

HEALTH EQUITY, DIVERSITY AND INCLUSION COUNCIL

2021-2022 Annual Report

Introduction

The Health Equity, Diversity, and Inclusion (HEDI) Council is a formal advisory body, separate from divisions, offices, and the OS, designed to provide analysis, insights, and recommendations to DHS on specific internal and external matters regarding diversity equity & inclusion. Since Summer 2021, the Council has delivered actionable plans and recommendations across 4 of their 5 Charges* to further DHS's commitment to fostering a more diverse workforce and a safe and welcoming workplace for all staff. Furthermore, in response to the Governor's Executive Order #59, HEDI took on the implementation of an Equity and Inclusion Plan (E&I Plan) for the department as the first of their Charges.

HEDI is a group of equity-driven members from across DHS offices and division who work to provide analysis, insights, and recommendations on internal and external policies, programs, and projects related to DEI and affirmative action.

HEDI's efforts work in tandem with the efforts of the Office of Health Equity, Governor's Equity & Inclusion Advisory Council, and other DEI advocacy groups.

**HEDI will focus its efforts on Charge 2 in the future*

CHARGE 1

E&I Plan

Continuing the momentum of efforts outlined in the Equity & Inclusion (E&I) Plan, Charge 1 set an objective to carry out the following activities:

1. Deliver recommendations for improved recruitment and retention **DEI metrics**
2. Develop diversity driven **job posting** recommendations and criteria
3. Develop a foundational plan for executing and maintaining a **mentorship program**

These three activities were prioritized from the E&I Plan as the most feasible and impactful to achieve in the near term.

DEI METRICS

Diversity and Inclusion metrics are often used to identify risk areas, prioritize decisions and initiatives, and set clear, measurable objectives. After much research and discussion, HEDI is recommending that DHS begin collecting the following metrics via the Stay and Grow Survey*.

- **STAFF RETENTION:** The rate at which staff and leadership from systemic marginalized communities are choosing to leave DHS
- **REPRESENTATION OF MARGINALIZED COMMUNITIES:** The current workforce and the representation of marginalized populations across staff and leadership
- **BIAS WITHIN MOBILITY SYSTEM:** Possible bias within DHS's talent mobility systems such as promotions and internal recruitment
- **DEI INTEGRATION IN PERFORMANCE:** The level of DEI Integration within the performance expectations and planning process
- **SENTIMENT & CULTURE:** The workforce's sentiments on the value they believe DHS places on DEI

*Annual survey administered by CTCS for the purpose of gauging staff's satisfaction with their workplace environment

STAFF RETENTION

The rate at which staff and leadership from systemic marginalized communities are choosing to leave DHS

Measuring turnover and comparing it to past years gives insight to the efficacy of programs, policies and solutions for fostering an inclusive environment. Turnover rates also affect manager and employee morale, recruitment opportunities, and the DHS image as a workplace of choice.

- Percentage decrease in diverse employees/senior leaders with less than two years' tenure
- Percentage decrease in diverse employees/senior leaders with more than two years' tenure
- Percentage decrease in voluntary/involuntary turnover for diverse talent
- Increase in pay equity across the workforce, staff and leadership

Representation

The current workforce and the representation of marginalized populations across staff and leadership

Data around representation should be measured for an array of demographics (in addition to ethnicity and race) to account for intersecting identities. Representation data that considers intersectionality enables DHS to develop holistic solutions that positively impact a multitude of groups. Additionally, it will inform improvements we can make in our recruitment efforts, as well as highlight diverse experiences that tie candidates and current staff to the communities within the State.

- Percentage of diverse talent out of total workforce representation
- Percentage of diverse talent out of total senior leader representation
- Percentage of diverse talent out of total board representation

Talent Mobility

Possible bias within DHS's talent mobility systems such as promotions and internal recruitment

Talent mobility is a leading indicator of whether DHS can retain talented, diverse staff to fill leadership roles. Unsupported professionals from marginalized groups will take their talent and training elsewhere. Employees that experience bias – especially one that affects their career growth, are more likely to leave or be discouraged from seeking leadership roles within DHS. This metric will give us insight into whether diverse candidates have been given equitable opportunities to stay and grow and how trauma-informed DHS is regarding workforce members from marginalized backgrounds.

