

**STATE OF WISCONSIN**  
**DEPARTMENT OF CORRECTIONS**  
**EQUITY and INCLUSION PLAN**  
January 1, 2024 to December 31, 2026





## Table of Contents

<b>I.</b>	<b>Acknowledgments</b>	<b>4</b>
<b>II.</b>	<b>Commitment Letter</b>	<b>5</b>
<b>III.</b>	<b>Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan</b>	<b>6</b>
<b>IV.</b>	<b>Introduction</b>	<b>8</b>
<b>V.</b>	<b>Work Force Analysis Summary</b>	<b>10</b>
<b>VI.</b>	<b>Agency Goals, Strategies, Metrics to Advance Equity and Inclusion</b>	<b>12</b>
<b>VII.</b>	<b>Recruitment Work Plan</b>	<b>13</b>
<b>VIII.</b>	<b>Retention Work Plan</b>	<b>15</b>
<b>IX.</b>	<b>Agency Culture Work Plan</b>	<b>18</b>
<b>X.</b>	<b>Internal/External Communication of Equity and Inclusion Plan</b>	<b>20</b>

## 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.

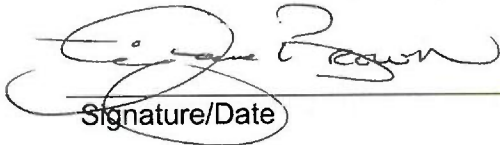
### Appointing Authority:

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

  
Signature/Date 12/13/2023

### Equity and Inclusion Chief (EIC):

Tifene Brown  
Office of the Secretary  
608-240-5311  
[Tifene.Brown@wisconsin.gov](mailto:Tifene.Brown@wisconsin.gov)

  
Signature/Date 12/13/2023

**Date of submission to DPM/BEI:** December 15, 2023

**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
Ives, Kari	Social Worker Senior/DAI
Marek, Jennifer	Program Assistant-Advanced/DJC
Morris, Brandon	Supervising Officer 2/DAI
Ruether, Tracie	Staff Development Program Specialist Senior/DMS
Richards, Jason	Corrections Officer II/DAI
Wilson, Shelrie	Treatment Specialist/DAI
Zingsheim, Angela	Probation and Parole Agent Senior/DCC

Each member of the EIAC also holds a supporting role on a sub-committee of their choice

### EIAC Sub-Committee members:

Lawrence, Jabalja	DAI
Richards, Jason	DAI
Kowalski, Melissa	OOS
Phelps, Jesse	BHR
Svitavsky, Jim	DAI
Hollman, Lisa	DCC
Luehring, Jacob	DMS

### 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)  
Office of the Secretary, Equity and Inclusion

**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

As part of DOC commitment to this overall process, we intend to apply 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. Employees and applicants with disabilities will receive reasonable accommodation.

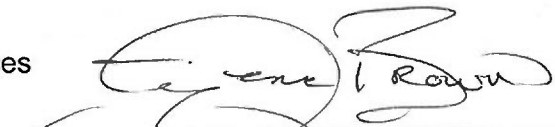
The DOC has developed and committed to maintaining a written E&I plan formerly known as the Affirmative Action Plan. This E&I plan has my total support, and the DOC pledges its best good faith efforts to achieve the goals identified in the E&I Plan. I expect each manager, supervisor and employee of the 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 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)

 12/13/2023  
\_\_\_\_\_  
Signature/Date

Tifene Brown, EIC  
Office of Diversity & Employee Services  
(608) 240-5455  
[Tifene.Brown@Wisconsin.gov](mailto:Tifene.Brown@Wisconsin.gov)

 12/13/2023  
\_\_\_\_\_  
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 12/13/2023

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

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

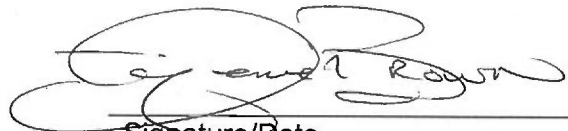
- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining E&I plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of 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 (SWSDIP), 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**

