State of Wisconsin
Department of Public Instruction

Equity and Inclusion Plan

January 1, 2024 to December 31, 2026

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I. Acknowledgments

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

Appointing Authority:

Dr. Jill Underly

State Superintendent

Signature/Date: 12/8/2023

jill.underly@dpi.wi.gov

Equity and Inclusion Officer:

Carlos Pérez-Espitia

Phone: 608-266-1098

Signature/Date: 12/8/2023

carlos.perez-espitia@dpi.wi.gov

Date of submission to DPM/BEI: 12/8/2023

Each individual or group listed below contributed to the development of the plan. Implementation Team Members:

EI Plan Workgroup
Jessica Bartelt
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Contributors and other subject matter experts consulted:

DPI Employee Resource Groups: The Women of Color and LGBTQ+
DPI Justice, Equity, Diversity and Inclusion Committee
DPI Wellness Committee
DPI Equity and Inclusion Leadership Committee
DPI Human Resources Team
DPI Education Information Services Team
DPI Cabinet Leaders

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

The **Department of Public Instruction** 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, sexual orientation, religion, creed, national origin, ancestry, pregnancy, age, different abilities, genetic information, or marital or parental status.
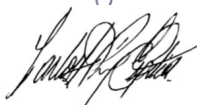
The **Department of Public Instruction** is firmly committed to meeting the state laws and policies and federal laws for equal employment opportunity and affirmative action. The **Department of Public Instruction** recognizes that equal employment opportunity is a legal, organizational, and economic necessity to ensure equity and diversity of the state's workforce. This commitment extends 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 **Department of Public Instruction's** commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs-ensuring 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 different abilities will receive reasonable accommodations.

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

We look forward to working with the Division of Personnel Management, Bureau of Equity and Inclusion, to review and implement policies, processes and programs to correct the present effects of discrimination and build a motivated and skilled workforce that reflects the population we serve.

State Superintendent: Dr. Jill Underly   Signature: Date: 12/8/2023

Equity and Inclusion Officer: Carlos Pérez-Espitia   Signature: Date: 12/8/2023

III. Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

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

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.

- Develops an equity and inclusion action plan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to equity and inclusion, and incorporates equity and inclusion throughout the agency's work and public service.

- Engages a representative employee and stakeholder group in the planning and development process for the EI plan to review equity and inclusion-related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.

- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the authority, top management support, and resources to implement their assigned responsibilities successfully.

- 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 Equity and Inclusion Advisory Committee on agency EI programs, initiatives, and policies.

Name: Dr. Jill Underly	**Title:** State Superintendent
Email: Jill.Underly@dpi.wi.gov	**Phone:** 608-266-3082

Executive Director of Equity and Inclusion

As a senior member of the State of Wisconsin's Superintendent's Executive Team and Cabinet, the Executive Director for Equity and Inclusion is instrumental in overseeing and guiding the strategic direction and successful implementation of the department's equity and inclusion efforts, including DPI's EI Plan. The Executive Director for Equity and Inclusion:

- Collaborates closely with Cabinet members, K-12 and post-secondary leaders, and key external partners, integrating diversity, equity, and inclusion into the institution's core values and educational mission.

- Leads and manages the Equity and Inclusion Division, ensuring strategic alignment with the Office of the State Superintendent and relevant equity, diversity, and inclusion partnerships.

- Directs the Equity and Inclusion Plan's strategic priorities, focusing on engagement, coordination, and communication. Acts as a statewide diversity and inclusion expert, developing metrics to ensure cohesive alignment of equity efforts across the agency and with key partners.

- Aligns institutional objectives with the college's strategic goals, mission, vision, and values, in accordance with the Equity and Inclusion Plan, through proactive partnership building and consensus.

- Applies an equity lens to policy and program development, administration, teaching, and assessment while spearheading training initiatives and best practices to bridge equity gaps.

- Supervises critical departments such as Human Resources, Family, Youth and Community Engagement, and the Wisconsin Education Opportunity Program (WEOP), ensuring a comprehensive and integrated approach to equity and inclusion.

Name: Demetri Beekman	**Title:** Director of Equity & Inclusion
Email: Demetri.Beekman@dpi.wi.gov	**Phone:** 414-227-1848

Equity and Inclusion Officer

As delegated, the Equity and Inclusion Officer (EIO) or designee is directly responsible for developing, coordinating, and implementing the agency's EI 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 responsibility includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.

- Develops, coordinates, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.

- Keeps the agency head and leadership at various organizational levels informed of EI 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 leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.

- Establishes and maintains internal monitoring, auditing, and reporting systems to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This review includes gathering, researching, and analyzing data.

- Audit the hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.

- Ensures agency selection criteria are objective, uniform, and job-related and that personnel decision-making processes adhere to EEO and AA principles.

- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the 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 equity and inclusion training annually.

- Attends equity and inclusion and agency supervisory training.

- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name: Carlos Pérez-Espitia	**Title:** Equity and Inclusion Specialist-Sr
Email: carlos.perez-espitia@dpi.wi.gov	**Phone:** 608-266-1098

Equity and Inclusion Professional

The designee/professional is responsible for assisting with implementing the equity and inclusion plan efforts within their agency. The EI designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.

- Reviews policies, procedures, and practices and recommends changes to the EIO.

- Assists in developing, implementing, and managing oversight of policies, programs, and procedures for the administration of EI efforts for the agency.

- Assists with promoting and coordinating agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veterans program, etc.

- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.

- Assist the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic equity and inclusion goals and objectives.

- Attends equity and inclusion and agency supervisory training, at least 6 hours annually.

- As designated, manages the agency's medical issues. This responsibility may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

Name: Hailee Kingzynski	**Title:** Human Resources Specialist-Sr
Email: hailee.kingzynski@dpi.wi.gov	**Phone:** 608-266-2189

Executive HR Director and HR Manager

The Executive HR Director and HR Manager are responsible for ensuring equitable and consistent administration, applying all personnel policies, and providing resources, support, and supervision of the EI Officer and professionals. The Executive HR Director and HR Manager:

- Maintains effective working relationships with agency EIO officers 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 principles.

- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.

- Provides the EIO with the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name: Ashley Showers	**Title:** Human Resources Manager
Email: ashley.showers@dpi.wi.gov	**Phone:** 608-266-2348

Equity and Inclusion Planning and Development Team

The EI Planning and Development team is a representative group of agency employees selected by the appointing authority to assist with the planning and development efforts for the equity and inclusion plan. The EI Planning and Development Team:

- Reviews equity and inclusion-related data, gathers additional data as needed, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.

- Assists with developing, writing, rolling out, and monitoring the agency's EI Strategic Plan.

- Establishes a plan for regular communication regarding the EI plan process, activities, and outcomes to build transparency, broad participation, and support.

List names of individuals role and responsibilities on the team:

EI Plan Workgroup
Equity and Inclusion Advisory Committee (DPI's Justice, Equity, Diversity and Inclusion Committee)
DPI's Equity and Inclusion Leadership Committee

IV. Introduction

The Department of Public Instruction believes improvement and change start from within. We are committed to proactively identifying barriers, and one of our goals is to diversify our staff at all levels and in various capacities. We aim to cultivate a sense of belonging for every employee, and, moreover, we strive to develop methods that center the voices and perspectives of underrepresented and historically marginalized communities, including amplifying the voices of our staff who belong to these communities. We pledge to provide all employees with the supportive structures and environment they need, ensuring we thrive and succeed in serving our students, families, and the broader communities of Wisconsin.

The mission of the Department of Public Instruction is rooted in a fundamental belief in advancing equitable, transformative, and sustainable educational experiences that develop learners, schools, libraries, and communities in Wisconsin. Thus, the agency's vision is to engage our learners in creating a better Wisconsin together. The DPI developed organizational values to be clear and open about what we stand for – love, integrity, humility, honor, and belonging. Our values state how DPI embodies what it offers, how it operates, and how it interacts with the world.

When we mention equitable educational experiences, 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. We must recruit and retain a diverse staff reflecting the students, communities, and identities of Wisconsin to achieve the meaningful change we seek in our education systems across the state. While a significant portion of public school students identify as being of color or of mixed races, a much smaller percentage of DPI staff and teachers reflect this diversity. Addressing this imbalance is vital. To effectively serve all students, especially those from historically marginalized groups, it is crucial to enhance staff diversity throughout the educational system, from the DPI down to individual classrooms.

DPI emphasizes racial and ethnic diversity. Under the direction of the Bureau of Equity and Inclusion and Order 59, DPI has created a Plan that directly addresses our most significant challenges; we recognize the importance of all types of diversity and commit, through this Plan to:

(1) implement equitable processes throughout the hiring process including outreach to improve applicant and hire diversity, and

(2) strengthen and improve agency cultural awareness by increasing learning opportunities and cultivating belonging, equity, and inclusion. We want all employees to feel valued, respected, supported, and affirmed, especially employees from historically underrepresented and marginalized groups that have less access to power, are excluded, and/or experience unjust or prejudicial treatment based on race, ethnicity, gender, religion,

ability, gender identity, sexual orientation, socioeconomic status, language, age (40+) and/or veteran status.

 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.

To develop the most comprehensive and robust plan, we convened a diverse cross-agency workgroup. This group provided broad perspective and expertise on the best methods to enhance diversity and promote equity and inclusion within the agency. The workgroup comprised individuals of diverse racial and ethnic backgrounds, varied identities, and different job responsibilities at the agency. They began their meetings in June 2023 and, on average, met for two hours weekly. They examined historical information and data, such as the State of Wisconsin Workforce Report, staffing analytics, and culture and climate survey data, to guide the drafting of the new Plan. After collecting feedback, they decided which elements from the previous Plan should be retained or modified. The workgroup also initiated extra weekly sub-workgroup meetings.