- Percentage of diverse workforce promotions
- Percentage of diverse senior leader promotions
- Percentage of diverse internal candidates for open roles
- Leading indicators (diverse staff that are interested in leadership positions)

DEI Integration

The level of DEI Integration within the performance expectations and planning process

DEI must be directly baked into our talent review process. This insight is a leading indicator of whether we can retain talented, diverse staff to fill leadership roles in the future. In the case that a talented young professional from a marginalized population aspires to take on a leadership position within DHS one day but does not feel supported in staying and growing their career, they are likely to take their talent and training elsewhere. DEI must be more than a checkbox in our talent review process – there must be a follow-on question and action to be taken. We must strive to use DEI as a tool to build effective leaders and ask WHY when a talented professional is not seeking growth and a future here.

- Percentage of business units conducting talent reviews with DEI-specific questions or components

Sentiment & Culture

The workforce's sentiments on the value they believe DHS places on DEI

Seeking insight into our workforce's sentiments around whether they believe DHS places value on DEI informs whether DEI actions are making a positive impact on staff experiences. Diversity strengthens internal relationships with employees and improves morale. Most employees say it is important for them to work at an organization that prioritizes diversity and inclusion: To attract and retain diverse staff, DHS needs to establish a meaningful relationship with staff that demonstrates commitment to these values.

- Percentage of employees agreeing that the organization is a place that values DEI
- Percentage of employees satisfied with the existing opportunities for involvement, advancement, etc.. from a DEI lens

Stay & Grow Survey

Per HEDI's recommendation, the following questions will be added to the 2022 Stay and Grow Survey to measure employee understanding and sentiment around DEI in the workplace.

1. I know what DHS's DEI mission is.
2. I have a role in implementing DEI principles across my team(s).
3. My personal characteristics (e.g. gender, age, sexual orientation, color of skin, heritage, disability- or ability) are not a barrier to career progression at DHS.
4. People of all cultures and backgrounds are valued and respected at this organization.

Job Postings

Job postings are often one of the first interactions potential applicants have with a prospective employer. Studies show that 67 % of job seekers consider workplace diversity an important factor when considering employment opportunities. In the pursuit to make recommendations to HR and Hiring managers to integrate diversity driven content into the foundations of job posting creation in DHS, Charge 1 researched current industry best practices for attracting diverse talent through job postings.

1. Develop a **powerful Diversity Statement** that speaks to DHS's commitment to DEI & mitigates the use of "try words" (ex. strive, aspire, aim) and establish it as a required section that appears on the first page of the Job Description
2. Establish a **word limit** to reduce feelings of intimidation
3. Require a **DEI qualification** under the "well-qualified section" for all jobs, ranging from an interest in being educated in DEI to leading with DEI purpose, depending on the role
4. Avoid being **overly specific in requirements** (ex. instead of requiring federal database experience, require database experience) and open the opportunity for applicants to use transferrable skills

Job Postings – General Best Practices

Position Summary

- Add Sub Sections that organize information about DHS and information about the Division/Facility
- Emphasize the need for plain language and minimization of jargon

Salary Information

- Connect with HR to establish a process to support questions from applicants around pay schedule and range
- Eliminate pay schedule statement as it does not apply to all applicants (only to those that are internal)

Job Details

- Change the section title to "Applicant Considerations"

Qualifications

- Include a disclaimer up top that if a candidate meets the minimum requirements, they are encouraged to apply regardless of whether they meet the well qualified requirements

How To Apply

- Edit the section to be a list of steps, rather than paragraph form

Language

- Use person-centered language (ex. Instead of saying "a supervisor will..." say "you will...")