Tifene Brown, EIC  
Office of the Secretary  
608-240-5311

[Tifene.Brown@wisconsin.gov](mailto:Tifene.Brown@wisconsin.gov)

  
Signature/Date 12/13/2023

**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)

  
Signature/Date 12/13/2023

## Introduction

The three-year Equity and Inclusion (E&I) Plan of the Department of Corrections (DOC) reaffirms the guidelines of EEO and AA, intending to protect the public, the staff, and the people in their care through integrating holistic E&I practices. The plan acknowledges the employees as the most essential resource of the Department, who are accountable to each other, the people in their care, and the public. Therefore, the Department has an official and moral obligation to ensure the use of E&I principles for all employees and applicants, regardless of race, color, sex, religion, national origin, age, disability, genetic information, or marital status. A diverse workforce is essential for the effective operation of the Department to serve all participants well.

Historically, the DOC has been able to meet the evolving client needs and protect the public through a pattern of change. However, this trend did not allow DOC employees to excel in correctional practices while ensuring safety for victims and communities. Although the DOC has taken steps to promote positive change and success, more must be done to protect against discrimination, promote diversity, and advance E&I in department practices and services, particularly among personnel.

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 previous plan recognized that cultural change was necessary based on the outcomes of Project Stay and Leave in 2017. The updated plan will continue to focus on implementing these changes by prioritizing the transformation of the organizational climate to improve recruitment, retention, and the overall agency culture.

This plan supposes practicing E&I will challenge such inequalities to improve all workforce areas more uniformly. The plan guides actions 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) The Department also 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) The agency expects to create inclusive environments where people feel safe, welcome, and heard, 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.

E&I's guiding principles and core values serve as the foundation for every aspect of the DOC's workplace, program, activity, service, contract, and decision. The DOC is committed to establishing an infrastructure and culture that promotes and embeds E&I throughout all its work and public service, enabling the department to achieve its highest potential. By implementing culturally responsive and equitable policies and practices, the DOC will actively address and dismantle individual and systemic racism, discrimination, and bias under the guidance of capable leadership that helped develop this plan.

The EI Planning and Development Team was made up of the Ad-HOC leads from the EI Advisory Committee. Each Ad-HOC lead was responsible for continuing the planning within their designated team. The EI Planning team held monthly meetings to identify areas that require further improvement and revisions to the outlined strategies. Based on established priorities, the group developed action steps and realistic timelines for achieving the four goals. It should be noted that the timelines are staggered to check-in points instead of completion dates as this work will be revised during the three-year plan as needed. Additionally, since the work of diversity, equity, and



inclusion is a shared responsibility, the initiatives will be carried out by specific staff and offices as appropriate. This framework was established to allow the work to be more of a collaboration and continuous work cycle leaving room for adjustment as needed.

## Work Force Analysis Summary

As of June 30, 2023, DOC employed 7915 permanent classified employees in 229 classifications<sup>1,2</sup>. Of these classifications, 101, or 44%, were underutilized in some fashion<sup>2,3</sup>. This includes 101 classifications underutilized for females and 108 classifications underutilized for minorities<sup>2,3</sup>. Of these employees, 5801, or 73%, were in a job group underutilized in some fashion<sup>2,3</sup>. This includes 4303 positions underutilized for females and 2027 positions underutilized for minorities<sup>2,3</sup>. It is worth noting that Public Safety positions are underutilized<sup>3</sup> and comprise 4,799 positions or 46.1% of DOC's workforce<sup>2</sup>.

Between January 1, 2021, and June 30, 2023, DOC received 32,600 applications for employment<sup>4</sup>. Of these applications, at least 51% were from females, 18% were from minority applicants, and 8% 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 regarding increasing the diversity of its workforce. Between January 1, 2021, and June 30, 2023, DOC made 3116 new original and promotional appointments<sup>5</sup>. Females accounted for 55% of new original and promotional appointments<sup>5</sup>. Racial/ethnic minorities comprised 20%<sup>5</sup>.

