

**STATE OF WISCONSIN**  
**DEPARTMENT OF CORRECTIONS**  
**EQUITY and INCLUSION PLAN**  
January 1<sup>st</sup>, 2021 to June 30th , 2023

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## Acknowledgment

We have reviewed and firmly endorsed the content of this equity and inclusion plan (E&I plan). We are committed to ensuring equal employment opportunity (EEO), freedom from discrimination, and Affirmative Action in compliance with state laws and policies as well as federal laws. By formally integrating equity and inclusion (E&I) values and practices into existing processes, the E&I Plan enables progress and results to be measured agency-wide.

### Appointing Authority:

Kevin A. Carr, Secretary  
Department of Corrections  
[Kevin.Carr@wisconsin.gov](mailto:Kevin.Carr@wisconsin.gov)



Signature/Date

### Equity and Inclusion Officer (EIO):

Tonja Hesselberg, Director  
Office of Diversity & Employee Services  
608-240-5455  
[Tonja.hesselberg@wisconsin.gov](mailto:Tonja.hesselberg@wisconsin.gov)



Signature/Date

**Date of submission to DPM/BEI:** October 7, 2020

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

### DOC's Equity and Inclusion Advisory Committee (EIAC)

Baumgart, Zachary	Program and Policy Supervisor/OOS
Chase, Daisy	Corrections Classification Management Supervisor/DAI
Clemmons, Dionna	Corrections Field Supervisor/DCC (EIAC Co-Chair)
Everson, Bradley	Security Director/DAI (EIAC Co-Chair)
Ives, Kari	Social Worker Senior/DAI
Krombos, Paul	Correctional Officer/DAI
Marek, Jennifer	Program Assistant-Advanced/DJC
Morris, Brandon	Supervising Officer 2/DAI
Pickering-Reyna, Beverly	Program Support Supervisor/DCC (EIAC Secretary)
Ruether, Tracie	Staff Development Program Specialist Senior/DMS
Schoormann, Rebecca	HR Specialist Senior/BHR Recruitment Section
Steiner, Monique	Social Worker/DAI
Thao, Melina	Probation and Parole Agent Senior/DCC
Zingsheim, Angela	Probation and Parole Agent Senior/DCC

### EIAC Sub-Committee members:

Abbott-Wiemann, Demi	Equal Opportunity Program Specialist Senior/BHR
Butler, Erwin	Corrections Field Supervisor/DCC
Luehring, Jacob	Staff Development Program Specialist Senior/DMS
Romenesko, Amy	Corrections Field Supervisor/DCC
Russ, Darice	Probation and Parole Agent Senior/DCC
Yassin, Amr	Corrections Field Supervisor/DCC

### DOC Initiative Managers (Increasing Cultural Competency & Diversity Awareness):

Tonja Hesselberg	Human Resources Program Officer, BHR/ODES
Shannon Butcher	Staff Development Program Officer, DMS/CTC

### Subject Matter Expert (SME) Areas/Offices:

Region 2, Bureau of Human Resources Recruitment & Selection Section  
Region 2, Office of Diversity and Employee Services Section  
Division of Management Services, Corrections Training Center (CTC)

**Department of Corrections  
Equity and Inclusion Commitment Letter**


The Department of Corrections (DOC) hereby reaffirms our commitment to the principles of E&I 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 DOC is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and Affirmative Action. The DOC 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 limited term employees, project employees, permanent or probationary employees, interns, students, volunteers and contracted workers

The DOC has developed and committed to maintaining a written E&I plan formerly known as the Affirmative Action Plan. This E&I plan has my total support, and the DOC pledges its best good faith efforts to achieve the goals identified in the E&I Plan. I expect each manager, supervisor and employee of the DOC to aid in the implementation of this program and be accountable for complying with the objectives of this E&I Plan. The DOC will maintain a monitoring and reporting system to ensure the overall compliance with the E&I mandates. The plan is available for review on the DOC's website or at the DOC's internal intranet website under the EIAC and Employment Opportunities Sections.

We look forward to working with the Bureau of Equity and Inclusion within the Division of Personnel Management and 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.

Kevin A. Carr, Secretary  
Department of Corrections  
[Kevin.Carr@wisconsin.gov](mailto:Kevin.Carr@wisconsin.gov)

  
\_\_\_\_\_  
Signature/Date

Tonja Hesselberg, Director  
Office of Diversity & Employee Services  
(608) 240-5455  
[Tonja.hesselberg@wisconsin.gov](mailto:Tonja.hesselberg@wisconsin.gov)

  
\_\_\_\_\_  
Signature/Date

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

### Secretary, Department of Corrections

The state agency Appointing Authority carries the overall responsibility for establishing an E&I 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 E&I efforts.
- Develops an E&I action plan to implement strategies that will comply with Affirmative Action, E&I requirements, build infrastructure and culture committed to E&I, and incorporates E&I throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the E&I plan to review E&I 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 E&I 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 EIAC on agency E&I programs, initiatives and policies.

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

Kevin A. Carr, Secretary  
Department of Corrections  
[Kevin.Carr@wisconsin.gov](mailto:Kevin.Carr@wisconsin.gov)



Signature/Date

### Equity and Inclusion Officer, Region 2 (DOC)

The EIO or designee, as delegated by the EIO, is directly responsible for developing, coordinating, implementing the agency's E&I plan. The EIO:

- Plans, guides and advises the appointing authority and executive leadership in establishing and maintaining E&I plans, programs and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops and implements E&I initiatives that support the agency's E&I plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of E&I developments, progress and potential concerns.
- Ensures communication and dissemination of E&I plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide E&I 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 Affirmative Action principles.

