity in order to maximize the quality and diversity of the state's workforce. This commitment is extended to all job applicants and employees in every type of position, including unclassified, classified, project, limited-term, volunteers, Interns, and work-study personnel.

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

The WDVA has developed and committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and the WDVA pledges its best good faith efforts to achieve the goals identified in the Equity and Inclusion Plan. I expect each manager, supervisor, and employee of the WDVA to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. The WDVA will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The plan is available for review on the WDVA'S website, the Region 4 Human Resources Intranet page, or by requesting a copy from your Human Resources Office.

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

Agency Head Name:

Date: Dec 14, 2020

Mary M. Kolar, Secretary

Signature: 

Affirmative Action Officer Name:

Date: Dec 21, 2020

Angela Zilliox

Signature: 

## Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

### Agency Appointing Authority

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

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

### **Name of individual responsible:**

**Name:** Mary M. Kolar

**Title:** Secretary

**Email:** Mary.Kolar@dva.wisconsin.gov

**Phone:** 608-266-4838

## **Equity and Inclusion Program Officer (EIPO)**

The Equity and Inclusion Program Officer or designee, as delegated by the EIPO, is directly responsible for developing, coordinating, implementing the agency's Equity and Inclusion Plan. The EIPO:

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development, implementation, and continuous improvement activities of the plan.
- Reviews relative policies, procedures, and practices, and recommends changes to the HR Director.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's Equity and Inclusion Plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of Equity and Inclusion developments, progress, and potential concerns.
- Ensures communication and dissemination of the agency's Equity and Inclusion Plan, policy and program information to appropriate staff, and ensures employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform and job-related, and that personnel decision-making processes adhere to EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, and the non-competitive appointment for certain disabled veterans and W-2 programs.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion and agency supervisory training annually.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

### **Name of individual responsible:**

**Name:** Angela Zilliox

**Title:** Region 4 Equity and Inclusion Program Officer

**Email:** angela.zilliox@dva.wisconsin.gov

**Phone:** 608-267-1672

**Equal Opportunity Program Specialist**

The designee/professional is responsible for assisting with the implementation of the agency’s Equity and Inclusion Plan efforts. The Equal Opportunity Program Specialist designee/professional:

- Assists in development, implementation, and management oversight of policies, programs, and procedures for the administration of Equity and Inclusion efforts for the agency.
- Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veterans and W-2 programs.
- Assists the EI Program Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attaining strategic equity and inclusion goals and objectives.
- Attends at least 12 hours of equity and inclusion training annually.
- As designated, manages the agency’s medical issues. This may include coordinating and monitoring the agency’s FMLA and reasonable accommodation requirements to ensure compliance with the American with Disabilities Act (ADA).

**Name of individual(s) responsible:**

**Name:** VACANT

**Title:**

**Email:**

**Phone:**

## **Human Resources Director**

The Human Resources Director is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the EI Program Officer and Equal Opportunity Program Specialist. The HR Director:

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

### **Name of individual responsible:**

**Name:** Wendy Copus

**Title:** Region 4 Human Resources Director

**Email:** Wendy.Copus@wisconsin.gov

**Phone:** 608-267-1796



## Introduction

The Wisconsin Department of Veterans Affairs (WDVA) was created in 1945 to consolidate separate veterans' programs under one agency. Today, the WDVA provides grants and a variety of services to eligible Wisconsin veterans and their families.

Programs included in the department's mission are the: Wisconsin Veterans Homes, Wisconsin Veterans Memorial Cemeteries, Veterans Administration Regional Claims Office, Military Funeral Honors Program, Veterans Outreach and Recovery Program (VORP), Veterans Housing and Recovery Program (VHRP), and the Wisconsin Veterans Museum. These programs are designed to provide health, educational assistance, economic assistance, and other services to specified veterans of the armed forces of the United States.

The WDVA is led by a Secretary of Veterans Affairs who is nominated by the Governor of Wisconsin after consulting with the presiding officers of at least six Wisconsin Veterans organizations. The Governor's nomination of the Secretary must be confirmed by the Wisconsin State Senate. The department receives advice from a nine-member, part-time, citizen advisory Board of Veterans Affairs.