We involved various agency partners in the process, as noted in the Acknowledgements section, including:

- Cabinet members
- Leadership staff
- Members of the Equity and Inclusion Leadership Committee (EILC) who are liaisons of:
- Justice, Equity, Diversity, and Inclusion (JEDI) Committee
- Employee Resource Groups (ERGs) - LGBTQ+ and Woman of Color
- Human Resources (HR)
- Internal Communications
- Professional Development
- Equity Onboarding
- Wellness Committee
- Employee Advisory Committee (EAC)
- Equity and Inclusion Team
- WI Educational Services Program-Deaf and Hard of Hearing (WESP-DHH)
- WI Center for the Blind and Visually Impaired (WCBVI)
- WI Deafblind Technical Assistance Project (WDBTAP)

These partners played pivotal roles by offering feedback and insights integral to the Plan's development. Our main objective was capturing diverse staff experiences within the agency and determining steps to advance equity and inclusion.

Beginning in January 2024, the JEDI Committee and EILC will share responsibility in implementing and monitoring the Department's Plan. This will include oversight from the Executive Director of Equity and Inclusion and the Equity Inclusion Officer. Central to the

process of implementation, we will further engage with partners, and provide updates throughout the three-year Plan. In addition, we will expand and establish critical relationships with all communities and community organizations where 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.

Wisconsin is a tapestry of rich cultures, unique communities, and strong families all coming together to make Wisconsin a special place to live. To ensure fair access and opportunity for everyone in the state, DPI must prioritize equity and inclusion and embrace the necessity of diversity to not only improve our agency but our state as a whole.

V.   Workforce Analysis Summary

The Equity and Inclusion Plan Workgroup comprehensively assessed diverse data sets centering on recruitment, retention, and culture to identify barriers, challenges, and potential improvement domains. A striking observation was the disproportionate ratio of diverse applicants, especially those hailing from underrepresented and marginalized groups, that never made it through to the final rounds of the hiring process. For instance, over 30 percent of applicants of color did not pass the initial screening. Neither did 11 percent of individuals identifying as a person with a different ability, veteran, or W2 participant. Moreover, the panels involved in the screening and interview processes exhibited limited diversity. This absence, combined with a prevailing deficit in cultural competency, inadvertently may have allowed biases to permeate decisions.

We examined Wisc.Jobs applicant reports and the Department of Administration's (DOA) Demographic Workforce Report, which disclosed a troubling disparity. Despite receiving a significant volume of applications from underrepresented and marginalized groups, DPI's workforce demographics fall short of reflecting this diversity. From 2021-2023, DPI had an average of 576 permanent employees. Of those, there was an average of 11 percent staff of color, 18 percent staff with different abilities and 3 percent staff with veteran status. One action item to help improve the department's workforce diversity is to increase outreach regarding and visibility of the state application and hiring process, specific to DPI positions. Multi-year data on certified applicants showed a startlingly low count of candidates from historically underrepresented and marginalized groups relative to the hires at DPI. Specifically, from 2021-2023 (with 2023 having partial year data), of the approximately 2,450 applicants, only 20 percent of those were applicants of color, 1 percent were applicants with different abilities, 3 percent had veteran status, and 3 percent were identified as W2 applicants. The underutilized strategies of offering a consistent relocation stipend process for recommended candidates, formulating an out-of-state hire policy, and revising teleworking policy language came to light, largely due to declined offers associated with distant recruits. Given the analysis, DPI has identified the above strategies to address barriers throughout the various stages of the selection process.

Between 2021-2023, with partial data for 2023, DPI hired approximately 200 permanent employees; of those, only 18 percent were people of color, 5 percent were veterans and 10 percent were people with different abilities. The Workgroup identified recruitment and retention processes in need of improvement, for example expanding our outreach by crafting an agency-wide calendar spotlighting nationwide events, amplifying our digital presence across an array of platforms, translating DPI job announcements into Spanish and Hmong, and integrating equity mindset cards. Due to the sense of urgency around these needed areas, we also developed strategies to eliminate identified barriers and improve ways to support the agency's commitment to diversity, equity, inclusion, and belonging.

In addressing retention, the Workgroup studied exit interview survey data, focusing on employee movements like transfers, demotions, terminations, and promotions. This analysis helped us pinpoint challenges to retention and formulate corresponding strategies. We

observed that promotions for staff from underrepresented and historically marginalized groups were significantly low. For instance, over three years, internal promotions for groups such as Asian, American Indian/Alaska Native, Black/African American, and Hispanic/Latino rarely exceeded 20 percent, with some years seeing no promotions at all. As a response, we proposed an action item: a training program aimed at broadening leadership skills to boost promotions. Qualitative feedback from the exit interviews revealed employees' emphasis on competitive salaries, balanced workloads, and efficient remote workspace tools. From a quantitative perspective, between 2022 and 2023, 11 percent of departing employees, based on those who participated in exit interviews, cited workload as their primary reason for leaving. To address these issues, the Workgroup has outlined action steps like refining salary calculations, simplifying requests for remote tools, offsetting workload burden and more.