- Promotes and coordinates agency participation in enterprise E&I programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's program, W-2 program, the disabled veteran's program, etc.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of E&I and agency supervisory training annually.
- Participates in and advises the agency's EIAC as a non-voting member.

**Name of individual(s) responsible**

Tonja Hesselberg, Director  
Office of Diversity & Employee Services  
608-240-5455

[Tonja.hesselberg@wisconsin.gov](mailto:Tonja.hesselberg@wisconsin.gov)

*Tonja Hesselberg 12-14-20*  
\_\_\_\_\_  
Signature/Date

**Executive HR Manager, Region 2 (DOC)**

The Executive HR Manager/HR Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the EIO professionals. The Executive HR Manager/HR Manager:

- Maintains effective working relationships with agency EIOs and designees.
- Provides leadership to HR staff and others to ensure personnel decision-making processes adhere to Affirmative Action, EEO, and E&I principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the E&I plan.
- Provides the EIO the support and data necessary to perform duties and responsibilities related to E&I.

**Name of individual(s) responsible**

Kari Beier, Director  
Bureau of Human Resources  
608-240-5496

[Kari.beier@wisconsin.gov](mailto:Kari.beier@wisconsin.gov)

*Kari Beier* 12/14/2020  
\_\_\_\_\_  
Signature/Date

## Introduction

This three-year Department of Corrections (DOC) Equity and Inclusion (E&I) Plan reaffirms EEO and AA guidelines for protecting the public, our staff and persons in our care through holistic E&I integration and practices. Within this context, the plan recognizes employees, who are accountable to each other along with persons in our care and the public, as the department's most important resource. For that reason, the department has an official and moral obligation to guarantee using E&I principles for all employees and applicants without regard to race, color, sex, religion, national origin, age, disability, genetic information, or marital status. The appropriate and effective operation of the department needs a diverse workforce to fulfil the mission to serve all participants well.

Historically, an evolving pattern of change met client needs and protected the public. However, that trend had no parallel for DOC employees to achieve excellence in correctional practices while fostering safety for victims and communities. For example, from inception, the DOC protected the public and our staff by progressively developing services for persons in our care that began with a temporary building in Waupun for 25 men and 2 women. Later, a permanent building confined 66 men and 5 women. As the number of women in our care increased, the DOC collaborated with community service providers. A concerned group of women began an industrial school for girls over which the department assumed operations. Alike, after the confinement of a nine-year-old, the DOC instituted separate care for juveniles and then established a permanent Waukesha facility for them because every person mattered.

Though the DOC pioneered occasions for positive change and success, more can and must be done to ensure protection against discrimination, promote diversity and advance E&I throughout department practices and services, especially among personnel. At present, the DOC has anecdotal hiring data and this plan deals with that deficiency. Concurrently, the plan seeks to decrease inconsistencies in employment structure and recruitment, retention and agency culture per statistical data in the workforce analysis. The 2017 Project Stay and Leave results revealed a need for DOC cultural change, DOC is continuing to work towards improving cultural change within our Department. The BEI State Underutilization Report 2020 (Table 1) noted the DOC underutilization of women and minorities in key job groups:

- Administrators – Career Executives,
- Physical, Natural and Social Science Supervisors,
- Business Professionals,
- Social Service Professionals, and
- Health Care Technicians.

Therefore, this plan supposes that practicing E&I will challenge such inequalities to improve all workforce areas more uniformly. The plan guides actions inherent within four identified goals responsive to Executive Orders #1 and #59, and the Bureau of Equity and Inclusion (BEI) Enterprise Recruiting Program directives. 1) The DOC mission, vision, and values parallel E&I recruitment, retention, and agency culture efforts by increasing diversity among the applicant pool. 2) As well, the department proposes to address hiring disparities in underutilized job groups within employment (minorities, women or people with disabilities) and of people who are not perceived members of social majority groups. 3) Likewise, the agency expects to create inclusive environments in which people feel safe, welcome and heard, thereby increasing retention. 4) To do so, the DOC will promote a respectful culture free of bias that values diversity and actively engages in inclusion. Achieving these objectives ensures the appropriate and effective operation of the department in staffing a diverse workforce.

In this plan, E&I guiding principles and core values inform every DOC workplace, program, activity, service, contract and decision. Promoting and fostering an infrastructure and culture that commits to E&I and infuses this idea throughout work and public service, propels the DOC toward achieving its highest potential. Through thoughtful and ongoing implementation of culturally responsive and

equitable policies and practices, the DOC will intentionally address and dismantle individual and systemic racism, discrimination and bias under capable leadership that helped to develop this plan.

Through increasing cultural competency and diversity awareness, the DOC Initiative Managers Coached the EIAC while creating this plan. The EIAC met weekly and from these exchanges identified areas of change needed within the DOC. Subject matter experts such as the Director of the Office of Diversity and Employee Services especially provided vital input and guidance by acting as a resource for the EIAC and Ad Hoc Sub-Committees to ensure compliance with the BEI requirements. Other stakeholders included the DOC Initiative Manager Staff Development Program Officer; Bureau of Human Resources Recruitment and Selection Section Human Resources Program Officer; Division of Management Services, Corrections Training Center; and Office of Diversity and Employee Services Section. Their shared expertise aided development of action steps, along with feasibility of realistic timelines, based upon established priorities and subsequent completion dates where the department could effectively meet the four goals.



## Work Force Analysis Summary

Prior to completing the agency's three year E&I Plan, DOC's EIAC conducted an assessment of data, practices, and gathered other relevant information regarding recruitment, training, culture, and retention. The goal of this assessment was to determine potential adverse effects on equity and inclusion (E&I) and best methods for promoting E&I in the workplace. This workforce analysis summary will outline current data, deficiencies and barriers to E&I in the workplace, as well as highlight some of the ways DOC will promote E&I through this plan.

