

State of Wisconsin
Department of Public Instruction

Equity and Inclusion Plan

January 1, 2021 to June 30, 2023

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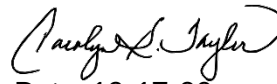
Acknowledgment

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

Appointing Authority:

Carolyn Stanford Taylor

State Superintendent



Date: 12-17-20

Carolyn.StanfordTaylor@dpi.wi.gov

Equity and Inclusion Officer:

Hailee Kingzynski

608-266-2189



Date: 12-17-20

Hailee.Kingzynski@dpi.wi.gov

Date of submission to DPM/BEI: December 17, 2020

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

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State Superintendent Affirmative Action Advisory Committee (SSAAAC)

DPI Employee Resource Group- Women of Color

Midwest and Plains (MAP) Equity Assistance Center

Wisconsin Department of Public Instruction's
Equity and Inclusion Commitment Letter

The Department of Public Instruction (DPI) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, ability, gender identity, sexual orientation, or marital status.

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

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

The DPI has developed and is committed to maintaining the Equity and Inclusion Plan. This Plan has my total support, and the Department of Public Instruction pledges its best good faith efforts to achieve the goals identified in the Plan. I expect each manager, supervisor, and employee of the Department of Public Instruction to aid in the implementation of this program and be accountable for complying with the Plan's objectives. The DPI will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The Plan is available for review on the Department of Public Instruction's website and the department's Intranet.

DPI staff and I look forward to working with the Division of Personnel Management and the Bureau of Equity and Inclusion to implement our strategies and actions in efforts to correct the present effects of past discrimination and to build a motivated and skilled workforce reflective of the population we serve.

Agency Head Name: Carolyn Stanford Taylor
Agency Head Title: State Superintendent
Date: 12-17-20

Signature: 

Affirmative Action Officer Name: Hailee Kingzynski
Date: 12-17-20

Signature: 

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority carries the overall responsibility for establishing an equity and inclusion program, including goals, timetables, and compliance with all federal and state laws and regulations. The appointing authority:

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

Name of individual(s) responsible

Name: Carolyn Stanford Taylor

Title: State Superintendent

Email: Carolyn.StanfordTaylor@dpi.wi.gov

Phone: 608-266-7448

Equity and Inclusion Officer

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

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Assists in coordinating, developing, and implementing equity and inclusion initiatives supporting the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of equity and inclusion developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the Plan and related policies.

- Works with the training coordinator to identify, coordinate, facilitate, and provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Assists with establishing and maintaining 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 personnel decision-making processes adhere to Equal Employment Opportunity and Affirmative Action principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, 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.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Coordinating and monitoring the agency's Family Medical Leave Act and reasonable accommodation requirements to ensure compliance with the American with Disabilities.
- Attends at least 12 hours of equity and inclusion and agency supervisory training annually.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual(s) responsible

Name: Hailee Kingzynski

Title: Human Resources Specialist-Sr

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Phone: 608-266-2189

Executive Human Resources (HR) Manager/HR Manager

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 and EI professionals. The Executive HR Manager/HR Manager:

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

Name of individual(s) responsible

Name: Denise Kohout

Title: Human Resources Manager

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DPI's State Superintendent Affirmative Action Advisory Committee

This committee is required for agencies employing 50 or more employees. The SSAAAC:

- Advises the appointing authority on affirmative action, equal employment opportunity, and inclusion issues impacting the agency.
- Reviews equity and inclusion related policies, procedures, and practices, and recommends positive solutions to ensure equal employment opportunities for current and potential employees.
- Promotes the recruitment, hiring, retention, and advancement of diverse faculty and staff.
- Recommends, develops, and sponsors activities, programs, and trainings that promote diversity, equity and inclusion, and encourages personal growth.
- Promotes and champions equity and inclusion plan, goals, and activities to department staff.
- Educates and raises awareness among committee members themselves, so they may role model and champion diverse perspectives and inclusive behaviors within the agency.
- Discusses, communicates, and creates collaborations in ongoing and upcoming initiatives and events that support the goal of enhancing the environment for diversity, inclusion, and equity across the agency.