As of June 30, 2023, females comprised 47% of DOC's workforce, racial and ethnic minorities comprised 13%, veterans comprised 11%, and persons with disabilities comprised 7.4%<sup>6</sup>. When compared against the applicant and hiring data, these numbers suggest an adverse impact on women, minorities, and persons with disabilities.

Some barriers to increasing the diversity of the DOC's workforce include the geographic location of facilities, lack of a diverse applicant pool, and negative public perception of DOC. DOC attended 20 diversity career fairs between 2021 and 2023, averaging 6.6% diversity career fairs a calendar year<sup>7</sup>. Although DOC does engage in advertising and community outreach, it is unknown to what degree efforts have focused explicitly on reaching underrepresented populations.

Increasing attendance at diversity-focused career fairs and outreach to diverse communities will be vital to DOC's plan to engage a broader and more diverse applicant pool. The expectation is that by having a more comprehensive and diverse applicant pool, DOC will be able to make more diverse hires.

On January 1, 2021, DOC had approximately 1324 vacant permanent positions<sup>7</sup>. On June 30, 2023, DOC had approximately 2441 vacant permanent positions<sup>8</sup>. Despite making 3117 new original and promotional appointments over the same timeframe, approximately 1117 permanent positions remained vacant<sup>5</sup>; this suggests an overall retention issue. However, the actual retention rate cannot currently be measured or broken down into categories.

As an example, our current applicant management system does not have the ability to gather information on applicant sourcing effectively. 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. A fourth example worth noting is that the DOC has a robust infrastructure for collecting data and collaborating. However, it stands out as the only state agency lacking a dedicated human resources position for analyzing data. This further complicates assessing the efficiency or adverse effects of DOC's programs and practices. These examples are beyond the scope and ability of DOC to address.

This plan will address retention by focusing on the inclusiveness of DOC's overall climate and culture. There are few established models to aid in improving E&I in a correctional environment, so this revised plan is a pioneering effort. Nevertheless, if DOC tackles obstacles related to recruiting, training, retaining staff, and promoting a positive work culture, it can create a strong basis for making the most of its resources.

#### References

- 1 PMIS PP14 06/18/23 – 07/01/23
- 2 Enterprise Personnel Report as of 06/30/2023
- 3 2023 Statewide Underutilization Analysis Table
- 4 PeopleSoft TAM and Wisc.jobs Applicant Applications Report
- 5 State of Wisconsin Transaction and Hiring Reason Report
- 6 Employee Demographics Dashboard Change over time Table FY2016 – 2023
- 7 Data collected by Bureau of Human Resources as of 08/25/2023
- 8 DOC Vacancy report CY21 PMIS 1
- 9 DOC Vacancy report CY23 PMIS 14

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

<p><b>Recruitment Goals</b></p> <p>Increase diversity in the applicant pool and address hiring disparities for underutilized job groups, including minorities, women, people with disabilities, veterans, and those who are not perceived as members of social majority groups.</p>	<p><b>Strategies to Achieve Goals</b></p> <p>Strategy 1: Conduct research and analyze how different populations apply for positions. Gather data on why individuals decide to apply or not apply for positions with DOC and utilize this data to make changes to overall recruitment and community outreach.</p> <p>Strategy 2: Review and update DOC's recruitment and community outreach efforts.</p> <p>Strategy 3: Review and make improvements to DOC's policies, practices, and processes related to civil service assessments and interviews.</p> <p>Strategy 4: Create a plan to mitigate the recruitment barriers outlined by the workplace analysis summary, including, but not limited to, the lack of a diverse applicant pool and the negative public perception of the DOC.</p>
<p><b>Retention Goal</b></p> <p>Improve retention of all employees by understanding and mitigating reasons why underrepresented groups and diverse populations of staff choose to leave roles or are not promoted within DOC.</p>	<p><b>Strategies to Achieve Goal</b></p> <p>Strategy 1: Develop a tool to collect information from new employees about their goals and why they joined the department. Utilize this information to follow up with the employees on their satisfaction and/or how DOC is meeting those goals.</p> <p>Strategy 2: Develop strategies to recommend and facilitate coaching, mentoring, and providing professional development for employees.</p> <p>Strategy 3: Review and analyze available data to understand reasons for underrepresented groups leaving or not being promoted at DOC and develop a mitigation plan.</p> <p>Strategy 4: As indicated by the workplace analysis summary, explore options to collect key retention information to support the goals of this plan.</p>
<p><b>Agency Culture Goal</b></p> <p>DOC leadership and staff will intentionally develop an inclusive and equitable organizational climate that supports a culture of psychological safety and wellness.</p>	<p><b>Strategies to Achieve Goal</b></p> <p>Strategy 1: Hold transparency and accountability as key components in DOC's organizational climate and culture change.</p> <p>Strategy 2: Develop diversity, equity, and inclusion (DEI) resources that center on the tenets of psychological safety and wellness.</p> <p>Strategy 3: Develop a DEI curriculum that supports a thriving organizational climate and culture shift within DOC.</p>