After thoroughly examining DPI's 2020-2023 EI Plan, DPI's culture-related data, including the Culture and Climate survey data and insights from our agency's 'What's on Your Mind' feedback form, the Workgroup recognized that in addition to creating new action items, there was a need to incorporate incomplete action items from the previous plan into the current one. While the previous E&I Plan had identified gaps and proposed strategies to address them, the Department didn't execute various action items within the set timelines. As the previous plan included an action to create further Employee Resource Groups (ERGs), to build on this endeavor, our action for this next Plan is to provide further resources for our ERGs to support the Department's efforts related to belonging, retention, diversity, equity, and inclusion, including beginning to build structures for a newly developed concept of affinity groups.

VI. Agency Goals, Strategies, Metrics to Advance Equity and Inclusion

DPI's Goals and Strategies

Goals for Equity and Inclusion	Strategies to Achieve Goal
Recruitment- The DPI will actively improve equity and address disparities throughout the selection process.	• Improve outreach, visibility and applicant pool diversity. • Implement equitable processes throughout the selection process. • Improve internship diversity.
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 and valued. In addition, DPI will engage in continuous improvement related to identifying and addressing retention.	• Improve or expand internal processes and policies to support current staff and better representation from underrepresented and marginalized groups. • Improve the new hire experience. • Invest in non-management employees as current and future leaders by providing professional development opportunities related to leadership. • Improve management practices by building capacity in key areas that impact equity. • Increase sustainable engagement in equity initiatives.
Culture- The DPI will examine and develop structures, policies, and practices to advance informed and 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 and underrepresented, experience a culture that is respectful, free of bias, and where accountability is present at all levels of the agency.	• Improve cultural awareness agency wide. • Cultivate belonging, equity and inclusion at the division and team levels. • Improve processes and tools for feedback and participation in decisions. • Ensure accessible and supportive technology agency wide. • Create employee resources for internal committees/subcommittees/workgroups.

The agency work plan represents the strategies and actions for the agency EI Plan. Each strategy identified to meet agency equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action implemented is part of the process of achieving specific strategic outcomes. The comprehensive selection of activities to support the strategy may be short-term or long-term actions. Key Performance Indicators (KPIs) gauge the progress of the actions taken to reach the desired outcome. KPIs provide clarity to the process for reaching short-term and long-term goals and allow teams to focus on efforts that fall short and require attention immediately to stay on track. KPIs support the monitoring and continuous improvement activities of the strategic plan.

Recruitment Strategies	Actions	Key Performance Indicator	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Improve outreach, visibility and applicant pool diversity.	Create an agency wide calendar of events attended and/or facilitated by DPI staff that includes conferences, job fairs, networking opportunities, etc. so HR staff can take advantage of opportunities to recruit candidates from underrepresented and marginalized groups.	Incorporate into Recruitment Outreach Resource (ROR)	A calendar is created by the target date.	Equity Inclusion Leadership Committee (EILC) Training Coordinator	Winter 2024
	Update job announcement language to potentially include: ● Clarification regarding permanent residency status (green card) to citizenship language ● Rule(s) regarding out-of-state work ● Relocation stipend language	Review status updates on respective action items.	Job announcement template is updated as respective action items are completed.	HR	2024-2026 *(each task in the action step is associated with another action item in the plan that have different completion dates throughout the three years)*

Recruitment Strategies	Actions	Key Performance Indicator	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	Improving and incorporating the Recruitment Outreach Resource (ROR) with both statewide and externally: ● Nationwide graduate student program contacts (database) ● Library boards/sites/in-person sessions ● Expanding **social media** presence ● Reviewing LinkedIn profiles and performing outreach to potential qualified candidates ● Advertisements for radio, TV, social media ● Out-of-state outreach including those grad schools ● Utilizing WECAN for all education related jobs ● Government jobs (NEOGov) utilization	Have a meeting with Budget and Policy to determine outreach budget possibilities. Collect activity reports on current **social media** platforms. Have a meeting with DOA to discuss state jobs in Google searches, interfacing with LinkedIn and visibility with Wisc.Jobs.	Underrepresented and marginalized applicant numbers would increase by 10% annually along with underrepresented and marginalized hires. Activity reports on utilized **social media** platforms would show an increase in activity by the end of 2026.	HR JEDI EIS	Ongoing throughout the three-year plan
	Create a page on DPI's website for both the public (directed towards potential, current and past applicants) and internal employees to learn more	Resources are developed by Spring 2025.	A page (on DPI Internet and Intranet) is created by target date.	Education Information Services (EIS) Team HR	Spring 2026