Introduction

The mission and vision of the Department of Public Instruction are rooted in a fundamental belief that all students deserve fair access to opportunities enabling them to succeed. Thus, the agency's vision is every child a graduate, college, and career ready, and our mission is educational equity. When we say educational equity, we mean every student has access to what they need to learn when they need it. Unfortunately, Wisconsin has long retained the distinction of the state with the most significant and persistent opportunity gaps in the nation. Recruiting and maintaining a diverse staff reflecting the diverse students, communities, and identities of Wisconsin is critical to the meaningful change we seek in our education systems across the state. While students of color and students who are two or more races represent over 30% of Wisconsin's public school students¹, only 11% of DPI staff are people of color² and less than 6% of Wisconsin's teachers are people of color³. To overcome the significant challenges our state faces in serving all students well, particularly our students from historically marginalized groups, we must actively seek to increase the diversity of staff at all levels of the system—from the DPI to the classroom.

While racial and ethnic diversity within our agency is a priority and one of the most significant challenges this Plan seeks to overcome, we recognize the importance of all types of diversity and commit, through this Plan to: (1) identify and address policies and practices contributing to the underrepresentation of staff from historically marginalized groups; and (2) strengthen and improve agency culture so all employees feel valued, respected, supported, and affirmed, especially employees from groups that have been historically marginalized based on race, ethnicity, gender, religion, ability, gender identity, sexual orientation, socioeconomic status, and language. As the state education agency, we lead by example and model intentional action towards advancing diversity, equity, and inclusion, which we expect to see in Wisconsin's districts and schools.

Wisconsin is a tapestry of rich cultures, unique communities, and strong families all coming together to make Wisconsin a special place to live. All residents of our state—in every community and every family—should feel safe, have access to what they need when they need it, and have opportunities to thrive and be successful. To ensure fair access and opportunity for everyone in Wisconsin, DPI must prioritize equity and inclusion and wholeheartedly embrace the necessity of diversity to not only improve our agency but our entire state.

The Department of Public Instruction recognizes improvement and change starts from within. We are committed to proactively identifying barriers and actively seeking new ways to diversify our staff at all levels in multiple ways, create a sense of belonging for each and every employee, and develop new ways of working centering the voices and perspectives of underrepresented and historically marginalized communities, including the voices of our staff who are members of these communities. We are committed to providing all employees with the supportive structures and environment they need to thrive and be successful in service to our students, families, and communities of Wisconsin.

To develop the most comprehensive and robust plan possible, a diverse cross-agency workgroup was convened to offer broad perspective and expertise on how best to increase diversity and advance equity and inclusion at the agency. This cross-agency workgroup was comprised of individuals from various racial and ethnic backgrounds and varied identities as well as individuals with different job responsibilities at the agency. The workgroup began meeting in May 2020 and expanded its

¹ Wisconsin Public Schools At-a-Glance, https://dpi.wi.gov/sites/default/files/imce/eis/pdf/schools_at_a_glance.pdf, 2019-20

² State of Wisconsin Workforce Analysis, Department of Public Instruction Workforce Analysis-Demographic Summary, <https://doaintranet.wi.gov/HRSS/Pages/Misc-Reports-%26-Info.aspx>, September 2020

³ Department of Public Instruction, Teacher Demographics, 2018-2019

membership in August 2020. On average, the workgroup met two hours per week and added additional weekly subcommittee meetings later in the process. Stakeholders, including cabinet members, management staff, the Women of Color employee resource group, and members of the State Superintendent’s Affirmative Action Advisory Committee, were given varying opportunities to provide feedback and inform plan development. In addition, the workgroup met and engaged with subject-matter experts from the Midwest and Plains Equity Assistance Center who provided helpful feedback and important considerations for components of the Plan. The input and contributions from stakeholders were critical to the Plan’s development. Ensuring broad perspectives were heard and capturing how different staff experience the agency were key to understanding the needs and actions necessary to ensure the advancement of equity and inclusion within the agency.

Beginning in January 2021, an implementation and monitoring team will carry the most important aspect of this Plan forward—implementation. Central to the process of implementation will be further engagement with internal stakeholders as well as expanding and establishing critical relationships with community-serving organizations with whom partnership is essential to achieving the outcome desired—a diverse fully-inclusive organization respecting all people, supporting all people, and honoring the perspectives and voices of all people.

