



**State of Wisconsin
Department of Health Services
Equity and Inclusion Plan
January 1, 2024 – December 31, 2026**

P-03098 (06/2025)

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I. Acknowledgment

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

Appointing Authority:

Kirsten Johnson, Secretary-designee, Department of Health Services
dhssecretarykirstenjohnson@dhs.wisconsin.gov

Signature & Date: Kirsten Johnson December 6, 2023

Signature & Date: Kirsten Johnson May 19, 2025

Equity and Inclusion Officer:

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DOA/Division of Personnel Management - Region 4
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Signature & Date: Racheal Harris December 6, 2023

Signature & Date: Racheal Harris May 19, 2025

Date of submission to DPM/BEI: November 17, 2023

Each individual or group listed contributed to the development of the plan.

Planning and Development Team Members:

Michelle Robinson (OHE), Jesse Wielgat (DPM), Racheal Harris (BEI), Jennifer Padden (DES), Jayne Wanless (OS), Tonya Evans (DMS-MiES), Langeston Hughes (DCTS), Aaron Larson (OPIB), Shireen Ohadi-Hamadani (OHE), Deb Lafler (DES), Cecilia Culp (DPH), Don Wadewitz (DES), Shavana Talbert (OHE), Allison Weber (DCTS), Garrett (Troy) Jackson (DQA), Mark Thompson (OLC), Cheryl Jatczak-Glenn (DMS), Phung Nguyen (OIG), Ranjit Singh (OIG)

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Executive Leadership:

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II. Agency Statement of Commitment

Equity and Inclusion Commitment Letter

The Department of Health Services hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

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

As part of the Department of Health Services commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Employees and applicants with disabilities will receive reasonable accommodation.

The Department of Health Services has developed and is committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and the Department of Health Services pledges its best good faith efforts to achieve the goals identified here within. I expect each manager, supervisor, and employee, as well as every member of my leadership team, of the Department of Health Services to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. The Department of Health Services will maintain a monitoring and reporting system to ensure compliance with the equity and inclusion mandates. The plan is available for review on the Department of Health Services website or at the Human Resources office.

We look forward to working with the Division of Personnel Management, Bureau of Equity and Inclusion, to implement our policies and programs to correct the present effects of past discrimination, create strong structures and practice that prevent discrimination from occurring in our present or future, and build a motivated, talented, skilled workforce that reflects the communities we serve.

Agency Head Name:

Kirsten Johnson, Secretary-designee, Department of Health Services
dhssecretarykirstenjohnson@dhs.wisconsin.gov

Signature & Date: Kirsten Johnson December 6, 2023

Signature & Date: Kirsten Johnson May 19, 2025

DPM Equity and Inclusion Officer Name:

Racheal Harris, Human Resources Program Manager – Equity & Inclusion
DOA/Division of Personnel Management - Region IV
Racheal.Harris@wisconsin.gov

Signature & Date: Racheal Harris December 6, 2023

Signature & Date: Racheal Harris May 19, 2025

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

Agency Appointing Authority

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

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

Name of individual(s) responsible

Kirsten Johnson

dhssecretarykirstenjohnson@dhs.wisconsin.gov

DHS Secretary-designee

(608) 266-9622

Dr. Michelle Robinson

dhsohedirectormichellerobinson@dhs.wisconsin.gov

Director of Office of Health Equity, E&I Champion

(608) 267-3638

Equity and Inclusion Officer

As delegated, the Equity and Inclusion Officer or designee is directly responsible for developing, coordinating, and implementing the agency's equity and inclusion plan. The Equity and Inclusion Officer:

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This responsibility includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Develops, coordinates, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and leadership at various organizational levels informed of equity and inclusion developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet

state and federal requirements. This review includes gathering, researching, and analyzing data.

- Audit the hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform, and job-related and that personnel decision-making processes adhere to EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual(s) responsible

Racheal Harris

Racheal.Harris@wisconsin.gov

Region IV Equity & Inclusion Officer

(608) 535-3511

Equity and Inclusion Professional

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

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices and recommends changes to the Equity and Inclusion Officer.
- Assists in developing, implementing, and managing oversight of policies, programs, and procedures for the administration of equity and inclusion efforts for the agency.
- Assists with promoting and coordinating agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assist the Equity and Inclusion Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic equity and inclusion goals and objectives.
- Attends at least 6 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- As designated, manages the agency's medical issues. This responsibility may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

Name of individual(s) responsible

Angela Heath

angelam.heath@dhs.wisconsin.gov

Equity & Inclusion Specialist

(608) 266-1562

Executive HR Director and HR Manager

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

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

Name of individual(s) responsible

Jesse Wielgat

Jesse.Wielgat@dhs.wisconsin.gov

Human Resource Director

(608) 400-0714

Equity and Inclusion Planning and Development Team

The Equity and Inclusion Planning and Development Team (PDT) is a representative group of agency employees selected by the appointing authority to assist with the planning and development efforts for the equity and inclusion plan. The Equity and Inclusion 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, rolling out, and monitoring the agency's Equity and Inclusion Strategic Plan.
- Establishes a plan for regular communication regarding the equity and inclusion plan process, activities, and outcomes to build transparency, broad participation, and support.

List names of individuals role and responsibilities on the team:

PDT Leadership:

- Executive Sponsor Kirsten Johnson, DHS Secretary-designee
- Project Sponsor Michelle Robinson, Director, Office of Health Equity
- Jesse Wielgat, Human Resources Director
- Racheal Harris, Region IV Equity and Inclusion Officer, DOA Division of Personnel Management, Bureau of Equity and Inclusion
- Jennifer Padden, Project Management Consultant, Division of Enterprise Services

PDT Membership with Focus on Recruitment:

- Team Co-lead Mark Thompson, Attorney, Office of Legal Counsel
- Team Co-lead Shavana Talbert, Inclusion, Diversity, Equity, and Access (IDEA) Program Specialist, Office of Health Equity
- Jayne Wanless, Policy Advisor, Office of the Secretary
- Shireen Ohadi-Hamadani, Communications Specialist - Advanced, Office of Health Equity
- Cecilia Culp, Senior Equity Advisor, Division of Public Health
- Cristina Bahaveolos, Workforce Program Analyst, Division of Public Health
- Elizabeth Branney-Gant, Deputy Chief Information Security Officer, Division of Enterprise Services

PDT Membership with Focus on Retention:

- Team Lead Phung Nguyen, Program Policy Analyst – Advanced, Office of the Inspector General
- Langeston Hughes, Senior Equity Advisor, Division of Care and Treatment Services

- Aaron Larson, Program Policy Chief, Office of Policy Initiatives and Budget
- Deb Lafler, DHS Wellness & EAP Manager, Division of Enterprise Services
- Cheryl Jatzcak-Glenn, Policy Initiatives Advisor, Division of Medicaid Services
- Ranjit Singh, Program Policy Analyst, Office of the Inspector General

PDT Membership with Focus on Agency Culture:

- Team Lead Don Wadewitz, Strategy Manager - Transformation and Culture, Division of Enterprise Services
- Garrett (Troy) Jackson, Quality Assurance Specialist -Senior, Division of Quality Assurance
- Tonya Evans, Director, Milwaukee Enrollment Services (MilES), Division of Medicaid Services
- Allison Weber, Multi-Cultural Coordinator/Emerging Leaders Project Manager, Division of Care and Treatment Services

IV. Introduction (Alignment with Vision, Mission, and Values)

The Department of Health Services' (DHS) mission is to protect and promote the health and safety of the people of Wisconsin so that we can achieve our vision for the state of *everyone living their best life*. The inclusion of the word, "everyone" in our vision and mission inherently implies that our commitment is to every Wisconsinite, regardless of their background, identity or where they reside. And as Wisconsin's primary statewide health agency, DHS is responsible for leading the charge of ensuring the health and well-being of the people of our state. The values that underly our agency's vision and mission are:

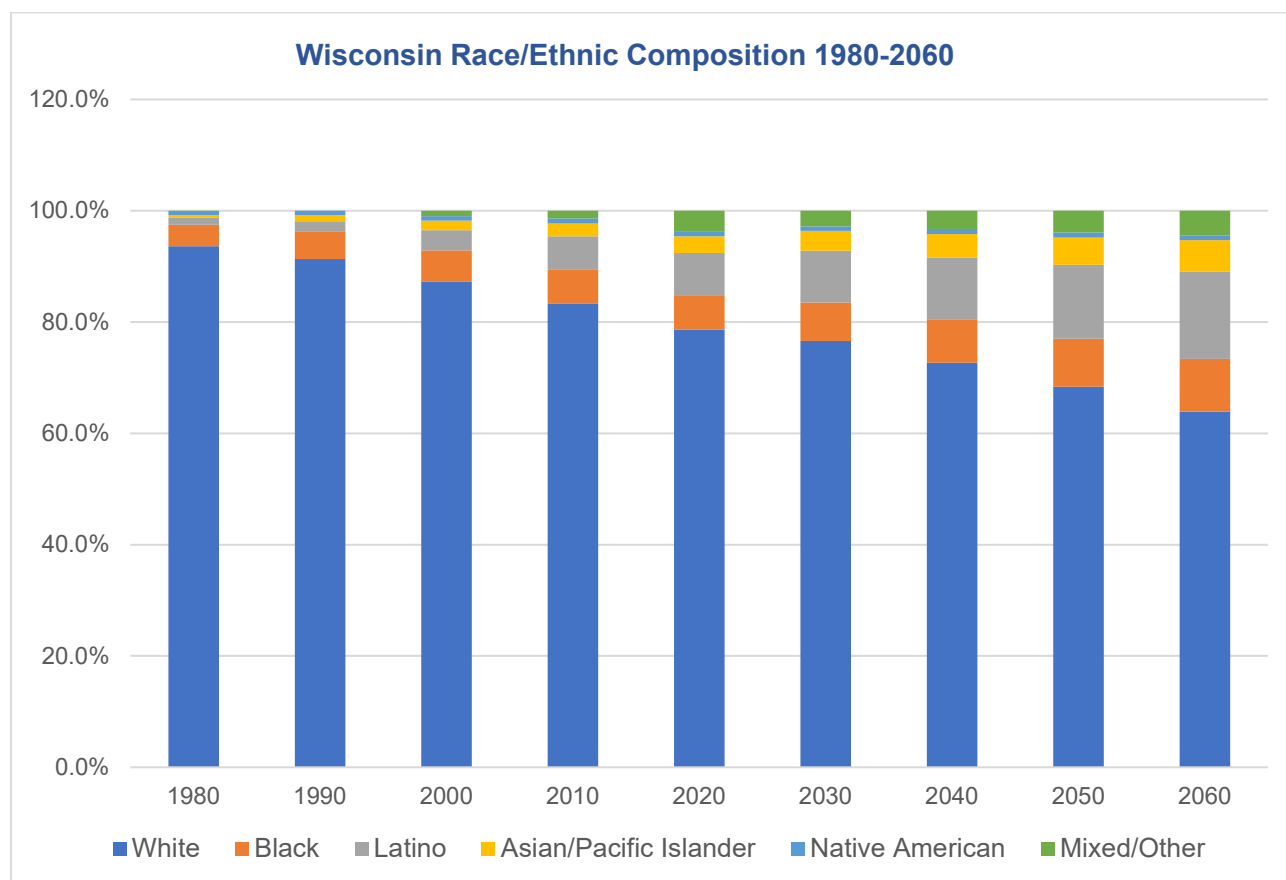
- Focus on the needs of the people we serve.
- Foster independence.
- Address health disparities.
- Value our colleagues and recognize excellence.
- Encourage innovation and critical thinking.
- Collaborate with our partners.
- Manage public resources responsibly.

Wisconsin Administrative Code, Chapter Employment Relation (ER) 43, Wisconsin Statute 230; and Wisconsin Human Resources Handbook Chapter 800 require the Division of Personnel Management (DPM) Administrator to establish standards, and procedures to ensure equity and inclusion throughout the state civil service system and meet our equal employment and affirmative action obligations. Since 2019 - with issuance of Executive Order #59 by Governor Tony Evers highlighting the responsibility of government in securing and defending Wisconsinites' rights to equality and equal opportunity, guaranteed through our state's constitution, and the need for state government to do more to protect Wisconsinites from discrimination, systemic racism, and bias that perpetuate and exacerbate disparities in access and outcomes – DHS has approached its ongoing inclusion, diversity, equity and access (IDEA) and equal opportunity efforts with renewed energy and perspective.

Through Executive Order #59, Governor Evers emphasized the foundational role that a diverse and representative state workforce plays in positioning state government to successfully carry out its mission. By eliminating barriers created by various forms of exclusion and injustice and building a diverse and inclusive workforce representing and reflecting the diversity of our state, DHS will enhance its capacity to develop policies and provide services that will better position us to effectively serve and support Wisconsinites so they can achieve optimal health and well-being, and ultimately live their best life. Accordingly, it is required of all state agencies with 30 or more permanent classified employees to develop a three-year Equity and Inclusion Plan (EIP) that outlines the steps taken to comply with equal employment opportunity and affirmative action

requirements, including building a workforce reflective of the available labor market and communities throughout our state which are predicted to grow in diversity over the coming decades.

As Wisconsin's population continues to age, the state will feel increased pressures, already being experienced in some areas, to its productivity as baby boomers move into retirement. Within the context of health, public health and health care work, there will be greater demands and challenges to not only increasing the productivity of our workforce, but the overall size of it in order to better support an aging population with greater health care needs. We recognize that in order to be best prepared to meet these challenges, it is vital that DHS is strongly positioned as an agency of choice, a destination workplace, capable of recruiting and retaining a workforce that will be growing in its diversity over the next four decades and, likely, well into the future (see chart: Racial/ethnic composition: Wisconsin, 1980-2060 from the U.S. Census Bureau; NHGIS; Woods & Poole Economics, Inc. PolicyLink PERE National Equity Atlas).



In alignment with our agency's vision, DHS defines a destination workplace as being one where everyone is living their best work life. Some attributes of a destination workplace are workplaces where:

- Everyone belongs – no exceptions!
- Everyone receives equitable access to benefits, whether paid or unpaid.
- Everyone is supported to learn and grow.
- Everyone is supported to use their knowledge and skills to provide the highest level of service to our customers.

The Office of the Secretary (OS) has established among its policy priorities advancing a DHS workplace culture which allows us to recruit and retain a highly skilled, diverse, hybrid workforce that is prepared and equipped to best serve the Wisconsin of today and the Wisconsin of our

future. The EIP provides a high-level overview of DHS' commitment to centering IDEA within our recruitment, retention, and agency culture policies, programs, and practices. The plan establishes the goals, objectives, timeline, and strategies to improve equity and enhance inclusion in our workforce and workplace development efforts. It consists of an analysis of workforce data, identification of areas of opportunity revealed by data, and the development of goals and strategies to address those areas of opportunity. Furthermore, it helps to lay a more sustainable foundation for planning and development of future EIPs.

Since 2019, to support and advance these efforts, DHS has established new infrastructure including:

- 1) a DHS Employee Engagement Survey called Stay and Grow
- 2) the Health Equity Diversity and Inclusion Council (HEDI), our agency's Equity and Inclusion Advisory Council
- 3) DHS' Equity and Inclusion Plan (EIP) which establishes the agency's priorities over the next years related to its workforce development efforts
- 4) the Office of Health Equity (OHE) which serves as the agency's central hub working to align and amplify the health equity and IDEA efforts






Working synergistically, these structures play critical functions in aligning, supporting, and facilitating our affirmative action, equal opportunity and equity and inclusion efforts in the areas of recruitment, retention, and agency culture.

Stay and Grow: DHS' Employee Engagement Survey

Beginning in 2019, DHS has facilitated an anonymous, annual survey to assess employee engagement and employee satisfaction. We define **employee satisfaction** as an inner feeling of contentment which propels employees to come to work every day and **employee engagement** as the emotional commitment employees have to the organization and its goals. The Stay and Grow Survey consists of 41 questions – two overall questions measuring satisfaction and engagement and questions that measure the five dimensions of a destination workplace which are: meaningful work, hands on management, positive work environment, growth opportunity and trust in leadership (see *The Simply Irresistible Organization*), alongside staff demographics for gender identity and race/ethnicity. Additionally, in collaboration with HEDI, three new questions were added to the survey to measure the extent in which staff experience the agency as an inclusive environment. Participation in the survey, including disclosure of demographics, is on a voluntary basis.