## Equity and Inclusion Strategic Plan

### Recruitment Work Plan

<u>Recruitment Strategies</u>	<u>Actions</u>	<u>KPI</u>	<u>Outcome/Metric</u>	<u>Responsible Staff/Office</u>	<u>Targeted Completion Date</u>
<p>Strategy 1: Conduct research and analyze how different populations apply for positions. Gather data on why individuals decide to apply or not apply for positions with DOC and utilize this data to make changes to overall recruitment and community outreach.</p>	<p>1a) Conduct a review of DOC applicant pool information before and after the implementation of the plan.</p> <p>1b) Conduct a review of DOC hiring information before and after the implementation of the plan.</p>	<p>1a) Progress report completed annually.</p> <p>1b) Progress report completed annually.</p>	<p>1a) Note a % increase in the proportion of underutilized position among applicants.</p> <p>1b) Note a % increase in the proportion of underutilized position among new hires.</p>	<ul style="list-style-type: none"> <li>• HR Specialist</li> <li>• EIAC &amp; EIAC Ad-Hoc Committee as appropriately assigned</li> </ul>	<p>June 30, 2025 Completion date may be revised dependent on progress</p> <p>July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June – Sept. 2026 Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>
<p>Strategy 2) Review and update DOC recruitment and community outreach efforts</p>	<p>2a) Research options for diversity career fairs.</p> <p>2b) Increase attendance at diversity career fairs.</p>	<p>2a) Increase engagement with local diverse community groups.</p> <p>2b) Create and maintain a list of contacts for community networking resources</p>	<p>2a) Increased opportunities to engage with community groups and attend networking fairs and other engagements outside of traditional job fairs.</p> <p>2b) Document ongoing communication with community organizations at local and statewide levels.</p>	<ul style="list-style-type: none"> <li>• BHR Staffing Section</li> <li>• HR Specialist</li> <li>• EIAC &amp; EIAC Ad-Hoc Committee as appropriately assigned</li> </ul>	<p>June 30, 2025 Completion date may be revised dependent on progress</p> <p>July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June – Sept. 2026 Revise plan to expand DEI work and carryover goals</p>

<p>Strategy 3: Review and make improvements to DOC's policies, practices, and processes related to civil service assessments and interviews.</p>	<p>3a) Establish a committee assigned to review practices and policies in the selection process using a bias equity tool.</p>	<p>3a) Committee will review and implement changes as necessary to all DOC Human Resources recruitment and selection policies and practices bi-annually.</p>	<p>3a) DOC's recruitment and selection process and policies will undergo a complete review.</p>	<ul style="list-style-type: none"> <li>• BHR Director</li> <li>• EIAC &amp; EIAC Ad-Hoc Committee as appropriately assigned</li> </ul>	<p>not yet completed or ongoing</p> <p>June 30, 2025 Completion date may be revised dependent on progress</p> <p>July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes. June – Sept. 2026 Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>
<p>Strategy 4: Create a plan to mitigate the recruitment barriers outlined by the workplace analysis summary, including, but not limited to, the lack of a diverse applicant pool and the negative public perception of the DOC.</p>	<p>4a) Ensure employees participating in recruitment and outreach efforts reflect underrepresented and diverse populations of DOC workforce.</p> <p>4b) Outline ways DOC markets and announces jobs.</p>	<p>4a) Recruitment staff trained with effective communication skills and marketing</p> <p>4b) Document current DOC and HR processes for outreach and announcing positions on WiscJobs and other platforms.</p>	<p>4a) Deliver clear persuasive information regarding employment process and hiring tips to potential applicants</p> <p>4b) Identify any gaps in the process and recommend solutions for success</p>	<ul style="list-style-type: none"> <li>• BHR Staffing Section</li> <li>• HR Specialist</li> <li>• EIAC</li> <li>• EIAC Ad-Hoc Committee as appropriately assigned</li> </ul>	<p>not yet completed or ongoing</p> <p>June 30, 2025 Compleat on date may be revised dependent on progress</p> <p>July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes. June – Sept. 2026 Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>