Workforce Analysis

The Equity and Inclusion Plan Workgroup (Workgroup) examined and analyzed various data sets related to three focus areas: recruitment, retention, and culture. Through presentations and information from human resources staff, the Workgroup was able to develop a thorough understanding of the current recruitment process and was able to identify barriers, challenges, and areas in need of improvement. For example, the Workgroup found equity and inclusion criteria was rarely included in job announcements and position descriptions, which was identified as something negatively affecting the diversity of the pool of applicants and subsequently negatively affecting the diversity and quality of hires. Additional barriers to applicant diversity and diversity of hires identified by the Workgroup were, internal-only postings and limited meaningful outreach, among others.

The Workgroup reviewed multi-year applicant data and found a percentage of applicants from underrepresented and historically marginalized groups (e.g. people of color, veterans, and people with different abilities) was incredibly low in relation to the total number of applications received. For example, over the period of 2018-2020 the average percentage of registrants (those who passed the initial screening) who were people of color was only 24%. In addition, data on certified registrants (those receiving an interview) revealed a disproportionately low number of applicants from underrepresented and historically marginalized groups in relation to overall certified applicants. Between 2018 and 2020 the DPI hired 278 permanent employees, of those, only 48 (17%) were people of color. Through analysis of this data and others, the workgroup identified areas and processes in need of improvement, including recruitment outreach, applicant screening procedures, interview process, and hiring decision process—essentially the entire recruitment and hiring process. The Workgroup sought strategies to eliminate identified barriers and significantly improve in ways supporting the agency's commitment to equity, diversity, and inclusion.

In the area of retention, the Workgroup reviewed exit interview survey data and data on terminations and promotions to assist with identifying challenges to employee retention and developing strategies to address them. One apparent challenge to understanding agency needs within the area of retention was the lack of exit survey data due to the low number of exit surveys completed for the last three years. To ensure collection of this critical data in the future, the Workgroup identified a need to modify the exit interview process, including making the form more user friendly and ensuring the data collected is used responsibly to improve where necessary. Also, the Workgroup examined data on promotions and found the overall number of promotions of staff from underrepresented and historically marginalized groups to be low and discussed the idea that improved internal communication to current staff about open positions could be one way to improve in this area.

Another key retention strategy the Workgroup identified is related to the implementation of Employee Resource Groups (ERG) at the department. Research shows, ERGs and other similar support structures have a positive impact on both employee retention and culture especially for staff from underrepresented and historically marginalized groups⁴. The creation of ERGs at the agency is new. Leveraging the voice and perspective of staff from underrepresented and historically marginalized groups through this initiative and maximizing the potential of these groups to inform ongoing work in the areas of retention, diversity, equity, and inclusion in the coming years will add to the success of the Plan.

⁴ Bastian, B. *How to Foster Workplace Belonging Through Successful Employee Resource Groups*. Forbes. February 11, 2019. <https://www.forbes.com/sites/rebekahbastian/2019/02/11/how-to-foster-workplace-belonging-through-successful-employee-resource-groups/?sh=d5fc141dc73d>

Lastly, for the culture focus area, the Workgroup utilized recruitment and retention data along with an external resource to inform culture goals, strategies, and actions. In addition, the knowledge, experiences, and expertise of Workgroup members were utilized to guide overall thinking about the characteristics and attributes of fully inclusive, equitable organizations. The perspectives and experiences of staff of color and staff with different identities on the Workgroup were critical to isolating and understanding where improvements need to be made, especially in regards to the culture and climate of the agency. Like retention, the Workgroup's most significant challenge was limited agency data on culture and climate. Thus, the *Continuum of Becoming an Anti-Racist Multicultural Organization*⁵ was used to conceptually identify and acknowledge areas in need of improvement within the organizational structure and culture of the agency, including policies, practices, and behaviors. This identification and acknowledgement then enabled the Workgroup to devise specific strategies and actions, moving the DPI closer to becoming a fully inclusive, anti-racist, multicultural organization. A top priority for improvements in this area was the creation and annual administration of a culture/climate survey to not only provide a baseline for monitoring and developing future plans, but to also inform other strategies and the agency's ongoing work, including agency-wide trainings and division/team level equity plans. In addition, the Workgroup leveraged current practices to inform new strategies, such as the agency's Equity Decision and Policy Tool and New Employee Onboarding. Overall, the Workgroup discussed the necessity of developing a consistent way of evaluating and measuring the impact of all of the efforts identified in this Plan, as evaluation is critical to the continuous improvement of equity and inclusion work.