As of September 30, 2020, DOC employed 9,131 permanent classified employees in 228 classifications<sup>1,2</sup>. Of these classifications 164, or 71.9%, were underutilized in some fashion<sup>2,3</sup>. This includes 131 classifications underutilized for females and 64 classifications underutilized for minorities<sup>2,3</sup>. Of these employees, 8,448, or 92.5%, were in a job group that was underutilized in some fashion<sup>2,3</sup>. This include 6,511 positions underutilized for females and 2,831 positions underutilized for minorities<sup>2,3</sup>. It is worth noting that Public Safety positions are underutilized<sup>3</sup> and comprise 4,222 positions, or 46.2% of DOC's workforce<sup>2</sup>.

In calendar year 2019, DOC received 21,881 applications for employment<sup>4</sup>. Of these applications, at least 60.5% were from females, 27.1% were from minority applicants and 9.6% were from veterans<sup>4</sup>. Data regarding disabled applicants is not currently available. These numbers are above the demographics for Wisconsin as a whole, but applicant demographics only provide a partial picture of how DOC is performing in regards to increasing the diversity of its workforce. DOC will continue to collect and analyze applicant data for the duration of the three year Equity and Inclusion (E&I) Plan.

Between July 1, 2018, and June 30, 2019, DOC made 1,777 new original and promotional appointments<sup>5</sup>. Of these appointments, 67% (1,198) were comprised of candidates who were veterans and/or a member of an affirmative action group<sup>5</sup>. Females alone accounted for 50% of new original and promotional appointments<sup>5</sup>. When females are discounted, the percentage of candidates who were veterans and/or a member of an affirmative action group drops to 32.5%<sup>5</sup>. Racial/ethnic minorities and veterans comprised 19% and 12.5% respectively<sup>5</sup>. Of particular note, persons with disabilities comprised only 0.5% of new original and promotional appointments<sup>5</sup>. DOC will continue to collect and analyze hiring data for the duration of the three year E&I Plan.

As of September 30, 2020, females comprised only 45% of DOC's workforce, racial and ethnic minorities comprised 12.7%, veterans comprised 12.5% and persons with disabilities comprised 4.8%<sup>1</sup>. When compared against applicant and hiring data, these numbers suggest an adverse impact for women, minorities and persons with disabilities.

Some of the barriers to increasing the diversity of the DOC's workforce include geographic location of facilities, lack of a diverse applicant pool, as well as negative public perception of DOC. DOC attended six diversity career fairs between 2015 and 2019, for an average of 1.2 diversity career fairs a calendar year<sup>6</sup>. Although DOC does engage in advertising and community outreach, it is unknown to what degree efforts have specifically focused on reaching underrepresented populations. Increasing attendance at diversity-focused career fairs and outreach to diverse communities will play a vital part of DOC's plan to engage a broader and more diverse applicant pool. The expectation is that by having a broader and more diverse applicant pool DOC will be able to make more diverse hires.

Although DOC currently has a number of trainings in place related to E&I, there remain deficiencies, which this plan will seek to address. Regarding E&I in the recruitment process, DOC is now requiring Interview Panel Best Practices training for all supervisors who participate on an interview panel. Interview question development training is offered to all new supervisors during Supervisor Development Training and as needed through on-site refresher trainings. This plan expands upon these trainings by requiring them to be completed repeatedly over specific timeframes. In addition, this plan also sets the expectation for additional training regarding E&I in

the recruitment process. The goal is that these trainings will reduce bias in the selection process and increase opportunities for diverse staff applying for positions with DOC.

Apart from the recruitment process, the ODES has historically been responsible for mandatory E&I training, as well as on-site refresher trainings. In 2020, E&I training began to transition from being led by ODES to being led by the CTC. CTC will continue to work with the EIAC training ad-hoc committee to coordinate and structure training offerings.

DOC currently offers E&I training to all new employees, including E&I training during new employee forums and a mandatory online course about harassment and discrimination. Correctional Officer Pre-Service, Agent Basic Training and the Youth Counselor Academy also have additional diversity components to the training, but they are varied in content and length. CTC has historically supplemented training efforts with contracted trainers, non-mandatory CTC led sessions, or sporadic sessions led by DOC guest trainers. However, supplemental training has usually been voluntary and lacking consistency. This plan will address deficiencies by adopting a more consistent and systematic approach to E&I training.

It is part of DOC's mission and vision to foster an equitable and inclusive workplace. However, there has historically been a lack of data collection regarding employee experience in the areas of E&I, leading to a lack of concrete information on employee's perception of culture and diversity in the workplace and their associated effects on retention. However, some assumptions can be made about DOC's overall retention of employees. On July 1, 2018, DOC had approximately 1,274 vacant permanent positions<sup>7</sup>. After one year, DOC still had approximately 1,431 vacant permanent positions<sup>8</sup>. This is an increase of approximately 157 vacant permanent positions, despite making 1,777 new original and promotional appointments over the same timeframe<sup>5</sup>. This suggests that there is an overall retention issue, although the actual retention rate cannot currently be measured or broken down into categories. This plan will address retention by focusing on the inclusiveness of DOC's overall culture.

Anecdotal evidence suggests a lack of safe spaces for employees to discuss E&I issues as well as potential pockets of workplace culture that are not conducive to fostering equitable and inclusive work environments. Anecdotal evidence, however, has the potential to be misleading and is insufficient when it comes to identifying how and where to apply resources to create a more equitable and inclusive culture. Lack of meaningful information is, in itself, one of the barriers to E&I efforts in DOC that this plan seeks to address.