Larger Projects

- Develop a New Template that can be integrated into PeopleSoft

Mentorship Program

Via the E&I plan, Charge 1 was tasked with establishing a foundation for a DEI focused mentorship program, to promote and immerse DEI within the talent mobility system. In contemplating how a DEI-focused program could impact, empower, and enable marginalized staff across DHS, the Charge has developed foundational objectives and outcomes.

Summary

The Charge has determined that a DEI Mentorship Program must be designed to empower and elevate marginalized staff within DHS, provide them with the resources, tools and networks required to build their careers and cultivate informed and diverse minded future leaders. This will be accomplished via informal check-ins, coffee chats, and by introducing mentees to their network of colleagues.

Objectives

- Promote DEI as a pillar within upward mobility and embed it into the role of a leader at DHS.
- Connect and build cross-divisional relationships across DHS
- Mentor marginalized staff to build confidence and comfort in their roles, and take ownership of their careers

Mentorship Program – Anticipated Outcomes

- DEI-focused mentorship experience that **sets the standard** for state government
- Increase in staff educated on DEI and that **apply DEI practices** into their everyday job and responsibilities
- Increased **sense of belonging** and clear pathway for **upward mobility** for staff
- Increase in the number of employees from marginalized communities that **receive promotions**
- Decrease in the number of marginalized employees that **leave DHS** due to lack of upward mobility
- Increase **in interest / applications** from marginalized communities

Objectives

1. Determine accountable party
2. Identify mentor/mentee role & requirements
3. Develop experience map & timeline
4. Develop application & selection method
5. Set up pairing guidelines to match mentors with mentees
6. Develop supporting materials
7. Host an interest meeting
8. Select & train mentors
9. Deploy first round of matches

Charge 1 Key Success Factors

In order to successfully implement these recommendations DHS will want to address the following key success factors:

- Deploy a recruitment strategy focused on hiring HR, IT and Data Analysis professionals – including designated HR staff to collect and analyze DEI workforce data
- Understand the current HR infrastructure needs and evaluate against current system (PeopleSoft) capabilities
- Expand Division of Personnel Management (DPM) Central security permissions to allow DHS BHR staff to access currently available data
- Assess existing internal/external DEI focused mentorship programs and recruitment strategies and evaluate their impact on talent mobility

CHARGE 3

Budget Proposals

HEDI reviewed over 180 responses via the 2022 DEI Recommendations and Budget Requests Survey and selected the three following Budget Proposals:

- 1. Text Translation Software & Application Strategy**
- 2. DEI Ombudsperson Program**
- 3. Community Comms Advisory Group**

Text Translation Software

Recommended Initiatives

Adopt a text translation software to improve accessibility and foster a sense of inclusion for the Department's diverse workforce and the communities we serve.

- Require translation for all DHS Webpages for multiple languages (e.g., Somali, Hmong, Hispanic, etc.)
- Edit forms to have more bilingual options, such as those within the Rehabilitation Review Application process
- Create a system/process where all external facing DHS documents are translated to the most common non-English (e.g., Somali, Hmong, Hispanic, etc.) languages in the State. Make this a requirement for all divisions and offices

*Synthesized from 2022 DEI Recommendations and Budget Requests Survey responses

Text Translation Software

Anticipated Outcomes

Adopt a text translation software to improve accessibility and foster a sense of inclusion for the Department's diverse workforce and the communities we serve.

- Establishment of standardized language accessibility for employees and/or constituents of DHS
- Increased culture of inclusivity, allowing all DHS constituents equal opportunity to understand webpages, fill out forms/applications, and read important documentation regardless of first language
- Expanded accessibility to benefits and programs for all Wisconsinites

*synthesized from 2022 DEI Recommendations and Budget Requests Survey responses

DEI Ombudsperson Program

Recommended Initiatives

Develop a program housed within the Office of Health Equity and staffed with full time employees assigned to each division/facility/office to provide DEI related mentorship, counseling and/or leadership to employees.