⁵ Crossroads Ministry, 2020.

DPI's Goals and Strategies

Goals for Equity and Inclusion	Strategies to Achieve Goal
<p>Recruitment- The DPI will actively address disparities throughout the recruitment process by increasing the diversity of applicant pools and increasing the hiring of applicants from underrepresented and historically marginalized groups, including people of color, women, veterans and, people with different abilities.</p>	<ul style="list-style-type: none"> • Employ equitable practices throughout the selection process • Improve internship diversity by increasing outreach and creating a year-round program for both high school and college students • Improve applicant pool diversity
<p>Retention- The DPI will improve retention of staff from underrepresented and historically marginalized groups through fostering an inclusive community (workplace) where all staff feel a sense of belonging. In addition, DPI will engage in continuous improvement related to identifying and addressing the root causes of lack of retention.</p>	<ul style="list-style-type: none"> • Identify and address reasons why employees are leaving the agency • Increase flexibility of work options to help improve retention • Expand and leverage ERGs as internal stakeholder groups to inform and advance equity and inclusion within and outside of the department • Improve and expand DPI's complaint/grievance policies and procedures to foster a more inclusive and respectful work environment
<p>Culture- The DPI will examine and develop structures, policies, and practices to advance inclusive decision making and other forms of power sharing at all levels of the agency so all employees, especially members of those groups who have been historically marginalized, experience a culture that is respectful, free of bias, and where accountability is present at all levels of the agency.</p>	<ul style="list-style-type: none"> • Develop long-term, agency-wide equity professional learning plan that includes supports for managers and leaders • Utilize agency culture/climate data to inform continuous improvement of identified areas, including training needs • Contract with diverse organizations (organizations that serve and represent historically marginalized communities) for deliverables and services • Foster belonging, equity, and inclusion at the division and team levels • Ensure New Employee Onboarding reflects and promotes an inclusive culture and agency values

Equity and Inclusion (EI) Strategic Plan - Workplan

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date- <u>to the outcome</u>
Employ equitable practices throughout the selection process.	Update recruitment process to include rules regarding screening panel participants (i.e., at least one subject matter expert (SME) from a different team, other than the hiring one, must participate on a panel and at least 2 participants who are members of an historically marginalized group).		100% of screening and/or 1 st round interview panels will have at least one team member not from the hiring team and 50% of all interview panels will meet the requirement of at least 2 participants who are members of an historically marginalized group	Human Resources (HR) Equity and Inclusion Monitoring and Implementation Subcommittee (EIMIS) State Superintendent Affirmative Action Advisory Committee (SSAAAC)	Spring 2021
	Create a rule regarding hire recommendations to ensure consensus.		100% of all hire recommendations include panel member summary	Supervisors HR	Winter 2021
	Create and implement a required training for all panel members		Training for all panel member participants is available by target date.	Training Coordinator EIMIS HR Midwest and Plains Equity Assistance Center (MAP)	Winter 2021
	Require EI screening and interview questions for all recruitments. Create bank of EI questions/criteria	Compile previously used EI criteria by spring 2021 and create bank by summer 2021	75% of all ongoing recruitments will include EI criteria	HR Supervisors EIMIS	Fall 2021
	Create EI required questions for reference check form.	Compile previously used EI reference check example questions by summer 2021	The current reference check form will be updated by target date.	HR EIMIS	Fall 2021
	Create EI statements/tasks/Knowledge,	Creation of EI PD additions will be	50% of all vacant position PDs, submitted	HR Supervisors	Winter 2022

