



Department of Military Affairs Equity and Inclusion Plan

January 1, 2024 – December 31, 2026

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I. Acknowledgment

We have reviewed and firmly endorse the content of this Equity and Inclusion (EI) Plan. We are committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with federal and state laws.

Appointing Authority:

Maj. Gen. Paul E. Knapp
The Adjutant General
paul.e.knapp2.mil@army.mil



06 December 2023

Equity and Inclusion Officer:

Stacie Meyer
Stacie.Meyer@widma.gov

Signature/Date:



December 12, 2023

II. Equity and Inclusion Commitment

The Department of Military Affairs (DMA) recognizes that equal employment opportunity is a legal, organizational, and economic necessity to maximize the quality and diversity of the state's workforce. This commitment is extended to all job applicants and employees in every type of position, including unclassified, classified, project, limited-term, volunteers, interns, and work-study personnel.

The DMA therefore reaffirms its commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's age, race, creed or religion, color, disability, sex, marital status, national origin or ancestry, political affiliation, arrest or conviction record, sexual orientation, or other bases specified under [sub chapter II of Chapter 111, Wis. Stats.](#) As part of this commitment, we apply equity and inclusion principles to all employment policies, procedures, and programs whenever 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 accommodations that do not cause an undue hardship on DMA will be provided for employees and applicants with disabilities whenever necessary.

The DMA has developed, and is committed to maintaining, a written EI Plan. This EI Plan has our total support, and the DMA pledges its best good faith efforts to achieve the goals identified in the Plan. We expect each manager, supervisor, and employee to aid in the implementation of this program and be accountable for complying with the objectives of this Plan. A monitoring and reporting system will be developed and maintained to ensure compliance with the equity and inclusion mandates. The Plan is available for review on the DMA website and in the State Human Resources Office.

Agency Head

Name: Maj. Gen. Paul E. Knapp

Title: The Adjutant General

Date: 06 December 2023



Equity and Inclusion Officer

Name: Stacie A. Meyer

Date: December 12, 2023

Signature:



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

Agency Appointing Authority

The DMA appointing authority carries the overall responsibility for establishing an Equity and Inclusion Plan including goals, timetables, and compliance with all federal and state laws. The appointing authority or designee:

- Communicates the direction and vision to agency leadership to ensure involvement and commitment to DMA's equity and inclusion efforts.
- Develops an EI action plan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, build infrastructure and a culture committed to equity and inclusion, and incorporate equity and inclusion throughout DMA'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, recommend opportunities for improvement, and provide support and shared ownership of DMA strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Assesses and ensures that 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 State Equity & Inclusion Committee (SEIC) on DMA programs, initiatives, and policies.

Name: Leah Moore

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Title: Executive Assistant

Phone: (608) 242-3009

Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or their designee is directly responsible for developing, coordinating, and implementing the agency's EI plan. The EIO:

- 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.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of developments, progress, and potential concerns.
- Ensures communication and dissemination of the EI Plan, policy and program information, and employee access to the EI Plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness and support, and to ensure compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns, selection of candidates, and career development and training programs to identify and remove barriers to providing diverse applicant pools or equitable development opportunities for DMA workforce if present.

- Ensures agency selection criteria are objective, uniform, and job-related, and that personnel decision-making processes adhere to state civil service, merit, and equal employment opportunity and affirmative action principles.
- Promotes and coordinates agency participation in enterprise EI programs and initiatives, such as the State of Wisconsin Student Diversity Internship Program (SWSDIP), annual state diversity awards, W-2, and non-competitive appointment for certain disabled veterans.
- Serves as the agency’s point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion and agency supervisory training annually.
- Participates in and advises DMA State Equity and Inclusion Committee (SEIC) as a non-voting member.

