

State of Wisconsin
Department of Military Affairs
Equity and Inclusion Plan
January 1, 2021 to June 30, 2023

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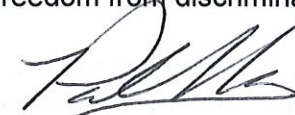
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I. Acknowledgment

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


Signature/Date: 12/28/20
Paul.e.knapp2.mil@mail.mil

Equity and Inclusion Officer:

Stacie Meyer
(608) 242-3163


Signature/Date: 12/28/20
Stacie.Meyer1@wisconsin.gov

Date of submission of the Department of Military Affairs (DMA) EI Plan to the Division of Personnel Management (DPM), Bureau of Equity and Inclusion (BEI):

- December 11, 2020

Listed below are the members of the EI Planning and Development Team, as appointed by The Adjutant General:

- Michael Hinman, Former Executive Assistant
- Leah Moore, Executive Assistant
- Dr. Darrell Williams, Administrator, Wisconsin Emergency Management
- Stacie Meyer, Human Resources (HR) Director/EI Officer
- Stephen Janisch, HR Specialist/EI Professional
- Thomas Sandine, HR Specialist/EI Team Lead
- David Maradiaga, DMA Management Representative
- Carrie Davis, DMA Equal Opportunity Committee (DEOC) Representative
- Julee Katona, DEOC Representative
- Michelle Baer, Wisconsin National Guard EI Subject Matter Expert
- Penny Ripperger, DMA Public Affairs Officer
- Joseph Grenier, 115th Fighter Wing Representative
- Jon Motschenbacher, Volk Field Representative
- Terilynn Geissner, 128th Air Refueling Wing Representative
- Paul Cusick, DMA Construction/Facilities Management Office Representative

Contributors/Additional Subject Matter Experts:

- Christina Schmoker, Wisconsin National Guard EI Subject Matter Expert

II. Equity and Inclusion Commitment

The DMA hereby reaffirms our 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 subch. [II of ch. 111](#), Wis. Stats.

The 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.

As part of this commitment, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs, wherever it's 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 will be provided for employees and applicants with disabilities whenever necessary.

The DMA has developed, and is committed to maintaining, a written Equity and Inclusion Plan. This plan has my total support, and the DMA pledges its best good faith efforts to achieve the goals identified in the plan. I 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 at the State Human Resources Office.

We look forward to working with DPM/BEI to implement our policies and programs in efforts to correct the present effects of past discrimination and to build a motivated and skilled workforce that is reflective of the population we serve.

Agency Head

Name: Maj. Gen. Paul E. Knapp

Title: The Adjutant General

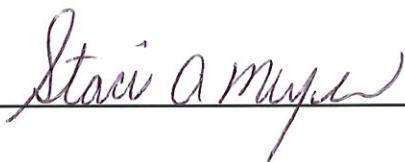
Date:

Signature: 

Equity and Inclusion Officer

Name: Stacie Meyer

Date: 12/28/20

Signature: 

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

Agency Appointing Authority

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

- Communicates the direction and vision to agency leadership to ensure involvement and commitment to the agency'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 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, recommend opportunities for improvement, and provide 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 necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provide professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency programs, initiatives, and policies.

Name: Leah Moore

Email: leah.m.moore6.nfg@mail.mil

Title: Executive Assistant

Phone: (608) 242-3009

Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or designee, as delegated by the EIO, 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 plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness and support, and 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 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 Student Diversity Internship program, 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 the DEOC as a non-voting member.

Name: Stacie Meyer
Email: Stacie.Meyer1@wisconsin.gov

Title: HR Manager
Phone: (608) 242-3163

Equity and Inclusion Professional

The EI Professional is responsible for assisting with the implementation of the equity and inclusion plan efforts within their agency. The EI 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 development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency EI programs and initiatives, such as the State Student Diversity Internship program, annual state diversity awards, W-2, and non-competitive appointment for certain disabled veterans.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assist the EIO in conducting required audits.
- Attends equity and inclusion and agency supervisory training annually.