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date- <u>to the outcome</u>
	Skills and Abilities (KSA) for supervisors to add to their position descriptions (PD).	completed by fall 2021	for recruitment, will include EI statements/tasks/KSAs by the end of 2022	EIMIS	
	Create a list serv of organizations that serve communities and people from historically marginalized groups for outreach <ul style="list-style-type: none"> Incorporate 'how did you hear about this?' question into application 	Contact organizations to determine interest in being on a distribution list	5% of all applicants stated having learned about this opportunity through a community serving organization	HR Supervisors SSAAAC	Fall 2021
Improve internship diversity by increasing outreach and creating a year-round program for both high school and college students.* <i>*At the time of plan creation, budget is unknown. This strategy is dependent upon budgetary approval.</i>	Create an exit interview specific to interns, including questions related to culture, climate and belonging.		Survey is created by target date	HR Supervisors Special Assistant to the State Superintendent SSAAAC	Winter 2021
	Create paid internship plan/program for high school students.		Internship program is implemented (up and running) by the targeted completion date	SSAAAC Employee Resource Group (ERG) HR	Summer 2022
	Partner with target WI high schools, that serve significant percentages of students from historically marginalized communities, to ensure a diverse pool.	DPI employees will present to targeted high schools	50% of intern applicants will be from those targeted high schools	SSAAAC ERG HR	Winter 2022

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date- <u>to the outcome</u>
Improve applicant pool diversity.	Require all positions to be posted externally on Wisc.Jobs/TAM to allow for a more diverse applicant pool. <ul style="list-style-type: none"> • Create agency template communication to notify internal staff of any transfer or promotional opportunities posted. 	Update transfer and recruitment process to reflect new requirement. <ul style="list-style-type: none"> • Send weekly agency-wide communication 	100% of open positions are posted on Wisc.Jobs/TAM <ul style="list-style-type: none"> • 5% increase in internal promotions annually 	HR SSAAAC <ul style="list-style-type: none"> • Education Information Services Team (EIS) • HR • SSAAAC 	Summer 2021 <ul style="list-style-type: none"> • Summer 2021
	Create targeted advertising <ul style="list-style-type: none"> • Contact previous interns for interviews/stories to promote DPI 		Annually increase diversity of intern applicants by 10%. 50% of previous interns participate for promotional interviews.	HR EIS	Fall 2021
	Edit the following areas in a job announcement to improve DPI's brand and attract diverse applicants. <ul style="list-style-type: none"> • Introductory DPI statement • Include ERGs • telework policy/statement* • agency values and commitments • EI statement in qualification section <i>*to be added when telework policy is developed</i>		All job announcements will be updated by the target date	EIMIS HR	Summer 2021* <i>*dependent on telework policy development</i>

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date- <u>to the outcome</u>
	Implement a percentage standard, based on previous applicant job data, regarding the diversity of applicants and extend deadline if not met.		Update recruitment procedures to incorporate new standard.	All applicant pools will be comprised of at least 40% of applicants from underrepresented and historically marginalized groups by the end of 2023 and have data showing improvement in the amount of deadline extensions.	Spring 2021
	Create distribution list, for sending job announcements to diverse communities and organizations that does not overlap with the Bureau of Equity and Inclusion.	Participate in the Madison Area Diversity Roundtable and other regional opportunities for networking and creating external relationships	List is created by target date	SSAAAC	Winter 2021
	Create a diverse list of employees willing to attend job fairs.	Send all-staff e-mail for volunteers	A list of at least 5 employees is created to utilize for future job fairs.	SSAAAC HR	Summer 2021
	Create a specific list serv for the school positions. <ul style="list-style-type: none"> • Incorporate ‘how did you hear about this?’ question into application. 	Contact organizations serving communities and individuals with different abilities to determine interest in being on a distribution list	5% of all school applicants stated having learned about this opportunity through community organizations	Management at the schools HR	Fall 2021
	Create a video, in American Sign Language (ASL), for those positions requiring it.	Set up ASL interpreters and EIS contacts for any ASL position requiring this skill	100% of all ASL positions posted will have a video by target date	Sign Language Interpreters EIS Team HR	Winter 2022