The [Department's organizational structure](#) includes: The Office of the Secretary, the Office of Public Affairs, the Office of Legal Counsel, the Wisconsin Veterans Museum, the Division of Enterprise Services, the Division of Veterans Benefits and the Division of Veterans Homes.

The Department of Veterans Affairs is committed to workforce demographics that mirror the Veterans we serve and the citizens of the State of Wisconsin. By building a diverse and inclusive workforce the agency will better serve and understand those Veterans we provide our services to. Recruiting and retaining employees of different gender, ethnicity, race, disability and age will provide the agency with a greater understanding of the resources Veterans in the State of Wisconsin need and will help us to share the diverse history of Veterans in our state.

The Equity and Inclusion Plan was constructed by a volunteer group of employees in the Department of Veterans Affairs, along with WDVA leadership. Feedback was solicited from all WDVA employees on recruitment, retention, and cultural initiatives in order to build a more equitable and inclusive work environment. The feedback solicited from WDVA employees has built a solid framework and focuses on areas where the department can make substantial gains concerning equity and inclusion.

The volunteer team developed subcommittees to focus on three (3) specific areas: recruitment, retention, and workplace culture. These committees met weekly and presented their findings and ideas to the larger group and WDVA leadership. Along with those findings, data was provided to the group relating to current workforce demographics, employee turn-over statistics, and the State of Wisconsin Underutilization report. This allowed the group as a whole to identify specific strategies and areas of focus that would impact the agency's ability to recruit and retain a diverse workforce and build a culture that was inclusive.

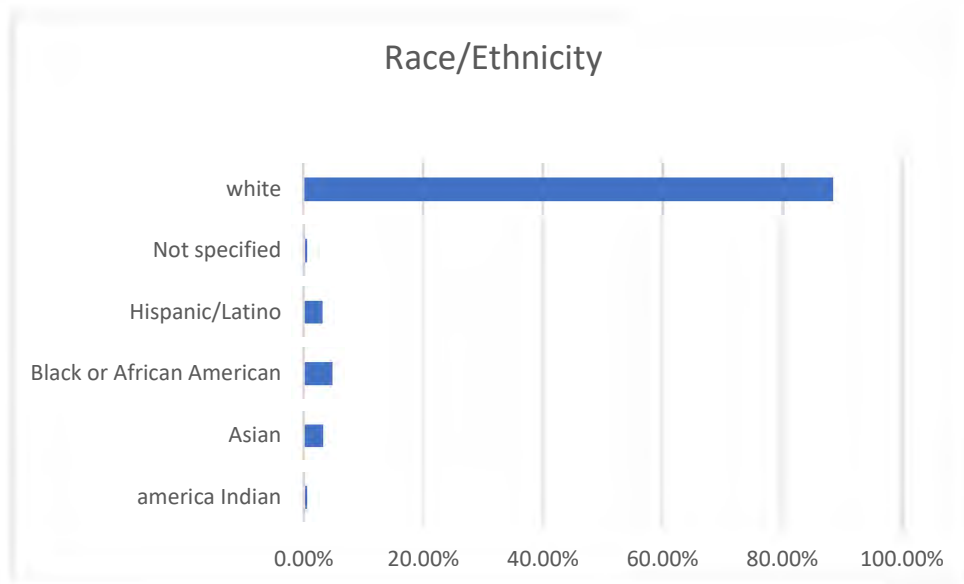
It is the WDVA's mission to work on behalf of Wisconsin's Veterans community — veterans and their families and survivors — in recognition of their service and sacrifice to our state and nation.