Name: Stacie Meyer
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Title: HR Manager/EI Officer
Phone: (608) 242-3163

Equity and Inclusion Professionals

The EI Professionals are responsible for assisting with the implementation of the EI Plan efforts within DMA. The EI professionals:

- Ensure dissemination of all relevant equity and inclusion information to appropriate staff.
- Review policies, procedures, and practices, and recommend changes to the EIO.
- Assist in development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assist with the promotion and coordination of agency EI programs and initiatives, such as the State of Wisconsin Student Diversity Internship Program, annual state diversity awards, W-2, and non-competitive appointment for certain disabled veterans.
- Ensure communication and dissemination of the EI Plan, policy and program information, and employee access to the EI Plan and related policies.
- Assist the EIO in conducting required audits.
- Attends equity and inclusion and agency supervisory training annually.

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Name: Candice Hanson
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Title: HR Specialist (Medical Coordinator)
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Name: Michele Sorum
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Title: HR Specialist (Generalist)
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Human Resources Manager

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

- 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 hiring managers and supervisors work effectively to execute the EI Plan.
- Provides support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name: Stacie Meyer

Email: Stacie.Meyer@widma.gov

Title: HR Manager/EI Officer

Phone: (608) 242-3163

Agency Equity and Inclusion Planning/Development/Implementation Team

The agency EI planning and development team is a representative group of agency employees selected by the appointing authority/designee 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, gather additional data as needed, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Assists with developing, writing, and rolling out 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.
- Assist with the rollout of DMA's EI Strategic Plan

Listed below are the members of the EI Planning and Development Team:

- Dave Ferris, Volk Field
- Candice Hanson, Medical Coordinator/EI Professional
- Samantha Liebl, Wisconsin Emergency Management
- Stacie Meyer, Human Resources (HR) Director/EI Officer
- Leah Moore, Executive Assistant
- Shawn Sallee, 128th Air Refueling Wing
- Jayne Swingen, Deputy Human Resources Director
- Meg Vergeront, DMA General Council

Contributors/Additional Subject Matter Experts:

- Katie Bermudez, Wisconsin National Guard EI Subject Matter Expert
- Keith Peter, DMA Public Affairs Office

IV. Introduction

Diversity and inclusion are dynamic ideas that require long-term strategic thinking at all levels of the organization. The DMA is proud of its commitment to promote diversity and provide an environment where each individual is respected, honored, supported, and rewarded based on personal achievement and contribution. DMA leadership has a vision that incorporates commitment to and championship of diversity, equity, and inclusion for all the key stakeholders in our organization which includes employees, airmen, and soldiers. To further this vision, goals are being set to improve the inclusion of all people at all levels of the organization; create an environment that fosters awareness and inclusive practices by supporting diversity, equity and inclusion and seeking out stakeholder groups that support the DMA values and ensure diversity, equity and inclusion initiatives, actions and results are transparent to all stakeholders. We strive to ensure our employees work in an atmosphere that is open, creative, and inspires the best in terms of effort and results. Within DMA, each individual has equal opportunity and is encouraged to achieve their full potential. Human and cultural differences do not interfere with individuals achieving the full potential, but enhance our ability and willingness to recognize, support and reward. As leaders, we understand that people are different, and we make it a point to appreciate the uniqueness of our team members. The establishment of our EI Plan demonstrates our commitment to diversity and confirms our allegiance to continuous improvement.

At DMA, diversity is a force multiplier and is an integral part of our mission. Achieving a truly inclusive environment requires the personal commitment and support of each employee of DMA. While the EI Plan provides the roadmap to ensure success, we need every member's support in this effort to help make certain DMA is the organization we envision it to be. Members involved in development of this plan had the opportunity to review data related to DMA workforce compared to availability of candidates for positions on a state-wide basis as well as feedback directly from DMA employees gathered through anonymous surveys. The team was invited to discuss this information and provide input into strategies for improvements.