- Hire an on-site employee (separate from EAP and/or HR) to provide direct support to employees who are experiencing adversity, negativity or microaggressions**
- Every facility, office, center, etc., needs an on-site leader to recognize, raise up and lead resolution of inequity issues, assist with shifting culture to inclusiveness and to role model being an ally to those who are rarely at the table where decisions that directly impact them are made

*Synthesized from 2022 DEI Recommendations and Budget Requests Survey responses

**indirect, subtle, or unintentional discrimination against members of a marginalized group

DEI Ombudsperson Program

Anticipated Outcomes

Develop a program housed within the Office of Health Equity and staffed with full time employees assigned to each division/facility/office to provide DEI related mentorship, counseling and/or leadership to employees.

- Improved support for DHS employees who face situations of adversity, microaggressions, racially motivated issues, disability access, etc.
- Better integration of employee experiences into leadership and organizational decisions
- Improved:
 - Employee retention
 - Sense of Belonging
 - Inclusivity

*Synthesized from 2022 DEI Recommendations and Budget Requests Survey responses

**indirect, subtle, or unintentional discrimination against members of a marginalized group

Community Comms Advisory Group

Recommended Initiatives

Develop an advisory group made up of representatives from community organizations, to disseminate information to marginalized communities and advise DHS on the communication needs of those communities.

- Offer a way to better communicate to communities that may not follow local media/DHS social media/get GovDs/look at our website
- Incorporate not only people of different racial and ethnic backgrounds, but also people who use American Sign Language (ASL), Braille, are differently abled, or located in rural areas
- Communicate to local and tribal public health staff about existing scholarships or grants, enabling them to attend trainings and/or conferences focused on health equity, racial equity, rural equity, and social determinants of health

*Synthesized from 2022 DEI Recommendations and Budget Requests Survey responses

Community Advisory Comms Group

Anticipated Outcomes

Develop an advisory group made up of representatives from community organizations, to disseminate information to marginalized communities and advise DHS on the communication needs of those communities.

- Enhanced communication to grassroots-level constituents of Wisconsin through a direct line of communication to representatives in the communities DHS is trying to reach
- Better informed marginalized communities about programs, grants, and resources, and opportunities
- Enhanced understanding of community equity needs

*synthesized from 2022 DEI Recommendations and Budget Requests Survey responses

Key Success Factors : Budget Proposals

In order to successfully implement these recommendations DHS will want to address the following key success factors:

- **Text Translation Software & Application Strategy:** Assess DHS specific translation needs and procure a suitable software to fulfill requirements
- **DEI Ombudsperson Program:** Provide divisional budget allocation, organizational structure and authority for the roles
- **Community Comms Advisory Group:** Establish engagement and communications strategy with local health departments and community groups

CHARGE 4

DEI Requests

HEDI reviewed over 180 responses via the 2022 DEI Recommendations and Budget Requests Survey and selected the three following DEI Requests:

- 1. Celebrating Diversity**
- 2. Communications Plan: Campaign Towards Inclusion**
- 3. Diverse Representation to Increase Sense of Belonging**

Celebrating Diversity

Recommended Initiatives

Provide more opportunities for employee-led DEI events in order to help foster a culture of education and belonging

- Develop opportunities for employees to share personal experiences around inclusivity
- Publish a quarterly newsletter summarizing all DEI activities across DHS and featuring one particular activity in depth
- Continue holding events that showcase different identities e.g., Black History Month Displays, Women's History , etc.

Celebrating Diversity

Anticipated Outcomes

Adopt a text translation software to improve accessibility and foster a sense of inclusion for the Department's diverse workforce and the communities we serve.

- More well-received events such as Black History Month events, Women's History Month events, and other DEI focused initiatives
- Improved Employee Satisfaction due to an increase in:
 - Sense of unity
 - Opportunities for employee voices to be heard
 - Opportunities for DEI education

Communications Plan : Campaign Towards Inclusion

Recommended Initiatives

Collaborate with the Communications Office to develop a campaign around various topics to encourage a culture of inclusivity

- Encourage staff to use pronouns in their email signature to normalize pronoun use i.e. (she/her/hers , him/his, they/them)
- Update Style Guides to include more gender neutral/inclusive language
- Update DHS forms (internal & external, program related) to make them gender inclusive for all applicants