Due to lack of availability, concrete data in the areas of culture and retention, as they relate to E&I, were not gathered prior to the completion of this plan. Data collection and analysis is a significant part of the actions outlined in this plan in order to assess and evaluate goals. However, even with an increase of data collection, there remain barriers to assessing the efficacy of DOC's goals and strategies. Specifically, there remain significant legal, cultural, and structural barriers to what data is collected and how.

As an example, our current applicant management system does not have the ability to effectively gather information on applicant sourcing. The result is that the efficacy of attending certain diverse career fairs or advertising with specific sources cannot be measured. As another example, there is currently no mechanism for gathering data on applicants' or employees' sexual orientation or religion. Data collection methods regarding gender identity are outdated and recognize gender as binary. As a result, it is not possible to assess whether current practices have an adverse impact on members of certain groups. As a third example, exact retention data is limited to employees who leave state service. Current data collection methods do not allow for the tracking of employees who leave DOC for another state agency. This impedes DOC's ability to obtain meaningful retention data. As a fourth example, while DOC generally has a robust infrastructure and ability to collaborate to gather data, we are the only state agency without a specific human resources position devoted to gathering and analyzing data. This only further amplifies the difficulty of

determining the effectiveness or adverse impact of DOC's programs and practices. These examples are beyond the scope and ability of DOC to address.

As the state's largest cabinet level agency, DOC has a vast amount of resources within reach, which, put to effective use, has the potential to greatly impact E&I within DOC. There are not many models to consult about what works and what doesn't work to improve E&I. This plan is essentially moving DOC into uncharted territory. However, by addressing some of the aforementioned barriers to recruitment, training, retention, and culture, it will lay the groundwork from which DOC can learn how to best deploy its resources effectively.

### **References**

- <sup>1</sup> CY2020 Q3 Workforce Analysis – Demographic Summary
- <sup>2</sup> Enterprise Personnel Report as of 09-30-2020
- <sup>3</sup> 2020 Statewide Underutilization Analysis Table
- <sup>4</sup> Wisc.Jobs Applicant Applications Report
- <sup>5</sup> State of Wisconsin Written Hiring Reason Report FY2019
- <sup>6</sup> Data collected by the DOA Bureau of Human Resources, Region 2 (Department of Corrections)
- <sup>7</sup> PMIS PP15 06-24-18 thru 07-07-18
- <sup>8</sup> PMIS PP15 06-23-19 thru 07-06-19

**Agency Goals, Strategies, Metrics to Advance Equity and Inclusion**

**Recruitment Goals and Strategies**

<b>Recruitment Goals</b>	<b>Strategies to Achieve Goals</b>
<ul style="list-style-type: none"> <li>• Increase diversity among applicant pool.</li> <li>• Address hiring disparities in underutilized job groups within employment (minorities, women or people with disabilities) and of people who are not perceived members of social majority groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct an annual review of the applicant pool for the DOC.</li> <li>• Increase attendance at diversity career fairs.</li> <li>• Increase engagement with local diverse community groups.</li> <li>• Utilize diversity-specific advertising options for job announcements.</li> <li>• Offer flexible scheduling/remote work for appropriate classifications.</li> <li>• Conduct an annual review of the hiring data for DOC.</li> <li>• Ensure all supervisors and prospective interview panel members receive "Interview &amp; Rating Panel Best Practices" online training annually.</li> <li>• Ensure all prospective rating panel members receive "Rating Panel Best Practices" on-line training annually.</li> <li>• Offer interview question training to supervisors and HR staff throughout the Department.</li> <li>• Assess all DOC recruitment and selection policies and procedures for potential bias in selection and remove barriers to diversity, equity and inclusion.</li> <li>• Increase training opportunities in resume building and interviewing techniques to diverse staff within the Department.</li> </ul>

**Retention Goal and Strategies**

<b>Retention Goal</b>	<b>Strategies to Achieve Goal</b>
<ul style="list-style-type: none"> <li>• Create inclusive environments in which people feel safe, welcome and heard, thereby increasing retention.</li> </ul>	<ul style="list-style-type: none"> <li>• Support ongoing E&amp;I response processes across the department and promote efforts toward continual improvement.</li> <li>• Create safe work environments where people can engage in genuine and meaningful conversations surrounding E&amp;I.</li> <li>• Incorporate recognition of E&amp;I and an openness to transparent discussion between staff of all levels and locations.</li> <li>• Support promotion and leadership opportunities for marginalized populations.</li> </ul>

**Agency Culture Goal and Strategies**

<b>Agency Culture Goal</b>	<b>Strategies to Achieve Goal</b>
<ul style="list-style-type: none"> <li>• Promote a respectful culture free of bias that values diversity and actively engages in inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>• Empower the EIAC to act as an organizing body, advocate and resource for E&amp;I and all related strategies.</li> <li>• Integrate E&amp;I responsiveness into existing and upcoming DOC policies, practices and initiatives.</li> <li>• Create an outreach plan that actively advocates and promotes E&amp;I across the department.</li> <li>• Review and reorganize department-wide committee membership to ensure equitable and inclusive representation.</li> <li>• Develop relationships with diverse communities as a matter of standard practice.</li> <li>• Offer continuous training that builds on an understanding of E&amp;I.</li> <li>• Deliver mandatory and consistent onboarding and promotional/supervisory training that includes E&amp;I.</li> <li>• Mandate consistent supervisory training designed to promote and foster respectful and inclusive work environments.</li> </ul>