This EI Plan, its underlying analysis, and resulting strategies are focused on the evaluation of existing, and application of future, equity and inclusion principles throughout the work life cycle of the DMA state workforce. Specific attention has been given to: 1) ensuring that recruitments reach diverse applicant pools with welcoming job announcements encouraging interest from all qualified applicants; 2) ensuring that selection processes are fairly administered and hiring decisions are made based solely on merit principles, relative to the skills, abilities, competencies, and knowledge of position candidates; 3) ensuring that work environments are safe, healthy, and inclusive, that programs and policies are fairly administered, and that communication is open and employee input valued; 4) fostering workplaces where employees can pursue satisfaction in their work, meaningful workplace relationships and service to the public without distractions and other consequences of harmful workplace culture or frustrations due to inequitable systems; and 5) aggressively pursue these goals to put DMA in the most advantageous position possible for retaining a qualified, productive, and healthy workforce.

This EI Plan is made available to all DMA employees electronically as well as posted at work locations. The expectation is that the plan and strategies will serve as points of discussion that result in action to achieve the recruitment, retention and cultural goals identified in the work plan.

V. Workforce Analysis Summary

An agency workforce analysis was conducted in the State Human Resources Office with oversight and input provided by Stacie Meyer, HR Manager and EIO. The methodology, findings, and recommendations resulting from the analysis were presented to the EI Planning and Development Team,

which served in a board capacity. This approach allowed those with subject matter expertise to provide input and challenge the analysis, while enabling a knowledge transfer to those without expertise but whose downstream leadership and support will be critical. It also ensured that planning and development would progress in the most efficient manner possible. Following are summaries of the analysis and key findings, which are included in the EI Work Plan that is attached to this EI Plan:

Underutilization and Availability - The Department of Military Affairs used information provided through the State Underutilization Analysis Report developed by Division of Personnel Management (DPM), Bureau of Equity and Inclusion (BEI). This report summarizes for each agency the percentages of women and minorities available in the relevant job market, and the job groups that are underutilized for women and minorities. The data used to develop the report was based on 2014 – 2018 U.S. Census American Community Survey Report and information from the State of Wisconsin's Human Resources Information System (PeopleSoft). This report and a review of DMA-specific classification data helped to identify specifically where deficiencies exist, enabled appropriate goal setting and resource allocation, and produced compelling, data-informed findings needed to influence decision makers and motivate those who will be called to action through the EI Work Plan. The goals established are focused on classifications where it is viable that a difference can be made through targeted actions.

Applicant Flow Data - Applicant flow data was evaluated to develop an understanding of applicant pool demographics, job location influence on the applicant pool, and composition of employment registers. This information was used in conjunction with, and compared to, statewide and local labor market data, hiring outcomes, and current workforce demographics. These variables were useful to inform discussions and identify activities and processes requiring analysis to identify potential barriers to EI standards. This follow-on analysis focused on recruitment strategies, job announcements, screening tools, processes and participants, interview questions and benchmarks, and the potential influence the agency's culture may have on recruitment and selection outcomes.

Employee Demographics – Agency demographics from 2016 through 2023 were reviewed in preparation of this EI Plan. The number of females in permanent positions has steadily increased over this period of time, with the most significant increase from 2021 to 2022 with an increase of 3%. However, the agency continues to have the majority of positions (almost 71%) filled with individuals that identify as males based on data available through the Division of Personnel Management. In addition, employee demographic information from the same source was reviewed to identify trends in minority hires. Similar trends were noted with modest increases of minority hires over this timeframe with the exception of 2017 to 2018 where the agency saw a decrease in minorities in the DMA workforce. This information was used in conjunction with, and compared to, statewide and local labor market data, hiring outcomes, and current workforce demographics. These variables were useful to inform discussions and identify activities and processes requiring analysis to identify potential barriers to EI standards.

Advancement Opportunities - An analysis of advancement opportunities was conducted using data provided by DPM, Bureau of Merit Recruitment and Selection (BMRS), for the time period 2016 through the first quarter of 2020. During this period there were 100 promotions, 90 of which were internal to the DMA. 87% of these promotions occurred in three occupational categories: Protective Service, Maintenance, and Professional. There were no disproportionate outcomes against minorities nor with females in the Protective Service and Maintenance categories. However, the results do indicate potential disproportionate outcomes for females promoting into professional jobs in the DMA. While the sample size is small, further analysis will be accomplished as scheduled in the EI Work Plan.