Communications Plan : Campaign Towards Inclusion

Anticipated Outcomes

Collaborate with the Communications Office to develop a campaign around various topics to encourage a culture of inclusivity

- Promoted staff feelings of gender inclusivity
- Increased attraction of more diverse job applicants
- Increased:
 - Sense of belonging for LGBTQ+ staff & allies
 - Level of comfort when community members engage with DHS forms
 - Division unity

Diverse Representation to Increase Sense of Belonging

Recommended Initiatives

Develop a program housed within the Office of Health Equity and staffed with full time employees assigned to each division/facility/office to provide DEI related mentorship, counseling and/or leadership to employees.

- Consider increasing representation of staff with disabilities in decision-making groups at DHS
- Create safe spaces for employees with shared identities (i.e., race, sexual identity, culture) to discuss ideas around improving their DHS experiences
- Create a welcoming committee to help new staff onboard and hold events for current staff to continue feeling welcome
- Identify Multi-Lingual Employees volunteers who would be willing to serve as a buddy/coach/mentor for new hires
- Improve the onboarding process across DPH/DHS to increase chances of retaining a diverse workforce

Key Success Factors : DEI Requests

In order to successfully implement these recommendations DHS will want to address the following key success factors:

- **Celebrating Diversity** : Enhance policies to enable and encourage all staff to attend and engage in Diversity events (e.g., use of certain communication platforms for divisions and offices like Zoom vs. Teams)
- **Communications Plan : Campaign Towards Inclusion**: Deploy internal and external DEI Communications and Policy Assessment for gender identity
- **Diverse Representation to Increase Sense of Belonging**:
 - Deploy enhanced Onboarding and Learning Management Systems
 - Assess level of representation across decision-making governance

CHARGE 5

Recommended Trainings

HEDI recommends the following eight established trainings for DHS leadership, staff and external stakeholders that will help foster an inclusive culture in the workplace and within our communities

Title	Training Audience	Format	Timing
Discussing Culturally Sensitive Topics	Leadership	Self-Paced	12 minutes
Creating an Inclusive Community: How Diversity, Equity, and Inclusion Strengthen Organizations	Leadership	In-Person/Virtual	1-2 hours
Tribal Affairs: Intro Tribes Training	Leadership/Staff	Virtual/Self-Paced	45 minutes
Empowering People to Break the Bias Habit	Leadership/Staff	In-Person	3 hours
Diversity, Inclusion and You for Leadership/Staff - Parts 1, 2 & 3	Leadership/Staff	In-Person/Virtual	2 hours
Health Equity Series – WiCPHET	External/Staff	Self-Paced	40 minutes
What to Say When Someone Calls You A Racist	Staff	Cornerstone	12 minutes
The Aspen Institute : A Procurement Path to Equity	Staff	Webinar	1 hour

Discussing Culturally Sensitive Topics

Overview

A video lesson intended to provide guidelines you can implement to help conversations around sensitive topics be more productive. In this lesson, you'll acquire strategies to help you address these subjects in a more respectful way. By remembering to remain empathetic, respectful, and open-minded throughout the entire conversation, you can learn something new and bridge the gaps that exist between yourself and others

Training Focus Area(s)

- Help conversations around sensitive topics to be more **productive**
- Strategies to address sensitive topics in a more **respectful way**
- Focus on remaining **empathetic, respectful, and open-minded**

Training Category	Subcategory	Format	Time
Leadership Cultural	Navigating Difficult Conversations	Self-Paced	12 minutes

Creating an Inclusive Community: How Diversity, Equity, and Inclusion Strengthen Organizations

Overview

Facilitated by Mel Freitag, who advocates for bold and creative diversity, equity and inclusion models to improve faculty/staff/student recruitment, hiring, orientation, communications/ and professional development

Training Focus Area(s)

- Going beyond blanket DEI statements at the top of performance reviews and **authentically integrating** them throughout tasks and job duties
- **Culturally relevant supervising** - building a skill set for supervisors to adequately evaluate employees and have dialogue around how they are integrating DEI
- **Integrating equity** into the position vacancy listing through unique tasks specific to that unit/area