**Equity and Inclusion Strategic Plan**

**Recruitment Work Plan**

<b>Recruitment Strategies</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible Staff/Office</b>	<b>Targeted Completion Date</b>
Conduct an annual review of the applicant pool for DOC.	<ul style="list-style-type: none"> <li>Gather applicant data.</li> <li>Review trends so course corrections can be made.</li> </ul>	<ul style="list-style-type: none"> <li>Applicant data will be gathered and discussed annually.</li> </ul>	<ul style="list-style-type: none"> <li>Increase diversity among applicants by 2% over course of three year plan.</li> </ul>	<ul style="list-style-type: none"> <li>EIAC</li> <li>BHR Staffing Section</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>
Increase attendance at diversity career fairs.	<ul style="list-style-type: none"> <li>Research options for diversity career fairs.</li> <li>Include members of social minority and underutilized groups as representatives at diversity career fairs.</li> </ul>	<ul style="list-style-type: none"> <li>Attend at least two additional diversity career fairs/events each year in areas of the State where underrepresentation of underutilized job groups exist.</li> </ul>	<ul style="list-style-type: none"> <li>Six additional diversity career fairs/events will be attended over course of three year plan.</li> </ul>	<ul style="list-style-type: none"> <li>BHR Staffing Section</li> <li>EIAC</li> <li>HR Supervisors, HR Coordinators, Inst. HR Directors</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>
Increase engagement with local diverse community groups.	<ul style="list-style-type: none"> <li>Conduct research to evaluate what community groups we are currently engaged with, what are available and which to form new connections with (based on needs).</li> <li>Reach out to identified community groups to form connections.</li> <li>Utilize community group connections to conduct outreach to targeted Affirmative Action groups.</li> </ul>	<ul style="list-style-type: none"> <li>Increase connections with community groups that represent Affirmative Action groups.</li> </ul>	<ul style="list-style-type: none"> <li>Make connections with at least four community groups annually that represent Affirmative Action groups in order to increase number of diverse applicants.</li> </ul>	<ul style="list-style-type: none"> <li>EIAC</li> <li>HR Supervisors, HR Coordinators, Inst. HR Directors</li> </ul>	<ul style="list-style-type: none"> <li>December 31, 2022</li> </ul>
Utilize diversity-specific advertising options for job announcements.	<ul style="list-style-type: none"> <li>Conduct targeted, culturally appropriate advertising in areas where targeted Affirmative Action groups live.</li> <li>Research websites and forums frequented by members of targeted</li> </ul>	<ul style="list-style-type: none"> <li>Establish list of media stakeholders representing all underutilized job groups.</li> <li>Initiate contact with media stakeholders to identify new and leverage existing advertising options.</li> </ul>	<ul style="list-style-type: none"> <li>Establish relationship with at least one key media stakeholder per underutilized job group.</li> </ul>	<ul style="list-style-type: none"> <li>DOC Communications Office</li> <li>EIAC Recruitment Sub-Committee</li> <li>BHR Staffing Section</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>

	<p>Affirmative Action groups.</p> <ul style="list-style-type: none"> <li>Investigate and establish source of funding.</li> </ul>				
<p><b>Offer flexible scheduling/remote work for appropriate classifications.</b></p>	<ul style="list-style-type: none"> <li>Advertise flexible scheduling and/or remote work options during the recruitment process, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Review and consider flexible scheduling and/or remote work options for each recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>Increased applicant pool and increased retention.</li> </ul>	<ul style="list-style-type: none"> <li>BHR Staffing Section</li> <li>Hiring supervisors, HR Supervisors, HR Coordinators, Inst. HR Directors</li> <li>Appointing Authorities</li> <li>Division Administrators</li> <li>Office of the Secretary</li> </ul>	<ul style="list-style-type: none"> <li>January 1, 2021</li> </ul>
<p><b>Conduct an annual review of the hiring data for DOC.</b></p>	<ul style="list-style-type: none"> <li>Review hiring data.</li> <li>Review trends so course corrections can be made.</li> </ul>	<ul style="list-style-type: none"> <li>Hiring data will be gathered and discussed annually.</li> </ul>	<ul style="list-style-type: none"> <li>Hiring data will be gathered and reviewed annually to increase diversity among all hires by 2% over this 3 year plan.</li> </ul>	<ul style="list-style-type: none"> <li>EIAC Recruitment Sub-Committee</li> <li>BHR Staffing Section</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>
<p><b>Ensure all prospective interview panel members receive "Interview Panel Best Practices" online training annually.</b></p>	<ul style="list-style-type: none"> <li>Ensure training is updated.</li> <li>Mandate all supervisors complete the annual training.</li> <li>Mandate prospective interview panel members complete the annual training.</li> </ul>	<ul style="list-style-type: none"> <li>Training will be reviewed and updated, as necessary, on an annual basis.</li> <li>Responsible HR staff will ensure employees complete training prior to sitting on interview panels and confirm compliance.</li> </ul>	<ul style="list-style-type: none"> <li>New supervisors to complete within 6 months of hire.</li> <li>Permanent supervisors to complete by December 31 of each calendar year.</li> <li>Prospective interview panel members to complete training prior to serving on panel.</li> <li>Target goal of 95% completion rate.</li> </ul>	<ul style="list-style-type: none"> <li>BHR Staffing Section</li> <li>HR Supervisors, HR Coordinators, Inst. HR Directors</li> <li>CTC</li> <li>Division Administrators</li> </ul>	<ul style="list-style-type: none"> <li>December 31, 2021</li> </ul>
<p><b>Ensure all prospective rating panel members receive "Rating Panel Best Practices" on-line training annually.</b></p>	<ul style="list-style-type: none"> <li>Develop on-line training that incorporates the assessment evaluation process.</li> <li>Mandate prospective rating panel members to complete annual training.</li> </ul>	<ul style="list-style-type: none"> <li>Responsible HR staff will ensure employees complete training prior to sitting on rating panels and confirm compliance.</li> </ul>	<ul style="list-style-type: none"> <li>New supervisors to complete within 6 months of hire.</li> <li>Permanent supervisors to complete by December 31 of each calendar year.</li> </ul>	<ul style="list-style-type: none"> <li>BHR Staffing Section</li> <li>HR Supervisors, HR Coordinators, Inst. HR Directors</li> <li>BTD, DPM</li> <li>Division Administrators</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>