**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>
<p>Strategy 1: Develop a tool to collect information from new employees about their goals and why they joined the department. Utilize this information to follow up with the employees on their satisfaction and/or how DOC is meeting those goals.</p>	<p>1a) Carry out a Department-wide survey that collects information relevant to staff retention and EAI in general.</p> <p>1b) Create a resource tool for onboarding new employees to give them information regarding DEI initiatives</p>	<p>1a) Provide annual status updates as the survey is developed, distributed, analyzed, and written.</p> <p>1b) Identify what information will be shared with new employees upon their start.</p> <p>Maintain EIAC internal and external website with resources and job aids to familiarize employees with DEI efforts.</p>	<p>1a) Distribute the survey within the first half of the plan's cycle</p> <p>Publish report in meaningful venue.</p> <p>1b) Final document or tool is created, published online, and included in new employee orientation</p>	<ul style="list-style-type: none"> <li>• BTM</li> <li>• EIAC</li> <li>• ODES</li> <li>• HR</li> <li>• EIAC Ad-Hoc Committee as appropriately assigned</li> </ul>	<p>June 30, 2025</p> <p>Completion date may be revised dependent on progress</p> <p>July – June 2026</p> <p>Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June – Sept. 2026</p> <p>Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>
<p>Strategy 2: Develop strategies to recommend and facilitate coaching, mentoring, and providing professional development for employees.</p>	<p>2a) Explore a process to identify and train E&amp;I coaches</p> <p>2b) Develop an approach to create an Employee Resource Group (ERG) structure for better relationship and allyship creation to support learning from each other about social issues,</p>	<p>2a) EIAC Education and Training Ad Hoc will research options for identifying and training E&amp;I coaches</p> <p>CTC will develop training on allyship and one additional elective E&amp;I training open to all DOC employees</p> <p>2b) Develop and review list of ERG(s) and other supporting committees by project sponsors.</p> <p>Best practice standard operating procedures are developed for ERGs and other committees.</p>	<p>2a) At least 2 options will be documented and presented to the Office of the Secretary for consideration</p> <p>2b) Employees are provided with a list of EGR(s) and processes to become involved.</p>	<ul style="list-style-type: none"> <li>• EIAC</li> <li>• EIAC Ad-Hoc Committee as appropriately assigned</li> <li>• HR</li> <li>• CTC</li> </ul>	<p>June 30, 2025</p> <p>Completion date may be revised dependent on progress</p> <p>July – June 2026</p> <p>Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June – Sept. 2026</p> <p>Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>