The Simply Irresistible Organization

What we have learned: Five Elements Drive Engagement

Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
				
Autonomy	Clear, Transparent Goals	Flexible Work Environment	Training and Support on the Job	Mission and Purpose
Select to Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
Small, Empowered Teams	Invest in Management Development	Culture of Recognition	Self-Directed, Dynamic Learning	Transparency and Honesty
Time for Slack	Modern Performance Management	Inclusive, Diverse, Work Environment	High Impact Learning Culture	Inspiration

~~~ A Focus on Simplicity ~~~

## Health Equity, Diversity, and Inclusion (HEDI): DHS' Equity and Inclusion Advisory Council

The HEDI Council was established in the fall of 2021. As required under Wis. Stat. § 230.06 (1) (j), HEDI advises the secretary concerning programs designed to ensure equal opportunity to all employees, applicants for employment and clients of the agency by providing analysis, insights, and recommendations to DHS on internal and external policies, programs, and projects.

## DHS Equity and Inclusion Plan: DHS' 2024-2026 Workforce Development Priorities

With the establishment of OHE, DHS has created additional capacity to steward the development and implementation of the DHS 2024-2026 EIP. To leverage the strategic leadership capacity that OHE brings to the agency, the DHS Secretary delegated authority to the Director of OHE to serve as the agency's Equity and Inclusion Champion and the Project Sponsor for the 2024-2026 EIP. Serving as Project Sponsor, OHE was tasked with developing and implementing both process and infrastructure to facilitate the development of the new EIP in alignment with the capacity-building goals set forth by the Department of Administration's (DOA) Bureau of Equity and Inclusion (BEI) which includes:

- **Stakeholder Engagement:** Increase internal and external involvement, communication, and perspectives.
- **Data-based Decision-Making:** Improve collection, availability, and analysis of equity and inclusion data in decision-making.
- **Alignment:** Build alignment within agency systems, initiatives, programs, and divisions.
- **Leadership:** To harness the support and guidance from those in authority to achieve a shared vision.

In addition to the BEI's capacity-building goals, DHS' EIP planning and development process was created and implemented to achieve the following internal goals:

- Lead to some consensus around a shared vision for related efforts across the agency.
- Provide the agency with much needed focus and areas of prioritization within and across the agency's IDEA landscape.
- Support a sense of connection and shared ownership of plan so that as many people as possible feel like they have a stake in its success via opportunities to react and inform the plan throughout its development phases.

## Creation of the EIP Planning and Development Team and Process

To operationalize these efforts, the aforementioned EIP Planning and Development Team (PDT) was established to provide the essential infrastructure the agency needed in order to actualize these goals. The PDT is a planning body consisting of DHS staff representing each of the agency's divisions and offices and staff from the Secretary's Office. It took on a host of important duties that contributed to, supported, and assisted in developing, writing, and communicating about the DHS 2024-2026 EIP. The work of the PDT has revolved around six phases kicking off in March 2023 and concluding in December 2023. The phases and associated timelines are illustrated in the following chart:

## Plan Development High-level Timeline

| Activity                                                      | Nov 2022 | Dec 2022 | Jan 2023 | Feb 2023 | Mar 2023 | Apr 2023 | May 2023 | Jun 2023 | Jul 2023 | Aug 2023 | Sept 2023 | Oct 2023 | Nov 2023 | Dec 2023 |
|---------------------------------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|----------|----------|----------|
| Pre-planning activities                                       |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| PDT members identified                                        |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| Kickoff, project planning, & overview                         |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| PDT formation, workgroups, plan/data review                   |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| Research questions, dataset development, analysis & metrics   |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| Engagement findings, draft goals, strategy/action development |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| Strategic workplan synthesis, review & approval               |          |          |          |          |          |          |          |          |          |          |           |          |          |          |
| Socialization, communication, & implementation planning       |          |          |          |          |          |          |          |          |          |          |           |          |          |          |

After a period of initial onboarding, to facilitate its work and accomplish its charge, the PDT membership was split into workgroups to develop strategies to advance IDEA across the EIP's three focus areas: recruitment, retention, and agency culture. Workgroups - consisting of PDT members and other DHS staff - drew on their knowledge as subject matter experts, reviews of existing strategic plans and data reports, as well as their lived experience as staff and colleagues in the agency, to develop a set of research questions, identify metrics and ways to explore the questions selected, along with analyzing the resulting data and metrics.

Additionally, members of PDT workgroups were responsible for developing draft goals based on, and informed by, the findings of their analyses and for engaging a representative cross-section of our agency's workforce in discussions regarding what they learned from their research and data review, the opportunities for improvement identified, and their proposed goals. Staff engagement sessions were also leveraged to support the validation and refinement of draft goals and to facilitate a community-engaged crowdsourcing approach for the identification of strategies and actions.

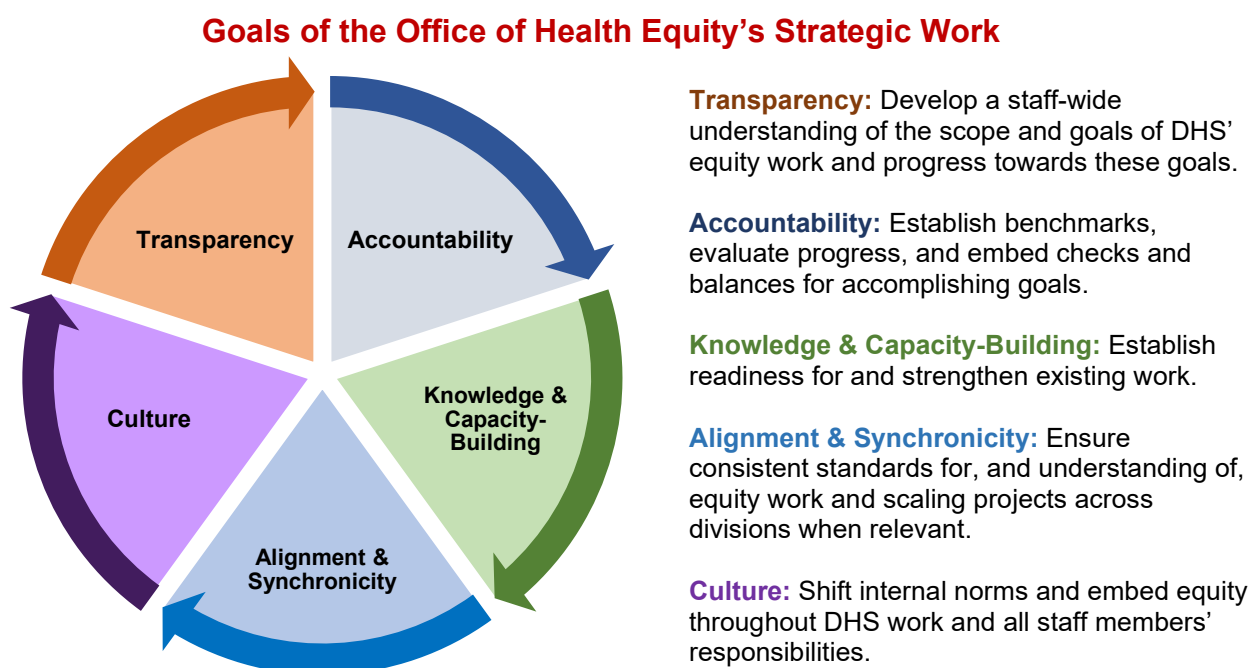
After facilitating engagement sessions, PDT members took what they learned and collected during each session and analyzed and synthesized the information identifying strategies and action steps to recommend to PDT leadership for consideration for inclusion in the 2023-24 EIP. In fact, PDT workgroup members collected hundreds of ideas, of which they advanced approximately 250 action items to PDT Leadership Team. This volume of ideas was further refined and prioritized to the list of actions included in this plan. To be included in the final plan, an action item must be deemed actionable, which took into account factors such as whether we have the budget and/or staffing capacity needed to implement it, whether there was an evidence-base that a strategy would be impactful and effective, as well as other environmental considerations. As such, the goals, strategies, and actions outlined in this EIP are the result of, and reflect the ideas of, some 116 DHS staff representing members of the agency's senior leadership and executive management teams, PDT members, and other agency staff interested in advancing the agency's EIP efforts including DHS managers, supervisors, members of HEDI, and equity staff from each division and office, regional offices, and facilities composing the agency. The sheer volume of ideas collected reflect the vision and commitment of DHS staff in making DHS a competitive workplace that reflects a strong spirit of inclusion in words and practice.

## The Office of Health Equity (OHE): DHS' Central Hub for IDEA and Health Equity Efforts

OHE was officially established in October 2021. OHE was created to grow the agency's capacity to support its efforts to ensure that the outcomes of its work – as a workplace, employer, and as a

provider of services, programs, and critical resources – are fair and just, thus equitable. OHE accomplishes this by providing programmatic leadership, technical assistance, consultation, and advisory support; research, data and policy analysis, and evaluation; coordination, collaboration, and convening; professional development, community engagement, and communications. As such, OHE serves as the central hub at DHS working to align and amplify the health equity and IDEA efforts occurring across all DHS divisions and offices and the State of Wisconsin enterprise, providing agency-level leadership to support IDEA and health equity efforts, and serving as the strategic advisor to the OS.

To refine and clarify its function, and structure its priorities, in 2023 OHE underwent a planning process where the office identified its strategic focus areas, which are the high-level goals that the office will focus its IDEA and health equity efforts on improving over the next three to five years. As the project sponsor for the EIP, the EIP represents a key initiative of the office and reflects OHE's priorities over the next three years as it relates to IDEA and workforce efforts. Both the development and the future implementation of the EIP is designed to advance DHS efforts across five strategic focus areas:



### Facilitating Alignment & Synchronicity Across IDEA

The establishment of shared language around IDEA is a key component of establishing a strong foundation for facilitating and deepening an organizational culture rooted in IDEA. On OHE's recommendation, DHS adopted an IDEA framework to ensure that disability and access were centered in our agency's efforts and to align the agency's work with efforts being spearheaded across the federal government under [Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce \(14035\)](#).

To ground the agency's IDEA work, OHE adopted working definitions for IDEA to facilitate shared language and understanding of these concepts while efforts to develop agency specific definitions are ongoing. The IDEA definitions, borrowed from the [Indiana Arts Commission](#), are presented in the following table:



| Concept          | Description                                     | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inclusion</b> | All feel welcomed and valued                    | Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, represented, supported, and valued to fully participate.                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Diversity</b> | All the ways we differ                          | Diversity includes all of the ways in which people differ, encompassing the different characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition that also includes age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, physical appearance, geography, and any other identifiers that make one individual or group different from another. |
| <b>Equity</b>    | All having the opportunity to fully participate | Equity encompasses the policies and practices used to ensure the fair treatment, access, opportunity, and advancement for all people, while at the same time trying to identify and eliminate barriers that have historically prevented the full participation of some individuals or groups.                                                                                                                                                                                                                                                |
| <b>Access</b>    | Of any and all abilities                        | Access refers to the commitment for everyone to be included in all programs and activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

These definitions were selected because of their breadth, generalizability, use of plain and accessible language, and applicability in the context of our agency. Current efforts related to definition building not only aim to generate agency-specific definitions and language, but ones that help staff connect the diversity of work they lead daily to these concepts.

### **Moving Forward: Aligning Agency’s Efforts by Bridging IDEA and Quality Efforts Using the Inclusive Excellence Model**

Our agency’s equity vision states, “DHS, where equity and justice are embedded as the cornerstone of our work to serve all communities, allowing each Wisconsinite to live their best life.” This vision recognizes that in DHS’s pursuit of its mission and vision, it is necessary that this pursuit both recognizes and is responsive to a broader context where issues such as structural poverty, systemic racism and other forms of discrimination and bias limit the potential for prosperity, health, and well-being for many Wisconsinites. DHS has committed to infusing an equity lens throughout all of its work including how it approaches being an employer, in its approach to its operations, as well as across each of the agency’s key areas of programmatic focus. As such, future agency work requires greater alignment and integration of existing and future efforts under a shared framework for organizational culture transformation to improve coordination, efficiency, effectiveness, and impact of its efforts.

To be clear, IDEA efforts are the responsibility of the whole of DHS. While structures such as OHE and HEDI create capacity for leadership and stewardship of this work, it is our collective responsibility. Accordingly, to provide an organizing framework for this whole agency effort OHE has identified the *Inclusive Excellence* model as a framework that is aligned with much of our agency’s preexisting efforts; our vision, mission, and values; and which is also flexible and scalable, which are features needed for an agency of our size and complexity.

An *Inclusive Excellence* organization is an organization that operates at a high level of performance whether on the basis of efficiency, effectiveness, impact, or quality. It accomplishes this by leaning into its values which include recognizing the importance of IDEA to an organization’s and community’s success and well-being; valuing, engaging, utilizing, and leveraging diversity of background, experience, perspective, and culture as a strength; and bridging IDEA and quality efforts and integrating them into its mission and operations as an

institution. The benefit of such a model is that it shifts an agency's IDEA efforts from the margins incorporating and infusing them into the core of organizational functioning.

Since at their essence IDEA initiatives are about performance and performance improvement, the *Inclusive Excellence* model is especially useful as it is designed to assist organizations in integrating their IDEA and quality efforts across five dimensions: access and success, climate and intergroup relations, education and training, infrastructure and accountability, and community engagement. See the following table for definitions of each.

#### Dimensions of Inclusive Excellence<sup>1</sup>

| Dimension                                | Definition                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Access and Success</i>                | The compositional diversity of an agency's workforce and constituency groups (i.e., leadership, staff, industry and nonprofit partners, visitors, service populations) and the context-specific outcomes gained from their relationships with the agency.                                                                                                    |
| <i>Climate and Intergroup Relations</i>  | The experience of being connected to the agency, specifically the behavioral experiences and expectations. Constituent perceptions related to feeling respected, a sense of belonging, and affirming empowering relationships with agency representatives are key features of this dimension.                                                                |
| <i>Education and Training</i>            | Professional development and training within state government that formalize constituent engagement and an equity lens throughout daily operations. Includes intentionally designed learning programs and professional development opportunities that promote intercultural awareness and skill, as well as equipping agency members with an equity toolkit. |
| <i>Infrastructure and Accountability</i> | The sustainability and accountability for policies, resource-allocation mechanisms, organizational structures/relationships, cultural norms/traditions, communication structures, and accountability/transparency mechanisms. Includes performance measures that inform and enable an intentionally inclusive and equitable state government.                |
| <i>Community Engagement</i>              | The development of new or the redesign of existing external partnerships to create collective impact around the opportunity gaps in the broader community. Genuine community engagement in state government refers to the ways agencies serve diverse communities.                                                                                           |

