



Wisconsin Department of
Children and Families

Equity and Inclusion Plan

January 1, 2021 to June 30, 2023



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I. Acknowledgments

We have reviewed and firmly endorse 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.

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

The Department of Children and Families' (DCF) vision is that **all** Wisconsin children and youth are safe and loved members of thriving families and communities. To reach our goal, we are focused on reducing racial and ethnic disparities in our programs and services, focusing on five key priorities:

- Systematically increasing access to quality early care and education programs that support the needs of children and families statewide.
- Putting families in the center of successful child support and good-paying jobs programs.
- Safely transforming the child welfare and youth justice system to dramatically increase the proportion of children supported in their homes and communities.
- Dedicating additional resources to support vulnerable and historically underserved youth, specifically teenage girls, kids with complex care needs, and youth transitioning out of the foster care system.
- Fostering a workplace where agency staff feel engaged, valued, and connected to our vision.

Early in her administration of DCF, Secretary Emilie Amundson shared the following message:

"We are committed to supporting you in living a set of shared values, or Ways of Working, we believe can help us all to achieve that lofty vision for Wisconsin's kids and families by making us a stronger agency. Our Ways of Working are:

We pursue connection-making whenever possible

We are committed to working across our divisions and programs to advance the greater good. An example of this principle is the use of a whole family (or 2-Generation) approach to connect multiple generations of a family to DCF programs and services.

We run a big table to encourage diverse voices

Our work is stronger when we value diverse viewpoints and incorporate feedback into our decisions. That means we are unashamed to ask for help and to be vulnerable with our partners.

We support our employees

Whether through training of the models we use in our work – like trauma-informed practices – or opportunities to grow through professional development, we value all our employees and believe we are successful because of their dedication and work. (flexible, family-friendly, balance)

And we use an equity lens to make decisions

To properly examine decisions and programs for persistent bias, we will work together to develop a common set of tools and methods. And we will support and train our staff on how to apply these skills in the workplace.

I recognize that operationalizing agency Ways of Working can sometimes feel like deeply personal work, and that each of us has training, education, and experiences that place us at different points and with different perspectives on what that work looks and feels like. We aim to develop a culture where we can all approach this work with a trauma-informed lens, building on the expertise that exists here at DCF already. We are also committed to listening to your feedback along the way, always learning together—especially from our mistakes—and supporting your needs along this journey."



DCF's vision and values are embodied in our equity and inclusion efforts. DCF's commitment, momentum, passion, and energy have been fostered by the leadership of Secretary Amundson and these DCF Ways of Working. As an agency, we believe that we should reflect the people we serve. This requires recruiting and hiring processes that give everyone an equal opportunity to be part of our workforce, and a commitment to seeking out and breaking down barriers to that opportunity.

In 2019, the DCF Equity and Inclusion Advisory Committee (EIAC) conducted a department-wide survey, asking for input on equity and inclusion in the workplace and in our programs and services. All DCF staff were asked to share what equity and inclusion mean to them and to share their vision for an equitable and inclusive DCF.

The survey received an overwhelming response and the diverse voices of employees who responded to the survey and the breadth of their responses enabled the EIAC to draft the following vision statement:

The Department of Children and Families acknowledges the existence and impacts of systemic inequity and acts with intention to create equal access to opportunities for successful growth in an environment where all voices are heard and valued, where differences and lived experiences are honored as strengths, where people feel like they belong, and our staff and leadership support and reflect all the children, families, and communities we serve. DCF is committed to developing policies and programs that reflect our equity and inclusion values.

This vision was also distilled to our working definitions of Equity and Inclusion:

Equity is the elimination of explicit and implicit bias and systemic injustice through the creation of fair and full opportunity and accessibility for all built on respect and dignity.

Inclusion is the intentional creation of an environment that ensures all individuals of all identities can authentically participate and belong with respect and dignity.

The DCF Equity and Inclusion Plan lays out goals, strategies, and specific action steps to address the underlying causes of underrepresentation in DCF's workforce and any adverse impacts of personnel policies and practices for those who have historically been discriminated against because of racial/ethnic status, gender, age, or disability status. The plan will be evaluated on a regular basis and serve as the foundation for future actions to provide equal opportunity to the employees, applicants for employment, customers, partners, and stakeholders of the Department.

III. Commitment to Equity

DCF focuses on equity in its long-range strategic planning and gives high priority focus to equity and inclusion in our programs and policies.

(See Appendix 1: Equity and Inclusion Commitment Letter)

DCF actively recruits, promotes, and retains a diverse workforce that is reflective of the populations we serve. We have strategic hiring goals and outreach to underrepresented populations; we monitor policies and processes for bias and barriers to opportunity; and we promote equal opportunity through diverse hiring and rating panels, blind screening, and culturally sensitive language in job postings, interview questions, and evaluation criteria.