<p>personal experiences, and history</p>	<p>List of ERG(s) is published to all employees. Surveys designed for feedback from ERG(s) and other committees to leadership</p>	<p>3a) Provide annual status updates as the project develops. 3b) Provide record of meetings with relevant staff as the action is explored. Provide annual status updates as the exploration develops. 3c) Provide record of meetings with relevant staff as the action is explored. Provide annual status updates as the exploration develops.</p>	<p>3a) Provide a report that outlines the findings of the project. 3b) Provide a report that outlines the series of recommendations that were compiled toward this action. 3c) Provide a report that outlines the series of recommendations that were compiled toward this action.</p>	<p>June 30, 2025 Completion date may be revised dependent on progress July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes. June – Sept. 2026 Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>
<p>Strategy 3: Review and analyze available data to understand reasons for underrepresented groups leaving or not being promoted at DOC and develop a mitigation plan.</p>	<p>3a) Carry out a series of focus groups with staff to gather the perspectives of current staff about the advancement process. 3b) Explore changes to how the exit interview process is organized, to support better data on why people leave, regardless of the circumstances. 3c) Explore the development of "stay" or "return" interviews, to assess the factors that support employee retention, by talking one-on-one with current staff on a regular basis.</p>	<p>4a) Provide annual status updates as the exploration of existing documents continues. 4a) Provide a clearly compiled set of documents as a resource on DOC's internal EIAC website.</p>	<p>• EIAC • EIAC Ad-Hoc Committee as appropriately assigned • HR</p>	<p>June 30, 2025 Completion date may be revised dependent on progress July – June 2026 Monitor goals effectiveness to evaluate potential</p>
<p>Strategy 4: As indicated by the workplace analysis summary, explore options to collect key retention information to support the goals of this plan.</p>	<p>4a) Survey State of Wisconsin EIAC documents relevant to this goal that exist outside the DOC, such as the Statewide Workforce Development Plan, or the State of Wisconsin Student Diversity Internship Program –</p>	<p>• EIAC • EIAC Ad-Hoc Committee as appropriately assigned • HR</p>	<p>• EIAC • EIAC Ad-Hoc Committee as appropriately assigned • HR</p>	<p>June 30, 2025 Completion date may be revised dependent on progress July – June 2026 Monitor goals effectiveness to evaluate potential</p>



	<p>Recommendations Report.</p> <p>Use this information to assist in more meaningful targeting of recruitment and retention efforts.</p> <p>4b) Survey non-state sources (such as Federal reporting agencies) that collect this kind of information, such as that collected by the Bureau of Labor Statistics.</p>	<p>4b) Provide annual status updates as the exploration of existing documents continues.</p>	<p>Documented evidence of the use of compiled documents to assist in recruitment/retention efforts.</p> <p>4b) Provide a clearly compiled set of documents as a resource on DOC's internal EIAC website.</p>		<p>gaps, pain points and successes.</p> <p>June – Sept. 2026</p> <p>Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>
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**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>
<p>Strategy 1: Hold transparency and accountability as key components in DOC's organizational climate and culture change.</p>	<p>1a) Establish a clear and equitable recruitment process for all committees, including EIAC and EIAC subcommittees</p>	<p>1a) Ad-hoc descriptions detailing specific focus areas and functions.  Continue to keep committee member list updated</p>	<p>1a) Structure and focus area is clear and eliminates duplication of efforts  Cross-divisional collaboration with leads and co-leads</p>	<ul style="list-style-type: none"> <li>Office of the Secretary</li> <li>Office of Public Affairs</li> <li>EIAC Ad-Hoc Committee as appropriately assigned</li> <li>CTC</li> </ul>	<p>June 30, 2025 Completion date may be revised dependent on progress</p> <p>July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June – Sept. 2026 Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>
	<p>1b) Review existing committees to assess areas of improvement toward an E&amp;I lens.</p>	<p>1b) Survey the existing committees and their practices of recruiting new members.</p>	<p>1b) EIAC will create guidelines within the first year of E&amp;I Plan implementation.</p>		
	<p>1c) Offer training for all levels of supervisory positions focused on how to identify, correct and hold direct reports accountable for actions that are counter to an inclusive work environment (ED5).</p>	<p>1c) CTC will hire external trainers and/or develop specific E&amp;I training for supervisors focused on developing skills to hold direct reports accountable for ED5 violations</p>	<p>1c) CTC will deliver training 2 times in the first year of the plan and 4 times in the second year of the plan</p>		
<p>Strategy 2: Develop diversity, equity, and inclusion (DEI) resources that center on the tenets of psychological safety and wellness.</p>	<p>2a) Maintain EI Advisory Committee page with updated DEI resources for employees</p>	<p>2a) Cross-divisional collaboration to ensure DEI resources have content covering a range of supportive learning aids for all staff to have access using DOC internal intranet as well as external internet, including quarterly updates on EI Advisory Committee progress</p>	<p>2a) Provide articles and topics to the Diversity, Equity &amp; Inclusion Updates section of the Weekly Update, regarding E&amp;I initiatives  Open communication and collaboration with the State of Wisconsin Equity and Inclusion Advancement Structure*, as listed by the Bureau of Equity and Inclusion as well as DOC internal DEI committee groups.</p>	<ul style="list-style-type: none"> <li>Office of the Secretary</li> <li>Office of Public Affairs</li> <li>EIAC Ad-Hoc Committee as appropriately assigned</li> <li>CTC</li> </ul>	<p>June 30, 2025 Completion date may be revised dependent on progress</p> <p>July – June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June – Sept. 2026 Revise plan to expand DEI work and carryover goals not yet</p>
	<p>2b) Message E&amp;I goals and strategies across the</p>	<p>2b) Establish a communication plan led</p>	<p>2b) Communications on progress towards E&amp;I will</p>		