As such, the DHS 2024-2026 EIP represents the body of efforts we are committed to prioritizing to improve quality as it relates to our recruitment, retention, and agency culture. In fact, every goal, strategy, and action included in the DHS EIP is responsive to one or more of the dimensions of *Inclusive Excellence*. In conclusion, the DHS EIP articulates the framework and strategy that DHS commits to implementing in order to bring the words and spirit of Executive Order#59 to life, to recruit and retain a diverse workforce and to foster a safe and welcoming workplace for diverse staff. This plan will allow DHS to fully realize its mission as an agency in service to every person in our state. In alignment with and in support of the agency's established infrastructure, the DHS Secretary alongside the leadership team, will champion IDEA efforts throughout the agency to role model and serve as standard-bearers to management and staff of the importance and priority of these efforts in the present and moving forward. This includes supporting and affirming OHE's efforts to identify opportunities to improve coordination of workforce equity efforts across multiple divisions, bureaus, and offices, as well as identifying and supporting the provision of the resources, support, and direction necessary to fully implement the EIP. To this end, DHS remains committed

<sup>1</sup> The ONE Virginia Plan leverages the model of Inclusive Excellence developed by the Association of American Colleges and Universities. The *Dimensions of Inclusive Excellence* included in this table represent ones adapted for use by state government agencies in Virginia to move agencies from compliance and affirming types of organizations to ones categorized by inclusive excellence.



to creating and sustaining the necessary infrastructure to address and eliminate any workforce disparities in a way that is coordinated, strategic, intentional, and sustainable.

## **V. Workforce Analysis Summary**

### **Overview of Approach**

As part of the development of an EIP, agencies must evaluate whether past or present practices have contributed to under-representation in recruitment, retention, and or over-representation with negative experiences within the context of workforce culture among protected classes<sup>2</sup>. This analysis paints a picture of the current state of IDEA in the agency and supports the identification of goals and priorities. At DHS, the PDT undertook the development of a comprehensive workforce analysis which serves as the basis of the agency's 2024-2026 EIP strategic plan. To support the narrowing of focus areas and facilitate the agency's ability to identify a set of actionable priorities, the recruitment, retention, and agency culture workgroups underwent the following process:

1. PDT members reviewed existing workforce data reports; IDEA focused strategic plans, including DHS and other state agency' 2020-2023 EIP as well as strategic plans from other states; and research and policy reports. PDT members were asked to draw on their knowledge as subject and content experts, as well as their lived experience as employees and colleagues in the agency, to identify topics and questions they were interested in exploring.
2. Based on the preliminary research and brainstorming, each workgroup identified a list of topics. Three to five research questions were selected from the list to guide the focus of their workforce analysis.
3. Each workgroup then analyzed available workforce data relevant to each research question and identified trends, disparities, and areas of opportunity to help inform draft goal development.
4. As part of this process, PDT leadership provided support to workgroups supporting them with refining questions; advising on current policies, procedures, and agency practices; and identifying ways that the workgroups can answer their identified questions using existing data and metrics supplemented by community engagement strategies.

In alignment with Wisconsin's affirmative action and equal employment law, over the following sections we provide an overview of the analyses and key findings of our workforce analysis. We begin this section with a discussion of data and methodological considerations to provide context regarding what the available data allowed us to describe as well as where the data limits our ability to describe certain experiences for some of our staff populations – whether due to missing categories based on racial or ethnic or gender identity, or other personal or social attribute, or because of data quality issues due to response rates or coding. The methodological section is then followed by an overview of the agency's overall workforce demographics broken out by race/ethnicity, disability, gender, veteran status, and disability status for the overall workforce, and for management and supervisory workforce. This section concludes with a detailing of the focal analyses from each of the three workgroups beginning with recruitment, followed by retention, and concluding with agency climate.

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<sup>2</sup> The Wisconsin Fair Employment Law prohibits employers, employment agencies, labor unions, and licensing agencies from discriminating against employees and job applicants based on personal characteristics. You can see the full list of protected classes and learn more about them on the Department of Workforce Development's website: [Employment Discrimination \(wisconsin.gov\)](https://www.wisconsin.gov/workforce/employment-discrimination).

## Data and Methodological Considerations

Workforce analysis data was compiled and cleaned by members of the PDT data sub-group. The data sub-group was responsible for compiling the data needed to support PDT workgroups in answering the questions they had identified as the focus of their workforce analyses. Data was gathered from a variety of sources including Wisconsin's STAR personnel system, Wisconsin labor force demographics from the American Community Survey (ACS), DHS' employee engagement survey *Stay and Grow*, employee exit interview data, and recruitment data. There were some data elements that workgroups requested, but we were unsuccessful in acquiring. As such, some of the desired analyses, for example broad analyses of applicant pools, were unable to be completed. The classification labels used throughout the EIP, in its data tables and in the connected narrative are derived from its source data. We recognize that some of these labels may not be preferred by any given individual, but for the purpose of developing this plan it is important that we stick with the predetermined categories in order to ensure consistency, comparability, transparency, and ease of replication. A more comprehensive description of data sources, data limitations, and methodological approaches underlying the development of this EIP can be found at the end of this document in [Appendix A](#).

PDT workgroups performed analyses on de-identified, meaning no personally identifiable details, workforce data provided by the data sub-group. Workgroups reviewed and analyzed data related to the demographic composition of DHS workforce outcomes related to retention, recruitment, and agency culture. Across data sources, whenever possible, members of the PDT aimed to assess metrics disaggregated along the dimensions of gender identity, race/ethnicity, disability status, veteran status, and age in order to evaluate how those outcomes look, compositionally currently, most recently, and/or over time to identify trends and areas primed for the agency to invest in making improvements. Workgroups also drilled down to review demographic composition across the agency's divisions, offices, and facilities as well as among its management and supervisory positions.

When comparisons were deemed an important component of an analysis, PDT workgroups drew on several strategies including comparing DHS workforce demographic composition to the composition of the overall Wisconsin labor force using the most recent census data, comparing the overall composition of DHS workforce to that of segments of the workforce whether by position, job group or organizational unit, comparisons across time, as well as comparisons across demographic groups of staff.

Across analyses, we were interested in analyzing the degree to which populations were underrepresented or overrepresented compared to a population standard – whether their proportion of the labor force or their proportion of the workforce. We define these terms as follows:

**Underrepresented** refers to agency-wide populations that are disproportionately lower in number relative to their number in the available state work force and classification- or job-specific populations that are disproportionately lower in number relative to their number in the agency-wide population.

**Overrepresented** describes the inverse – populations that are disproportionately higher relative to the population we are comparing against.

When either term is used, there is no value judgement assigned. These terms are simply measures of proportionality.

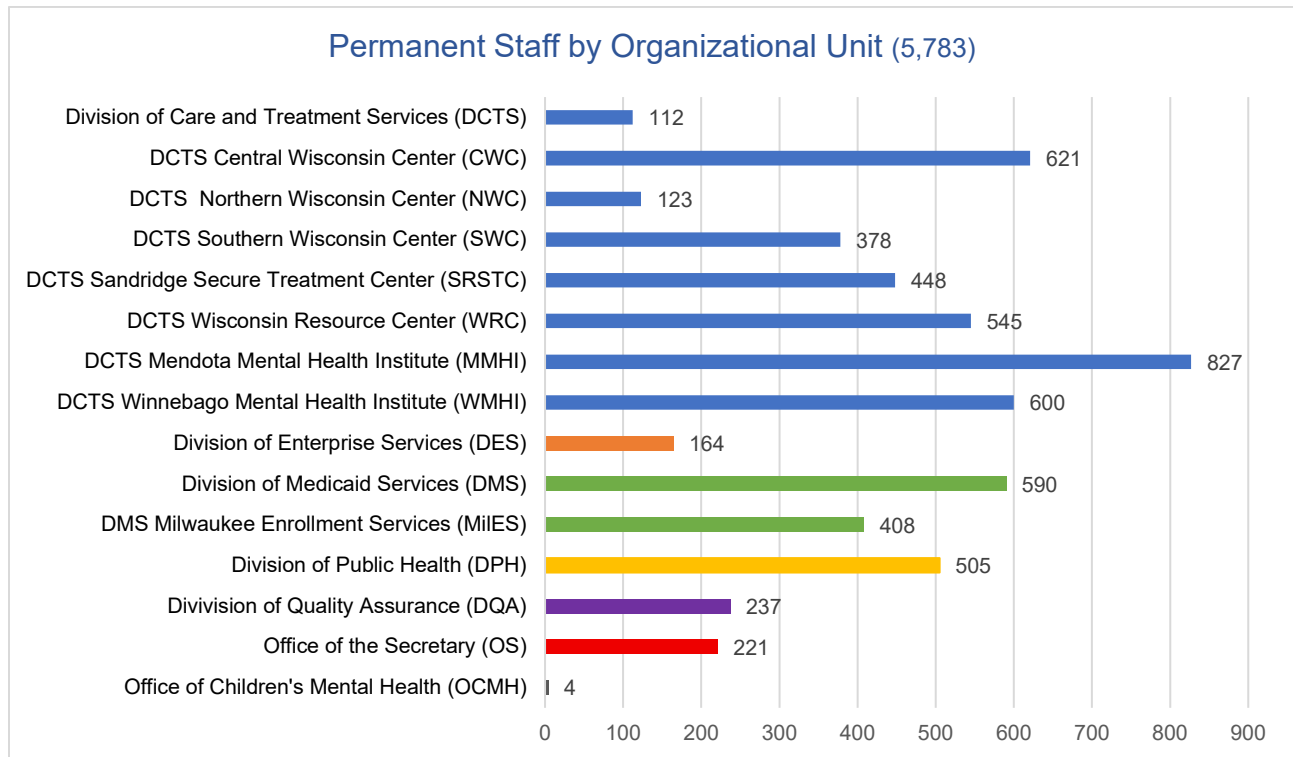
DHS and the members of the PDT recognize that demographic counts represent real people – their stories, experiences, and histories. We also recognize that administrative data can often feel invalidating to individuals, especially when their ability to identify in their preferred ways is not available to them. Unfortunately, despite the PDT’s desire to explore workforce data with a lens of full inclusion and representation of the identities that make up DHS’ workforce, limitations across data sources meant we often fell short of our desired vision for this workforce analysis. Specifically, the absence of administrative and organizational data that can be disaggregated based on sexual orientation and other social identity, or which consistently includes gender identities beyond the binary of male and female means that this workforce analysis currently is not capable of describing patterns in our workforce outcomes based on those identities.

Additionally, data such as those describing the composition of staff with disabilities and who are veterans were either incomplete, or structurally flawed, making them unreliable and limiting our ability to leverage them to draw conclusions regarding trends in our workforce. Based on feedback and conversations occurring in our agency in spaces such as the PDT’s employee engagement sessions, we also know that a number of staff either do not see themselves among current options for identifying one’s race and/or ethnicity, or find the current options (e.g., inability to identify race and ethnicity separately, identify as multiracial, or ability to specify ethnicity, etc.) limiting or inaccurate reflections of their racial and/or ethnic identity. Lastly, we also were unable to examine data intersectionally such as looking at outcomes based on race and gender instead of race or gender. In spite of these limitations, this body of work allows us to still describe much about our agency. Our hope is that as we look to develop our 2027-2029 EIP these data limitations, that are due to current practices in data collection, will be addressed so that our future analyses can better reflect those missing communities.

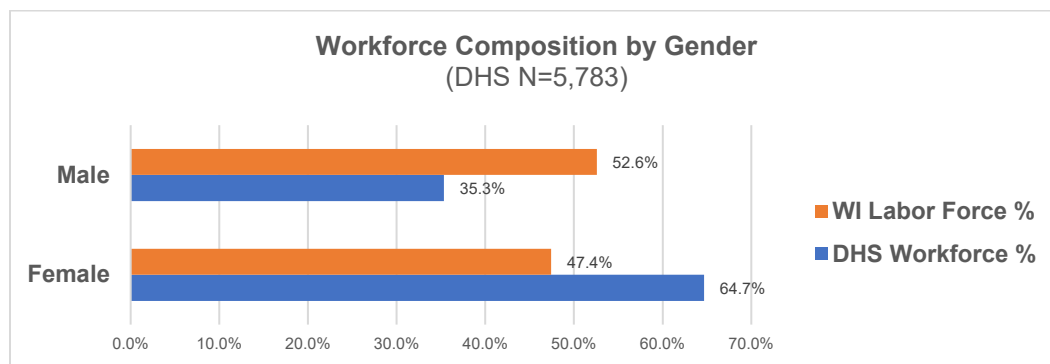
## Overview of Overall Agency Demographics

Current agency demographics were extracted from STAR on June 6, 2023 and served as our dataset. The dataset consisted of 5,783 permanent, unclassified, and project positions. It includes the Office of Children’s Mental Health which is not a formal organizational unit of the department but is administratively attached. This dataset was compared against Wisconsin labor force demographics from the 2022 American Community Survey, the most current census data available. Workgroups looked at agency demographics broken down by gender, race and ethnicity, disability status, and veteran status for the full agency and broken out also for only DHS managers and supervisors. The results of these analyses are presented in the following charts.

## Agency Staff by Organizational Unit

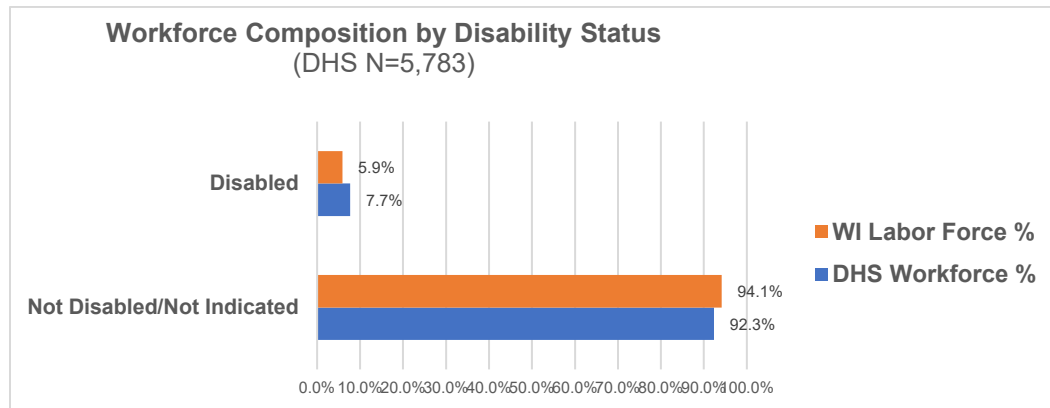


## Agency Staff by Gender



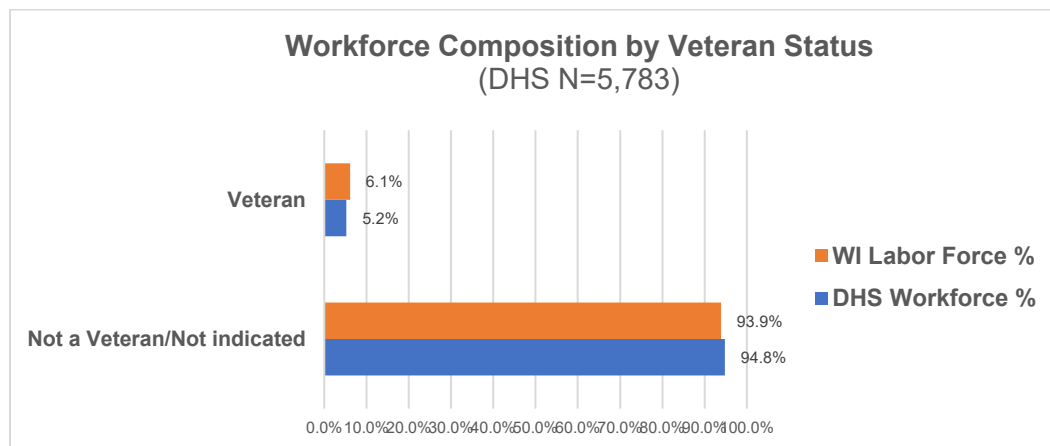
- Nearly two-thirds of the permanent workforce at DHS is female.
- This proportion is 17.3 percentage points larger than the proportion of the Wisconsin labor force that identifies as female.
- STAR currently only allows staff to identify as male or female.

## Agency Staff by Disability Status



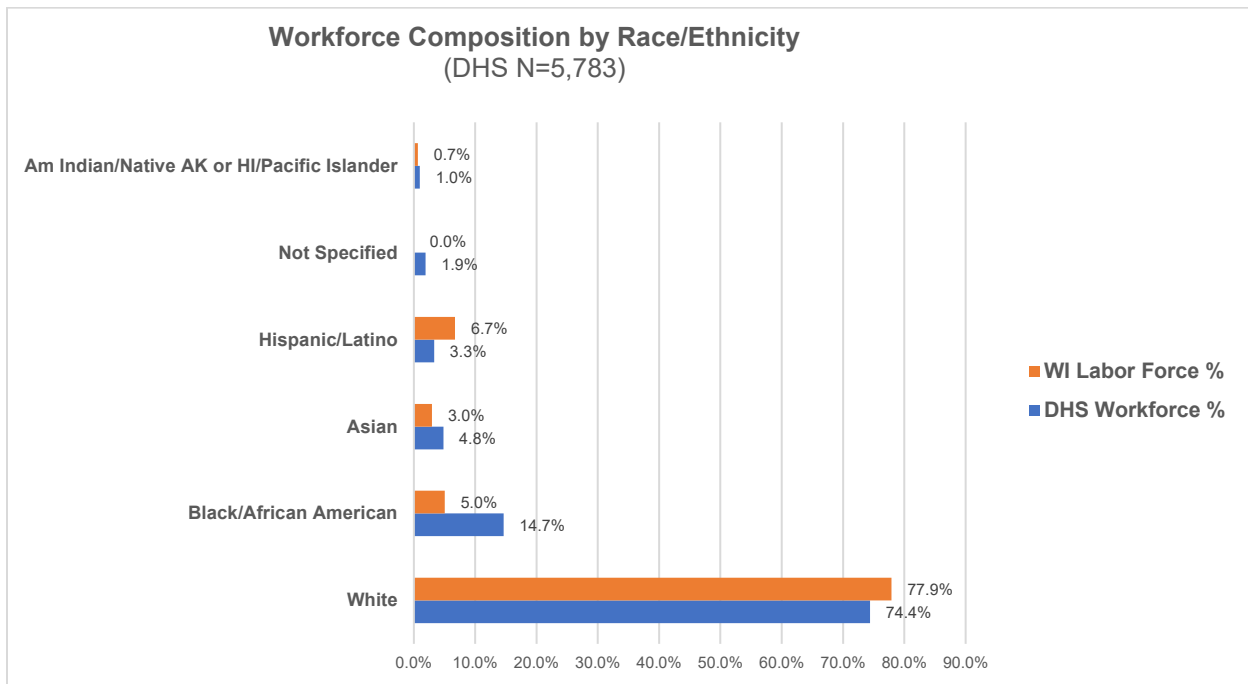
- The proportion of employees with a disability at DHS exceeds the proportion of the Wisconsin labor force by more than 2 percentage points.
- Eighty percent of DHS staff do not report.
- For those reporting, the options “not disabled” and “not indicated” is treated as a single option.

## Agency Staff by Veteran Status



- The proportion of veterans composing DHS’ workforce is slightly lower than the proportion composing the state’s labor force.
- STAR defaults to a “no” response which means that the proportion of veterans composing the workforce may be underestimated.

## Agency Staff by Race/Ethnicity

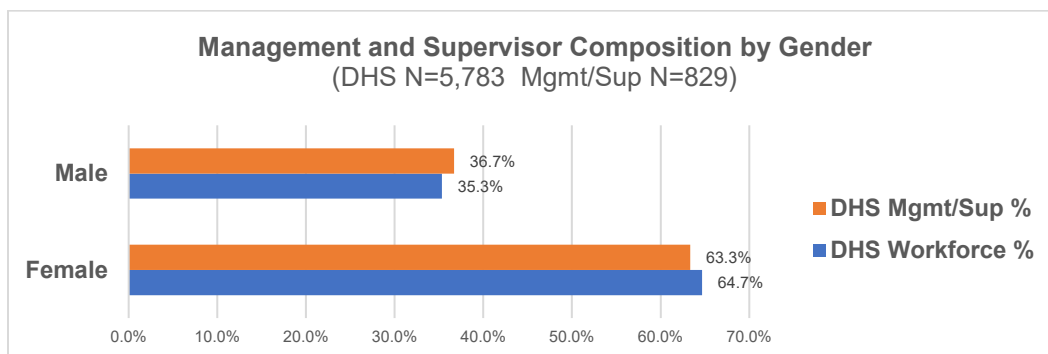


- The proportions of the permanent DHS workforce which primarily identifies either Black/African American, Asian, or American Indian/Alaska Native/Native Hawaiian/Pacific Islander exceed their relative proportions in the Wisconsin labor force.
- The proportions of employees at DHS who identify as White is 4.37 percentage points less than their relative proportion Wisconsin labor force. The proportion of employees at DHS who identify as Hispanic/Latino is 3.29 percentage points less than their relative proportion of the Wisconsin labor force.
- Racial/ethnic categories are limited to the ones included in our analyses.
- Ethnicity cannot be selected separately from racial identification.

## Overview of Management and Supervisor Demographics

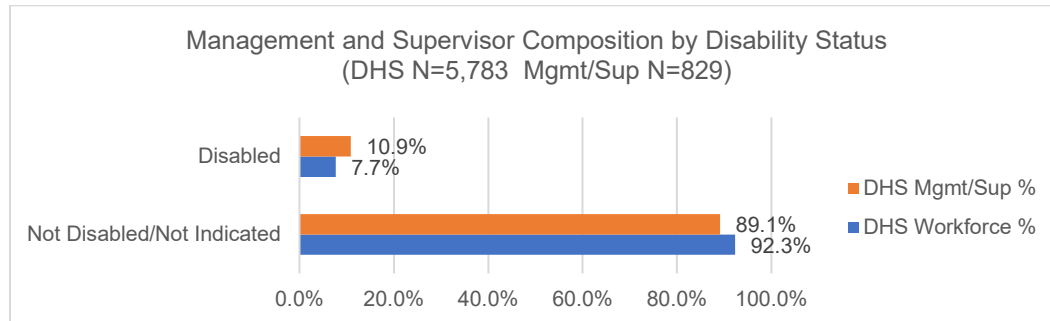
Current agency demographics of DHS' managerial/supervisory staff was extracted from STAR and compared against the composition of total permanent workforce at DHS.

## Management and Supervisor Staff by Gender



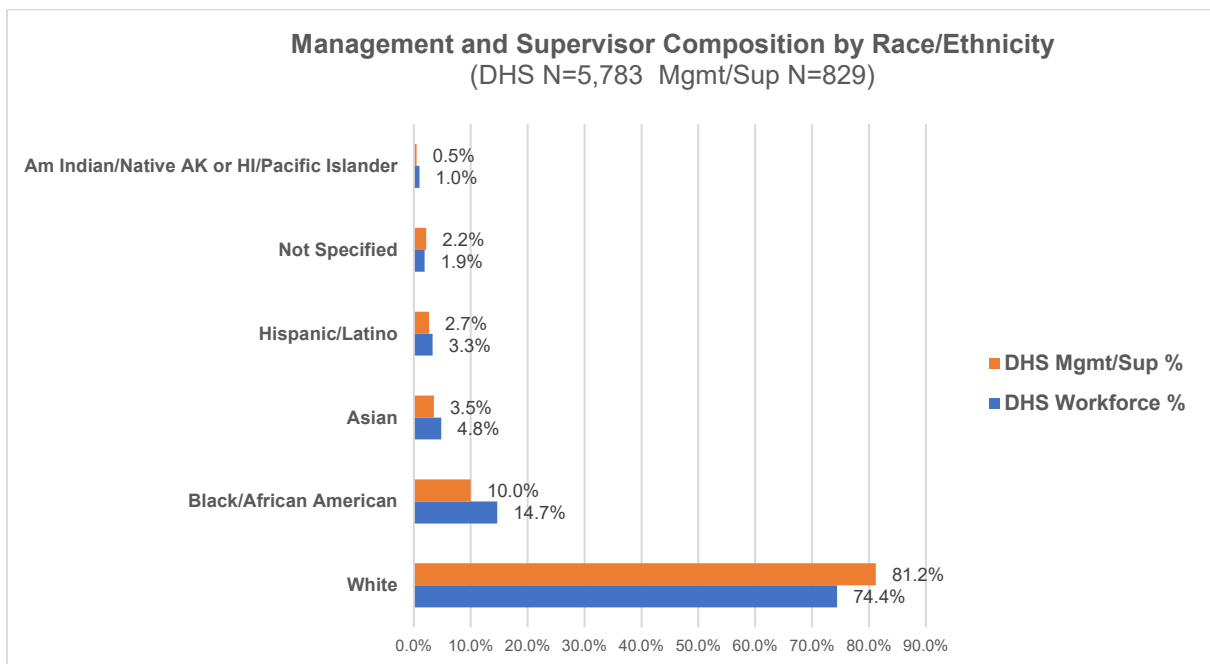
- Distribution of male and female staff was similar between the overall workforce and DHS managerial/supervisory staff.
- STAR currently only allows staff to identify as male or female.

## Management and Supervisor Staff by Disability



- The proportion of the managerial/supervisory staff identifying as having a disability was greater than that of the general permanent work force.
- Eighty percent of DHS staff do not report.
- For those reporting, the options “not disabled” and “not indicated” is treated as a single option despite representing different situations.

## Management and Supervisor Staff by Race/Ethnicity



- The proportion of DHS staff identifying as White among managerial/supervisory staff was 7.79 percentage points higher than the composition of the total permanent DHS workforce identifying as White.
- Consequently, the proportion of staff composing each of the other identified racial/ethnic category was lower than their relative the proportional composition of the total permanent DHS staff.

- Black/African American managers/supervisors had the largest discrepancy with a nearly 5 percentage point difference between their composition of managerial/supervisory staff and their composition across the total permanent workforce in the agency.
- Racial/ethnic categories are limited to the ones included in our analyses.
- Ethnicity cannot be selected separately from racial identification.

## Agency Demographics Summary

In summary, DHS as an agency has a number of strengths when it comes to its present composition such as the agency's overall diversity. There are also several areas of opportunity as our analyses show that male and Hispanic/Latino staff are underrepresented in the agency when compared to their relative proportions of the workforce, while Black/African American, Asian, Hispanic/Latino, and American Indian/Native Alaskan/Native Hawaiian/Pacific Islander staff are underrepresented among managerial/supervisory roles compared to their relative proportion of the current workforce. Additionally, data suggests that proportions of staff identifying as either a veteran or having a disability may be overrepresented among the overall workforce, as well as among managerial/supervisory staff. Unfortunately, the data quality issues leave us with a large degree of uncertainty regarding the actual proportional representations of these groups.

## FOCUS AREA: Recruitment

### Overview of Recruitment Research Questions/Framework

For its workforce analyses, the Recruitment Workgroup aimed to identify applicant recruitment or hiring practices that may contributed to a disproportionate overrepresentation or underrepresentation of any demographic group across the DHS workforce. To achieve this, the workgroup first looked at recruitment process outcomes by examining the composition of the DHS workforce and its managerial and supervisory staff and explored variation by DHS agency location or organizational unit. They then turned to look at the outcomes of recruitment processes, utilizing recruitment data and other agency data to review classifications that were identified as being part of a job group that was flagged by BEI as underutilized.

The Recruitment Workgroup's workforce analyses were motivated by the following questions:

- 1) Are there any demographic groups within the DHS workforce that are employed at a lower rate than in the available Wisconsin labor pool?
- 2) Are there any job classifications or positions in which particular demographic groups are disproportionately under or overrepresented?
- 3) What are the demographics of the hiring managers, supervisors, and application screeners in any segment of the DHS workforce where there is underrepresentation?
- 4) What recruitment strategies are hiring managers using to promote available jobs within DHS and how are DHS staff and external shareholders learning about available jobs? What types of systems or metrics exist to track or audit recruitment and hiring processes?