Voluntary Separations - An assessment of voluntary separations (excluding retirement) was conducted and focused on public safety, maintenance, and social service job groups; data was provided by BMRS, covering the time period 2016 through 2019. These job groups represent the highest

percentages of turnover in the agency and combined represent approximately 65% of the workforce. It was determined there was no pattern of disproportionate turnover amongst females or minorities in these areas, but continued analysis will be conducted as identified in the attached EI Workplan.

Recruiting - Since Act 150, the DMA has relied primarily on DPM for promoting state employment and job openings to community-based organizations to increase target group member applications. Over the course of the 2020 – 2023 EI Plan, more effort was placed on recruiting the targeted audiences for classifications where emphasis was required due to underutilization for minorities (specifically cadet specialists and emergency government specialists). These classifications are no longer underutilized, therefore the 2024 – 2026 plan will focus efforts on recruiting females for public safety positions and minorities and females for mechanical/facilities repair classifications. There is a need for DMA to create and implement plans for diversity recruitment in priority job groups or classifications, as provided in the EI Work Plan.

Policies - The workforce analysis shows that further communication of Respectful Workplace Policy and Complaint Procedure is warranted. As evidenced by feedback through an annual engagement survey and a specific equity and inclusion survey conducted by DMA's State Equity and Inclusion Committee, approximately 87% of employees are aware of the policy and procedure. In addition, an overall review and update of agency policies and procedures through an equity lens, specifically to incorporate gender neutrality is identified as an action item under the culture initiatives of this EI Work Plan.

Complaints - A review of reports indicates there have been twenty-three civil rights complaints in the department in the last three years (includes both formal and informal complaints), sixteen of which have been adjudicated and closed with no findings. Discipline was issued in six of the complaints, including three terminations/resignations. One case remains open as of the date of this report. As a result of this analysis, action plans involving additional training for supervisors to educate on prevention of bullying and hostile work environments with focus on improving work environment culture is included in the EI Work Plan.

Infrastructure - Efforts are needed to acquire or improve resources for efficient delivery of a quality EI Plan, for pursuing future advancements, and to secure long-term stability of EI principles and programs. Following are priorities that were identified:

1. Continue and enhance relationships with the Wisconsin National Guard (WING) Equal Employment Opportunity Office for potential integration of functions, partnering on special events, sharing of workforce communication resources, and EI subject matter expert collaboration.
2. Serve as a resource for the WING to educate and support an understanding of state personnel law and practices; facilitate informational team meetings with staff and local management; perform organizational, workforce demographic, and work culture analysis; assist with policy development and communication; and prepare reports and presentations for management.

VI. Goals, Strategies, and Work Plan

DMA has identified broad goals from the workforce analysis to address barriers in the advancement of equity and inclusion in the focus areas of *Recruitment, Retention, and Agency Culture*. Specific strategies have been identified to meet these goals and a work plan developed to carefully plan the efforts, commit resources wisely, and ensure quality outcomes are reached in a timely manner.

VII. Internal/External Communication of EI Plan

Internal Methods of Communication

- The EI Plan as well as progress and activities relating to execution of EI objectives will be disseminated to all employees via email at least annually by the EI Officer.
- The EI Plan will be posted on the agency's internet site and the location of such will be communicated to all employees.
- A physical copy of the EI Plan will be posted along with state and federal required employment notices, which will be prominently displayed and available in areas frequented and accessible to employees.
- The location and contents of the EI Plan will be discussed with new employees at New Employee Orientation.
- Additional strategies will be developed to raise awareness of the EI Plan such as incorporating EI Plan into Cornerstone as required training for all employees per the strategies identified in the EI Work Plan.
- Feedback regarding plan initiatives, concerns or recommendations can be provided via email to the EI Officer at DMASHR@widma.gov or by calling (608) 242-3163 or to members of the DMA State Equity and Inclusion Committee (SEIC) at DMASEIC@widma.gov.