DCF takes proactive measures to retain a diverse workforce and promote opportunities for staff and leadership development. Our onboarding and new employee orientation processes create a welcoming atmosphere and include briefing about the EIAC, the Trauma Informed Culture Core Team, and our employee engagement efforts. DCF has processes in place to ensure equitable salary and benefits to all staff; we offer regular vehicles for feedback to gauge the employee experience and promote fairness and openness; we conduct exit interviews and apply feedback gathered to improve retention and employee satisfaction; we assess training needs and make training available to all employees; and we provide leadership training and recognition to honor achievements, including our popular Virtual High Five system for coworkers and managers alike to give kudos to staff for their accomplishments or when they go above and beyond in their work.

The Department of Children and Families has been a leader in diversity, equity, and inclusion, winning the State Council on Affirmative Action (SCAA) Diversity Award in 2014 and 2018. In June 2020, the DCF administration took steps toward creating more equitable systems and policies as an agency. First, staff are now permitted to use 16 hours of paid work time per calendar year for self-identified, professional development opportunities consisting of attending either cultural learning and equity development opportunities or working at not-for profit community-based and local government organizations providing services furthering DCF's vision and priorities. This policy change was designed to enable interested staff to volunteer with direct service organizations working in the communities DCF serves. The change provides space for staff to more deeply engage with families and provide an opportunity for hands on, job-related, culturally relevant, experiential learning.

Next, DCF adopted more culturally appropriate staff titles. The term "chief" has a special and particular meaning in many indigenous tribes and communities. While the term is widely used, many of the uses are hurtful, cultural appropriations and are commonly seen in mascots and nicknames. However, the use of culturally significant titles for everyday business also diminishes their meaning. Understanding the dynamic behind the term "chief" is one part of DCF's larger efforts to recognize and address microaggressions to create a more inclusive and culturally aware workplace. DCF has retired the term "Chief" from staff titles and adopted the working title "Manager" or something similar where appropriate. This change will allow the agency to continue growing relationships with Wisconsin's tribes and meet the intent of Executive Order 18, which requires agencies to recognize and engage with tribal nations with the respect accorded to other governments. Employees were asked to update email signatures and other materials and to reach out to Human Resources for assistance finding alternatives for other formal or informal titles that use "Chief".

DCF has established and empowered a strong and diverse Equity and Inclusion Advisory Committee to address the day-to-day work needed to create a more inclusive and equitable workplace, and to build capacity in the agency to continue this work. The DCF EIAC was selected as the Equity and Inclusion Plan Team because this committee is representative of all divisions in the department and it is diverse in its membership. Committee membership represents employees; supervisors and managers; child protection, childcare, and economic security professionals; IT, policy, and program and agency operations professionals; and training and equal opportunity staff. Committee members are also diverse in their socio-economic backgrounds, educational attainment levels, racial identities, ethnic and cultural backgrounds, nations of origin, ages, gender identities, sexual orientations, disabilities, religions, and lived experiences. Many members of the committee work in frontline positions, working closely with the children and families we serve. Others work closely with partners, vendors, and other stakeholders of the department. Through the expertise and experience of these members, we [the Plan Team] incorporated the needs of the populations we serve into our discussions of equity and inclusion for this plan. We sought guidance from subject matter experts for a better understanding of the workforce analysis demographics and HR processes.



(See Appendix 2: Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan and Appendix 3: Team Plan Charter and Revised Timeline)

Within this collection of diverse voices emerged a unity of purpose. This plan is a document that reflects an unusual time: the disruption of ordinary life by an unprecedented global pandemic and public health crisis, and the country's reckoning with its racist history through the transformative power of civil unrest. Through time constraints and these challenges, we labored over this plan while striving for connection despite working remotely and we learned more about each other's lived experiences through discussions of the barriers, mistakes, and lessons of the past.

The challenges we all face due to the COVID-19 pandemic have put equity and inclusion at the center of our operations as an agency. The children and families we serve are under extraordinary stress, facing threats to their economic security, which impact families' housing, food, and employment, and threats to their emotional and physical health, which impact their relationships, well-being, and safety.