Unfortunately, the workgroup was unable to access the data needed to evaluate question three. They were able to gain some insight into question four through the employee engagement sessions they hosted which revealed a great deal of diversity in organizational practice without a strong centralizing structure to provide standards, best practices, or set some minimum expectations.

### Workforce Composition

The Recruitment Workgroup initially reviewed the composition of the DHS workforce as compared to the Wisconsin labor force. They found that demographically, staff who identify as members of racially and ethnically minoritized groups were overrepresented in the agency when compared to



their proportion of the Wisconsin labor force. The exception was in the case of Hispanic/Latino staff. Because DHS is a statewide agency, it has offices and facilities located in different regions of the state. As such, the workgroup was interested in exploring if this pattern held true across the organization, or whether it was driven by certain areas of the agency located in parts of the state where certain racially and ethnically minoritized populations are more concentrated. Specifically, the Recruitment Workgroup was interested in exploring whether staff at locations in different regions reflect the composition of those regions or counties. Additionally, given this finding, they were curious as to whether the composition of the agency's managerial/supervisory workforce mirrored the composition of the overall agency. The results of these analyses are described in the following sections.

### Demographics by Location

Current DHS demographics, drawn as part of the STAR extraction, indicate 1,470 employees (out of 5,783 employees) at DHS identified as a person of color.<sup>3</sup> Further, disaggregation of these data based on location revealed that, of those employees, 79.5% worked at either Milwaukee Enrollment Services (MiES) or at one of the seven DHS facilities located throughout the state.

#### Workforce Composition of DHS Locations

| By Race/Ethnicity                            | DHS Workforce | DHS Workforce Without MiES | DHS Workforce Without Facilities | DHS Workforce Without MiES and Facilities |
|----------------------------------------------|---------------|----------------------------|----------------------------------|-------------------------------------------|
| White                                        | 74.4%         | 78.9%                      | 70.8%                            | 83.3%                                     |
| Black/African American                       | 14.7%         | 10.4%                      | 17.1%                            | 5.1%                                      |
| Asian                                        | 4.8%          | 4.7%                       | 5.3%                             | 5.2%                                      |
| Hispanic/Latino                              | 3.3%          | 3.1%                       | 3.3%                             | 2.6%                                      |
| Not Specified                                | 1.9%          | 2.0%                       | 2.0%                             | 2.4%                                      |
| Am. Indian/Native AK or HI /Pacific Islander | 1.1%          | 0.9%                       | 1.5%                             | 1.4%                                      |
| Population Size                              | (N=5,783)     | (N=5,375)                  | (N=2,241)                        | (N=1,833)                                 |

- Removing the MiES workforce reduces the proportion of DHS staff who identify as Black/African American to approximately 10%, down from nearly 15%.
- Excluding MiES and the seven DHS facilities, the proportion of DHS staff that identify as Black/African American is reduced to 5.5% and staff that identify as White becomes overrepresented by 5.4 percentage points, revealing that this population is heavily concentrated at specific locations and is largely driven by the composition of two divisions.
- The composition of staff at MiES and at DHS facilities does not explain overrepresentation among other racial and ethnically minoritized groups.

### Demographics by Facility

The workgroup analyzed demographics across the seven DHS facilities. They opted to complete this analysis because the facilities are in various locations across the state, and those locations account for 3,950 of the 5,783 (68%) permanent staff at DHS.

#### Workforce Composition of DHS Facilities

| By Race/Ethnicity      | DHS   | MiES  | CWC   | MMHI  | NWC   | SRSTC | SWC   | WMHI  | WRC   |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| White                  | 74.4% | 14.7% | 63.3% | 67.6% | 90.2% | 91.5% | 61.9% | 89.2% | 86.8% |
| Black/African American | 14.7% | 70.8% | 23.0% | 21.8% | 1.6%  | 2.0%  | 22.2% | 3.8%  | 4.2%  |
| Asian                  | 4.8%  | 5.7%  | 11.3% | 4.5%  | 2.4%  | 0.7%  | 2.9%  | 3.5%  | 2.8%  |
| Hispanic/Latino        | 3.3%  | 6.4%  | 1.5%  | 3.8%  | 2.4%  | 1.6%  | 10.9% | 1.7%  | 2.8%  |
| Not Specified          | 1.9%  | 0.3%  | 0.6%  | 1.9%  | 2.4%  | 3.6%  | 1.5%  | 1.0%  | 2.6%  |

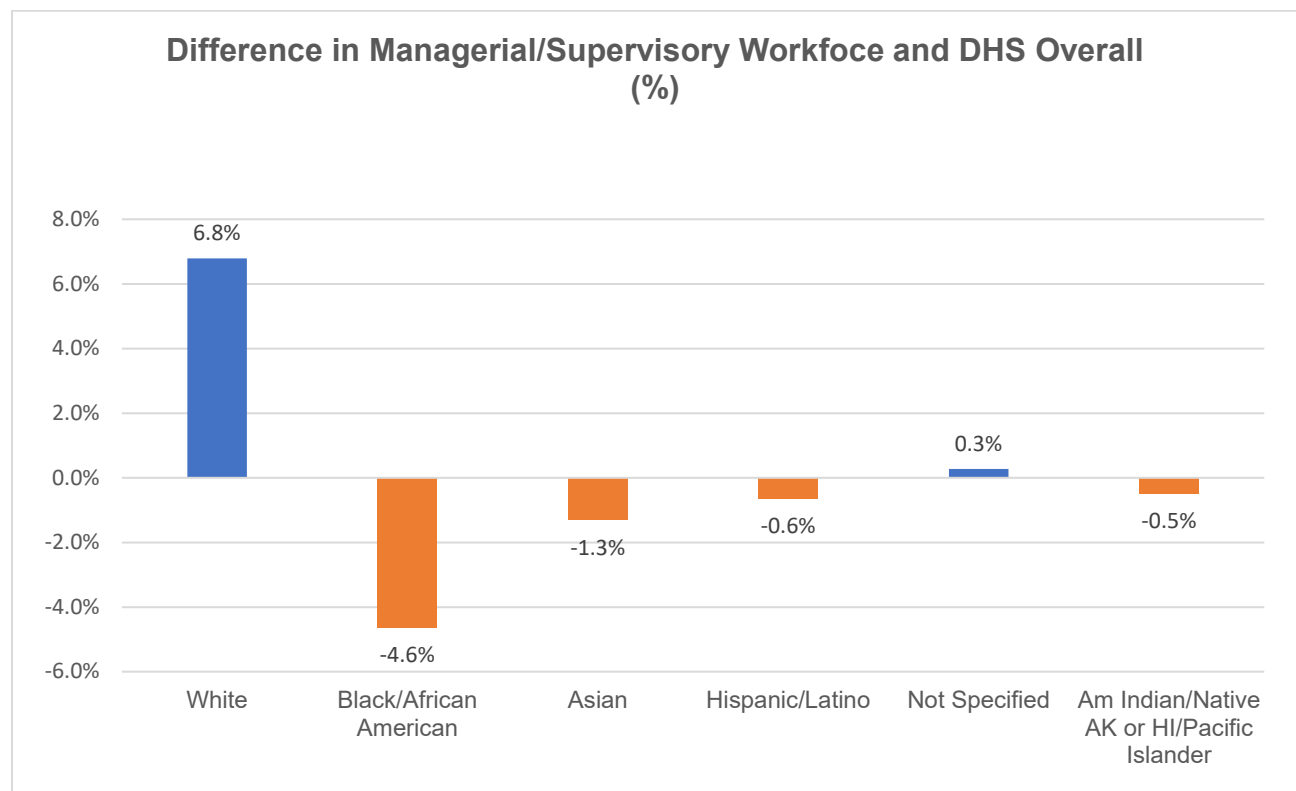
<sup>3</sup> "Person of color" refers to a person who identifies as Black/African American, Hispanic/Latino, Asian, American Indian/Alaskan Native, and Native Hawaiian/Pacific Islander

| Am. Indian/Native AK or HI /Pacific Islander | 1.0%      | 2.2%    | 0.3%    | 0.5%    | 0.8%    | 0.7%    | 0.5%    | 0.8%    | 0.9%    |
|----------------------------------------------|-----------|---------|---------|---------|---------|---------|---------|---------|---------|
| Population Size                              | (N=5,783) | (N=408) | (N=621) | (N=827) | (N=123) | (N=448) | (N=378) | (N=600) | (N=545) |

- Facilities located outside of more populous/metropolitan areas have a higher representation of White staff compared to those facilities in Dane, Milwaukee, or Racine County, which have a notably higher proportion of Black/African American staff, and relatively higher proportions of Hispanic/Latino staff.
- This is to be expected given these areas have higher proportions of White residents composing a larger proportion of the local labor force.

### Demographics within Supervisors / Managers

In the previous section titled *Overview of Management and Supervisory Demographics*, we showed the proportional distribution of the managerial/supervisory staff at DHS by race and ethnicity. The following table visually presents this information in a different way showing the net difference between the proportions of the total permanent workforce at DHS compared to the proportions of supervisors and managers, by disaggregated group, to highlight the differences. In this table, the closer to 0% a difference is, the greater the proportional balance is between the overall agency and among managerial/supervisory staff. A negative number presents underrepresentation whereas a positive number represents overrepresentation.



- There is an overrepresentation of White supervisors and managers compared to the total DHS workforce.
- Supervisors and managers of color are disproportionately underrepresented compared to the total DHS workforce to varying degrees.

### Applicants to Underutilized Positions

In addition to reviewing agency demographics, the Recruitment Workgroup reviewed supporting data on DHS job classifications and titles that are considered underutilized. The underutilization metric is calculated and reported every three years by BEI.

Underutilization is defined as a statistically significant discrepancy between the number of minorities or women in a job group than would reasonably be expected by their availability in the state labor force. In accordance with Wis. Admin. Code § ER 43.03(2), BEI prepares a triennial workforce analysis report identifying underutilized positions across the state service.

Data from the underutilization report is provided at the Job Group level. A Job Group represents a collection of job classifications. The data workgroup reviewed the full list of underutilized job groups, identified the specific classifications that fall within each job group, and which are currently in use at DHS, and organized the information based on the total number of staff within those classifications. There are currently 334 different classifications in use in the agency. Using this information, the workgroup selected high-volume classifications falling within the health care technician and personal care aides job groups for a deeper analysis.

### Health Care Technicians and Personal Care Aides

The health care technician and personal care aides job groups are currently considered underutilized and includes the DHS classifications psychiatric care technicians (PCTs) and resident care technicians (RCTs), which account for 1,362 staff at DHS facilities providing direct care to patients and residents. PCTs develop and provide individual treatment programs for patients who are temporarily assigned from a correctional institution and patients who are involuntarily placed or committed due to mental illness. RCTs perform a combination of care and nursing assistant duties to support providing and implementing individual treatment programs for individuals with intellectual or developmental disabilities. The RCT classification progression starts with RCT-Entry<sup>4</sup>, RCT-Objective and ends with RCT-Advanced. Alternatively, the PCT classification has only one progression starting with PCT and ending with PCT-Advanced.

PCT and RCTs experience relatively high turnover, so over the past fiscal year there was a higher volume of postings and applicants, compared to recruitments for other classifications. Unfortunately, the workgroup was unable to gain access to data describing the demographic composition of applicants who received an offer or who were hired during the recruitments, which limits some of the conclusions that can be drawn. Instead, applicant pool composition is compared with the current workforce, which provides some insight into who is currently applying for these types of roles and how that may shape the composition of these classifications in the future.

### Percent Current Workforce Composition Vs. Applicant Pool Composition for Select Underutilized Classes

| By Gender       | DHS Workforce | RCT-Obj Workforce | RCT-Obj Applicant Pool | RCT-Adv Workforce | RCT-Adv Applicant Pool | PCT Workforce | PCT Applicant Pool | PCT-Adv Workforce | PCT-Adv Applicant Pool |
|-----------------|---------------|-------------------|------------------------|-------------------|------------------------|---------------|--------------------|-------------------|------------------------|
| Female          | 64.7%         | 79.6%             | 75.9%                  | 73.5%             | 69.4%                  | 44.6%         | 46.0%              | 40.5%             | 53.9%                  |
| Male            | 35.3%         | 20.4%             | 17.6%                  | 26.5%             | 20.4%                  | 55.4%         | 47.3%              | 59.5%             | 40.0%                  |
| Not Specified   | N/A           | N/A               | 6.5%                   | N/A               | 10.2%                  | N/A           | 6.8%               | N/A               | 6.1%                   |
| Population Size | (N=5,783)     | (N=221)           | (N=926)                | (N=166)           | (N=196)                | (N=148)       | (N=309)            | (N=849)           | (N=818)                |

Observations of current workforce composition as it relates to the applicant pool of select underutilized classes by gender:

- Staff who identify as female are overrepresented among RCT classifications compared to both the demographics of the agency and the state's labor force.
- Staff who identify as male are overrepresented among PCT classifications compared to both the demographics of the agency and the state's labor force.
- Among the data on applicant pools, the proportion of applicants not disclosing their gender makes it difficult to draw conclusions regarding the degree to which the composition of recent applicant pools is reflected in the workforce. The exception being for PCT-Advanced which suggests that recent applicant pools had a larger proportion of applicants identifying

<sup>4</sup> RCT-Entry is an entry level position working under close supervision and not involved in providing active treatment or implementing treatment programs. Currently, there are only 10 individuals in this position.

as female as well as a smaller proportion of applicants identifying as male when compared to the current workforce.

#### Percent Current Workforce Composition Vs. Applicant Pool Composition for Select Underutilized Classes

| By Race/Ethnicity                             | DHS Workforce | RCT-Obj Workforce | RCT-Obj Applicant Pool | RCT-Adv Workforce | RCT-Adv Applicant Pool | PCT Workforce | PCT Applicant Pool | PCT-Adv Workforce | PCT-Adv Applicant Pool |
|-----------------------------------------------|---------------|-------------------|------------------------|-------------------|------------------------|---------------|--------------------|-------------------|------------------------|
| White                                         | 74.4%         | 38.0%             | 21.0%                  | 57.8%             | 56.1%                  | 39.2%         | 38.8%              | 80.6%             | 68.0%                  |
| Black/African American                        | 14.7%         | 47.5%             | 53.0%                  | 27.1%             | 20.4%                  | 43.9%         | 41.8%              | 12.5%             | 13.6%                  |
| Asian                                         | 4.8%          | 5.4%              | 2.4%                   | 6.6%              | 2.6%                   | 6.8%          | 2.9%               | 2.9%              | 2.4%                   |
| Hispanic/Latino                               | 3.3%          | 7.2%              | 1.8%                   | 6.6%              | 2.6%                   | 7.4%          | 1.9%               | 2.5%              | 1.5%                   |
| Not Specified                                 | 1.9%          | 0.9%              | 9.8%                   | 0.6%              | 12.8%                  | 2.7%          | 8.1%               | 1.4%              | 6.1%                   |
| Am. Indian /Native AK or HI /Pacific Islander | 1.0%          | 0.9%              | 0.8%                   | 1.2%              | 0.5%                   | 0%            | 0.1%               | 0.2%              | 0.9%                   |
| Two or More                                   | N/A           | N/A               | 11.2%                  | N/A               | 5.1%                   | N/A           | 5.8%               | N/A               | 7.5%                   |
| Population Size                               | (N=5,783)     | (N=221)           | (N=926)                | (N=166)           | (N=196)                | (N=148)       | (N=309)            | (N=849)           | (N=818)                |

Observations of current workforce composition as it relates to the applicant pool of select underutilized classes by race/ethnicity:

- Across PCT and RCT classes staff who identify as White are underrepresented in the workforce and among the applicant pools compared to both their proportion of the overall DHS workforce as well as their share of the labor force. White staff are overrepresented among the PCT- Advanced, despite being underrepresented among recent applicant pools.
- Racially and ethnically minoritized staff are overrepresented, when compared to their proportion of the overall DHS workforce, and across the PCT and RCT classes, except for the PCT- Advanced class, where they largely are underrepresented compared to their proportion of the overall DHS workforce.
- The most recent applicant pools consisted of lower proportions of racially and ethnically minoritized applicants compared to the current composition of the workforce with the exception of the PCT- Advanced class for applicants identifying as Black/African American.
- The diversity of the PCT and RCT classes across the seven facilities is a function of the diversity of the facilities located in or near the state's most populous/metropolitan areas.

#### Public Services Supervisors and Other Management

The Recruitment Workgroup sought to explore the composition of applicant pools for supervisory/managerial positions. They identified three classifications to focus on: health services manager, health services management supervisor and psychiatric care supervisor. Health services managers and health services management supervisor represent two of the largest classes of supervisors in the agency. The job group of public services supervisors was also identified as underutilized. At DHS, the classification psychiatric care supervisors fall under the public services supervisors job group. Employees in the PCT and RCT positions are the most commonly promoted to frontline supervision as resident care supervisors and psychiatric care supervisors making the PCT and RCT classes an important pipeline into facility management and supervisory roles.