External Methods of Communication

- The EI Plan will be available on the agency's public website at <https://dma.wi.gov> and a printed copy will be available upon request by calling the State Human Resources Office at (608) 242-3153 or email to: DMASHR@widma.gov.
- The agency's website homepage includes the statement, "an equal opportunity employer."
- All job postings will include the statement, "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply."
- The agency will make a concerted effort to incorporate diversity into marketing materials.
- The EI Plan and all state and federal-required employment notices will be prominently displayed and available in areas frequented by and accessible to members of the public.

VIII. EI Plan Implementation, Monitoring, Evaluation, and Reporting

Implementation

To ensure follow-through and oversight of all EI Plan components, the following activities will be undertaken by the EI Officer:

- Develop a tracking mechanism that incorporates the Actions, KPI, Outcomes, and Targeted Completion dates of the agency's EI Work Plan.

- Schedule regular meetings with individuals and working groups who are assigned development and implementation responsibilities in the EI Work Plan.
- Assess the need for, and facilitate as needed, training, acquisition of resources, promoting plan objectives, and providing quantitative data to workgroups.
- Provide implementation updates to the EI Planning and Development Team.

Any barriers to successful implementation that the EI Officer is unable to resolve will be reported and support will be requested from the Adjutant General. The EI Officer will contact BEI for ongoing support, as needed.

Monitoring

A systematic process is in place to monitor and evaluate the following activities and outcomes:

- Personnel processes and actions: hiring recommendations, DMC/DERA, performance evaluation results, discipline, grievances, complaints, changes in conditions of employment, exit interviews, and involuntary personnel transactions (i.e. involuntary transfer and demotion, layoff, and termination for cause).
- Imbalances in the workforce with respect to protected groups and progress/outcomes of EI Work Plan objectives/results intended to address imbalances.
- Participation in required EI training for supervisors and EI staff.
- Discrimination and harassment complaints, including trends, circumstances, and resolutions.
- Information related to retention such as exit interview results, climate survey results, and internal promotions.

Reporting

Following are the standard reporting activities to be accomplished:

- Quarterly reports will be provided to agency leadership to include EI Work Plan progress, success and challenges, and workforce data as needed.
- The department will submit an annual progress report at the end of the state fiscal year to BEI, documenting progress towards achieving EI goals and summarizing the agency's efforts, accomplishments, and challenges (with a plan to address).
- Report information will be summarized by BEI and used to compile a statewide workforce equity and inclusion report that will be submitted to the Governor's Office.

EI - Goals and Strategies

Goals for EI	Strategies to Achieve Goal
<p><u>Recruitment Goal</u></p> <p>DMA will actively address hiring disparities across all verified underutilized job groups or classifications.</p>	<ul style="list-style-type: none"> • Security and Public Safety Job Group <ul style="list-style-type: none"> ○ Examine, and adjust as needed, the recruitment and selection processes for Military Affairs Security Officers and Fire-Crash Rescue Specialists with a goal of increasing hiring of females. • Mechanical Equipment – Maintenance Repair Job Group <ul style="list-style-type: none"> ○ Examine, and adjust as needed, the recruitment and selection process for classifications such HVAC Refrigeration Specialists, Facilities Repair Works, Facilities Maintenance Specialists and Heavy Equipment Operators with a goal of increasing the hiring of females and minorities. • Ensure quality control of selection instruments, use of objective criteria relative to important aspects of the job when eliciting and evaluating applicant responses in the selection process and carried through and used for validation in hiring recommendations. • Expand open recruitment for Limited Term Employment opportunities, with emphasis on positions that are maintained year-to-year and for those which have potential as a feeder group to permanent employment.
<p><u>Retention Goal</u></p> <p>DMA will perform analysis and develop new strategies to monitor, understand, and mitigate involuntary departures, with emphasis on protected groups.</p>	<ul style="list-style-type: none"> • Use the results of agency annual Engagement/Climate Survey to identify “stay” and “departure” characteristics present in the work environment to inform strategies for mitigation and responses to involuntary turnover. • Continue to further integrate an “equity lens” focused review of human resources process to ensure employment-related decisions are based on objective, fair, and equitable standards, and that outcomes do not disproportionately adversely affect protected groups. • Perform additional detailed analysis on potential disparities between male and female internal promotions.
<p><u>Agency Culture</u></p> <p>Promote an agency culture free of bias, a respectful culture that values diversity, promotes equity, and actively engages inclusion.</p>	<ul style="list-style-type: none"> • Continue analysis of annual climate survey and complaints filed by the DMA state workforce addressing subjects specific to employee engagement, work environment, relationships, perceptions of management, and unwelcome behavior in the workplace. Analyze and utilize findings to inform additional strategies and responding to critical incidents as well as addressing systemic deficiencies in agency culture. Ensure that Respectful Workplace Policy and complaint procedure is known to all employees to optimize adherence. • Develop and implement a comprehensive plan of action which recognizes the DMA state workforce as a valued contributor to the Department of Military Affairs and Wisconsin National Guard and which demonstrates a commitment to embracing and projecting Equity and Inclusion as core principles for the agency.