Training Category	Subcategory	Format	Time
Leadership Technical	Hiring Practices & Performance Evaluations	In-Person/Virtual	1-2 hours

Tribal Affairs: Intro Tribes Training

Overview

Tribal Affairs/Tribal Liaison's from DOA, DHS, DPI, and DCF are currently developing a "Tribal Affairs: Intro Tribes Training" to be implemented enterprise wide for State employees. The training will expose State employees to some history and general knowledge about Tribes in Wisconsin and is meant to support further inclusion of Tribes into employees' professional conversations and work. The spirit of education and partnership can foster an authentic and respectful working relationship between Tribes while stressing the importance of diversity, equity, and inclusion across the state.

Training Focus Area(s)

- Promote and foster cultural sensitivity/ diversity/ equity/ inclusion/ cultural intelligence (CQ)
- Increase interpersonal communication
- Provide history and general knowledge of Tribes in WI
- Discuss present and historical context of inter-governmental relations to increase quality of program design/administration
- Create awareness/appreciation of Tribes in WI, their Tribal Governments, and interests
- Focus on Sovereignty and what it means
- Review how programs state employees' author/ administer are affected by inter-governmental treaties and contribute to Tribal History, etc.

Training Category	Subcategory	Format	Time
Leadership/Staff Cultural	Sovereignty 101	Virtual/Self-Paced	45 minutes

Empowering People to Break the Bias Habit

Overview

Bias habit-breaking training to produce long term reductions in bias and improve equity and inclusion for employees and leaders
“Best training ever, interactive and motivational”
Highly recommended training from DOA employees and leaders

Training Focus Area(s)

- Evidence based approaches to reduce bias, create inclusion and promote equity

Training Category	Subcategory	Format	Time
Leadership/Staff Cultural	Unconscious Bias	In-Person	3 hours

Diversity, Inclusion and You for Leadership/Staff - Parts 1, 2 & 3

Overview

This training explores the specific results of racial bias, grouping, and inequities. You'll pinpoint your important role in individual and as a collective, toward justice.

- Part 1: Discover how diversity, equity and inclusion relate to our work by reviewing individual patterns and how we might exclude people without realizing it.
- Part 2: Look at social power and system inequities and how this is impacted by access to resources.
- Part 3: Explore racial bias including a look at data around racial inequity and the lived experience of racism.

Training Focus Area(s)

- Use **common terms of DEI** appropriately
- Describe **social power and system inequities**
- Review **bias** and **Us/Them groupings**
- Explore data and experience of **racial inequities**
- **Build relationships** by being humble and mindful

Training Category	Subcategory	Format	Time
Leadership/Staff Cultural	Unconscious Bias	Self-Paced	2 hours each

Health Equity Series | WiCPHET

Overview

This 3-part video series is a comprehensive Health Equity (HE) 101 training, that builds towards operationalizing HE efforts

Training Focus Area(s)

- Understand and use a broad definition of health that includes social determinants
- Reflect on how conditions of power shape social determinants and health inequities
- Identify opportunities to operationalize strategies to advance health equity in your work or practice

Training Category	Subcategory	Format	Time
External/Staff Cultural	Health Equity 101	Self-Paced	40 minutes

What To Say When Someone Calls You A Racist

Overview

This session focuses on understanding how to grow in your insight around diversity

Training Focus Area(s)

- Dropping defenses while having difficult conversations
- Learning cultural and trauma sensitive language
- Improving workplace relationships by guiding employees on handling difficult conversations

Training Category	Subcategory	Format	Time
Staff Cultural	Working in Diverse Communities	Cornerstone	12 minutes

The Aspen Institute: A Procurement Path to Equity

Overview

35 experts weigh in on potential solutions that could reshape procurement and break down systemic barriers to economic inclusion around the following issues:

- The way local governments spend their money has reinforced inequities in our country
- Minority-owned small businesses have been historically locked out of opportunities to contract with governments
- Impacts of COVID