Recruitment Strategies	Actions	Key Performance Indicator	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	about the recruitment process (such as infographic, video): ● Include candidate's ability to incorporate lived experience, as it relates to the position, in application materials (define) ● Include how the background check process works ● Include specifics regarding screening and interview process (interviewers don't see cover letters) (screening process is to determine minimal qualification) (60 day timeline) ● Include instructions on how to translate the language of a job announcement ● Include a question or **survey** on the DPI Public site to determine helpfulness	Incorporate a question relating to visibility of DPI processes, initiatives, etc. in an annual DPI **survey**.	**Survey** responses indicate at least 80% of respondents feel DPI has improved visibility of agency processes, initiatives, etc.	JEDI	
Implement equitable processes throughout the selection process.	Create a communication process (such as a survey) for applicants who decline an offer/position, including a database to collect this information and procedure for disseminating these stats.	Review the reports of the action template.	Results are reviewed quarterly with a process for accountability in place by the end of 2025.	HR Qualtrics Analyst Leadership	Winter 2024- survey/commu nication process created Summer 2025-

Recruitment Strategies	Actions	Key Performance Indicator	Outcome/Metric	Responsible staff/office	Targeted Completion Date
					database created
	Create a DPI screening panel equity training, required for all staff, to include: ● How your identity impacts your biases ● How cultures play a role in applicant responses ● Cultural competency culture registers ● Use of the equity mindset cards Gather any related training from external entities, including DOA to potentially merge the interview and DPI screening training program. ● Review latest practices in the field	Evaluation is created with feedback reviewed and incorporated quarterly.	At least 50% of evaluation responses indicate staff find the training applicable. Passing applicants and certified applicants of color increase. By Fall 2026, all staff have taken the required training.	Training Coordinator HR LDP Planning Group JEDI	Spring 2026- training implemented
Improve internship diversity.	Create a summer high school paid internship program*: ● Utilize student organization events/conference for recruiting ● Determine agency **needs** and budget	Meet with *Budget* and Policy. Create a leadership communication to determine agency **needs**.	Implement a summer high school internship program by target date. Amount of underrepresented and marginalized interns increase by 10% each year.	JEDI Budget and Policy HR Leadership	Summer 2025- program rolled out Fall 2025- agency needs determined

Recruitment Strategies	Actions	Key Performance Indicator	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	● Target outreach to underrepresented and marginalized communities *pending **budget** considerations	Research mailroom student program.		Operations Partnership and Innovation (OPI) Team Facilities Liaison Career and Technology Education (CTE) workgroup Youth Engagement workgroup	Winter (Jan-Mar) 2026- begin intern recruitment

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Improve or expand internal processes and policies to support current staff and better representation from underrepresented and marginalized groups.	Incorporate an accountability mechanism for the requirement of annual position description review by the supervisor and employee. • Potential Leadership Index Culture Survey utilization	Reach out to other agencies for resources, tools, etc.	Policy or process in place to ensure PDs are reviewed annually. Survey results indicate that 90% or more of the staff feel that position descriptions are current and representative of their position responsibilities.	HR LDP Leadership Team	Summer 2024 (survey conducted)
	Modify electronic exit interview survey: • Add salary, professional development, telework opportunity (i.e., employee found a job with more remote work autonomy) and promotional opportunities to reasons for leaving • Allow employees to choose more than one option • Provide more detail about the reason for leaving in Q17 • Include more equity and inclusion questions (such as fostering EI, providing EI learning opportunities, etc.) with Q18 • Include an open ended question regarding management	Review requirements from DOA.	Exit interview survey is updated by target date.	HR EI Officer	Fall 2024

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	• Determine if any questions labeled as required pose barriers Update personal/oral exit interview survey process: • Offer EI Officer or HR Assistant as communicator • Option for in-person				
	Determine if headquarter city can be the primary work site (i.e., remote work site): • Review policies (such as Teleworking policy, field worker exception, reimbursement, compensation plan, etc.) related to teleworking and headquarter city • Can state offices be considered a headquarter location (such as other state agency buildings)?	Policies are reviewed by December 2024.	Communication and visibility regarding the outcome of review is disseminated by targeted completion date.	HR Cabinet Business Services JEDI	Summer 2025
	Explore and recommend equitable technology solutions, especially for those in rural communities, such as: • State employee discount • Review Internet Provider contracts • Create agency wide technology, equipment and office supplies needs **assessment**	Meet with various entities to discuss options and rules. **Assessment** is conducted by the end of 2024 and results are incorporated into the new process.	At least 60% of employees respond to the **assessment**. Options are reviewed and recommendations are completed by target date.	IT Director Business Services JEDI Facilities Liaison Library Services Director HR Director/HR Assistant Director	Fall 2026