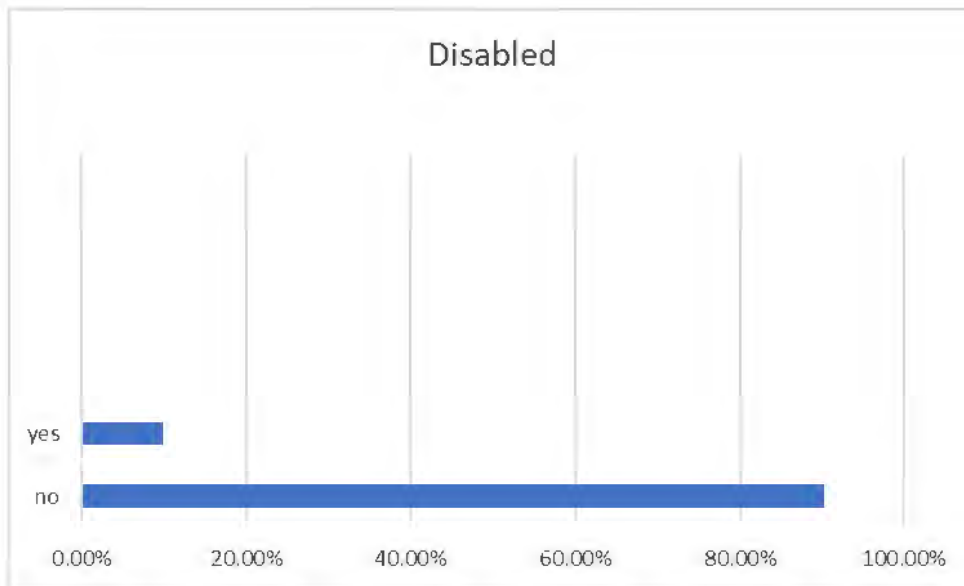
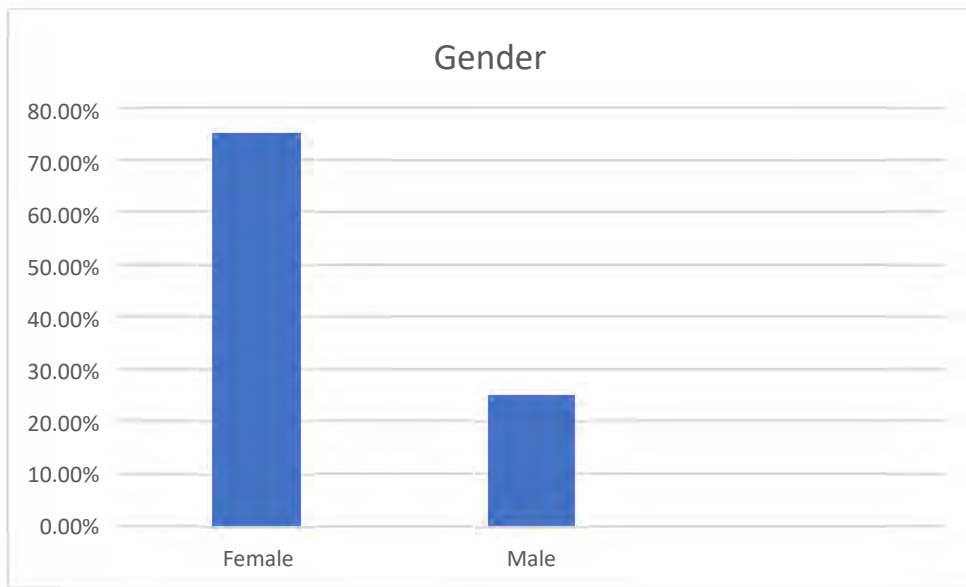
## WDVA Self-Assessment Workforce Analysis

The WDVA self-assessment workforce analysis includes a climate survey and a variety of reports and metrics tables to determine areas within the agency that can be impacted through recruitment, retention, and culture.

The fact-finding analysis shows areas of concern that are addressed in the agency's Equity and Inclusion Plan.

1. The majority of the WDVA workforce is employed through our Veterans Home in King, WI. The WDVA has identified that King has the least number of diverse employees that we attribute to the rural location. We have identified this as an issue and strive to increase the number of diverse candidates we attract and retain through efforts discussed throughout this plan.
2. Upon reviewing the Statewide Job Group Underutilization with Availability Percentages, effective July 1, 2020 through June 30, 2023, it was determined that WDVA has two Job Groups that are underutilized for minorities. These groups are underutilized at the WDVA but are not underutilized on a statewide level. The WDVA specific underutilized job groups for minorities are Public Safety (247) and Production Laborers (999).
3. Upon reviewing the State of Wisconsin Veteran's Report that outlines the number of total new veterans hired effective July 1, 2017 through June 30, 2018, it was determined that the WDVA is above the state average. The WDVA hired 7.7% veterans while the state average of veteran new hires is 5.4%. Veterans make up 9.9% of the WDVA's total employees (including disabled and non-disabled), which is above the state average of 8.9%.
4. Upon reviewing the workforce analysis-demographic metrics provided as of July 15, 2020, the demographics of WDVA are as follows:





## Terms and Definitions

**Adverse impact** refers to employment practices that appear neutral but have a discriminatory **effect** on a protected group. **Adverse impact** may occur in hiring, promotion, training and development, transfer, layoff, and even performance appraisals.