Meanwhile, there are obstacles to our own employees' ability to work that will continue to be addressed. Equity issues abound when a workforce is mandated to work remotely. Essential staff are required to perform their frontline duties despite the risks, while other employees are working from home. Of those employees whose positions allow them to work from home, many face other barriers, such as a lack of a dedicated workspace at home or lack personal IT equipment. In addition, there may be barriers in the cost, quality, and availability of internet and phone services. Remote work creates new challenges for those with family caregiving responsibilities and second jobs. Flexibility is needed for parents and grandparents who care for minor children, as access to child care, school, and summer programs is limited or unavailable. The move to remote work creates demand for accommodations at home. Many employees are facing low leave balances due to the uncertainty and disruption of the past few months, or because they have chronic medical conditions themselves or are taking care of family members. Exposure to COVID-19 may lead to an increase in medical accommodations for post-pandemic disabilities. The ramifications of these circumstances will no doubt impact the equity and inclusion work of the department for the foreseeable future.

A. Rebuilding DCF's Equity and Inclusion Advisory Committee

DCF's 2017-2020 Affirmative Action Plan identified the need to rebuild DCF's Affirmative Action Advisory Committee (AAAC) as the committee had been inactive for several years. The plan detailed this goal for the purpose of recruiting and developing committee members and leaders to generate the energy and commitment needed to tackle projects in support of the goals of the AA Plan and future equity work. In May 2018, under the previous administration, the Office of Secretary Eloise Anderson initiated efforts to rebuild the committee. DCF's AA/EEO Officer Jo Futrell worked closely with Division Administrators across the agency to solicit volunteers and nominees to serve as division representatives on the AAAC. In June 2018, the committee convened its first meeting. The committee spent that summer and fall setting a foundation for future work by:

- Participating in enterprise-level AAAC training conducted by the Department of Administration's Bureau of Equity and Inclusion;
- Conducting group norming activities to establish community agreements/ways of working;
- Becoming engaged with the enterprise-wide Equity and Inclusion Committee;
- Reviewing, revising, and bringing current the committee's bylaws and adopting the amended bylaws, which renamed the committee to the Equity and Inclusion Advisory Committee (EIAC); and
- Electing officers and setting committee terms.



B. Creating a Vision for an Equitable and Inclusive DCF

By early 2019, DCF's EIAC had a solid governance structure and clear leadership in place to begin work with DCF's new administration. As Secretary Emilie Amundson and the leadership team began developing a new vision and priorities for DCF, the EIAC was charged with developing the above definitions of equity and inclusion and strategizing a vision for an equitable and inclusive DCF. To do so, DCF's EIAC conducted an agency-wide survey in December 2019 to hear from as many DCF employees as possible about their understanding of equity and inclusion and what that might look like at DCF. These definitions and vision statements are foundational for the EIAC's role in providing strategic oversight of the development of DCF's equity and inclusion training plans and in developing the 2021-2023 Equity and Inclusion Plan.

C. Equity Training

Also, in 2019, the EIAC partnered with DCF's Trauma Informed Culture Core Team to identify ways to implement anti-bias and equity training across the department. From that partnership, a joint subcommittee was formed to develop a training plan and a training curriculum that are modeled on the Department of Public Instruction's Embracing Equity training. Development of DCF's initial agency-wide equity training is complete and was reviewed by DCF leadership in September 2020. The subcommittee has begun to develop a resources toolkit to share across the agency to support the equity and inclusion work taking place within the divisions. In addition, the subcommittee has initiated planning to develop the next phase of agency-wide training that will feature a facilitated training focused on inclusion.

D. Supporting Divisions and Teams

The EIAC also shares and supports equity and inclusion work in DCF's divisions, bureaus, and sections. EIAC members serve as subject matter experts and facilitators for Community Conversations that some divisions began hosting in response to the recent Black Lives Matter movement's marches, protests, and social unrest. EIAC leadership developed a *Guide to Having Difficult Conversations About Race*. This guide was disseminated to all DCF employees, and leaders and managers are strongly encouraged to use it as they embark on conversations, listening sessions, and dialogues with their teams about race and equity.

(See Appendix 4: Guide to Having Difficult Conversations About Race)

The EIAC also assisted the DCF Communications Team development of an Observances Calendar to help the agency recognize and promote key dates or months dedicated to observing important moments, groups, and movements, like Indigenous People's Day and Black History Month. The committee will continue to partner with the Communications Team to develop messaging or promote events that mark these observances.

E. Looking Forward

As the EIAC finalizes DCF's 2021-2023 Equity and Inclusion Plan, the committee will begin to use the plan to develop a strategy for expanding equity and inclusion training efforts and opportunities for DCF employees. This will involve identifying how DCF can "level-up" through expanding internally facing training and education efforts that will lead to externally facing efforts to engage partners and stakeholders in advancing equity and inclusion in DCF administered programs.