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	• Research Internet stipend capabilities • Determine process for hotspot requests, especially for those in rural communities • Improve cell phone request process, including visibility of the process • Develop a streamlined process for shipment of equipment (to agency worksites) • Potential partnership with libraries to establish a process to potentially request room services, printing needs, etc. • Review IT security, potential VPN utilization.				
	Review all policies/procedures affecting pay equity to identify barriers and find solutions (or raise up larger issues to DOA): • Identify all barriers in a systematic way • Include outreach to DPI staff, including ERGs, for feedback on a draft of revised policies through a 15 day review period • Include committee/subcommittee/	Meet with Business Services regarding stipend rules. Potential DOA session from DOA compensation staff regarding reasoning behind rules.	By the end 2024, a feedback process on policies will be implemented allowing another path for potential barriers to be identified. By summer 2025, feedback is gathered on this new process and changes are made as needed to increase identification of potential barriers and improve our DPI workplace policies.	HR Leadership Cabinet JEDI Business Services	Winter 2024 Summer 2025

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	workgroup work in pay determination ● Clarity and transparency will be provided on the pay calculation process for new hires and transfers ● Review DMC ((Discretionary Merit Compensation)/DERA DERA (Discretionary Equity and Retention Adjustment) employee recommendation process and provide clarity and transparency to staff ● Create a consistent process for relocation stipend offers ● Potential panel member stipend/honorarium for external partners; other options (non stipend) for internal DPI employees ● Use the Equity Decision & Policy Tool to avoid unintended consequences		60% of DPI survey respondents agree that DPI has improved transparency throughout its processes, etc.		
Improve the new hire experience.	Ensure new employees are informed and have access to supportive wellness *resources* (including information about Employee Resource Groups) from their first day. Create a Wellness Welcome **deliverable** that is concise and summarizes resources and supports	Analyze current New Employee Orientation (NEO) materials and modules related to wellness for improvements, consolidation, etc.	New employees receive the **deliverable** item. Existing wellness *resources* are updated or changed. New employee evaluation results from new employee orientation indicate at least 75% of	Wellness Champion DPI Wellness Committee Training Coordinator	Fall 2024 Spring 2025- each team has a designated Wellness liaison

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
			new employees are aware of the wellness resources.		
	Implement an onboarding *program* for all new hires. ● Create onboarding resources for leaders and team-assigned mentors ● Review Pilot Mentorship Program (separate from team-assigned mentors) Create a **survey** to gather information from new staff on gaps in the first year of employment	Analyze NEO modules and communication to ensure employees are aware of the continuous support resources throughout their first year. Utilize NEO feedback to inform decisions. Collect current resources internally (team/division) and externally	A **survey** is created and dispersed by spring 2025. **Survey** responses annually indicate program improvement. A *program* is implemented by Summer 2026.	Training Coordinator HR Leadership EILC	Spring 2025 Summer 2026
Invest in non-management employees as current and future leaders by providing professional development opportunities related to leadership.	Create a leadership/management training program for non-management employees interested in gaining leadership skills.	Research available training (public sector, private sector, Cornerstone).	A training program is implemented by target date. At least 10% of training program attendees were promoted within a year after training.	Training Coordinator EILC	Summer 2026
Improve management practices by building capacity in key areas that impact equity.	Create sessions within the Leadership Development Program (LDP) to guide leadership in: ● Supporting employee wellness, informing and empowering them to be champions of *wellness* within their own teams and divisions	Create a communication plan to leadership regarding the incorporation of equity **statements**.	At least half of LDP sessions have *wellness* components in the content or learning objectives. All PDs have an equity **statement** incorporated by the end of 2026.	LDP Workgroup DPI Wellness & EAP Coordinator Leadership	Sessions offered by Fall 2024

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	• Incorporating equity **statements** in PDs	Potential rollout of equity **statements** with updated recruitment policy.			
Increase sustainable engagement in equity initiatives.	Offset workload burden by: • Creating a plan to expand **engagement** in communities/ committees • Incorporating community/committee work goal or task in PDs as needed • Reviewing communication options regarding awareness of committee/subcommittee workgroup involvement Recognizing employee contributions in work outside of their PD such as panels, committees, training opportunities, assistance with recruitment outreach, etc.: • Potential options could be recognition badges, Newsletter highlights, division/team/supervisory acknowledgment, badge in email signature etc. • Incorporate all additional work in the performance evaluation	**Engagement** plan is created by fall 2024. *Policy or SOP* is created by December 2024.	Action items are completed by the target date. **Engagement** in all additional volunteer and training opportunities increases by 10% annually from diverse staff. Culture & Climate and exit interview survey results show 10% annual increase in improved job satisfaction feedback.	EI Officer Wellness Champion EILC and JEDI Leadership HR	March 2025

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	• Research capabilities for professional organization membership payments that align with employee's work (consistent process) Develop a *policy or standard operating practice/procedure (SOP)* to create transparency regarding the creation of all committees, subcommittees and workgroups.				

Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Improve cultural awareness agency wide.	Implement agency wide expectation to participate in the Intercultural Development Inventory (IDI) Assessment. ● Perform outreach for **volunteers** to participate in a training program to be certified as Qualified Administrators (QAs) ● QAs provide *resources*/supports to all employees Each employee develops a personalized action plan based on their results to increase and improve cultural awareness and equity and inclusion knowledge	Meeting with Business Services regarding procurement. Review available *resources* and create any new supporting resources by the end of 2024. At least three employees **volunteer** to be a QA by Spring 2025.	IDI expectation is implemented by the end of 2024. All employees will have an action plan, focused on a specific culture, by the end of 2026.	Executive Director of Equity and Inclusion EI Officer EILC Business Services	December 2024- expectation implemented Summer 2026- all employees have completed the IDI Assessment December 2026- action plans created
Cultivate belonging, equity and inclusion at the division and team levels.	Each DPI team and division is responsible for creating and implementing one or more equity and inclusion goals aligned to the 2024-26 Equity & Inclusion Plan. Goals should include an anticipated timeline. Suggestions for goals could be: ● Increasing underrepresented and marginalized hires ● Strategies for developing belonging and collaborative relationships in a primary	The Equity and Inclusion FRED page includes team and division goals by January of 2025, ensuring visibility of division and team efforts. Supportive resources are created by spring 2024 for the divisions.	Divisions and teams create goals by the end of 2024. Divisions and teams implement goals by the end of 2026.	Cabinet Leadership EI Officer EI Oversight Task Force	2024-2026

Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	• remote work environment such as biannual or quarterly in-person opportunities • Mechanisms for recognizing equity work				
Improve processes and tools for feedback and participation in decisions.	Create a structure to receive feedback (e.g., user testing, survey, etc.) regarding equitable access with technology applications, tools, etc. prior to purchasing.	Feedback is gained from all staff by the end of 2024.	Based on feedback, improvements, modifications and purchases begin by target date.	IT HR JEDI	Spring 2025
	Create an equitable and inclusive **process** for feedback loops to inform policy and program decisions. • Ensure those connected to and impacted by the policy and/or program are involved in the determination of solutions and improvement efforts • Utilize the Liberatory Design for Equity framework and Consensus framework • Utilize the Equity and Decision Policy Tool	Develop an implementation plan for the feedback loop **process**. Review 2023 Culture and Climate survey results regarding staff feedback on decision making.	A **process** is created by the end of spring 2025. 50% of staff indicate, in the 2024 annual survey, that the new feedback processes have improved avenues for employee input and their voices have made an impact.	Leadership EILC	Implementation occurs fall 2025
Ensure accessible and supportive technology agencywide.	Redesign DPI Intranet (FRED) to support staff in relation to internal communications, collaboration, transparency, decision making and accessibility.	Content & functionality needs (new content & functionality, content updates, content to be deleted, most common	FRED redesign is completed by target date.	EILC Internal Communications Committee IT/Web Developer	early 2026

Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date

	• Identify staff content & functionality needs & preferences
	
	• Explore platforms and ensure functionality that supports internal communication and collaboration
	
	• Connect/coordinate with other communication avenues/platforms (explore Teams, Drupal, Sharepoint, Google, internal G: drive, MS Outlook)
	
	• Incorporate the following content suggestions in the redesign:
	
	   ○ Improve accessibility/usability of how-to information (such as job aids, FAQs)
	
	   ○ Improve accessibility/usability of equity-related content, including WI Supplier Diversity program
		use case scenarios) are identified by summer 2024.
		
		Decisions on platforms by fall 2024.
		
		Identify success metrics and complete Information Architecture in 2024.
		
		Training plan & maintenance/evaluation plan is created by Summer 2025.			

Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
	● Expand the employee directory to include responsibilities, etc.				
	Create agency wide standards and expectations regarding accessible technology and communication materials, and support implementation with accessibility trainings including: ● IT applications, especially MS Teams, Zoom, SharePoint ● Documents and presentations ○ Researching federal plain language guidelines, potentially developing tools/tips sheets for staff	Research available related training.	Accessibility training is developed by the end of 2024. The developed accessibility training is implemented by spring 2025. Training attendee evaluation responses indicate at least 50% found the training helpful and useful.	IT EIS WESP-DHH Director Training Coordinator Sign Language Interpreter JEDI Cabinet	2024-2026 (trainings to be developed throughout the three-year plan)
Create employee resources for internal committees, subcommittees, and workgroups.	Create resources, including protocols, for the creation of affinity groups, which build communities based on any identity or common interest.	Update and maintain the FRED page.	Resources, including a protocol, are developed for affinity groups by the end of 2024.	JEDI	December 2025- implementation of affinity groups
	Create further *resources*, including **protocols**, for DPI Employee Resource Groups (ERGs), which support employee groups that are systematically marginalized.	Update and maintain the FRED page.	**Protocol** is developed by Spring 2024. *Resources* are developed by Winter 2025.	ERGs JEDI	Ongoing throughout the three-year plan
	Create an in-house conflict	Research available	A training program is	Training	Winter 2025

Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date

	resolution training program for all employees:
	
	● Specific modules for leadership
	
	● Potential modules:
	
	   ○ Strategic Leadership
	
	   ○ Effective Communication Skills
	
	   ○ Conflict Analysis and Understanding
	
	   ○ Negotiation and Problem Solving Strategies
	
	   ○ Team Building and Collaboration
	
	   ○ Change Management and Adaptability
		training resources.
		