**Climate survey** is a key tool used to measure employee engagement and perceptions of the working environment general.

**Coffee talks** is a monthly meeting that allows supervisors to learn, train, and collaborate with each other.

**Discrimination** is the unlawful actions or practices which constitute unequal or different treatment of, or create an unequal or different effect on an individual or group of people, on the basis of age, race, creed or religion, color, handicap, sex, marital status, national origin or ancestry, political affiliation, arrest, or conviction record, sexual orientation, or other bases as specified in federal and state statutes. Disparate treatment of employees is based on factors not related to qualifications, skills, or performance.

**Diversity** is the varied identities and characteristics that distinguishes individuals or groups. It includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, and language. It also encompasses a wide range of attributes that we bring to the workplace including our values, beliefs, experiences, backgrounds, and behaviors that frame how we see the world and engage with others.

**Equity** is the fair treatment, access, opportunity, and advancement for all. Equity also refers to fair and just practices, policies, and systems, based on a recognition of individual and group differences and barriers that disproportionately impact underserved and underrepresented individuals.

**Harassment** is the unwelcome verbal, physical, or visual conduct that is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

**Inclusion** is the active and intentional cultivation of an environment in which everyone feels welcomed, respected, supported, valued, and empowered to fully engage.

**Key Performance Indicators (KPI)** is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the business, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support, and others.

**Racial equity** is the condition what would be achieved if race is not used as a factor to predict life outcomes and outcomes for all groups are improved through the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race.

**Unconscious Bias** means unconscious attitudes and stereotypes toward individual and social groups that affect our understanding, actions, and decisions.

**Equity and Inclusion Strategic Plan  
Department of Veteran’s Affairs  
Goals and Strategies**

WDVA is committed to ensuring that all applicants and employees have opportunity to thrive in all aspects of well-being, regardless of their race, gender, sexual orientation, age, religion, conviction status, or political status. The following goals are built to create specific objectives, actions, and measures of evaluation and accountability to reach its equity and inclusion destination. Each goal has several related strategies for obtaining those goals.

<b>Goals</b>	<b>Strategies to Achieve Goals</b>
<b>Recruitment Goals</b>	
<p>The agency will actively work towards attracting a more diverse candidate pool through improved recruitment practices and aligning them with our goals for diversity and inclusion.</p>	<p>Evaluate policies and procedures for potential bias in selection and remove barriers to diversity, equity, and inclusion.</p> <p>Promote equal opportunity in selection by reviewing current practices and processes through a process that takes into consideration equity and diversity.</p> <p>Develop training that articulates the importance of diversity, equity, and inclusion for hiring managers.</p> <p>Explain the position of diversifying the agency through heightened recruitments of applicants from underutilized populations.</p> <p>Review selection processes and analyze for adverse impact. Those which show the potential for adverse impact will be modified or replaced.</p> <p>Expand the reach of recruitment efforts by partnering with campuses and local organizations in targeted communities to engage the underutilized populations and afford the ability to actively promote WDVA as a potential employer to organizations who provide employment services to minorities, veteran’s organizations, woman, and disabled applicants.</p> <p>Evaluate established recruitment priorities.</p>

Track and report the number and frequency of advertisements of vacancies on diverse-focused websites and printed minority media publications.

Develop and utilize online video advertising to promote WDVA.

Provide support and training for hiring managers to assess position descriptions and create accessible job announcements that promote the value of diverse hiring.

Explore possible employment incentives for relocation or travel to the Veterans Homes in Union Grove or King.

Provide on-the-spot job descriptions and mock interviews for applicants who are interested in pursuing a career and future with the WDVA. Utilize tip sheet or offer classes to assist with the application process.

Have subject matter experts available at Job fairs to talk about employment and applying for positions at WDVA.

Expand and improve community recruitment efforts to nursing school programs to attract new graduates in more diverse and demographically located areas.