Name: Steve Janisch
Email: Stephen.Janisch@wisconsin.gov

Title: HR Specialist – Senior
Phone: (608) 242-3166

Name: Tom Sandine
Email: Tom.Sandine@wisconsin.gov

Title: HR Specialist - Senior
Phone: (608) 242-3149

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 Officer and EI professionals. The 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 and principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name: Stacie Meyer
Email: Stacie.Meyer1@wisconsin.gov

Title: HR Manager
Phone: (608) 242-3163

IV. Introduction

This report, 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. Fostering workplaces where employees can pursue satisfaction in their work, meaningful workplace relationships, and service to the customer, without distractions and other consequences of harmful workplace culture or frustrations due to inequitable systems. 4) Aggressively pursue the aforementioned to put the department in the most advantageous position possible for retaining a qualified, productive, and healthy workforce.

Diversity and inclusion are dynamic ideas that require long-term strategic thinking at all levels of the organization. The Department of Military Affairs 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. 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 the Department of Military Affairs, each individual has equal opportunity and is encouraged to achieve his or her full potential. Human and cultural differences do not interfere, 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 Equity and Inclusion Strategic Plan demonstrates our commitment to diversity and confirms our allegiance to continuous improvement.

At the Department of Military Affairs, 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 member of the department. While the Equity and Inclusion Strategic Plan provides the roadmap to ensure success, we need every member's support in this effort to help make certain the Department of Military Affairs is the organization we envision it to be.

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, as opposed to a working group. 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, and also ensuring 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:

Underutilization and Availability - The Department of Military Affairs' size and manageable number of classifications made it feasible to perform an underutilization and availability analysis at the classification level, using statewide and local labor market data as deemed appropriate. Performing the analysis by classification enabled use of US Census reports on employment and location demographics. The US Census utilizes the US Department of Labor's Standard Occupational Classification taxonomy, enabling greater precision in cross-walking and valid, comparative availability analysis. This approach 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.

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; the latter of which was used for adverse impact analysis for one priority classification. 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.

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.

Recruiting - Since Act 150, the DMA has relied exclusively on DPM for promoting state employment and job openings to community-based organizations to increase target group member applications. 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 - Two policy priorities were identified during the workforce analysis. The first of which is for the department to adopt Wisconsin Human Resources Handbook, Chapter 440 – Respectful Workplace Policy and Complaint Procedure. The second policy that will be addressed is improving the hiring recommendation procedure by standardizing the type and quality of information supervisors must use to justify hiring recommendations. Improvements will also be made in how hiring recommendations are reviewed and decisions made.

Complaints - A review of reports indicates there have been nine civil rights complaints in the department in the last three years (includes both formal and informal complaints), seven of which have been adjudicated and closed with no findings. Two cases remain open as of the date of this report.

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 four priorities that were identified:

1. Enhance capabilities for more robust and efficient data analysis to monitor trends and patterns, highlight irregularities, continue workforce analysis, and produce meaningful reports.
2. Develop a mechanism to acquire data for analyzing, measuring, and tracking attitudes and beliefs across the state workforce. An objective of the workplan is to implement an

engagement/climate survey. Survey outcomes will influence follow-up activities such as focus groups and department or unit specific action plans where necessary.

3. Establish a working relationship with the Wisconsin National Guard, Equal Employment Opportunity Office for potential integration of functions, partnering on special events, sharing of workforce communication resources, and EI subject matter expert collaboration.
4. Create additional staff capacity for EI purposes: provide state employees a confidential resource for fielding complaints which may require investigation, mediation, policy or programmatic considerations, etc.; serve as a resource for the National Guard 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

The Department of Military Affairs 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. Please see attachment A Equity and Inclusion Plan for more details.

VII. Internal/External Communication of EI Plan

Internal Methods of Communication

- The EI Plan will be disseminated to all employees and a strategy developed to communicate progress and activities relating to execution of EI objectives.
- The EI Plan will be posted on the agency's internet site and the location of such will be communicated to all employees.
- A strategy will be developed to raise awareness of the EI Plan at local unit levels and provide in alternative formats as requested.
- 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.

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@wisconsin.gov.
- The agency's website homepage will include 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 ensure a representative ratio of diversity is on all diversity marketing materials.
- The EI Plan and all state and federal required employment notices, which 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 Team Lead:

- A tracking mechanism will be developed that incorporates the Actions, KPI, Outcomes, and Targeted Completion dates of the agency's EI Work Plan (Appendix, 3b).
- Regular meetings will be scheduled with individuals and working groups who are assigned development and implementation responsibilities in the EI Work Plan.
- The EI Team Lead will assess the need for, and facilitate as needed, training, acquisition of resources, promoting plan objectives, and providing quantitative data to workgroups.
- Implementation updates will be provided to the EIO and EI Planning and Development Team. Any barriers to successful implementation that the EI Team Lead is unable to resolve will be reported and support will be requested. The EI Team Lead will contact BEI for ongoing support, as needed.