			<ul style="list-style-type: none"><li>• Prospective rating panel members to complete training prior to serving on panel.</li><li>• Target goal of 95% completion rate.</li></ul>		
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<b>Offer interview question development training to supervisors and HR staff throughout the Department.</b>	<ul style="list-style-type: none"> <li>• Ensure training is updated, as necessary, on an annual basis.</li> <li>• Establish an annual training schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• All supervisors and HR staff will be offered interview question training over course of three year plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Training will be offered to 30-35% of supervisors and HR staff annually.</li> </ul>	<ul style="list-style-type: none"> <li>• BHR Staffing Section</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2023</li> </ul>
<b>Assess all DOC recruitment and selection policies and procedures for potential bias in selection and remove barriers to diversity, equity &amp; inclusion.</b>	<ul style="list-style-type: none"> <li>• Establish a committee assigned to review practices and policies in the selection process using a bias equity tool.</li> </ul>	<ul style="list-style-type: none"> <li>• Committee will review and implement changes as necessary to all DOC Human Resources recruitment and selection policies and practices bi-annually.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of the agencies recruitment and selection process and policies will be reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• EIAC ad-hoc committee</li> <li>• BHR Director</li> </ul>	<ul style="list-style-type: none"> <li>• December 31, 2021 (initial review)</li> <li>• June 30, 2023 (2<sup>nd</sup> review)</li> </ul>
<b>Increase training opportunities in resume building and interviewing techniques to diverse staff within the Department.</b>	<ul style="list-style-type: none"> <li>• Offer training, with evaluation tools, that include resume building and behavioral-based interviewing techniques to targeted areas of the Department.</li> <li>• Determine where and how to offer training.</li> </ul>	<ul style="list-style-type: none"> <li>• At least three E&amp;I evidence-based trainings will be offered to diverse DOC staff every calendar year.</li> </ul>	<ul style="list-style-type: none"> <li>• Committee will ensure three trainings specifically aimed at lessening gaps in DOC recruitment are offered every calendar year to employing units with the higher percentage of diverse employees.</li> </ul>	<ul style="list-style-type: none"> <li>• BHR Staffing Section</li> <li>• LMS Administrator</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2023</li> </ul>



**Retention Work Plan**

<b>Retention Strategies</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible Staff/Office</b>	<b>Targeted Completion Date</b>
<b>Support ongoing E&amp;I response processes across the department and promote efforts toward continual improvement.</b>	<ul style="list-style-type: none"> <li>Establish a clear and accessible resource through the DOC intranet for staff to access information regarding the harassment and discrimination complaint process.</li> </ul>	<ul style="list-style-type: none"> <li>All DOC staff will have access to resources in area of E&amp;I through the DOC internal intranet.</li> </ul>	<ul style="list-style-type: none"> <li>DOC intranet resource created and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>BTM</li> <li>EIAC</li> <li>ODES</li> </ul>	<ul style="list-style-type: none"> <li>March 1, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance new and ongoing training on the harassment and discrimination complaint process.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver on-going training on the harassment and discrimination complaint process regionally.</li> </ul>	<ul style="list-style-type: none"> <li>At least 4 regional refresher trainings offered annually, related to this process.</li> </ul>	<ul style="list-style-type: none"> <li>ODES</li> <li>LMS Administrator</li> </ul>	<ul style="list-style-type: none"> <li>First four by December 31, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Establish regular communication with EIAC, to address patterns of concerns in the area of E&amp;I within the department.</li> </ul>	<ul style="list-style-type: none"> <li>ODES will share generalized trends in the area of E&amp;I with EIAC.</li> </ul>	<ul style="list-style-type: none"> <li>ODES will share generalized trends in the area of E&amp;I with EIAC quarterly.</li> </ul>	<ul style="list-style-type: none"> <li>ODES</li> <li>EIAC</li> </ul>	<ul style="list-style-type: none"> <li>May 31<sup>st</sup>, 2021 (initial)</li> </ul>
<b>Create safe work environments where people can engage in genuine and meaningful conversations surrounding E&amp;I.</b>	<ul style="list-style-type: none"> <li>Develop guides or resources on how to have productive conversations in regards to E&amp;I.</li> </ul>	<ul style="list-style-type: none"> <li>Provide resources to assist all DOC staff with implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Create one conversation guide and one additional resource.</li> </ul>	<ul style="list-style-type: none"> <li>EIAC</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Promote an environment where E&amp;I is valued and systemic issues are addressed continually.</li> </ul>	<ul style="list-style-type: none"> <li>Implement safe space initiatives at all DOC employing units (e.g. affinity groups, enhanced peer support program).</li> </ul>	<ul style="list-style-type: none"> <li>30-35% of DOC employing units implement safe space initiatives each year.</li> </ul>	<ul style="list-style-type: none"> <li>DOC Executive Leadership</li> <li>EIAC</li> <li>ESAC</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>