EI Work Plan

Recruitment Strategies	Actions	Targeted Completion	Key Performance Indicator (KPI)	Outcome/Metric	Responsible Staff or Office
Examine and adjust recruitment/selection strategies for priority underutilized areas; Public Safety classifications and Mechanical Equipment/Repair classifications.	<p>Perform job analysis, validate experience requirements, and explore improvements.</p> <p>Identify staff who supervise or perform duties for participation in recruitment activities.</p> <p>Establish recruiting networks and relationships with academic institutions and organizations.</p> <p>Launch new/revised recruitment and selection strategy.</p>	<p>11/1/2024</p> <p>2/1/2025</p> <p>10/1/2025</p> <p>2/1/2026</p>	<p>Increase in female and minority hires in identified job groups</p>	<p>Selection Assessment Strategy is approved by HR Deputy/EIO</p> <p>Motivated recruiters who are committed to the goal</p> <p>New networks/recruitment tools established and implemented</p>	<p>HR and Supervisors of Public Safety and Mechanical Repair classifications</p>
Selection Process Quality Control	<p>Evaluate and address as needed the following:</p> <ul style="list-style-type: none"> • Subjective or contaminated screening tools • Government/military vernacular in job postings and selection tools and related criteria 	<p>6/1/2024</p> <p>Ongoing</p>	<p>A minimum of 50% of job announcements and selection tools are written in “plain language” without governmental acronyms and terms</p>	<p>Supervisors are consciously trying to eliminate use of “agency” terms in recruitment documents</p> <p>Job announcement and screening tools are written in plain language</p>	<p>HR</p> <p>Hiring Supervisors</p>

Recruitment Strategies (Cont)	Actions	Targeted Completion	Key Performance Indicator (KPI)	Outcome/Metric	Responsible Staff or Office
Expand recruitment outreach for Limited Term Employee (LTE) positions in underutilized job groups or classifications	Develop a written plan which includes the following recommendations: <ul style="list-style-type: none"> • class titles and units, • recruiting strategies, and • efficient screening tools/process, Be prepared to launch program as vacancies occur.	 6/1/2025 9/1/2025	10% of LTE positions in identified job groups are recruited openly	A strategy/plan is implemented that has sustainability. Supervisors of LTEs have awareness of recruitment efforts and positive experience with hiring LTEs	HR and supervisors of LTEs
Conduct analysis of security and fire/crash staffing to identify barriers to hiring retention of females	Perform review of five years of staffing history to include applicant flow, adverse impact, hiring outcomes, etc.	4/2025	Barriers are identified and recommendations are made to overcome	Recommendations to reduce barriers to hiring females in public safety positions	HR/EIO