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Identify and address reasons why employees are leaving the agency.	Update DPI's exit interview questionnaire, including the ability for electronic completion (fillable form) and review the process.	Process is reviewed for any barriers	50% of all employees leaving DPI will have completed a questionnaire	HR EIMIS	Fall 2021
	Create a database for collecting exit interview responses.		Database is created by target date	HR EIMIS	Fall 2021
	Analyze exit trends, from database, to address the exit reasons and ultimately improve our culture/climate.	Review data on bi-annual basis	An informal plan is developed annually to address responses	EIMIS	Winter 2022
	Perform DPI handbook analysis to identify and remove any barriers.		DPI Handbook is reviewed, with any updates made, by target date	HR SSAAAC or EIMIS	Summer 2022
Increase flexibility of work options to help improve retention.	Create and market a teleworking policy.		Policy and marketing strategy created by target date	HR	Winter 2021
	Survey employees to determine various, flexible work options, potentially to include teleworking, working from other office locations, flexible work hours, etc.	Create survey by spring 2021	Results are reviewed and a plan for incorporating responses is developed by target date	EIMIS HR	Winter 2021
Expand, support and leverage ERGs as internal stakeholder groups to identify barriers to job satisfaction, advance equity and promote inclusion within and outside of the department.	Develop outreach to target specific groups using various outlets and utilize information gathered through engagement with ERGs to inform improvements in targeted areas .	Campaign is developed and implemented by target date. All ERGs are represented on Implementation and Monitoring Committee	At least one new ERG will be created annually.	ERG SSAAAC	Summer 2021

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Improve and expand DPI's complaint/grievance policies and procedures to foster a more inclusive and respectful work environment.	Train diverse cadre of staff in conflict resolution/mediation/harassment utilizing the new DOA program. <ul style="list-style-type: none"> Initiate volunteer process for said training. 	At least 5 employees volunteer	By target date, all volunteers will have completed training and these duties will be incorporated into their position descriptions, allowing for a new conflict resolution/mediation/harassment process to be initiated	Training Coordinator DOA	Spring 2022
	Develop/revise complaint/grievance policy and procedure.		Policy and process is updated by target date	HR EIMIS	Summer 2021
	Ensure agency-wide equity training plan includes management training in restorative justice procedures and restoring relationships.	Perform research on available restorative justice and relationship restoration trainings	A training session is made available by target date	Training Coordinator EIMIS Supervisors	Fall 2021
	Work with stakeholders to develop a new performance evaluation section/goal that speaks to staff work in upholding agency values. <ul style="list-style-type: none"> Develop metrics, specific to equity and inclusion, throughout performance evaluation form. 	New section/goal is created by winter 2021 <ul style="list-style-type: none"> Feedback is gathered from management regarding EI criteria they would like to see added. 	85% of staff are rated at meets expectations or higher on their annual evaluation <ul style="list-style-type: none"> EI Metrics are incorporated into performance evaluation form by target date 	HR Supervisors EIMIS	Spring 2022

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Develop long-term, agency-wide equity professional learning plan that includes supports for managers and leaders.	Work with the MAP Center to develop equity training plan.	Meetings occur between the MAP center and EIMIS	Training plan developed by targeted completion date	MAP Center Training Coordinator EIMIS	Summer 2021
	Create management level training on cultivating belonging and creating a collaborative decision-making management structure where the voices of staff from historically marginalized groups is intentionally amplified.		Training is available by target date	MAP Center Training Coordinator EIMIS Directors	Winter 2022
	Develop and implement a training needs assessment specifically for management/leadership.	Assessment is created one month prior to target date	Assessment is implemented by target date	MAP Center Training Coordinator EIMIS Directors	Fall 2021
	Create agency values, commitments and code of conduct, specifically related to cultivating a respectful and inclusive workplace. <ul style="list-style-type: none"> Incorporate newly developed statements into recruitment, retention and culture areas to inform EI Plan actions. 	Research and gather outside information regarding EI values, commitments and code of conduct	DPI values, commitments and code of conduct are developed by target date. <ul style="list-style-type: none"> At least one action, from each focus area, has a value, commitment or code of conduct incorporated in it and is shared both internally and externally. 	EIMIS or SSAAAC HR EIS <ul style="list-style-type: none"> EIMIS or SSAAAC HR EIS 	Fall 2021 <ul style="list-style-type: none"> Winter 2022
Utilizing agency culture/climate data to inform continuous improvement of identified areas, including training needs.	Develop an agency-wide culture/climate survey to be administered annually.		Annually administer agency-wide culture/climate survey	MAP Center EI Culture/Climate Subcommittee EI Subcommittee SSAAAC	Spring 2021
	Disaggregate and analyze data from survey to identify training needs and other areas of improvement.	Analyze data for areas of improvement	Annual survey results reflect an improvement with employee belonging	EIMIS	Spring 2021