<b>Incorporate recognition of E&amp;I and an openness to transparent discussion between staff of all levels and locations.</b>	<ul style="list-style-type: none"> <li>• Message E&amp;I goals and strategies across the department with clear intent and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a communication plan led by the Office of the Secretary that supports E&amp;I efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly communications on movement towards E&amp;I.</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Secretary</li> <li>• DOC Communications Office</li> <li>• EIAC</li> </ul>	<ul style="list-style-type: none"> <li>• January 1, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote discussions on issues of climate in a progressive and transparent manner, through an E&amp;I lens.</li> </ul>		<ul style="list-style-type: none"> <li>• Host two department-wide interactive discussions annually.</li> </ul>		<ul style="list-style-type: none"> <li>• December 31, 2021</li> </ul>
<b>Support promotion and leadership opportunities for marginalized populations.</b>	<ul style="list-style-type: none"> <li>• Increase marketing and awareness for promotional resources.</li> <li>• Provide resources and assistance for marginalized populations to increase E&amp;I access/representation.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an assistance and marketing plan to increase E&amp;I access and representation.</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement a marketing plan annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Office of the Secretary</li> <li>• DOC Communications Office</li> <li>• EIAC</li> <li>• BHR</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct a regular survey, and work collaboratively with recruitment, to receive feedback on and achieve this goal -- collect more info than just about "standard underutilized categories".</li> </ul>		<ul style="list-style-type: none"> <li>• Establish a survey to collect employee's perspectives of advancement opportunities including self-identified demographics.</li> </ul>		<ul style="list-style-type: none"> <li>• Conduct a survey to collect this information annually with a 50% response rate.</li> </ul>

**Culture Work Plan**

<b>Culture Strategies</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible Staff/Office</b>	<b>Targeted Completion Date</b>
Empower the EIAC to act as an organizing body, advocate and resource for E&I and all related strategies.	<ul style="list-style-type: none"> <li>Collaborate with other advisory committees and agency charter initiatives toward actions that support E&amp;I.</li> <li>Advise and assist current and new actions related to E&amp;I actions, wherever possible (such as current efforts to create affinity groups, and efforts to find funding for E&amp;I activities).</li> <li>Advise and assist non-EIAC generated initiatives that involve some component of E&amp;I (such as enhancement of the peer support system to recognize E&amp;I).</li> </ul>	<ul style="list-style-type: none"> <li>EIAC will be involved in non-EIAC generated initiatives with common goals, especially those relevant to E&amp;I. E.g. creating affinity groups and peer support enhancement initiatives. Likewise EIAC will work collaboratively with these groups with its own E&amp;I initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>DOC leadership will communicate this expectation to all existing and future advisory committees immediately following the approval of this plan.</li> </ul>	<ul style="list-style-type: none"> <li>DOC Executive Leadership</li> <li>Advisory Committee Chairs</li> </ul>	<ul style="list-style-type: none"> <li>January 1, 2021</li> </ul>
Integrate E&I into existing and upcoming DOC policies, practices, and initiatives.	<ul style="list-style-type: none"> <li>Review existing policies/initiatives for E&amp;I impact.</li> <li>Implement steps in policy and initiative development that gathers E&amp;I impact.</li> <li>Review existing practices and policies related to pay discrepancies related to demographic factors (e.g. race, gender, etc.).</li> <li>Establish a means of responding to E&amp;I contexts that redresses or changes the policy/initiative effectively (e.g. establish guideline).</li> </ul>	<ul style="list-style-type: none"> <li>Establish an EIAC ad-hoc committee working collaboratively with HR to review policies.</li> <li>Establish an on-going connection between the EIAC and other policy review committees.</li> </ul>	<ul style="list-style-type: none"> <li>10% of HR policies/practices will be reviewed, harmonized, and redressed for E&amp;I issues annually.</li> <li>All policies up for review throughout DOC will be reviewed, harmonized, and redressed for E&amp;I issues.</li> </ul>	<ul style="list-style-type: none"> <li>DOC Division Leadership</li> <li>BHR Director</li> <li>EIAC</li> </ul>	<ul style="list-style-type: none"> <li>June 30, 2023</li> </ul>

<p><b>Create an outreach plan that actively advocates and promotes E&amp;I across the Department.</b></p>	<ul style="list-style-type: none"> <li>• Create a sustainable and proactive E&amp;I program that has representatives sponsored by EIAC to provide resources and E&amp;I activities (e.g. Affinity groups).</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an EIAC ad-hoc committee responsible for an outreach plan</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach plan created/implemented within 1 year of E&amp;I plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• DOC Division Leadership and EIAC</li> </ul>	<ul style="list-style-type: none"> <li>• December 31, 2021(created)</li> <li>• June 30, 2023 (implemented)</li> </ul>
	<ul style="list-style-type: none"> <li>• On the DOC intranet, create a webpage to market and provide information, in order to enhance access and knowledge for E&amp;I resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish E&amp;I webpage.</li> </ul>	<ul style="list-style-type: none"> <li>• A webpage will be created and maintained by EIAC on DOC intranet.</li> </ul>	<ul style="list-style-type: none"> <li>• EIAC</li> </ul>	<ul style="list-style-type: none"> <li>• Webpage January 1, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>• Conduct ongoing surveys to gather information and solutions from all Department employees about E&amp;I processes, in order to improve the DOC's response to E&amp;I</li> </ul>	<ul style="list-style-type: none"> <li>• Establish survey and report results.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Survey disseminated and results reported within 6 months of E&amp;I plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• R&amp;P</li> </ul>	<ul style="list-style-type: none"> <li>• Survey July 1, 2021 (initial)</li> </ul>
<p><b>Review and reorganize Department-wide committee membership to ensure equitable and inclusive representation.</b></p>	<ul style="list-style-type: none"> <li>• Review existing committees to assess areas of improvement toward an E&amp;I lens.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish guidelines for review of existing committee membership.</li> <li>• Adopt an ongoing E&amp;I process to department-wide or agency-specific committee construction.</li> <li>• 30-35% of department-wide committees reviewed annually.</li> </ul>	<ul style="list-style-type: none"> <li>• EIAC will create guidelines within the first year of E&amp;I Plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• EIAC</li> </ul>	<ul style="list-style-type: none"> <li>• December 31, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>• Review the means in which committees are created, including their membership, for issues of E&amp;I.</li> </ul>		<ul style="list-style-type: none"> <li>• 100% of Department Committees will be reviewed over the course of this 3 year plan</li> </ul>	<ul style="list-style-type: none"> <li>• Division Leadership</li> <li>• Appointing Authorities</li> <li>• Committee Chairs</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2023</li> </ul>