Retention Strategies	Actions	Targeted Completion	Key Performance Indicator (KPI)	Outcome/Metric	Responsible Staff or Office
Climate Survey, Stay/Departure Analysis	Analyze the results of engagement related survey items Create Stay Survey for administration at 1 year of employment Develop/Implement Action Plans for the department or specific units, as required, for maintenance and corrections	Annually by June 3/1/2025 Within 3 months of annual survey	75% response to surveys Increase retention rate/reduce turnover rate by 2% or more	Identify key drivers of job satisfaction, retention, and turnover Business areas have increased awareness of concerns and opportunity to develop plan and address concerns	HR EIO Leadership of Business Areas

Retention Strategies (Continued)	Actions	Targeted Completion	Key Performance Indicator (KPI)	Outcome/Metric	Responsible Staff or Office
Equity Lens review for HR actions and processes	<p>Identify, review and document that employee demographics are available, and procedures identify and integrate the appropriate EI staff for inclusion in the following processes/actions:</p> <p>Hiring recommendations, DMC/DERA, performance evaluation, discipline, grievances, complaints, changes in conditions of employment, exit interviews, and involuntary personnel transactions (i.e., involuntary transfers, demotion, layoff and termination for cause)</p> <p>Update forms to be gender neutral</p>	<p>9/1/2025</p> <p>6/1/2026</p>	<p>HR Standard Operating Procedures developed or modified to incorporate EI review and/or data elements for at least 50% of identified processes/actions and associated forms are updated with gender neutral language</p>	<p>Process and procedures are reviewed with equity awareness</p>	<p>HR</p> <p>EIO</p> <p>SEIC</p>
Analyze selection processes to identify internal promotional barriers for females	<p>Review recruitment and selection processes to include, as warranted, the following items: hiring recommendations, interview questions and benchmarks, panel composition, employment register, scoring results, rater composition, screening tools and criteria, applicant pool demographics and job announcement</p>	<p>9/1/2026</p>	<p>Increase internal promotions of females following changes</p>	<p>All subject selection processes will be evaluated for job relatedness using a face validity test.</p> <p>Patterns of areas of concern can be corrected to improve promotional abilities of females within the organization</p>	<p>HR and EIO</p>

EI Culture Strategies	Actions	Targeted Completion	Key Performance Indicator (KPI)	Outcome/Metric	Responsible Staff or Office
Improve awareness of Respectful Workplace Policy and related complaint procedure	<p>Identify opportunities for expanding awareness of policy and procedure and improve communication plan for informing employees</p> <p>Perform analysis of employee awareness based on survey results</p>	<p>7/1/2024</p> <p>Annually</p>	<p>Climate/Engagement survey results indicate awareness of 95% or more</p>	<p>Employees are informed of their responsibilities in maintaining a respectful workplace environment</p> <p>Employees file complaints if their rights are violated</p>	<p>SEIC and EIO</p>
Integrate Equity & Inclusion efforts of federal workforce with state EI efforts at DMA	<p>Develop a strategy to deliver EI training opportunities to all DMA workforces</p>	<p>12/1/2025</p>	<p>2 EI programs offered annually to entire DMA workforce</p>	<p>Every employee of DMA will have more opportunities to engage in EI related education and activities</p>	<p>SEIC EIO Fed EI Rep</p>
Identify and implement training for supervisors of DMA employees to assist with recognizing and addressing problems that lead to bullying or hostile work environments	<p>Identify a training program/provider to meet goal</p> <p>Implement training and collect feedback from trainees to determine if tools gained are viable for work units</p> <p>Review complaints and feedback from climate/engagement survey to determine if climate improvements were experienced following the training</p> <p>Determine if follow up training or annual training are appropriate next steps</p>	<p>4/1/2024</p> <p>9/1/2024</p> <p>6/2025</p>	<p>100% of supervisors participate in training</p> <p>Reduction in percentage of complaints based on bullying or hostile work environment by 50%</p>	<p>Supervisors are equipped with knowledge and tools to reduce or immediately address signs of bullying or hostile work environments</p>	<p>HR EIO SEIC</p>