		Review respectful workplace complaint numbers throughout the three-year plan.
		
		Review employee satisfaction within Culture and Climate survey responses.
		
		Review number of mediation requests throughout the three-year plan.
			created by a targeted completion date.
			
			Facilitation requests have decreased by 10% in 2026.
				Coordinator
				
				EI Officer
				
				EI Designee
				
				EILC	

VII. Internal and External Communication of Equity and Inclusion Plan

Internal Communication Plan

Internal Audience	How Info Will Be Shared	When/Frequency	Responsible Parties	Feedback Tool(s)
Cabinet	• Cabinet meeting	• November/December 2023	• EI Plan Workgroup members	• Verbal feedback
Leadership	• LDP session	• End of January 2024	• LDP Planning Group • Communication EI Plan sub-workgroup	• Utilize FRED survey
Division	• Division meeting	• January 2024	• Asst State Supt • EI Plan Workgroup Leads	• Utilize FRED survey • Verbal feedback
Team	• Sessions offered on as needed basis	• TBD	• EI Plan Workgroup Leads • Directors and Assistant Directors	• Based on needs/requests
All staff	• Forward Newsletter • Short informative video • Targeted Brown Bags regarding specific action items in the Plan • FRED • FAQ	• Newsletter- end of 2023 and beginning of January 2024 • Brown Bags- mid 2024 • FRED- beginning of January 2024	• Communication EI Plan sub-workgroup • Education Information Services team • Main Office ASL Interpreter • Training Coordinator • EI Plan Workgroup Leads	• Form for EI Plan for anyone to ask questions/provide feedback
WI Educational Services Program for the Deaf and Hard of Hearing (WESP-DHH)	• In-person session	• January 2024	• WESP-DHH HR Specialist • WESP-DHH Leadership • EI Plan Workgroup Leads	• Session feedback survey
WI Center for the Blind and Visually Impaired (WCBVI)	• In-person session	• January 2024	• WCBVI HR Specialist • EI Plan Workgroup Leads	• Session feedback survey

External Communication Plan

External Audience	How	When/Frequency	Responsible Parties	Feedback Tool
● District Leadership (all District Superintendents)	● District Admin Bi-weekly E-mail	● March 2024/Once	● Deputy State Superintendent	● Executive Director of Equity and Inclusion contact information
● District Staff	● ConnectEd listserv	● March 2024/Once	● ConnectEd Lead	● Executive Director of Equity and Inclusion contact information
● Tribal Leaders	● Connect with the committee for specific direct contacts	● March 2024/Once	● Tribal Relations Steering Committee	● Executive Director of Equity and Inclusion contact information
● General Public	● DPI Internet Site	● February 2024	● ConnectEd Lead ● Internal Communications Lead	● Form to submit questions and/or feedback
● External Communities	● Varied (through email, events, etc.)	● As opportunities are presented/known	● Various parties	● EI Director contact information

VIII. Agency Internal Monitoring Plan and Process

Beginning in January 2024, leadership and ex-officio members of the Justice, Equity, Diversity & Inclusion (JEDI) committee—including the Executive Director for Equity & Inclusion, the Equity & Inclusion Officer, and the Equity & Inclusion Designee—will meet periodically (see schedule below) to oversee and assess implementation progress. This group will be referred to as the "Equity and Inclusion Plan Oversight Task Force."

The Oversight Task Force will:
1. Coordinate the selection of the action items between JEDI and EILC (see below)
2. Problem-solve and collaborate as needed to ensure sufficient personnel and resources to allow action items to move forward.
3. Report quarterly to DPI Leadership

The JEDI committee and the Equity & Inclusion Leadership Committee (EILC) will coordinate implementation and monitoring of the Equity and Inclusion Plan.

JEDI and EILC will:
1. Prioritize and select action items to oversee based on the targeted completion dates. (Oversight Task Force members will coordinate the selection of the action items between the committees.)
2. Oversee the creation of subcommittees to implement selected action items.
3. Problem-solve and collaborate as needed to ensure sufficient personnel and resources to allow action items to move forward.
4. Document the progress of implementation on the EI Plan Tracker Google sheet, ensuring consistent accountability and monitoring.
5. Ensure current updates on plan progress to all staff
   a. Ensure timely updates to employee intranet (FRED)
   b. Provide annual updates to all staff via interactive sessions

Subcommittees working on a specific action item will:
1. Ensure timely implementation of the action item
2. Gather feedback from appropriate staff about proposed actions
3. Report progress to JEDI or EILC on a monthly basis so the appropriate committee can update the EI Plan Tracker

Committee Meeting Schedule
- JEDI (monthly)
  - Subcommittees (bi-weekly)
- EILC (weekly)
  - Subcommittees (bi-weekly)
- EI Plan Oversight Task Force (bi-weekly first six months and then monthly for the remaining)