Analyses shown previously of the composition of supervisor/managerial positions at DHS showed an overrepresentation of supervisors and managers that identified as White compared to the number of DHS staff identifying as White across the entire agency. The Recruitment Workgroup was interested in exploring the diversity of applicant pools for these roles and how that diversity is, or is not reflected, in the hiring outcomes for those recruitments. Unfortunately, while the workgroup was able to access applicant pool data, they were unable to get the corresponding compositional data for the recruitments. As such, the following comparisons are between the current composition of the identified classification and the composition of related recruitments for that classification.

### Percent Current Workforce Composition Vs. Applicant Pool Composition for Select Managerial/Supervisory Classifications

| By Gender       | DHS Overall Managerial/Supervisory Workforce | Health Services Manager Workforce | Health Services Manager Applicant Pool | Health Services Mgmt. Sup. Workforce | Health Services Mgmt. Sup. Applicant Pool | Psychiatric Care Supervisor Workforce | Psychiatric Care Supervisor Applicant Pool |
|-----------------|----------------------------------------------|-----------------------------------|----------------------------------------|--------------------------------------|-------------------------------------------|---------------------------------------|--------------------------------------------|
| Female          | 63.3%                                        | 70.2%                             | 54.9%                                  | 79.49%                               | 58.1%                                     | 25.40%                                | 36.5%                                      |
| Male            | 36.7%                                        | 29.8%                             | 32.6%                                  | 20.51%                               | 30.4%                                     | 74.60%                                | 60.4%                                      |
| Not Specified   | N/A                                          | N/A                               | 12.5%                                  | N/A                                  | 11.5%                                     | N/A                                   | 3.1%                                       |
| Population Size | (N=829)                                      | (N=59)                            | (N=233)                                | (N=45)                               | (N=628)                                   | (N=63)                                | (N=96)                                     |

Observations of current workforce composition as it relates to the applicant pool of select managerial and supervisory classes by gender:

- Staff who identify as female are overrepresented, compared to their proportion of the DHS managerial/supervisory workforce and overall workforce and their proportion of the state's labor force, within the health services manager and health services management supervisor classification, but underrepresented among the psychiatric care supervisor classification.
- Applicant pools for positions within each of the classifications had lower proportions of applicants who identified as female when compared to their current proportion of the related classification's workforce, but higher proportions of applicants identifying as female when compared to their proportion of the labor force, except in the case of the psychiatric care supervisor. The opposite is true for applicants who identified as male.
- Staff who identify as male were underrepresented, compared to their proportion of the DHS managerial/supervisory workforce and overall workforce, and their proportion of the state's labor force, within the health services manager and health services management supervisor classification, but overrepresented among the psychiatric care supervisor class.

### Percent Current Workforce Composition Vs. Applicant Pool Composition for Select Managerial/Supervisory Classifications

| By Race/Ethnicity                            | DHS Overall Managerial/Supervisory Workforce | Health Services Manager Workforce | Health Services Manager Applicant Pool | Health Services Mgmt. Sup. Workforce | Health Services Mgmt. Sup. Applicant Pool | Psychiatric Care Supervisor Workforce | Psychiatric Care Supervisor Applicant Pool |
|----------------------------------------------|----------------------------------------------|-----------------------------------|----------------------------------------|--------------------------------------|-------------------------------------------|---------------------------------------|--------------------------------------------|
| White                                        | 81.2%                                        | 86.0%                             | 66.5%                                  | 92.3%                                | 65.1%                                     | 84.1%                                 | 85.4%                                      |
| Black/African American                       | 10.0%                                        | 10.5%                             | 10.3%                                  | 2.6%                                 | 9.1%                                      | 3.2%                                  | 6.3%                                       |
| Asian                                        | 3.5%                                         | 1.8%                              | 2.6%                                   | 0                                    | 5.6%                                      | 4.8%                                  | 2.1%                                       |
| Hispanic/Latino                              | 2.7%                                         | 1.8%                              | 2.6%                                   | 2.6%                                 | 1.9%                                      | 3.2%                                  | 1.0%                                       |
| Not Specified                                | 2.2%                                         | 0                                 | 12.5%                                  | 2.6%                                 | 13.1%                                     | 4.8%                                  | 3.1%                                       |
| Am. Indian/Native AK or HI /Pacific Islander | 0.5%                                         | 0                                 | 1.3%                                   | 0                                    | 1.1%                                      | 0                                     | 1.0%                                       |
| Two or More                                  | N/A                                          | N/A                               | 4.3%                                   | N/A                                  | 4.0%                                      | N/A                                   | 1.0%                                       |
| Population Size                              | (N=829)                                      | (N=59)                            | (N=233)                                | (N=45)                               | (N=628)                                   | (N=63)                                | (N=96)                                     |

Observations of current workforce composition as it relates to the applicant pool of select managerial and supervisory classes by race/ethnicity:

- Staff who identify as a member of a racially and/or ethnically minoritized group are underrepresented among the overall DHS managerial/supervisory workforce when compared to their proportion of the overall agency's workforce.
- Staff who identify as Black/African American are represented among health services managers at similar proportions as they are across all managerial/supervisory positions but

are underrepresented among health services management supervisors and psychiatric care supervisors. Among recent recruitments, applicants that identified as Black/African American made up larger proportions of the applicant pools than the proportion of staff identifying as Black/African American across these classifications.

- Asian and Hispanic/Latino staff are underrepresented in the health services manager and health services management supervisor classifications when compared to their proportion of the overall agency's workforce.
- American Indian, Alaskan Native, Hawaiian Native, and Pacific Islander staff are underrepresented across each of the managerial/supervisory classifications analyzed although they are overrepresented among recent applicant pools when compared to their relative proportion of the state's labor force.
- Staff who identify as Hispanic/Latino are also underrepresented across managerial/supervisory classifications compared to their relative share of the state's labor force.

### **Summary of the Recruitment Workgroup's Findings**

- The overall DHS workforce composition is more racially and ethnically diverse than the Wisconsin labor force. However, this pattern is driven largely by the composition of staff situated at MilES and several DHS facilities in Dane and Racine County where there are higher concentrations of racially and ethnically minoritized staff residing in those areas. This drives an imbalance of racial/ethnic representation across the agency and across job groups and classifications.
- Hispanic/Latino employees are the most underrepresented racial/ethnic group at DHS when compared to their proportion of the statewide labor force. Due to a data limitation in how STAR captures data, primary race/ethnicity data capturing does not allow for employees to identify as Hispanic/Latinx (ethnicity) AND a racial group (Black/African American, Asian, American Indian/Alaskan Native, and Native Hawaiian/Pacific Islander) which may impact the accuracy of these counts.
- Racially and ethnically minoritized staff are underrepresented in supervisor/manager roles across the agency compared to their proportions of the DHS workforce. There is an overrepresentation of White supervisors and managers compared to the overall DHS workforce.
- The job codes which PCTs and RCTs fall under are considered underutilized for women; however, there are limited discrepancies between the applicant pool and the workforce.
- Recruitment and hiring processes across the agency vary, and there are no centralized systems or agency-wide standards to track or audit these processes.

## **FOCUS AREA: Retention**

### **Overview of Retention Research Questions/Framework**

The Retention Workgroup focused its workforce analyses on patterns in DHS turnover data and drivers of turnover, such as job satisfaction, to assess agency performance in the area of staff retention. Workgroup members evaluated employee retention at DHS using turnover data and Stay and Grow Survey results related to job satisfaction, identifying discrepancies among key demographic groups, including by gender, age, race/ethnicity, veteran, and disability status. The aim driving the Retention Workgroup's focus was to reduce overall staff turnover rates by identifying and addressing the factors driving disparate rate of turnover, whether based on race/ethnicity, gender, age, or another personal characteristic.

The Retention Workgroup's workforce analyses were motivated by the following questions:



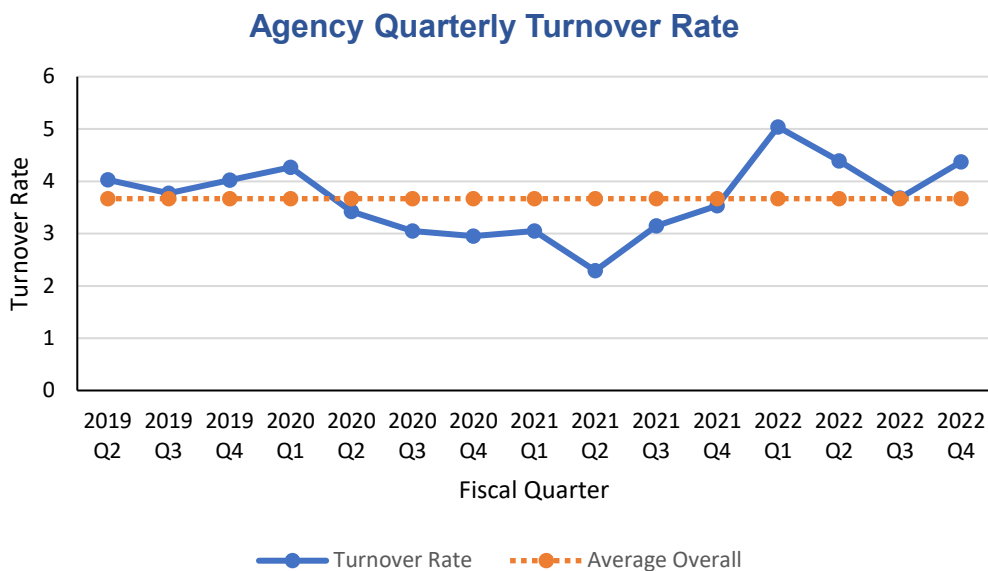
1. How does employee turnover vary by organizational unit, job group, or employee demographics?
2. How does DHS employee job satisfaction vary by employee demographic?

### Turnover Rates

To assess turnover, the workgroup created a measure of agency turnover which they evaluated based on whether it varies by organizational unit, job group, or employee demographics. For the purpose of these analyses, transfers from DHS to other agencies and terminations (voluntary and involuntary) were considered to be instances of turnover. Retirements and transfers within DHS were not considered instances of turnover. The dataset covers state fiscal year quarters from October 2018 through June 2022.

To calculate the agencywide turnover rate, the instances of turnover were divided by the average number of employees of during the quarter and multiplied by 100. The average number of quarterly employees was calculated by taking the total number of permanent, unclassified, and project employees at the beginning and end of each quarter and dividing that figure by two. While overall agency turnover rates are based on total employee counts, turnover rates for specific demographic groups are based on available data therefore may not sum to the total agency rate.

To better understand drivers of agency turnover rates, the workgroup performed additional analyses of the data by organizational unit, job groups, age, race/ethnicity, veteran status, and disability.



Agency quarterly turnover rate:

- The average agency-wide turnover rate from state fiscal year (SFY) 2019 through SFY 2022 was 3.7%.
- Over these observed quarters, the turnover rate fluctuated ranging from a low of 2.3% in Q2 of 2021 to a high of 5.0% during Q2 of 2022.

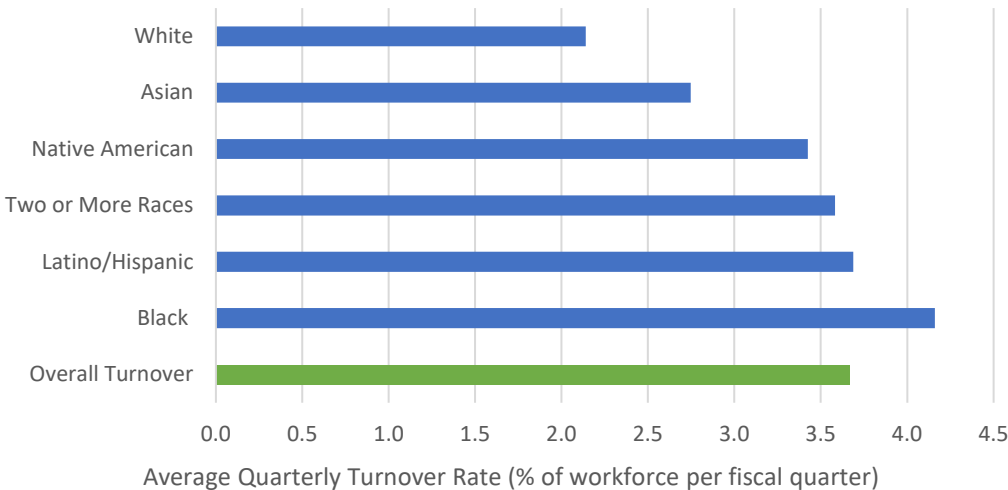
## Turnover by Oranizational Unit



### Turnover by organizational unit:

- Turnover rates varied across organizational units and ranged from a low of 1% to a high of 5.2%.
- Central, Northern, and South Wisconsin Centers have higher average quarterly turnover rates at 4.3%, 4.6%, and 5.2%, respectively, than the overall agency quarterly average of 3.7%.

## Turnover by Race/Ethnicity

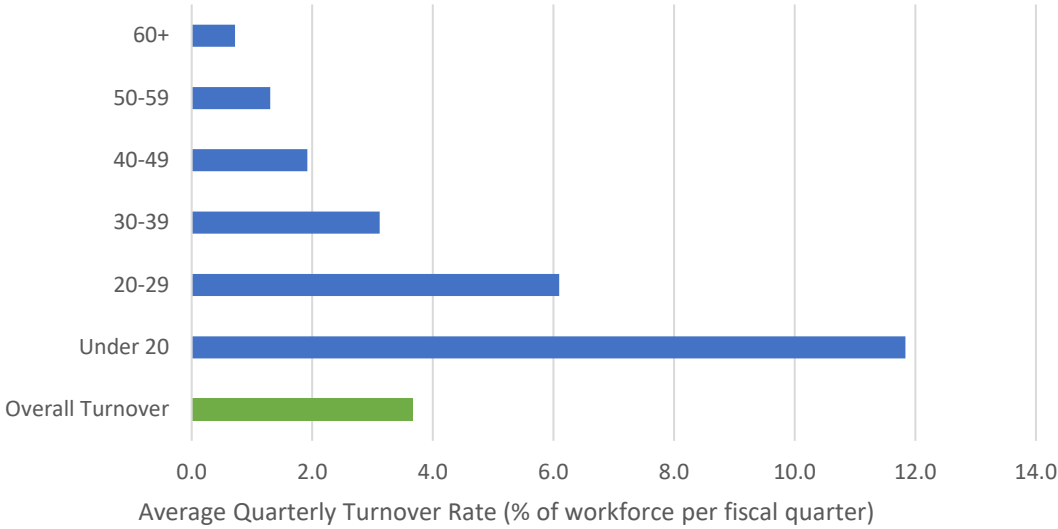


### Turnover by Race/Ethnicity

- Employees who identify as Black have the highest turnover rates across race and ethnic groups. The average quarterly turnover rate for those that identify as Black (4.2%) was greater than the overall agency turnover rate (3.7%).
- Employees who identify as White have lower turnover rates on average when compared to all other racial and ethnic groups.



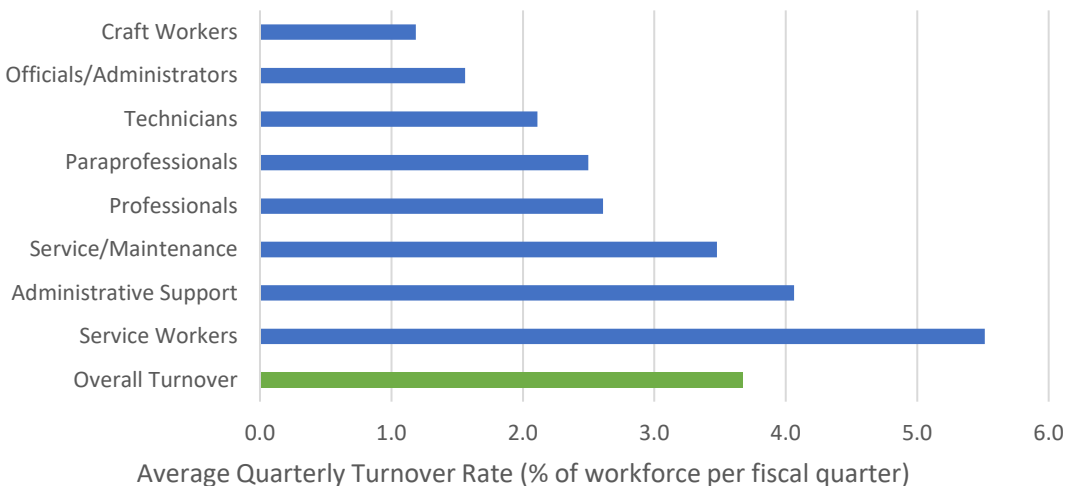
## Turnover by Age Group



### Turnover by age group:

- Younger age groups (under 20 and 20-29) have higher turnover rates than agency staff ages 30 or older.
- Staff who are either under the age of 20 or in the 20-29 age range also have higher turnover rates, 11.8% and 6.1% respectively, when compared to the agencywide turnover rate of 3.7%.
- Average turnover appears to decrease across age-ranges with older staff having lower turnover rates.

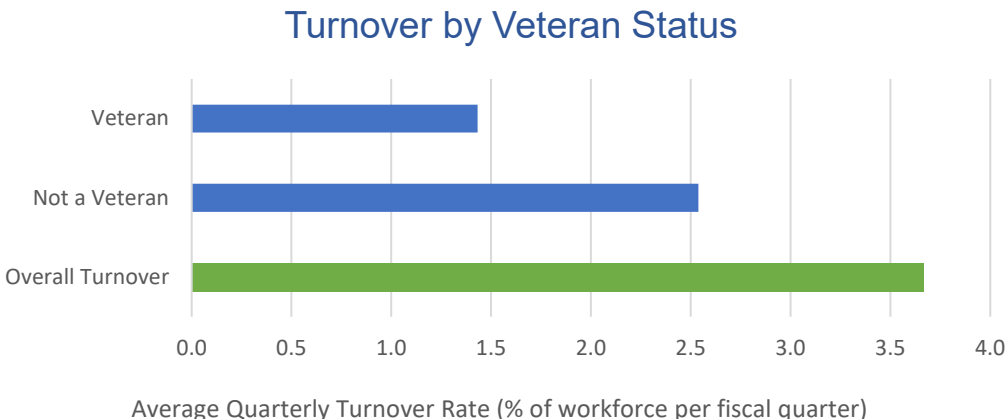
## Turnover by Job Group



### Turnover by job group:

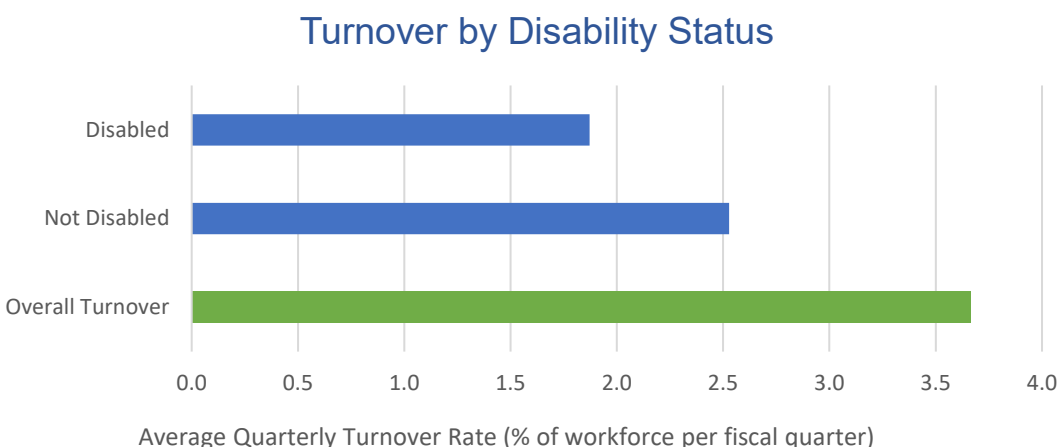
- Turnover rates by the agency's job groups ranged from a low of 1.2% to a high of 5.5%.
- Among the agency's job groups, Service workers and Administrative Support job groups have the highest average turnover rates exceeding the agencywide average turnover rate.
- Service Workers jobs include food service, cleaning service, personal service, and protective service activities. This encompasses direct care staff at 24x7 DHS facilities such

as RCT and PCT. These jobs represent a large proportion of the DHS workforce at approximately 2,000 employees.



Turnover by veteran status:

- Data on veteran status must be interpreted with caution due to a structural feature where the default response is “no.” This means that the proportion of veterans could be underestimated.
- Veterans have lower average turnover rates compared to non-veterans, but neither group exceeds the agency average.



Turnover by disability status:

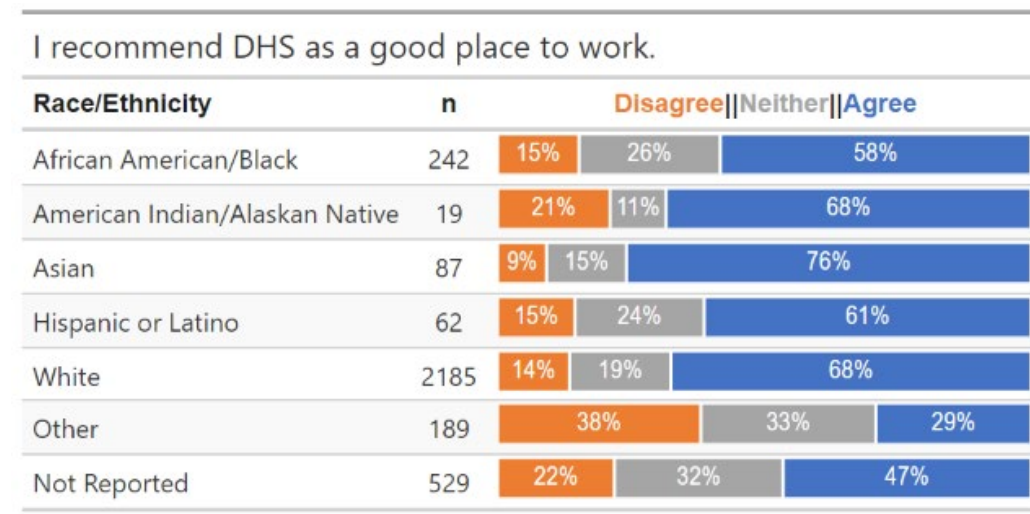
- The data on employees living with disabilities must be interpreted with caution as 80% of staff do not disclose and the category “not disabled” includes individuals who selected “not indicated.”
- Employees who identified that they lived with a disability have lower turnover rates than employees who disclosed they did not have a disability or not indicated. Neither group’s turnover rates exceed the agency average.

## Job Satisfaction

The Retention Workgroup’s second area of focus was centered on understanding job satisfaction at DHS. Since job satisfaction can impact employee turnover, the workgroup decided to assess whether DHS employee job satisfaction varies by employee demographic groups. If yes, evaluating job satisfaction may uncover possible drivers of the observed turnover patterns.

The workgroup evaluated data from the Stay and Grow Survey, an anonymous, voluntary survey of all staff. It was first implemented as an annual survey in 2019 but is now a biennial survey. DHS has data from 2019, 2020, and 2022. Respondents rate each question on a 5-point scale as to whether they strongly agree, agree, are neutral, disagree, or strongly disagree with the statements posed in the survey.

The workgroup focused on the most current year of the survey, 2022, and selected the statement “I recommend DHS as a good place to work” as an indicator of overall employee job satisfaction and examined results based on race/ethnicity, gender, and work experience. The 2022 DHS Stay and Grow Survey had a response rate of only 42% of DHS staff responding. Additionally, among those who responded, roughly 20% did not disclose their personal demographics. The survey is anonymous and cannot be merged with STAR data for further analysis.



#### Job satisfaction by race/ethnicity:

- Overall, the majority of staff racial and ethnic groups reported they agreed with the statement, “I recommend DHS as a good place to work” except for staff who identified as “other” or who chose to not report their race or ethnicity.
- Black/African American and Hispanic or Latino staff agreed with the statement at lower proportions compared to other identified racial and ethnic staff groups, although a majority did agree.