In addition, the EIAC will implement the goals and strategies included in this plan to chart a course for DCF to develop and adopt an equity and inclusion lens and framework in the creation or amendment of policies, procedures, and programs. The committee will also identify ways to serve division efforts, as well as continue to engage with DCF leadership and employees at an agency-wide level.

(See Appendix 6: Communication and Dissemination of the DCF Equity and Inclusion Plan)

F. Equity and Inclusion Work in the Divisions

➤ **Division of Early Care and Education (DECE)**

EIAC Representatives: Matt Fraser, Tameka Gray

- EIAC members are serving as resources to the division for discussions of race, equity, and inclusion.
- EIAC members have been invited to attend management meetings to address equity and inclusion.

➤ **Division of Management Services (DMS)**

EIAC Representatives: Beverly Jenkins, Jelena Predaina

- EIAC members provided a list of ideas to the Division Administrator (DA) for discussion. DMS DA, Jennifer Flogel, has been very supportive of the work of the EIAC.
- DMS is working on specific action items for the division in the area of equity and inclusion.
- EIAC representatives will attend future leadership team meetings and meet with DMS DA every couple of months to build alignment between division activities and the EIAC.

➤ **Division of Family and Economic Security (DFES)**

EIAC Representatives: Alicia Breiningner, Quinetta Britton, Brian McReavy, Marianne Rosen

A core value of DFES is to become more diverse, equitable, and inclusive. We believe it is important we live our values by creating a safe, inclusive work environment where everyone is respected, valued, and accepted. We aim for DFES to be a place where people want to work, one that upholds our belief in equity and inclusion, that celebrates differences, that fosters healthy relationships with each other, and that holds others accountable.

Toward that end, DFES plans to launch an Equity Initiative in 2020 that will include:

- Creating the DFES Equity Initiative Advisory Panel (EIAP). The Advisory Panel will meet regularly—potentially over the course of a year—to explore available resources, curricula, and opportunities that will help us become more diverse, equitable, and inclusive. As of October 2020, there are 13 DFES employees serving on the DFES EIAP.
- The DFES EIAP created smaller work groups to discuss the panel's purpose and goals and is currently synthesizing responses to create a unified statement.
- The DFES EIAP is also reviewing various equity and inclusion curricula and trainings with the goal of providing opportunities for personal and professional growth to DFES staff. The EIAP reviewed a promising curriculum, "The Equity Academy" currently used by local government employees in Dane County.

DFES envisions equity, diversity, and inclusion work as a journey rather than a project with an end. To that extent, DFES is committed to promoting ongoing activities and discussions in order to uphold our core values.



➤ **Division of Milwaukee Child Protective Services (DMCPS)**

EIAC Representatives: Lilia Figueroa, Wendy Miller, Tyra Walker

- Screened the film Milwaukee: 53206, which focused on the high rate of African American men currently in prison or had served time within that zip code.
- Held a listening session with staff led by the division administrator after the murder of George Floyd and the start of the 2020 protests to ensure that staff had the space to share their thoughts and feelings and discuss how we as an agency can address racial injustice within our community. More listening sessions will be in the future.
- Piloted DCF's Equity Training for the DMCPS Management Team as a step taken to ensure that the management team could be prepared for having conversations with their staff around racial justice.

➤ **Division of Safety and Permanence (DSP)**

EIAC Representatives: Asia Jackson, Kat Kosmaule, Maggie Renno

- Division Administration:
 - The administrative office is leading conversations with Bureau Directors as they are looking to solidify equity-focused action steps.
 - The Management Team is cataloging anti-racist resources.
 - A monthly check-in has been set up to discuss the progress of the EIAC with division leadership, and ways to apply that progress to division-level work.
- Bureau of Youth Services
 - Holding weekly race and equity lunch group which has a rotating list of facilitators on topics.
 - Developed a running resource catalog on the BYS drive to share resources with each other outside of these weekly meetings.
- Bureau of Compliance, Research and Analytics
 - Using data products (including dashboards and public-facing reports) to highlight equity issues, in order to better equip program and policy counterparts in their decision making.
- Bureau of Safety and Well-Being
 - Engaging with a variety of resources on a weekly basis (including articles, movies, podcasts, etc.) in order to inform policy decisions.
- Bureau of Permanence and Out-of-Home Care
 - Established a regular group that engages with anti-racist resources including books, documentaries, and podcasts.