Training Focus Area(s)

- How to collectively break down systemic barriers to economic inclusion for minority-owned businesses

Training Category	Subcategory	Format	Time
Staff Technical	Working in Diverse Communities	Webinar	1 hour

Training Evaluation Checklist

HEDI recommends that a [High-level Worksheet & Checklist](#), such as the draft version below be developed, enabling DHS managers to gather information and validate a DEI training

TRAINING DETAILS	
Use the section below to collect relevant information for the training	
Name of Training	
Length of Training	
Format	
External or Internal	
Target Audience	
Secondary Audience	
Category	
Sub-Category	
Webrite/Vendor	
Cost	

SCORING WORKSHEET	
Complete the following activity to assess the training	
Question	Score (1-5)
To what extent does this training better prepare DHS staff with important DEI tasks and knowledge?	
To what extent does this training meet DHS DEI priorities?	
To what extent does this training align with DHS DEI Mission, Vision, Values?	
To what extent will this training foster a culture of inclusivity in the workplace?	
GRAND SCORE	*

Strong Recommendation: If the score is greater than 17, the training would substantially benefit DHS and the Department's DEI mission, vision, and values
Good Recommendation: If the score is between 12 and 17, the training meets some of the Department's DEI priorities
Poor Recommendation: If the score is less than 12, the training likely does not meet DHS DEI priorities

Additional Trainings

Although not being selected in the top 8 , HEDI recommends additional trainings beneficial for DHS staff

Training Category	Subcategory	Topic & Link
Staff Cultural Training	Systematic Oppression & Working in Diverse Communities	<u>Diverse and Resilient Organization Resource</u>
Staff Cultural Training	Systematic Oppression	<u>Faithful Consulting Resource</u>
Staff Cultural Training	Systematic Oppression	21 Day Race Equity Challenge
Staff Cultural Training	Cultural Competency	<u>Seeing Is Believing Anti-racism, Equity, And Inclusion In A Diverse Workplace</u>
Staff Cultural Training	Unconscious Bias	<u>Cultural Awareness Series</u>
Leadership Cultural Training	Appreciation & Creating meaningful work Communication	<u>Managing Unconscious Bias</u>
Leadership Cultural Training	Communication	<u>How to Train Employees to Have Difficult Conversations</u>
Leadership Cultural Training	Social Determinacy of Health	<u>Ethical and Inclusive Leadership Course</u>
External Training	Unconscious Bias	Social Determinants of Behavioral Health

Key Success Factors: Training & Education

In order to successfully implement these recommendations DHS will want to address the following key success factors:

- Assessment and refresh of Performance Management (including PEP and related performance incentives, and mandatory training requirements)
- Assessment and refresh of Learning Management System or processes (including clear learning pathways and awareness of resources for staff and leaders, and development DEI Training Library for Managers to review for vetted learning resources)
- Strategic communication plan for vetting and distributing training resources across divisions and maintaining communication between OHE, E&I Committees and Management Teams

Accountability

Below is a RACI Chart that provides HEDI's recommendations on the varying degrees of accountability to the OS, Office of Communications, BHR, DOA and OHE, with regards to future implementation of each recommendation. Final implementation plans and roles to be confirmed.

R= Responsible A= Accountable C= Consulted I= Informed			Accountable Party				
			OS	Comms	BHR	DOA	OHE
Recommendation	C1	DEI Metrics	A		R		I
		Job Postings			R		
		DEI Mentorship Program			C		R
	C3	Text Translation Software & Application Strategy				R	C
		DEI Ombudsperson Program			R	C	A
		Community Comms Advisory Group		A		C	R
	C4	Celebrating Diversity	I	A			R
		Communications Plan: Campaign Towards Inclusion		R	I		A
		Diverse Representation to Increase Sense of Belonging	R				
	C5	Training & Education			I		R

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- [City Of Boston Employee Demographics Dashboard](#)
- [Recruitment and Retention Toolkit](#)
- [The Future Of Diversity, Equity And Inclusion 2021](#)
- [How To Collect, Use, And Gain Insights From DEI Data In The Workplace](#)