Track and report participation and outcome data from recruitment fairs.

Provide applicants with materials promote the benefits of employment at WDVA and the agency's commitment to diversity, equity, and inclusion, including information on how to apply for positions and examples of a successful application.

Post a link in job announcements (wisc.jobs) that will take applicant to a YouTube video that provides a brief overview of what should be in a cover letter/letter of interest, what to look for in job announcements, and how the criteria may be applied towards the applicant's experience.

Provide in person/onsite training for applicants who may not have access to a computer.

Develop agency tracking tools to collect, report and analyze data relating to the diversity of applicants and how the applicants learned of vacant positions within the WDVA.

Utilize collected data to make improvements to the application process.

## Retention Goals

WDVA will strive to retain the available qualified employees with a focus on positions in underutilized positions in an effort to maintain a diverse population.

Establish consistent onboarding processes that include HR new employee orientation and specialized orientation for the employee's work area.

Create and establish standardized onboarding objectives and training tools for supervisors.

Create a mentorship program that matches employees with mentors at various levels of their desired career path.

Assist work areas to develop an orientation process specifically designed for their area.

Develop an employment engagement survey to be given to all employees during their yearly performance review. Utilize information from these interviews to show and evaluate the department's morale and employment practices to better assist employees.

Create an exit interview to be administered during the employee's final two weeks of employment. Information from these interviews will be used to help implement changes to increase retention, gain a better understanding of the culture at WDVA to determine why staff are leaving, and identify if any workplace factors contributed to the turnover.

Proactively utilize assessment tools such as exit interviews and turnover metrics to understand employment trends within the department.

Build action plans to address areas of needed growth that are identified in exit interviews.

Engage the Cultivating Culture Committee and leadership to determine how equity, diversity, and inclusion can be developed as part of work responsibilities and goals on employee's annual performance reviews.

Require all employees to participate in 4 hours of diversity, equity, and inclusion training annually.

Establish new requirements for supervisors to increase cultural awareness and professional development.

Reinstate the monthly supervisor "Coffee Talks" training.

## Agency Culture Goals

Promote an agency culture that is respectful, understands implicit and explicit bias, values diversity, promotes equity, and actively engages in inclusion.

Develop relationships with diverse communities as a matter of standard practice.

Empower the agency's Cultivating Culture Committee to act as an advocate and a resource for equity and inclusion in the agency.

Promote the mediation program as an outlet for staff to access neutral conflict resolution support regarding issues that emerge around race, culture, ethnicity, gender, or other diversity-related issues; and act to support the agency's respectful workplace policies.

Foster a culture of open communication and transparency, and promote forums for discussion of diversity, equity, and inclusion.

Increase employee participation/attendance in agency sponsored events.

Express employee satisfaction and improvement through employee engagement surveys.

Increase awareness and utilization of professional development and training tools and resources.

Display visible communications that remind employees to report issues that require conflict resolution or behaviors that violate the respectful workplace policy.

Offer resources and training at various times to ensure all staff have equitable opportunity.

Clearly communicate the WDVA commitment to diversity, equity, inclusion, and a harassment-free environment by identifying methods to provide diversity, equity, and inclusion development using different forms of communication.

Provide annual training on harassment awareness and anti-discrimination prevention.

Institute a formal policy requiring all hiring managers to annually complete 6 hours of training relating to equity and inclusion and supervisory skills.

Create a mentorship program that matches employees with mentors at various levels of their desired career path.

Pair new employees with experienced staff to enable new employees to have a to-go-to person, who is outside of their department, to ask questions or report concerns.

Encourage mentors to periodically check on the new employees to ensure the employee feels supported and part of the team.

Assign a mentor to each new hire prior to the employee's start date and provide transitional mentoring upon arrival and throughout the orientation period.



## Equity and Inclusion Strategic Work Plan

Examples of Equity and Inclusion initiatives are changes in policies and practices, staff training, targeted recruiting, and strategies to promote awareness events for employees. The committees developed an action plan to implement these initiatives by setting realistic goals; starting with the elements that have the greatest business value or that are readily achievable to build momentum for the initiative. The KPI's will provide clarity for reaching short and long-term goals and allow the committees to focus on the efforts that fall short and require attention to stay on track.