- American Indian/Alaskan Native staff had the highest proportion of staff to disagree with the statement at 21%.
- Employees that did not identify with a race or ethnicity group (“other”) or chose not to report their race/ethnicity (“unknown”) score lower in job satisfaction than those who did disclose their race and/or ethnicity.

| I recommend DHS as a good place to work. |      |                          |     |     |
|------------------------------------------|------|--------------------------|-----|-----|
| Gender                                   | n    | Disagree  Neither  Agree |     |     |
| Female                                   | 1902 | 15%                      | 22% | 64% |
| Male                                     | 847  | 14%                      | 17% | 69% |
| Non-Binary/Gender Non-Conforming         | 80   | 48%                      | 22% | 30% |
| Not Reported                             | 486  | 22%                      | 34% | 44% |

#### Job satisfaction by gender:

- Staff that identify as nonbinary or gender non-conforming have lower workplace satisfaction than staff that identify as male or female. Nearly half of nonbinary or gender non-conforming staff disagree with the statement “I recommend DHS as a good place to work” which is approximately three times the rate for staff who identify as male or female.
- A majority of staff who identify as either male or female would recommend DHS as a good place to work.
- Employees who chose not to report gender also scored lower in workplace satisfaction than the staff who identify as male or female.

| I recommend DHS as a good place to work. |      |                          |     |     |
|------------------------------------------|------|--------------------------|-----|-----|
| Work Experience                          | n    | Disagree  Neither  Agree |     |     |
| < 1 year                                 | 413  | 6%                       | 13% | 81% |
| 1-5 years                                | 1005 | 11%                      | 22% | 67% |
| 6-10 years                               | 629  | 21%                      | 22% | 56% |
| 11-20 years                              | 504  | 21%                      | 24% | 55% |
| 20+ years                                | 382  | 21%                      | 24% | 55% |
| Not Reported                             | 382  | 22%                      | 31% | 47% |

#### Job satisfaction by years of DHS work experience:

- Across ranges of years of employment at DHS, staff largely agree with the statement, “I recommend DHS as a good place to work.” Groups reported to agree at proportions ranging from 47% to 81%.
- Employees who report working for DHS for five years or less work score higher in job satisfaction than more senior employees.
- The proportion of respondents with 6-20+ years of work experience who disagree that DHS is a good place to work is nearly double the proportion who disagree among respondents with 1-5 years of work experience with the agency.
- Staff who did not report their years of work experience were least likely to agree with the statement.

## Summary of Retention Workgroup's Findings

- During the period ranging from SFY19 – SFY22 (data collected during the period of October 2018 through June 2022) DHS' average turnover rates were highest for the following staff groups: staff at Central, Northern, and Southern Wisconsin Centers; service worker and administrative support job groups; employees who identify as Black/African American; and employees under the age of 30.
- Based on 2022 Stay and Grow Survey data, job satisfaction was lower for employees who identified as Black/African American, or Hispanic, or Latino, and employees that did not identify with a race and/or ethnicity group or who chose to not report their race and/or ethnicity; staff who identified as non-binary, gender-non-conforming, or chose to not disclose their gender identity; and those who have worked at DHS for 6 or more years.

## FOCUS AREA: Agency Culture

### Overview of Agency Culture Research Questions/Framework

The focus of the workforce analysis for the Agency Culture Workgroup was to explore the extent to which DHS reflects a culture of diversity and inclusion where employees feel valued, respected, and have a strong sense of belonging. The workgroup selected this focus because diverse and inclusive workplaces, rooted in a culture of respect, tend to have higher levels of employee engagement and better outcomes as it relates to impact of business performance on other outcomes of interest. To explore these features, the workgroup focused their workgroup analyses on leadership diversity and the concept of DHS having a culture of being a “welcome place.”

The Agency Culture Workgroup's workforce analyses were motivated by the following questions:

- How does the racial and ethnic diversity of leadership at DHS compare to the rest of the DHS and State of Wisconsin workforce?
- Are there any groups of employees that feel that DHS is not a “welcome place”?

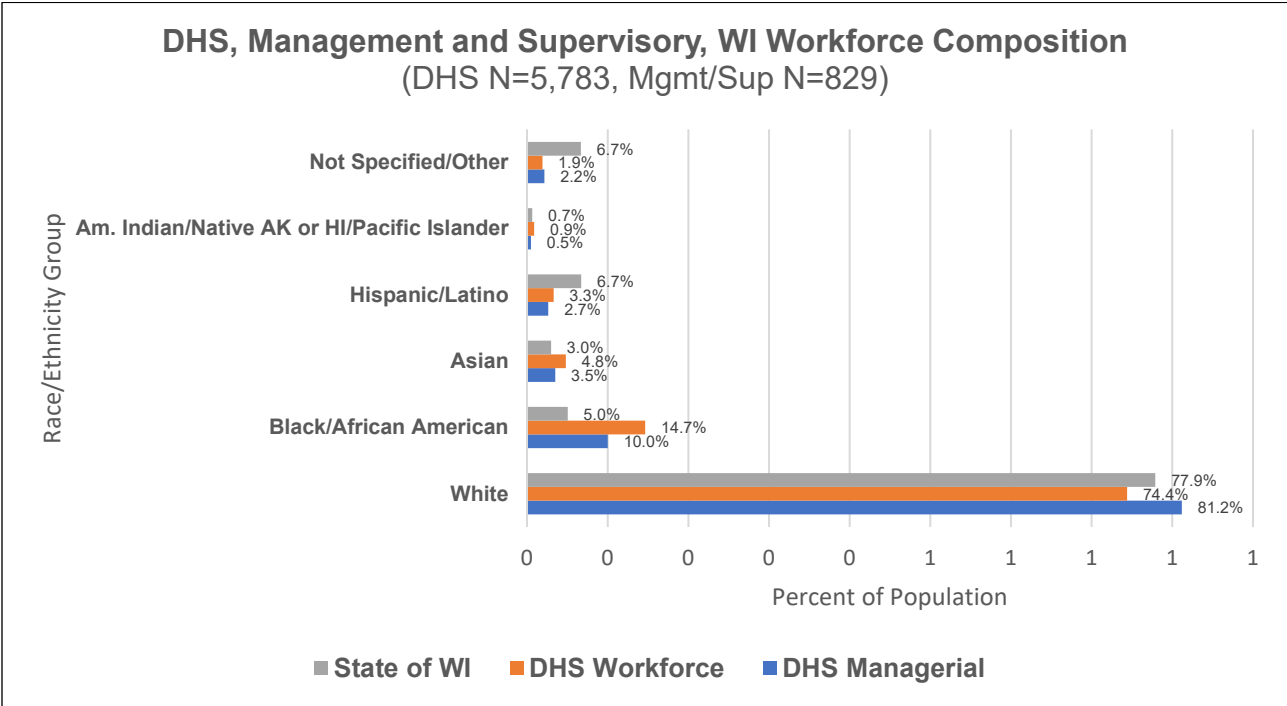
### Leadership Diversity

Racially and ethnically minoritized staff, who are often underrepresented among organizational leadership, may experience greater levels of inclusion and a stronger sense of belonging, when there is diversity in representation across leadership roles in an organization. Employees that experience a workplace with a greater sense of belonging and inclusion are more likely to remain employed at the organization and stay with the organization for a longer length of time. There are a number of reasons why this is true, but the importance of leadership in setting the tone and culture of an organization is essential to creating such environments. When leadership teams are more diverse, they are characterized with having higher levels of innovation and creativity and are more effective in stewarding organizational cultures rooted in inclusion that benefit staff no matter their identity, background, or lived experience.

The workgroup began its workforce analyses by first assessing the diversity of DHS leadership as represented in the agency's management and supervisory positions. Agency leadership composition was compared with the composition of the DHS workforce as well as the State of Wisconsin labor force. Additionally, given the role that promotions can play for shaping the composition of DHS' leadership, as well as for employee advancement and opportunity and satisfaction, the workgroup also evaluated patterns in staff promotions into managerial/supervisor positions based on agency demographics.

### Management and Supervisor Staff Composition

The following chart illustrates the comparison of the current composition of management and supervisory positions within DHS, the overall composition of the DHS workforce, and the 2022 composition of the Wisconsin labor force.

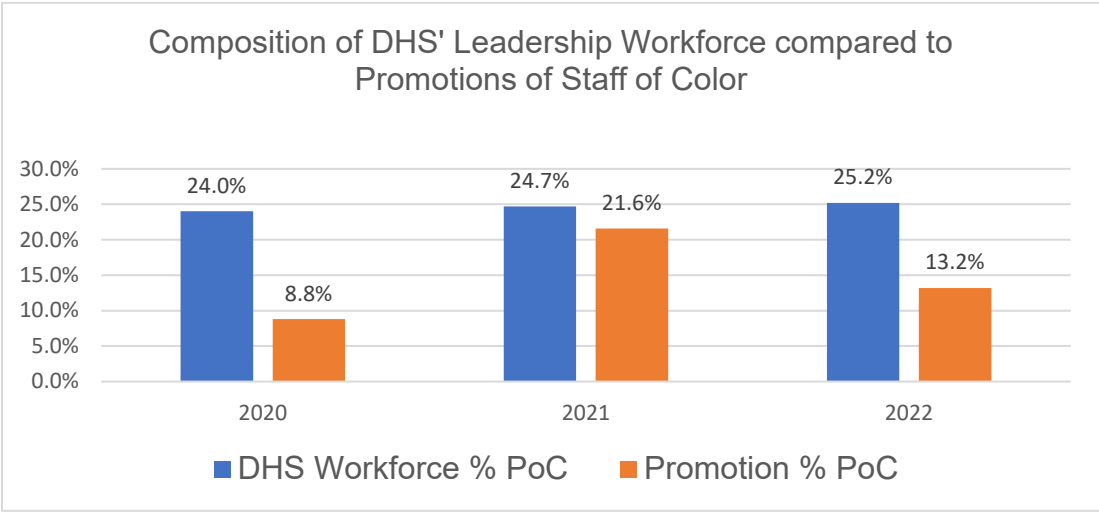


Observations of comparisons of the composition of DHS overall staff, DHS management and supervisory staff, and the Wisconsin workforce:

- Staff who identify as White comprise 74% of the overall DHS workforce and 77.9% of the state’s labor force but represent 81% of all Supervisor/managerial positions at DHS.
- While staff who identify as Black/African American, Asian, and Native American/Alaskan Native/Hawaiian Native/Pacific Islander are overrepresented in the overall workforce, driven by regional clustering, they are underrepresented among managers and supervisors when compared to the agency’s composition.
- Staff who identify as Hispanic/Latino are underrepresented in both the DHS workforce and among the agency’s managerial/supervisory staff.

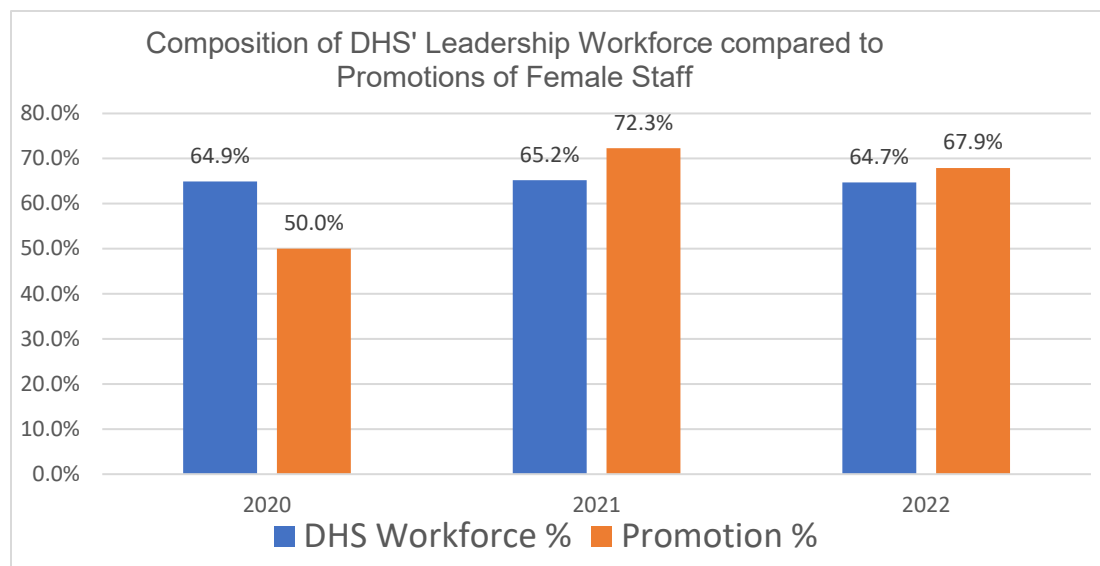
### Promotion into Management and Supervisory Staff Composition

To examine pipelines to management, the Agency Culture Workgroup examined promotions into managerial/supervisory positions over three years: 2020, 2021, and 2022.



Leadership composition compared to promotions by staff of color:

- Across the three years of data, staff who identified as a person of color were underrepresented among promotions compared to their proportion of the DHS workforce, managerial/supervisory staff, as well as their proportion of the labor force.
- The proportion of promotions which staff of color composed ranged over this time from a low of 8.8% to a high of 21.6%.
- In 2022, the most recent year, 13.2% were staff of color which reflects an 8.4 percentage point decline from the prior year's proportion of 21.6%



Leadership composition compared to promotions by female staff:

- Staff who identify as female compose a majority of staff promoted over the years that were analyzed.
- During the year of 2022, there was a decline in the proportion promotions involving staff who identify as female from the previous year, but the proportion promoted greater than the DHS workforce composition overall.

### DHS as a Welcome Place

The agency culture workgroup also assessed whether DHS Stay and Grow Survey questions related to DHS being a welcome place varied by employee demographic. A welcome place is a concept describing experiencing a workplace culture where employees feel valued, respected, and included, regardless of their background, identity, or opinions. A welcome place culture is also reflective of a diverse workforce, including among leadership, which helps to foster a sense of belonging across staff communities and sets the tone regarding career advancement in the organization.

The workgroup evaluated data from the Stay and Grow Survey, a voluntary and anonymous survey of all staff. Respondents rate each question on a five-point scale as to whether they strongly agree, agree, are neutral, disagree, or strongly disagree with the statements posed in the survey. The workgroup selected the three questions from the 2022 survey to assess which they felt reflected the concept of a welcome place. The selected questions are:

- 1) I can express my opinion without being afraid of getting in trouble.
- 2) I am treated fairly in the workplace.
- 3) Members of my team treat each other with dignity and respect.



I can express my opinion without being afraid of getting in trouble.

| Gender                           | n    | Disagree | Neither | Agree |
|----------------------------------|------|----------|---------|-------|
| Female                           | 1902 | 21%      | 15%     | 64%   |
| Male                             | 847  | 20%      | 15%     | 65%   |
| Non-Binary/Gender Non-Conforming | 80   | 49%      | 24%     | 28%   |
| Not Reported                     | 486  | 28%      | 26%     | 46%   |

I can express my opinion without being afraid of getting in trouble, by gender:

- A majority of staff who identify as female or male agree with the statement, “I can express my opinion without being afraid of getting in trouble.”
- Employees who identified as non-binary/gender non-conforming were over twice as likely to disagree with the statement “I can express my opinion without being afraid of getting in trouble” when compared to staff who identify as male or female, or who did not report their gender.

I can express my opinion without being afraid of getting in trouble.

| Race/Ethnicity                 | n    | Disagree | Neither | Agree |
|--------------------------------|------|----------|---------|-------|
| African American/Black         | 242  | 24%      | 23%     | 53%   |
| American Indian/Alaskan Native | 19   | 26%      | 11%     | 63%   |
| Asian                          | 87   | 9%       | 23%     | 68%   |
| Hispanic or Latino             | 62   | 21%      | 19%     | 60%   |
| White                          | 2185 | 20%      | 14%     | 66%   |
| Other                          | 189  | 49%      | 17%     | 34%   |
| Not Reported                   | 529  | 29%      | 25%     | 47%   |

I can express my opinion without being afraid of getting in trouble, by race/ethnicity:

- A majority of staff across identified racial and ethnic groups agree with the statement, “I can express my opinion without being afraid of getting in trouble.”
- Staff who identify as African American/Black agree at a lower proportion compared to other identified racial and ethnic groups.
- Staff who identified as other are nearly twice as likely to feel like they cannot express their opinion without fear of getting in trouble when compared to other race/ethnicity categories.
- Staff who identified as Asian are most likely to feel like they are able to express their opinion without fear of getting in trouble.



I am treated fairly in the workplace.

| Gender                           | n    | Disagree | Neither | Agree |
|----------------------------------|------|----------|---------|-------|
| Female                           | 1902 | 14%      | 13%     | 73%   |
| Male                             | 847  | 11%      | 11%     | 78%   |
| Non-Binary/Gender Non-Conforming | 80   | 29%      | 29%     | 42%   |
| Not Reported                     | 486  | 16%      | 24%     | 60%   |

I am treated fairly in the workplace, by gender:

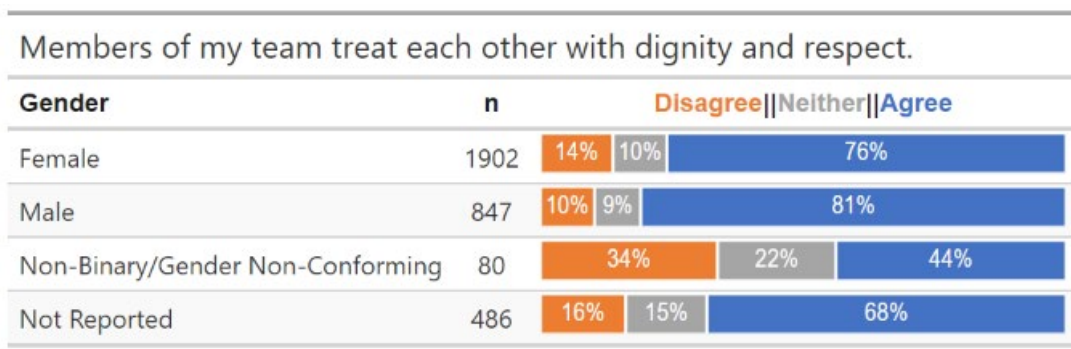
- Across reported and not reported gender categories, most staff agree with the statement, “I am treated fairly in the workplace.”
- Employees who identified as non-binary/gender non-conforming are over twice as likely to feel they are treated unfairly than other gender groups.
- Male employees are most likely to feel they are treated fairly.

I am treated fairly in the workplace.

| Race/Ethnicity                 | n    | Disagree | Neither | Agree |
|--------------------------------|------|----------|---------|-------|
| African American/Black         | 242  | 16%      | 15%     | 69%   |
| American Indian/Alaskan Native | 19   | 16%      | 5%      | 79%   |
| Asian                          | 87   | 7%       | 11%     | 82%   |
| Hispanic or Latino             | 62   | 11%      | 13%     | 76%   |
| White                          | 2185 | 12%      | 11%     | 76%   |
| Other                          | 189  | 32%      | 23%     | 45%   |
| Not Reported                   | 529  | 16%      | 24%     | 60%   |

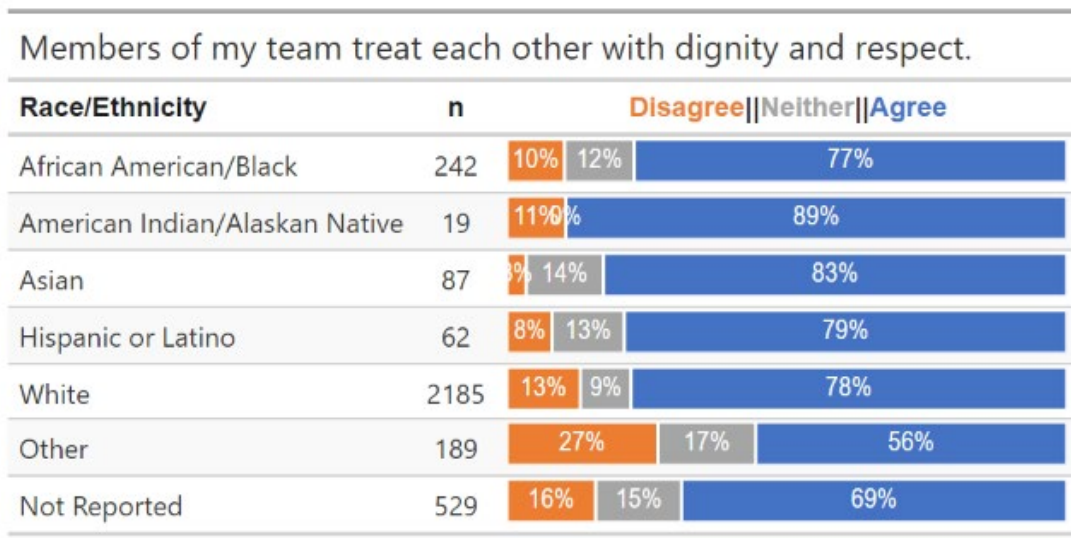
I am treated fairly in the workplace, by race/ethnicity:

- Staff across known and unknown racial and ethnic categories, by and large, agree with the statement “I am treated fairly in the workplace.”
- While a majority of staff identifying as Black/African American also agreed, they agreed at a proportion that was lower than other identified racial and ethnic groups.
- Employees who identify as Asian are most likely to feel they are treated fairly.
- Employees who identify as other are most likely to feel they are treated unfairly when compared to the other racial categories, identified and not.



Members of my team treat each other with dignity and respect, by gender:

- Staff who identified as male or female or did not report their gender agreed with the statement, “Members of my team treat each other with dignity and respect.”
- Employees who identified as non-binary/gender non-conforming are less likely to agree with the statement and are over two to three times as likely to disagree compared to staff who identify as male or female.



Members of my team treat each other with dignity and respect, by race/ethnicity:

- A majority of staff across identified and not identified racial and ethnic categories agree with the statement, “Members of my team treat each other with dignity and respect.”
- Employees who identify as other are most likely to disagree that team members treat each other with dignity and respect compared to all other race/ethnicity groups.

### Summary of Agency Culture Workgroup’s Findings

- The composition of DHS’ workforce varies over time.
- Staff who identify as White are overrepresented among DHS supervisory/managerial roles compared to their proportion of the agency’s workforce and the state’s labor force.
- Alternatively, there is underrepresentation of staff who identify as Black/African American, Asian, and Hispanic/Latino in the DHS supervisor and managerial positions comparatively.
- Across DHS’ workforce, the percentage of employees who identify as female has been fairly consistent over the last three years representing approximately 65% of the workforce.

- During 2020, staff who identify as female composed the lowest portion of staff promotions into managerial/supervisory, compared to their proportion of the overall DHS workforce, but this was an outlier during the period observed.
- The proportion of racially and ethnically minoritized staff promoted to manager and supervisor positions is lower than the proportion of racially and ethnically minoritized staff composing the DHS workforce.
- DHS staff who identify as male were most likely to report they are treated fairly, followed by staff who identify as female.
- Employees that identified as non-binary or gender non-conforming consistently disagreed with statements regarding fair treatment, ability to share their opinions, observing others being treated with respect at higher proportions compared to staff that identify as female or male.
- Employees who identified their race/ethnicity as other, or who do not disclose their race/ethnicity. Disagreed with each of the questions at higher proportions than staff who identified a race/ethnicity.
- Among staff who identified a race/ethnicity, staff who identified as Black agreed with each statement at lower proportions compared to other identified racial and ethnic groups.

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