<p><b>Develop relationships with diverse communities as a matter of standard practice.</b></p>	<ul style="list-style-type: none"> <li>• Create a plan for DOC representatives to establish relationships with external partners.</li> <li>• Establish contact and ongoing communication between local/statewide DOC affiliates and local/statewide external groups.</li> <li>• Host interactive events to promote agency and community collaboration.</li> <li>• Increase positive presence in community, professional, and non-profit settings.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase connections with other diverse groups and maintain a list of community contacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Document ongoing communication with community organizations at local and statewide levels.</li> <li>• Worksites will host one community event and will participate in one non-DOC-led community event.</li> <li>• On an agency level, DOC will host two community events and will participate in two non-DOC-led community events.</li> </ul>	<ul style="list-style-type: none"> <li>• Local leadership</li> <li>• EIAC</li> <li>• Executive Leadership</li> <li>• Division Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• June 30, 2023</li> </ul>
<p><b>Offer continuous training that builds an understanding of E&amp;I.</b></p>	<ul style="list-style-type: none"> <li>• Develop or contract E&amp;I training topics annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer multiple training sessions in the area of E&amp;I to all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer a minimum of four trainings topics in the area of E&amp;I.</li> <li>• Offer each training topic at least twice annually.</li> </ul>	<ul style="list-style-type: none"> <li>• CTC</li> <li>• EIAC</li> </ul>	<ul style="list-style-type: none"> <li>• January 1, 2022</li> </ul>
<p><b>Deliver mandatory and consistent onboarding training that includes E&amp;I.</b></p>	<ul style="list-style-type: none"> <li>• Provide training relating to E&amp;I in each of the new employee forum.</li> <li>• Develop consistent learning objectives for E&amp;I training the new employee forums.</li> <li>• Offer voluntary follow-up discussions, hosted in safe spaces, on E&amp;I for all new employees within their first year of employment.</li> <li>• Create a network of engaged E&amp;I trainers.</li> </ul>	<ul style="list-style-type: none"> <li>• All new hires will attend E&amp;I training.</li> <li>• All E&amp;I curriculum will be reviewed annually.</li> <li>• All new employees will be offered an opportunity to attend follow-up discussions on E&amp;I.</li> </ul>	<ul style="list-style-type: none"> <li>• All new employee forums NETS, YCA, ABT and COPS will include E&amp;I training in the curriculum.</li> <li>• All new employees will be offered the opportunity to participate in a follow-up virtual discussion after new employee training.</li> <li>• Curriculum will be reviewed annually.</li> <li>• Maintain a minimum of six E&amp;I trainers who engage in annual training requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• CTC</li> <li>• EIAC</li> </ul>	<ul style="list-style-type: none"> <li>• January 1, 2021</li> </ul>

<b>Mandate consistent supervisor training designed to promote and foster respectful and inclusive work environments.</b>	<ul style="list-style-type: none"> <li>• Incorporate E&amp;I training into Supervisor Development &amp; Support (SDS).</li> </ul>	<ul style="list-style-type: none"> <li>• Upon initial supervisor promotion, E&amp;I training will be required.</li> </ul>	<ul style="list-style-type: none"> <li>• E&amp;I curriculum in SDS will be reviewed annually.</li> </ul>	<ul style="list-style-type: none"> <li>• CTC</li> </ul>	<ul style="list-style-type: none"> <li>• January 1, 2021</li> </ul>
	<ul style="list-style-type: none"> <li>• Require all supervisors to take additional E&amp;I training annually offered by DOC or external vendor.</li> </ul>	<ul style="list-style-type: none"> <li>• All supervisors will be required to take an additional E&amp;I training annually and will maintain certificates of completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Divisions will monitor compliance with a goal of 90% completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Division Leadership</li> <li>• EAIC</li> <li>• CTC</li> </ul>	<ul style="list-style-type: none"> <li>• This requirement will begin January 1, 2022</li> </ul>

## 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 DOC's internal website (MyDOC) in the Equity and Inclusion Advisory Committee and Employment Opportunities sections. Employees would be able to print a copy from the agency's internal website. An employee can also request a printed copy from their local HR office. As requested, the DOC 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 address: 3099 E. Washington Avenue, Madison, WI 53704
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees at their local employing units.
- The DOC EIAC Assessment & Evaluation and Marketing & Communication Ad-hoc committees will provide progress updates on the current E&I Plan on a quarterly basis via MyDOC's E&I page. DOC employees will have an opportunity to respond or ask questions related to the plan or E&I as a whole through the suggestion/comment box located on the MyDOC E&I page 24 hours a day/7 days a week. The DOC's E&I Officer and Office will monitor this mailbox.

### External Methods of Communication

- The agency's Equity and Inclusion Plan is available on the agency's public website or in a print copy to anyone who requests it.
- As requested, DOC will make the plan available in alternative formats.
- The DOC's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The agency will also ensure a representative ratio of diversity is on all diversity marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: [3099 E. Washington Avenue, Madison, WI 53704-Main Entrance front desk].