Monitoring

A systematic process will be developed 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 & 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
Recruitment Goal DMA will actively address hiring disparities across all verified underutilized job groups or classifications.	<ol style="list-style-type: none"> 1. Challenge Academy – Cadet Specialist <ul style="list-style-type: none"> • Examine, and adjust as needed, the recruitment and selection process for Cadet Specialist with a goal of increasing hiring of females and minorities. 2. Wisconsin Emergency Management – Emergency Government Specialist <ul style="list-style-type: none"> • Examine, and adjust as needed, the recruitment and selection process for Emergency Government Specialist with a goal of increasing the hiring of minorities. 3. 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. 4. Explore improvements in the Hiring Recommendation process, increasing standards and expectations for supervisors to justify hiring decisions and pay upon appointment. 5. Expand open recruitment for Limited Term Employment opportunities, with emphasis on positions which are maintained year-to-year and for those which have potential as a feeder group to permanent employment.
Retention Goal DMA will perform analysis and develop new strategies to monitor, understand, and mitigate involuntary departures, with emphasis on protected groups.	<ol style="list-style-type: none"> 1. Utilize the results of agency Climate Survey (noted below) to identify “stay” and “departure” characteristics present in the work environment to inform strategies for mitigation and responses to involuntary turnover. 2. 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 affect protected groups. 3. Perform additional detailed analysis on potential disparities between male and female internal promotions in EEO Category 2, Professional positions.
Agency Culture Promote an agency culture free of bias, a respectful culture that values diversity, promotes equity, and actively engages inclusion.	<ol style="list-style-type: none"> 1. Adopt and implement Wisconsin Human Resources Handbook, Chapter 440, Respectful Workplace Policy and Complaint Procedure. 2. Develop and implement a climate survey for the 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 for eliciting and analyzing information necessary for responding to critical incidents and addressing systemic deficiencies in agency culture. 3. Develop and implement a comprehensive communication plan which recognizes the 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	Key Performance Indicator (KPI)	Outcome/Metric	Responsible staff/office	Targeted Completion
Examine and adjust recruitment/selection strategies for priority underutilized areas; Challenge Academy and Wisconsin Emergency Management.	<ol style="list-style-type: none"> 1. Perform job analysis, validate experience requirements, and explore improvements. 2. Identify unit staff for participation in recruitment activities, 3. Establish recruiting networks and relationships with academic institutions and organizations, and 4. Launch new/revised recruitment and selection strategy. 	-Initial contact w/unit support.	-Selection Assessment Strategy (SAS) approved by HR Director. -Motivated and diverse reps. -Commitments obtained. -Visit/communication executed.	S. Janisch, A. Brown.	1/29/21 1/29/21 2/12/21 3/12/21
Selection Process Quality Control.	<ol style="list-style-type: none"> 1. Affirm HR authority and responsibility for selection processes and tools, 2. Evaluate and address as needed the following: <ul style="list-style-type: none"> • subjective or contaminated screening tools, • government/military vernacular in job postings, criteria in selection tools. 		-Provide notice of reviews to supervisors.	-S. Meyer, HR Director S. Janisch, A. Brown	6/1/21 6/1/21
Hiring justification process improvement	Develop and implement a standardized process that captures more comprehensive information for review by approving authorities and EIO.	Procedures and form developed.	In use by 100% of supervisors.	State HR	1/2022
Expand recruitment reach for 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.	Notice/buy-in from units.	Plan final and approved Plan initiated for 2 job groups or classifications.	HR Dir., HR Spec., and LTE Coord.	6/1/22 9/1/22
Conduct analysis of security staffing at Volk and Truax	Perform review of more than a years' worth of staffing history to include applicant flow, adverse impact, hiring outcomes, etc.	-Perform underutilization analysis	-Identify any/all potential barriers if underutilization continues.	T. Sandine	3/2022
Associated Training	State Human Resources personnel will attend the Assessment Development Training Series offered by BMRS as a refresher and to establish a uniform approach to selection strategies. Internal training will be provided to LTE Recruitment Coordinator in State Human Resources for assignments related to developing recruitment and selection strategies for LTE positions and use of Talent Acquisition Management system.				