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Date
<b>The agency will actively review and revise policies as they relate to interviewing, balanced interview panels, and applicant selection.</b>	Establish and assign tasks to a committee to review practices and policies in the recruitment process using a bias equity tool.	Identify barriers in place that prevent or discourage applicants applying for positions as WDVA.		Wendy Copus, HR Director Kevin Roberts, HR Specialist-Senior Angela Zilliox-HR PO Committee members	Begin to collect data on 1/1/2021.  Establish quarterly meetings to review applicant data.
<b>Develop and implement to recruit workplace priority populations by the agency's underutilization report and align with the agency's mission, vision, and goals for diversity, equity, and inclusion.</b>	Use EAP resources and educate employees about various EAP resources. Bring in EAP counselors or other community resources to talk to employees about various positive coping strategies, stress management, mindfulness, conflict resolution.	HR will inform any hiring manager at the time of a recruitment if they are hiring for a position that is underutilized.	100% recruitments will be reviewed for underutilization and hiring managers will be notified of such at the time of the recruitment.	Human Resources	Complete by June 2023
<b>Attend job fairs and provide educational materials to applicants on how to apply for WDVA positions.</b>	Develop educational materials for applicants to define what resumes and cover letters should include. Expand job fair efforts to meet more geographically diverse populations.	Increase number of diverse applicants and awareness of WDVA opportunities.	100% of applicants will have access to written instructions.	Human Resources  Subject matter experts based on position being recruited.	By January 2021, begin to explore opportunities for job fairs to attract diverse applicants.

<b>Standardize agency wide data and reporting requirements to track diverse talent throughout the agency.</b>	Develop database for all recruitments to indicate diverse applicants to start tracking the number of diverse applicants and (if possible) where applicants are hearing about current recruitments.	Increase diversity in applicant pools, interview pools, and hiring pools with a focus on the underutilized and gender/minority balance ratio across WDVA.	100% of recruitments will be tracked within the data base and will be reviewed on a quarterly basis with the EIO and EIPO.	Human Resources	By January 2021, begin gathering data with check-ins to occur on a quarterly basis.
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<b>Associated Recruitment Staff Training</b>	Train all supervisors and managers on the use of an equity tool in the development of policy and procedure.
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<b>Retention Strategies</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible staff/office</b>	<b>Target Date</b>
<b>Improve the onboarding process.</b>	Develop standards for the onboarding process that includes an acknowledgement and check off list for Human Resources and hiring managers.	Onboarding and track	100% of new hires will attend mandatory onboarding. Acknowledgement check-off lists will be maintained by HR.	Human Resources Hiring Managers Supervisors Committee Members	By January 2021, begin reviewing the current onboarding process and provide quarterly meetings for feedback and recommendations. Implement new process by January 2022.
<b>Create employee an engagement survey to determine employees' satisfaction with current working conditions.</b>	Create employee engagement survey to determine what keeps employees at their position and obtain positive and negative feedback about the agency.		50% of employees will complete an employee engagement survey.  Retention reports from available HR information, disaggregated by	Angela Zilliox Committee members	Send out annual survey by mid-2021.

			race/ethnicity, gender, etc.		
<b>Track exit interviews.</b>	Develop standardized exit interviews that is provided to employees prior to their departure and allows a face-to-face interview.	Enhance the agency's retention data collection to monitor why employees remain and/or leave the agency.	100% of departing employees will be offered an exit interview.  Tracking device to determine common goals and trends.	EIO Human Resources	Complete by January 2022
<b>Training Opportunities.</b>	Develop annual supervisor training to include: FMLA, ADA, Reasonable Accommodation, and discipline processes.	All training materials will reflect diversity, equity, and inclusion, and will be ADA-compliant	Assessment of learning objectives.	Equal Opportunity Program Specialist EIPO Medical Coordinator HR-Employee Relations	Complete by January 2022