	<p>department with clear intent and expectations.</p> <p>2c) Maintain the E&amp;I trainers and educational resources on the EIAC SharePoint page.</p>	<p>by the Office of the Secretary that supports E&amp;I efforts.</p> <p>2c) EIAC Education and Training Ad Hoc will contact DAI Training Captains and DCC's DEI leads to get DOC wide information regarding E&amp;I Trainers</p> <p>EIAC Education and Training Ad Hoc will update the E&amp;I Resources document</p>	<p>be sent weekly and quarterly utilizing the "Weekly Update," MyDOC, and EIAC webpage.</p> <p>2c) The EIAC SharePoint page Shared Resources tab will be updated bi-annually.</p>		<p>completed or ongoing</p>
<p>Strategy 3: Develop a DEI curriculum that supports a thriving organizational climate and culture shift within DOC.</p>	<p>3a) Offer continuous E&amp;I trainings to provide employees with an awareness of, and empathy for, what marginalized groups face in the workplace and challenge employees to identify concrete actions they can take to create a supportive and safe environment for all.</p> <p>3b) Require all supervisors to take two self-selected E&amp;I trainings annually (offered by DOC or external vendor).</p>	<p>3a) CTC's E&amp;I training budget will be utilized to hire external trainers who will cover a variety of topics related to E&amp;I</p> <p>CTC will deliver internal E&amp;I training open to all employees</p> <p>3b) CTC will offer E&amp;I training on demand when requested by worksites/regions</p>	<p>3a) A minimum of 12 E&amp;I Trainings will be offered each year</p> <p>3b) At least 90% of supervisors will take the required E&amp;I trainings.</p>	<ul style="list-style-type: none"> <li>• EIAC Ad-Hoc Committee as appropriately assigned</li> <li>• CTC</li> </ul>	<p>June 30, 2025 Completion date may be revised dependent on progress</p> <p>July -- June 2026 Monitor goals effectiveness to evaluate potential gaps, pain points and successes.</p> <p>June - Sept. 2026 Revise plan to expand DEI work and carryover goals not yet completed or ongoing</p>

## Implementation Plan

To effectively implement our plan, we will prioritize each action item and ensure that all actions are completed within three phases of the program period as outlined under the “targeted completion date” above. This will allow us to review and make any necessary adjustments. For higher-priority items, we will establish a start date that aligns with their level of urgency. While the department-wide efforts will be outlined in the section titled “responsible staff/office,” these actions will depend on cross-divisional collaboration.

Currently, we rely heavily on subject matter experts (SMEs) within the department. However, we plan to expand our reach to include SMEs from the community. Additionally, we will continue to develop and partner with equity practitioners to deliver training focused on diversity, equity, and inclusion (DEI).

Lastly, to achieve the goals listed above, we will establish a budget plan that identifies the financial resources needed.

## 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].