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion
Climate Survey, Stay/Departure Analysis	Analyze the results of engagement related survey items.	Completion of Climate Survey.	Identify key drivers of job satisfaction, retention, and turnover.	HR	w/in 1 mo. of survey completion.
	Develop/Implement Action Plans for the department or specific units, as required, for maintenance and corrections.		All units to provide an after-action activity for the workforce.	Leadership and HR	w/in 3 mo. of survey completion.
Equity Lens Review for all HR actions and processes requiring such.	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. Hiring recommendations, DMC/DERA, performance evaluation, discipline, grievances, complaints, changes in conditions of employment, exit interviews, and involuntary personnel transactions (i.e. involuntary transfer & demotion, layoff, and termination for cause).		Process/procedural updates completed. All processes include EI review and discussion.	HR	6/1/21
Analyze EEO Category 2 Selection Processes	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.	HR Asst to research JAC and cert number.	All subject selection processes will be evaluated for job relatedness using a face validity test. Reviews will broaden as warranted. -Report findings to HR Dir.	T. Sandine, HR	6/1/21

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion
Implement Respectful Workplace Policy and Complaint Procedure	1. Identify individuals who will be responsible for complaint intake and investigation responsibilities,	Administer training.	-Multiple, diverse team to be created.	HR, Legal	-1/2021
	2. Identify the authorities and develop protocol for case review and decision-making,		-EI, Legal, unit or JFHQ leadership.		-1/2021
	3. Develop a communication plan to introduce policy and procedures to the workforce.		-Web, in-person and bulletin boards		-1/2021
	4. Implement policy and procedure.				
	5. Perform analysis of complaints.				-Annually

Climate Survey	<ol style="list-style-type: none"> 1. Develop survey items, 2. Develop administrative procedures, communication plan, and after-action strategy 3. Implement survey 4. Perform Analytics 5. Report findings and identify needs 6. Development and implement after-action plans based on survey outcomes. 		-Will address Engagement and Climate subjects. -Buy-in from leadership on post-survey unit responsibilities. -Obtain 70% response -Descriptive and predictive. -Reports to 100% of the workforce. -Remedial activities assigned where needed.	-DEOC/HR -HR	-1/2021 -3/2021 -4/2021 -6/2021 -7/15/21 -8/2021
Implement a comprehensive communication strategy that projects diversity as a core value and promotes EI within the agency.	<ol style="list-style-type: none"> 1. There is a comprehensive re-build of DMA's web site planned. The following EI goals will be addressed: <ul style="list-style-type: none"> • 508 compliance matters to be addressed, • The EI Plan will be available on the agency web site and social media. 2. The website homepage will include the statement "an equal opportunity employer" 3. All job postings will include "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." 4. Develop/implement communication introducing the EI plan to the workforce, sharing planned objectives, progress, and results, as appropriate. 5. Disseminate EI Plan to new hires during on-boarding. 6. Develop and deliver notices to stakeholder community leaders and schools. 		-EI statement in new hire email, link to EI plan -All recruiting networks will receive notices.	DMA PAO DMA PAO HR Spec. HR/EIO -Lisa, Courtney? -HR Spec	-6/2023 -1/2021 -1/2021 -1/4/21 -1/4/21 -1/4/21 On-going

	7. Reinforce policy and agency commitment during training, staff meetings, and management meetings.		-Create standard informational tools and require units to identify when/how they will be presented to employees.	-DEOC, managers	-3/2021 leading up to survey
	8. Include an EEO commitment statement in procurement contracts.			-Anna, SBF	Requirement satisfied
	9. Develop a plan for unit EI representatives to reinforce communication plan locally and assist with sharing information in alternative formats.		-Ensure 100% of the workforce knows how to locate EI information.	DEOC	-2/15/2021
	10. Conduct audit to ensure nondiscrimination and equal opportunity notices are prominently displayed and available in areas frequented and accessible to employees, as required by law.		-Identify and rectify deficiencies and achieve 100% compliance.	DEOC/HR	-2/15/2021

Associated Training	Direct assigned staff to attend DPM training for complaint procedures, including necessary training for utilizing STAR for recording, tracking and reporting complaints. Internal training will be provided for AEIAC members on nondiscrimination and EEO notice requirements.
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