<b>Associated Retention Staff Training.</b>	Annual supervisor training on FMLA, ADA, Reasonable Accommodations, respectful workplace, Harassment/Sexual Harassment, and anti-discrimination. Require tracking of performance evaluations to ensure staff are meeting standards.
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<b>EI Culture Strategies</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible staff/office</b>	<b>Target Date</b>
<b>Promote an agency culture that understands implicit and explicit bias, is respectful, values diversity, promotes equity, and actively engages inclusion.</b>	Provide access to training on harassment, mediation, and how to file a complaint to promote a safe and supportive environment for all members to work, and an environment to succeed.	Review policies as they relate to equity and inclusion to ensure the agency's workplace is free from discrimination and understands implicit and explicit bias.	100% of employees trained on the Respectful Workplace policy and other required training.	Cultivating Culture Committees Human Resources	Complete training within 12 months of hire and on annual basis.
<b>Mentorship program.</b>	Build a mentorship program with seasoned employees who are willing to be trained as a mentor to new employees. Provide training and outline expectations to mentors.		Ask employees to complete a survey at the end of their probationary period to evaluate the mentoring program.	Equal Opportunity Program Specialist EIPO Committee Members	Complete by June 2023

<b>Climate surveys.</b>	Perform an annual climate survey based on previous survey questions and strengthen relationships with supervisors and leadership on communication, support, and trust.	Develop a baseline to measure outcomes and document for future comparison.	Improve on subsequent survey results with employees more unified with leadership on the goals and mission of the agency.	50% participation in the survey	June 2022
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<b>Associated Culture Staff Training</b>	High level unconscious bias, generational training, racial injustice, Respectful Workplace policy.
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## Communication and Dissemination of Equity and Inclusion Plan

### Internal Methods of Communication:

- A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or alternatively, the Equity and Inclusion Officer, to all staff on an annual basis.
- The agency's Equity and Inclusion Plan is available to all employees on the agency's internal website at WDVA or the Human Resources Intranet Site or in a print copy to anyone who requests it. Upon request, the agency will make the plan available in alternative formats.
- A physical copy of the Agency's Equity and Inclusion Plan will be available to employees at the following addresses: 2135 Rimrock Road, Madison, WI 53713  
5400 West National Avenue, Milwaukee, WI 53214  
N2665 County Road QQ, King, WI 54946  
214525 Spring Street, Union Grove, WI 53182  
30 West Mifflin Street, Madison WI 53713
- Internal communication will be on a quarterly basis with the Secretary's office and the Cultivating Culture Committee providing the data information as it relates to recruitment, retention, and culture. Further discussion will be held to discuss improvements or adjustments to the plan.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

### External Methods of Communication:

- The agency's Equity and Inclusion Plan is available on the agency's public website at wisvets.com or in a print copy to anyone who requests it. Upon request, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The agency will also ensure a representative ratio of diversity is on all diversity marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following addresses:  
2135 Rimrock Road, Madison, WI 53703  
5400 West National Avenue, Milwaukee, WI 53214  
N2665 County Road QQ, King, WI 54946  
21425 Spring Street, Union Grove, WI 53182  
30 West Mifflin Street, Madison, WI 53713

## **Agency Monitoring**

The Equity and Inclusion Plan is a guiding document that will help frame and direct the equity and inclusion work of WDVA, preceded by a vision for its implantation and integration, as well as the accountability measures, tracking, and reporting that will bring these goals to light. The all-encompassing strategies and actions reflect the insight and innovation produced by the subject matter experts listed above. The Equal Opportunity Program Specialist, EIO, and the Human Resources Director will regularly monitor the metrics contained in this Plan.

### **Internal Monitoring of Equity and Inclusion Plan:**

The WDVA EIO, in conjunction with the Equal Opportunity Program Specialist, Human Resources Director, and the Secretary's Office, will develop an Equity and Inclusion Plan to monitor the actions specified above.

At least annually, the EIO and Human Resources Director will separately meet with the Secretary's Office and each Division Administrator to review the progress and challenges relating to the agency's Equity and Inclusion Plan, and to garner feedback for consideration of changes to the Plan. More frequent meetings may be scheduled as necessary to keep the action plans within the Equity and Inclusion Plan moving forward.

In addition, action plan activities will be incorporated into the quarterly work plans for the WDVA's Cultivating Culture Committee. Work plan activities will be reported annually to the Deputy Secretary.

## Appendix

**Table 1: 2020 Statewide Underutilization Analysis, Table with Availability Percentages**

Effective: July 1, 2020 through June 30, 2023

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