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
				Training Coordinator MAP Center	
Contract with diverse organizations (organizations that serve and represent historically marginalized communities) for deliverables and services.	Review and modify current contract/bidding process, including any training. Require utilization of DOA's Wisconsin Supplier Diversity Program/Business Certification Program when searching for external vendors. <ul style="list-style-type: none"> • Advertise this service. 		Contract/bidding process and training is updated by target date <ul style="list-style-type: none"> • 7% of expenditures will contract with women and/or minority owned businesses and 4% for disability veteran owned businesses by spring 2022 	Business Services EIMIS	Winter 2021
Foster belonging, equity and inclusion at the division and team levels.	Repackage/edit belonging portion of DPI's Equity and Decision Policy Tool. <ul style="list-style-type: none"> • A management training is incorporated in the repackage. 	Tool is updated by summer 2021	Training is provided, to management, by target date	Cabinet EIMIS Training Coordinator	Winter 2021
	Managers use the Equity and Policy Tool to develop an annual equity and inclusion team plan and goals, including creating specific equity learning opportunities. <ul style="list-style-type: none"> • Assess goal progress and evolution of team plan on annual basis. • Include initiative to create, support and provide leadership opportunities for staff of color and others from historically marginalized (e.g., projects, workgroups, committees, etc.). 	Resources for management are created to assist with the development of plans and goals by fall 2021	100% of all teams will have submitted an EI plan by target date	Supervisors EIMIS	Winter 2022 <ul style="list-style-type: none"> • Fall 2022 • Fall 2023
	Examine accessibility and access throughout DPI, including building and grounds, and technology.	Create survey to gather accessibility input from employees	At least 50% of barriers, identified in survey, are addressed	EIMIS School Management	Fall 2021

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
				IT at both the schools and main office	
Ensure new employee onboarding reflects the inclusive culture and agency values.	Evaluate new employee feedback regarding the onboarding process in its entirety for the main office.	Feedback is evaluated on a quarterly basis	Onboarding process is updated bi-annually, if needed, based on feedback	HR Training Coordinator Special Assistant to the State Superintendent	Ongoing
	Create a new employee feedback survey, regarding the onboarding process, and evaluate feedback at both schools.	Survey is implemented by target date	Onboarding process is updated bi-annually, if needed, based on feedback	Training Coordinator School Employment Specialists School Administrative Assistants	Summer 2021

Communication and Dissemination of Equity and Inclusion Plan

Internal Audience	Components to Share	Tool(s)	Frequency	Responsible party	How to get feedback
DPI Cabinet - Office of the State Superintendent and Assistant State Superintendents	Final EI Plan is shared with cabinet to implement at DPI/Commitment Letter	All-staff email introducing the EI Plan strategies Monthly agenda item at cabinet meetings to share updates and discuss implementation within DPI	Final IE Plan - shared once with cabinet Monthly updates on implementation Quarterly updates from HR	Special Assistant to the State Superintendent	Verbal feedback at Cabinet meetings
Leadership- Directors, Assistant Directors, Supervisors	Final EI Plan is introduced to prepare directors for implementation with teams	All-staff email introducing the EI plan strategies Email to Directors to introduce the plan and talk about directors' role in plan implementation Directors meetings (breakout discussions, conversations, brainstorming sessions, action planning (how to share information with teams around EI implementation))	All-staff email - once Directors email - once Directors meetings discussions - monthly	Special Assistant to the State Superintendent	Verbal feedback at Directors Meetings
State Superintendent Affirmative Action Advisory Committee (SSAAAC)	Final EI Plan is presented to inform SSAAAC of the strategies within the EI plan. SSAAAC will support this work	All-staff email introducing the EI plan strategies Bi-monthly agenda items to discuss the progress of implementation	All-staff email - once Bi-monthly agenda items at meetings	Lauren Zellmer and Martha Berninger	Verbal feedback at SSAAC meetings