Each agency should identify broad goals from its workforce analysis to address barriers to advancing equity and inclusion in each equity and inclusion focus area (Recruitment, Retention, and Agency Culture). Once those goals are identified, the agency planning, and development team will identify strategies to address the barriers. Each strategy chosen is included in the agency equity and inclusion workplan.

### Workplan: Goals & Strategies

|                                                                                                                                                                                                                                                                                                                                             | Overarching Goals for DHS Equity & Inclusion                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recruitment Goals                                                                                                                                                                                                                                                                                                                           | Strategies to Achieve Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Establish a baseline for quality and process improvement, for recruitment and hiring efforts across the agency and implement standards for tracking recruitment and hiring efforts across DHS to ensure hiring processes are fair, equitable and free of bias.                                                                              | <ul style="list-style-type: none"><li>• Gather and review data to support the identification of recruitment and hiring standards to facilitate quality improvement of existing processes and practices.</li><li>• Improve standards and guidance to inform development of position descriptions, job postings, and interview processes to facilitate greater diversity across DHS applicant pools.</li></ul>                                                                                                         |
| Retention Goals                                                                                                                                                                                                                                                                                                                             | Strategies to Achieve Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Identify and address preventable drivers of disparate rates of staff turnover, whether by race/ethnicity, gender, age, or other personal characteristic, to reduce DHS' overall turnover rate, facilitate the retention of diverse and talented workforce and support efforts to transform the agency into a <i>Destination Workplace</i> . | <ul style="list-style-type: none"><li>• Enhance DHS understanding of drivers of staff turnover and retention to inform efforts aimed at improving job satisfaction among DHS staff.</li><li>• Expand, enhance, or improve upon existing avenues where staff can provide feedback and input related to hiring and/or personnel decisions and/or issues that impact them.</li><li>• Deepen a culture of inclusivity across the agency so that all staff feel safe, welcomed and a sense of belonging at DHS.</li></ul> |
| Agency Culture Goals                                                                                                                                                                                                                                                                                                                        | Strategies to Achieve Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| DHS is experienced as a welcoming and inclusive space by all DHS staff no matter their identity, background or lived experience.                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>• Address drivers of disparities between DHS staff composition and the composition of the agency's managers and supervisors by increasing transparency around, and addressing access to, information related to leadership opportunities, management careers and preparing for pursuing promotion opportunities.</li><li>• Build agency's capacity to embody the culture needed to be a <i>Destination Workplace</i>.</li></ul>                                                |

### Workplan: Goals, Strategies & Actions

The agency workplan represents the strategies and actions for the agency EIP. Each strategy identified to meet agency equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action implemented is part of the process of achieving specific strategic outcomes. The comprehensive selection of activities to support the strategy may be short-term or long-term actions. KPIs gauge the progress of the

actions taken to reach the desired outcome. KPIs provide clarity to the process for reaching short-term and long-term goals and allow teams to focus on efforts that fall short and require attention immediately to stay on track. Key performance indicators support the monitoring and continuous improvement activities of the strategic plan. Agencies should also list associated training identified to support the implementation for each focus area.

| Recruitment E&I Plan Goals, Strategies, and Actions                                                                                                                                                                                                                                                                                   |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Recruitment Goal:</b> Establish a baseline for quality and process improvement, for recruitment and hiring efforts across the agency and implement standards for tracking recruitment and hiring efforts across DHS to ensure hiring processes are fair, equitable and free of bias.                                               |  |
| <b>Key Performance Indicator</b>                                                                                                                                                                                                                                                                                                      |  |
| <ul style="list-style-type: none"> <li>Improved diversity across DHS applicant pools among posted positions along dimensions of race/ethnicity, gender, veteran's status, region, and disability.</li> <li>Diversity of the pool of applicants receiving invitations to interview mirrors diversity of the applicant pool.</li> </ul> |  |

| Recruitment Strategy A                                                                                                                                                       | Outcome/Metric                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gather and review data to support the identification and creation of recruitment and hiring standards to facilitate quality improvement of existing processes and practices. | <ul style="list-style-type: none"> <li>Improved diversity in the composition of applicant pools and the composition of the pools of applicants receiving invitations to interviews.</li> <li>Increases in positive experiences among applicants and hiring managers year over year over the three-year plan period.</li> </ul> |

| Recruitment Strategy A - Actions                                                                                                                                                                                                                                                                       | Responsible Staff/Office<br><i>*Denotes lead</i> | Targeted Completion Date |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Leverage hiring manager feedback provided in the HRSS Customer Service survey to measure hiring managers experiences with the hiring process.                                                                                                                                                          | BHR*                                             | Q2 2025                  |
| Create a workgroup of cross-divisional staff and HR staff to review and analyze data, position descriptions (including minimum qualifications), and job postings and develop recommendations for where the hiring process can be improved to ensure processes that are inclusive, fair, and equitable. | BHR*, OHE                                        | Q4 2025                  |
| Create internal and external communications about demographic data tracking and usage to facilitate improved response rates and disclosure.                                                                                                                                                            | OHE*, COMMS, BHR                                 | Q1 2025                  |

| Recruitment Strategy C                                                                                                                                                           | Outcome/Metric                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Improve standards and guidance to inform development of position descriptions, job postings, and interview processes to facilitate greater diversity across DHS applicant pools. | Improved diversity in the composition of applicant pools and the composition of the pools of applicants receiving invitations to interviews. |

| Recruitment Strategy C - Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Responsible Staff/Office<br><i>*Denotes lead</i> | Targeted Completion Date |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Develop a series of guidance documents for hiring managers on the recruitment and selection process on topics such as: how a hiring process can include non-managers, best practice for briefing and debriefing sessions throughout the selection process (e.g., screening, interviewing, etc.), incorporating staff input into hiring processes and including team members in final interviews for supervisory and management roles, using related registries, or joint recruitment strategies rather than position-specific hiring, etc. | BHR*, DES, OHE, COMMS                            | Q4 2025                  |

| Retention E&I Plan Goals, Strategies, and Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Retention Goal:</b> Identify and address preventable drivers of disparate rates of staff turnover, whether by race/ethnicity, gender, age, or other personal characteristic, to reduce DHS' overall turnover rate, facilitate the retention of diverse and talented workforce and support efforts to transform the agency into a <i>Destination Workplace</i> .                                                                                                                                                                                                                                                |
| <b>Key Performance Indicator</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>Consistent and sustained reduction in disparities by race and ethnicity, organizational location, age, and job group in voluntary separations of staff.</li> <li>Over the next three years, DHS experiences progressive increases in the numbers of staff, across race and ethnicity, gender identity and time at agency, staff who report agreeing with the statements: <ul style="list-style-type: none"> <li><i>I recommend DHS as a good place to work.</i></li> <li><i>I plan to work here five years from now" over the next three years.</i></li> </ul> </li> </ul> |

| Retention Strategy A                                                                                                                        | Outcome/Metric                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enhance DHS understanding of drivers of staff turnover and retention to inform efforts aimed at improving job satisfaction among DHS staff. | <ul style="list-style-type: none"> <li>• Increase response rates for exit surveys and interviews by 25% within 3 years.</li> <li>• Increase response rates to Stay and Grow Survey by 15% within 3 years.</li> </ul> |

| Retention Strategy A - Actions                                                                                                                                                                                                               | Responsible Staff/Office<br><i>*Denotes lead</i> | Targeted Completion Date |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Evaluate the administration of the exit interview process at DHS to identify where it can be improved, and advance recommendations to inform quality improvement efforts to facilitate improved collection of information and response rate. | BHR*, OHE                                        | Q1 2026                  |
| Improve the process by which exit interview information is shared with different levels of management and provide guidance on how exit interview information can be utilized to improve staff retention.                                     | BHR*, OHE                                        | Q1 2026                  |
| Develop and implement a communications campaign to improve engagement with Stay and Grow Survey including education on how respondent anonymity is protected.                                                                                | DES*, COMMS                                      | Q3 2024                  |
| Leverage the Stay and Grow survey to support the agency in better understanding the reasons employees stay at DHS and potential strategies to implement to increase their likelihood of remaining at DHS.                                    | DES*, OHE, BHR                                   | Q2 2026                  |

| Retention Strategy B                                                                                                                                                      | Outcome/Metric                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expand, enhance, or improve upon existing avenues where staff can provide feedback and input related to hiring and/or personnel decisions and/or issues that impact them. | <ul style="list-style-type: none"> <li>• Increases in the frequency of hiring processes that include team engagement year over year for the 3-year period of the plan.</li> <li>• Progressive increases in the numbers of staff reporting they agree with the following Stay and Grow Survey questions: <ul style="list-style-type: none"> <li>○ <i>At DHS, my opinions are taken into account.</i></li> <li>○ <i>I am asked for my opinion before decision are made.</i></li> <li>○ <i>Information is shared openly at DHS.</i></li> <li>○ <i>Leadership at my location really listens to employees.</i></li> </ul> </li> </ul> |

| Retention Strategy B - Actions                                                                                                                                                                                                                                                                                                                                                               | Responsible Staff/Office<br><i>*Denotes lead</i> | Targeted Completion Date |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Identify and review current formal and informal processes where employees can provide feedback or address concerns. Outline ways to the extent possible, to improve the process, so employees have a safe place to voice their feedback, feel heard, are aware of and understand processes, better understand where to go, and what supports are available to support, their specific needs. | OHE*, BHR, DES                                   | Q2 2025                  |
| Promote including employee feedback as part of managers' yearly PEP process and provide guidance and training to managers on how to do this in a manner that is effective and fair to all parties.                                                                                                                                                                                           | BHR*, COMMS                                      | Q1 2025                  |



| Retention Strategy C                                                                                                     | Outcome/Metric                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Deepen a culture of inclusivity across the agency so that all staff feel safe, welcomed and a sense of belonging at DHS. | <p>Progressive increases in the numbers of staff reporting they agree with the following Stay and Grow Survey questions:</p> <ul style="list-style-type: none"> <li>• <i>I can express my opinion without being afraid of getting in trouble.</i></li> <li>• <i>I feel like I am part of a team.</i></li> <li>• <i>I feel safe in my work environment.</i></li> <li>• <i>I feel welcome at DHS.</i></li> <li>• <i>I recommend DHS as a good place to work.</i></li> </ul> |

| Retention Strategy C - Actions                                                                                                                                                    | Responsible Staff/Office<br><small>*Denotes lead</small> | Targeted Completion Date |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------|
| Develop guidance documents and resources for staff and managers, based on feedback from focus groups and research on best practice, to create inclusive safe environments at DHS. | COMMS*, OHE                                              | Q3 2026                  |