- **Job Posting Research Links**

- [Job Ad Examples with DEI in Mind](#)
- [Sample Position Descriptions and Tips](#)
- [Inclusive Job Descriptions](#)
- [Lever: How To Write An Inclusive Job Description](#)
- [LinkedIn: Must Dos for Writing Inclusive Job Descriptions](#)

- **Charge 5 Training & Education**

- [Recommended Trainings](#)

- [Discussing Culturally Sensitive Topics](#)
- [Creating an Inclusive Community](#)
- [Tribal Affairs: Intro to Tribes Training](#)
- [Empowering People to Break the Bias Habit](#)
- [Diversity, Inclusion and You for Leadership/Staff](#)
- [Health Equity Series | WICPHET](#)
- [What To Say When Someone Calls You a Racist](#)
- [The Aspen Institute: A Procurement Path to Equity](#)

- [Training Evaluation Checklist](#)

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Key Success Factors : Complete List (1/3)

HEDI used data and inputs from 54 working sessions, 180+ survey responses from staff, and benchmarking activities to develop 15 Key Success Factors DHS will want to address in order to embrace the outlined DEI recommendations

Applicable Charge	Recommendation	Key Success Factor
Charge 1	<ul style="list-style-type: none"> • DEI Metrics • Job Postings • DEI Mentorship Program 	Deploy a recruitment strategy focused on hiring HR and IT professionals – including designated HR staff to collect and analyze DEI workforce data
Charge 1	<ul style="list-style-type: none"> • DEI Metrics • Job Postings • DEI Mentorship Program 	Understand the current HR infrastructure needs and evaluate against current system (PeopleSoft) capabilities
Charge 1	DEI Metrics	Expand Division of Personnel Management (DPM) Central security permissions to allow DHS BHR staff to access currently available data
Charge 1	DEI Mentorship Program	Assess existing internal/external DEI focused mentorship programs and recruitment strategies and evaluate their impact on talent mobility

Key Success Factors : Complete List (2/3)

HEDI used data and inputs from 54 working sessions, 180+ survey responses from staff, and benchmarking activities to develop 15 Key Success Factors DHS will want to address in order to embrace the outlined DEI recommendations

Applicable Charge	Recommendation	Key Success Factor
Charge 3	<ul style="list-style-type: none"> • DEI Ombudsperson Program 	Provide divisional budget allocation, organizational structure and authority for the roles
Charge 3	<ul style="list-style-type: none"> • Community Comms Advisory Group 	Establish engagement and communications strategy with local health departments and community groups
Charge 3	<ul style="list-style-type: none"> • Text Translation Software & Application Strategy 	Assess DHS specific translation needs and procure a suitable software to fulfill requirements
Charge 4	<ul style="list-style-type: none"> • Celebrating Diversity 	Enhance policies to enable and encourage all staff to attend and engage in Diversity events (e.g., use of certain communication platforms for divisions and offices like Zoom vs. Teams)
Charge 4	<ul style="list-style-type: none"> • Diverse Representation to Increase Sense of Belonging 	Deploy enhanced Onboarding and Learning Management Systems Assess level of representation across decision-making governance
Charge 4	<ul style="list-style-type: none"> • Communications Plan: Campaign Towards Inclusion 	Deploy internal and external DEI Communications and Policy Assessment for gender identity

Key Success Factors : Complete List (3/3)

HEDI used data and inputs from 54 working sessions, 180+ survey responses from staff, and benchmarking activities to develop 13 Key Success Factors DHS will want to address in order to embrace the outlined DEI recommendations

Applicable Charge	Recommendation	Key Success Factor
Charge 5	<ul style="list-style-type: none">• Training & Education	Assessment and refresh of Performance Management (including PEP and related performance incentives, and mandatory training requirements)
Charge 1	<ul style="list-style-type: none">• Training & Education	Assessment and refresh of Learning Management System or processes (including clear learning pathways and awareness of resources for staff and leaders, and development DEI Training Library for Managers to review for vetted learning resources)