Internal Audience	Components to Share	Tool(s)	Frequency	Responsible party	How to get feedback
Employee Advisory Committee (EAC)	EI Plan components are shared including: Introduction, workforce analysis, goals, strategies to inform the EAC of the Plan and how employees will be affected.	Agenda time at meetings to go over the components of the Plan	3 sessions - each will cover one component of the Plan	Denise Kohout/Hailee Kingzynski	Gather notes/minutes from the meetings
DPI Staff/State Schools	A short summary with link to the Plan to introduce employees to the plan	<p>All-staff email to introduce employees to the Plan</p> <p>Intranet (Banner and FRED) to remind employees of the Plan</p> <p>All-staff meeting to update employees on the implementation of the Plan</p> <p>New Employee Orientation/trainings to introduce employees to the plan</p>	<p>All-staff email - once to introduce the plan, followed by quarterly updates</p> <p>Ongoing banner on FRED</p> <p>All-staff meeting - once</p> <p>New Employee Orientation/Trainings - once</p>	Special Assistant/State Superintendent, Kassidy Kvalheim, Amy Mathison (New Employee Orientation)	<p>Google form for those interested to collect feedback from staff (form available on FRED, and on all-staff email)</p> <p>"What's on your mind" open feedback form</p>

External Audience	Components to Share	Tool(s)	Frequency	Responsible party	How to get feedback
<p>All councils and committees (For example: Urban Triage, Freedom Inc. for Hmong/Cambodian and Southeast Asian, Deaf/Hard of Hearing and Blind/Visually Impaired Communities (WSD/WCBVI), public library systems, faith-based groups https://www.communityshares.com/member-nonprofits/nonprofits-list/nonprofits-list-by-category/#top)</p>	<p>Introducing the plan to share that DPI is focused on equity, working to ensure a diverse workforce and developing strong partnerships with organizations who work with historically marginalized communities</p>	<p>Email including a summary of the plan, and link to the plan on the external website</p> <p>Potential informational articles</p>	<p>Email - once Yearly email updates</p>	<p>State Superintendent/Deputy State Superintendent/EIS</p>	<p>Google form available for those interested to collect feedback from community members (form available on the email, website)</p>
<p>Tribal Leaders</p>				<p>Email with memo - Superintendent/Deputy State Superintendent? Others: EIS</p>	

External Audience	Components to Share	Tool(s)	Frequency	Responsible party	How to get feedback
School Districts (have a biweekly mailing)- work with Mary Jo, Mike sends out	Introducing the plan to share that DPI is focused on equity and is serving as an example from the ground up for the equity work in schools; Include some tools and resources to do the same work	<p>Email including a summary of the plan and tools and resources</p> <p>Agency newsletter</p> <p>External Website - Sort Summary of plan, link to plan and resources for external use</p> <p>Possible social media - Sort Summary of Plan</p>	Email - once Yearly email updates	EIS	Google form available for those interested to collect feedback from community members (form available on the email, website)
Higher Ed (Schools of Ed)	Summary of the Plan and tools and resources	<p>Email including a summary of the plan and tools and resources</p> <p>External Website - Short Summary of plan, link to plan and resources for external use</p>	Email - once Yearly email updates	DPI liaison	Google form available for those interested to collect feedback from community members (form available on the email, website)

Equity and Inclusion Monitoring and Implementation Plan

In January 2021, a diverse cross-agency group will convene to serve as the Equity and Inclusion Monitoring and Implementation Subcommittee (EIMIS) for the agency's Equity and Inclusion Plan. The EIMIS will function as a subcommittee of the State Superintendent's Affirmative Action Advisory Committee and will meet at least monthly. At least one representative from each of the agency's Employee Resource Groups will have a standing seat on the committee. To the greatest extent possible, the EIMIS will maintain a membership that is highly representative of employees from underrepresented and historically marginalized groups. The EIMIS will be responsible for: (1) ensuring overall plan implementation through coordination and project management; (2) creating and solidifying the accountability and monitoring structure including internal procedures to ensure fidelity of implementation of plan elements across divisions and teams; (3) ensuring transparency and consistent regular reporting and analysis of data to track progress; and (4) developing processes and procedures for soliciting and responding to feedback from internal and external stakeholders and partners.