## Agency Culture E&I Plan Goals, Strategies, and Actions

**Agency Culture Goal:** DHS is experienced as a welcoming and inclusive space by all DHS staff no matter their identity, background or lived experience.

### Key Performance Indicator

- Increased racial and ethnic diversity among agency staff in management and supervisory positions.
- Over the next three years, DHS experiences progressive increases in the numbers of staff, across race and ethnicity, gender identity and, who report agreeing with the statements:
  - *I can express my opinion without being afraid of getting in trouble.*
  - *I'm treated fairly in the workplace.*
  - *Members of my team treat each other with dignity and respect.*
  - *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.*

| Agency Culture Strategy A                                                                                                                                                                                                                                                                                      | Outcome/Metric                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Address drivers of disparities between DHS staff composition and the composition of the agency's managers and supervisors by increasing transparency around, and addressing access to, information related to leadership opportunities, management careers and preparing for pursuing promotion opportunities. | <ul style="list-style-type: none"> <li>• Improved diversity of applicant pools for management and supervisory positions within DHS.</li> <li>• Reduction in disparities in promotions into supervisory and managerial positions.</li> <li>• Progressive increases in the numbers of staff reporting they agree with the following Stay and Grow Survey questions:                             <ul style="list-style-type: none"> <li>○ <i>I am encouraged to grow and develop at work.</i></li> <li>○ <i>I feel I am a valued employee.</i></li> <li>○ <i>There are opportunities at work for me to learn and grow.</i></li> </ul> </li> </ul> |

| Agency Culture Strategy A - Actions                                                                                                                                                     | Responsible Staff/Office<br><i>*Denotes lead</i> | Targeted Completion Date |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Identify and communicate core leadership competencies and training supports to help aspiring leaders better develop the knowledge and skills needed to advance within the organization. | DES*, OHE, BHR                                   | Q4 2025                  |
| Increase written communication and notifications about promotional and leadership opportunities for all staff agency-wide to reduce dependency on manager/supervisor referral.          | OHE*, DES, BHR, COMMS                            | Q1 2025                  |
| Allow managers and supervisors to self-identify in the Stay and Grow Survey so that we can better understand their experiences with employee satisfaction and engagement.               | DES*                                             | Q2 2026                  |

| Agency Culture Strategy B | Outcome/Metric |
|---------------------------|----------------|
|---------------------------|----------------|

|                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Build agency's capacity to embody the culture needed to be a <i>Destination Workplace</i> . | <ul style="list-style-type: none"> <li>Progressive increases in the numbers of staff reporting they agree with the following Stay and Grow Survey questions: <ul style="list-style-type: none"> <li><i>Our mission and goals at DHS make me feel that my job is important.</i></li> <li><i>Leadership at my location enforces work rules evenly.</i></li> <li><i>I have similar core values as my employer.</i></li> <li><i>I feel welcome at DHS.</i></li> <li><i>I recommend DHS as a good place to work.</i></li> </ul> </li> <li>Progressive increases in the numbers of staff reporting they agree with the following Stay and Grow Survey questions: <ul style="list-style-type: none"> <li><i>"I recently received recognition for doing my job well" (60% positive response rate); Positive Work Environment Pillar</i></li> <li><i>"My strengths are recognized here and I put them into practice every day on my job." (68% positive response rate); Meaningful Work Pillar</i></li> </ul> </li> <li>Increased use of wellness offerings such as EAP services, wellness challenge participation, etc.</li> <li>Increased traffic to internal Workweb pages promoting information and available services.</li> </ul> |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Agency Culture Strategy B - Actions                                                                                                                                         | Responsible Staff/Office<br><i>*Denotes lead</i> | Targeted Completion Date |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------------|
| Host listening sessions and/or focus groups with staff to support further qualitative information gathering related to employee recognition.                                | DES*, BHR                                        | Q2 2025                  |
| Create employee recognition program that demonstrates how someone helped advance the department's mission, values, or vision.                                               | DES*, COMMS, OHE                                 | Q1 2025                  |
| Increase staff knowledge of workforce policies and processes that exist to support them, including employment rights, benefits and entitlements, wellness initiatives, etc. | BHR*, COMMS, DES                                 | Q1 2026                  |

## VII. Communication of the EIP

The OHE communications specialist will work collaboratively with the Office of the Secretary Communications team to develop and implement communications plans throughout the duration of the EIP. These plans will ensure DHS provides timely updates and includes opportunities to ask questions and provide feedback, as appropriate.

### Methods of Communication

DHS will pursue multiple avenues to share information about the 2024-2026 EIP with staff and keep them updated on the progress of the EIP, which could include:

- Creating a page on the DHS WorkWeb to share the EIP with employees, and establishing a newsletter, to provide timely updates on progress and implementation. The webpage will contain a link to the EIP file.
- Developing high-level talking points for managers and supervisors about the plan and how they can discuss it with their team members.
- Adding the EIP to the onboarding checklist so staff have awareness of the plan and how they can engage with it.
- Hosting virtual webinars for DHS staff as needed to provide an overview of the EIP, its key findings, strategies, and status updates related to implementation. The webinars will be recorded and made available to employees on the DHS WorkWeb.
- Hosting cross-agency focus groups with key staff to facilitate an ongoing feedback process, get input on implementation strategies, support planning, and ensure alignment and coordination across the agency.
- Creating a toolkit of materials for managers and staff working on agency IDEA efforts to use to engage and update staff and external partners on the EIP and implementation process. The toolkit will include talking points, core messaging, email templates, slide deck templates, and detail opportunities for divisions to support planning and implementation.
- Creating language managers and supervisors can add to E-PEPs related to the EIP and encouraging staff review the plan annually.
- Sending an email to executive management and managers asking them to engage their staff in the EIP on a reoccurring basis such as during the PEP process.
- Updating Affirmative Action/Equal Employment Opportunity internal web content to align with new EIP.

DHS will post a link to the EIP on the DHS public website.

## VIII. Implementation Plan and Agency Monitoring

DHS is in the process of establishing an Implementation Team who is responsible for stewarding the roll out of the strategies and actions described in this EIP. The DHS Secretary will serve as the executive sponsor of the Implementation Team, but the Director of the Office of Health Equity will serve as the project sponsor managing the day-to-day operations and serving as the connection point between the Secretary and the Implementation Team.

The Implementation Team will consist of a Steering Committee and workgroups. The Steering Committee will be composed of leads of teams who have been identified as responsible for leading and/or supporting the operationalizing of a specific action and are responsible for providing direction, guidance, prioritization, and assist with the resourcing and visioning to workgroup members. Agency staff will serve on the workgroup, which will be co-led by staff from OHE and DES and are tasked with leading the development and implementation of the strategies and actions described in this plan.

## IX. Appendices

### Appendix A - Description of Data Sources and Related Methodology

#### STAR Personnel System

Current agency demographics were extracted from Wisconsin STAR Personnel as a current dataset of 5,783 permanent, unclassified, and project employees on June 6, 2023. The dataset includes the Office of Children's Mental Health staff of 4 employees. They are not a formal organizational unit of the department but are administratively attached. Variables of interest from the demographic extract included: Employee ID, Employee Class, Job Code, Primary Ethnic Group, Sex, Disabled, Veteran Status, and Age Category.

The Employee ID was used to identify duplicates in the data, while employee class was filtered to contain permanent, project-permanent, and unclassified positions. The data did not include information on LTEs or contractors.

Management and supervisory level positions were identified by filtering on DP Code (16, 17, 18, 19, 96, and 98). This allowed for the comparison of DHS' overall workforce composition to the composition of DHS' managerial and supervisory staff. The resulting subset of data was 829 positions.

Promotional information for managerial/supervisory positions was extracted from a June 12, 2023, Movement Report to reflect movement types of promotion within the agency and filtered on DP Codes as noted above to isolate management and supervisory positions. The data included permanent, unclassified, project-project, project-permanent. The data did not include information on LTEs or contractors.

Turnover rates were calculated using data from both the Movement File and the Vacancy Report. Employee transfers from DHS to other agencies and terminations (both voluntary and involuntary) were considered to be instances of turnover. Retirements and transfers within DHS were not considered instances of turnover. The dataset covers state fiscal year quarters from October 2018 through June 2022. To calculate the agencywide turnover rate, the instances of turnover was then divided by the average number of employees during the quarter and multiplied by 100. The average number of quarterly employees was calculated by taking the total number of permanent, unclassified, and project employees at the beginning and end of each quarter and dividing that figure by two. Contract and LTEs were not included in the analysis because there was incomplete information for contract employees and LTE positions are limited in nature and have defined end dates. Additionally, we are unable to track staff demographics who transferred from DHS to another State agency. As a result, demographic-based turnover rates are based on incomplete data.

STAR data limitations and/or challenges include:

- Gender: DHS currently collects and stores employee gender via the STAR system. All active employees, excluding contractors, have indicated gender as either male or female based on STAR system data accessed on November 30, 2022; however, the gender categories are not inclusive of all gender identities and limited to male or female.
- Race/Ethnicity: The STAR system groups race and ethnicity selections. Employees may identify only one primary race/ethnicity selection. This data structure limits the comparability to national census data, for example, which allows individuals to select Latino/Hispanic ethnicity separately in addition to selecting race. Nearly 200 DHS active

employees report Hispanic/Latino as their primary race/ethnicity, and of those, only 22% also select a secondary race category.

- **Disability:** The disability status data in the STAR system is both incomplete and structurally flawed. The selection options are “disabled” and “not disabled/not indicated” with no default selection. By grouping the “not disabled” and “not indicated” as a single selection, the data cannot be used to discern between these two groups. In addition, the disability status of employees is largely unknown with approximately 80% of employees not reporting as of November 2022.
- **Veteran:** The veteran status data field in the STAR system defaults to “no” (non-veteran) and, therefore, may result in an overestimate of non-veteran employees, if employees are not updating the default status.
- **Transfers:** The STAR system employee registry is limited to current workforce data and those that left state service (either retirement or termination). The employee record transfers ownership to their new/current agency; therefore, DHS employee registry does not include employees who left DHS as a transfer to another state agency. The historical view to include former employees is not readily accessible to DHS.

### **Wisconsin Labor Force Data**

Wisconsin labor force metrics were calculated with 2022 census data using the American Community Survey (ACS). Reported variables from the ACS relevant for comparison included: Age, Race and Hispanic or Latino Origin, Sex, and Disability Status. Two new variables were created from the census data to provide a more accurate comparison for the Department of Health Services data extract: Labor Force Participation Count and Labor Force Participation Proportion. Labor Force Participation Count was calculated by multiplying the Total Wisconsin estimate for each demographic by the Labor Force Participation Rate. Labor Force Participation Proportion was calculated by summing the Labor Force Participation Count and dividing each specific Labor Force Participation Count demographic for a proportion.

### **Stay and Grow Survey**

The Stay and Grow Survey is DHS’ employee engagement and employee satisfaction survey. The survey was conducted in 2019, 2020, and 2022. The survey is open to all DHS employees, which, in addition to permanent employees, may also include both LTEs and contract staff. The survey is both voluntary and anonymous and is used to gauge employee engagement and satisfaction in a variety of areas, including team and leadership questions. Respondents self-identify their demographics and rate survey statements on a 5-point scale as to whether they agree, are neutral, or disagree with the statements posed in the survey.

The 2022 DHS Stay and Grow Survey had a 42% response rate. Additionally, among those who responded, roughly 20% did not disclose their personal demographics. Survey anonymity prevents further analysis via a data join with STAR data.

### **Exit Interviews**

DHS Exit Interview survey analysis was also planned, but the PDT learned that the data was incomplete, anonymous, and is voluntary. In calendar year 2022, only 258 (roughly 20%) of the 1,300 staff that left DHS last year completed the exit interview survey.



## Recruitment Data

DOA's Talent Acquisition Management System (TAMS) is a centralized repository of recruitment related data. TAMS, in conjunction with wisc.jobs, captures, and tracks recruitment information from job postings to applicant pool demographics.

Recruitment data was challenging to obtain. The current centralized system, TAMS, provides the opportunity to gain more information on the recruitment and selection process for data analysis purposes. The TAMS team is planning enhancements to reporting capabilities. DHS HR staff also maintain data locally on the recruitment and selection process, but it is not accessible in a centralized way at this time.

To gain insight into who is currently applying for specific types of roles and how that may shape the composition in the future, the workgroup looked at applicant pool composition for select classifications from fiscal year 2023 (July 1, 2022, through June 30, 2023) from TAMS and compared it with current workforce composition (as of June 6, 2023) proportions from STAR.

Additionally, while the agency operates under the same recruitment policies and processes, the workgroup learned that recruitment practices differ within each division, office, and bureau based on budget and resource investment. Recruitment practices, where variation occurs, included connections to community resources like listservs, internal training/education offerings, etc. Similarly, minimum training expectations are in place for hiring managers on equity and inclusion principles in the interview process. However, there are no current minimum requirements for Inclusion, Diversity, Equity, and Access (IDEA) education or training for resume screeners or interview panelists who are not hiring managers before those individuals participate in the hiring process. Job announcements within the agency are posted to wisc.jobs, Indeed.com, and Job Center of Wisconsin. Many recruitments are also posted elsewhere or shared on other platforms, but there is no centralized way to track posts outside of these spaces.