➤ **Secretary's Office**

EIAC Representatives: Jenifer Cole, LaToya Johnson, Stephanie Lozano, Bianca Shaw, and Nadya Perez-Reyes

- Developed a vision and five key priorities for the agency with a focus on reducing racial and ethnic disparities in DCF's programs and services.
- Charged the EIAC with defining equity and inclusion for the agency and developing a vision for an equitable and inclusive DCF.
- Developed a Cross-Agency Steering Committee with a formal governance structure to support the efforts of the EIAC, Trauma Informed Core Team, and the Employee Engagement Leadership Team. This steering committee, coupled with the support of leaders and teams responsible for the resources needed to deliver on identified priorities, will allow for interconnected, seamless collaboration, and reduce the potential for duplication of efforts. This steering committee will also work to infuse equity and inclusion work in the engagement and culture shifting that is a priority for this committee.



- Created a Special Assistant position to add expert capacity to DCF's efforts in connecting and strategically advancing the culture of the agency to align with the agency vision, mission, and Ways of Working. Up to 50% of the Special Assistant's portfolio will be spent coordinating, project managing and adding general capacity to these connected efforts (helping the EIAC and EELT maximize the collective impact of these important committees). The Special Assistant role will add strategic capacity and advance the committees' shared priorities.

IV. Workforce Analysis Summary

The DCF Equity and Inclusion Plan Team began its data analysis by asking whether past or present practices have contributed to under-representation in any segment of the DCF workforce, and then looked to the data to identify barriers and opportunities for change. Our goals include a plan to continue our analysis of personnel policies, procedures, employment practices and data. Through qualitative and quantitative methods, we will also continue to examine DCF current strengths, challenges, barriers, opportunities for improvement, and needs to advance equity and inclusion in the workforce and culture of the agency.

To conduct its analysis, the Equity and Inclusion Plan Team met with subject matter experts from the Department's Bureau of Human Resources and Bureau of Performance Management to consult about the data analysis and HR processes. The team also utilized information from the 2020 Statewide Underutilization Report, data from the official State of Wisconsin job site (Wisc.Jobs), and the following other data sources: State of Wisconsin Biennial Workforce Report FY2018; Demographic Information by Agency for CY2020 First Quarter; State of Wisconsin Hiring Reasons Business Report FY 2019; State of Wisconsin Veterans in State Government Report FY 2018; State of Wisconsin - Wisconsin Works (W-2) Program Participation Hiring Report FY2019; and, Federal EEO-4 Report 2019.

The 2020 State of Wisconsin Job Group Underutilization Table shows that DCF is underutilized for women in a single job group: Administrative Support-Fiscal (202). This job group is made up of just 4 employees at DCF. DCF is not underutilized in any other job groups for women or underrepresented group.

However, the Equity and Inclusion Plan Team believes that we need to go beyond underutilization as a measure, because even though our numbers may meet the requirement for utilization of underrepresented groups, there is progress to be made toward increasing opportunities and promoting equity for all underrepresented groups. Notably, all job groups statewide continue to be underutilized for persons with disabilities and DCF is no exception to that deficiency.

A. Disability Status

Currently, of 30,599 State of Wisconsin employees, 1,637 (5.4%) self-identify as a person with a disability. Out of the 2,726 (9%) state employees who claim veteran status, 670 individuals identify as a veteran with a disability.

In FY 2019, DCF made a total of 120 hires, but hired just two individuals (1.7%) who participated in the Disabled Expanded Certification (DEC). Statewide, of a total of 4,819 hires and promotions for permanent classified positions in FY 2019, only 26 (0.5%) individuals participated in the Disabled Expanded Certification (DEC).



According to the U.S. Department of Labor Office of Disability Employment Policy, the 2019 labor force participation rate for persons with a disability was 20.8 %. Nationwide, 66.4% of persons of working age with a disability are not in the labor force, compared with 22.7% of those with no disability.

B. Veteran Status

Currently, 2,726 (9%) State of Wisconsin employees claim veteran status. In FY 2018, the state hired 7,296 permanent employees (this number includes original hires and promotions to permanent positions). Of the total hires statewide, 392 (5.4%) were veterans and 73 (1.0%) were disabled veterans. DCF had 250 total hires in FY 2018; DCF hired 11 (4.4%) veterans and no disabled veterans. The 2018 DCF workforce included 26 (3.3%) employees who were veterans and 3 (0.4%) employees who were disabled veterans. Data regarding veteran status for FY 2019 was not yet available at the time of this report.

C. Racial/Ethnic and Gender Status

DCF has a total of 746 employees. Of those employees, 198 (26.5 %) are non-White racial or ethnic group members. Of a total of 4,819 hires and promotions statewide for permanent classified positions in FY 2019, 1,084 (22.5%) individuals hired identify as a non-White racial/ethnic group member. The state hired 260 (5.4%) underrepresented racial/ethnic candidates into underutilized positions. Of 120 total hires in FY 2019, DCF hired 43 underrepresented racial/ethnic candidates (36%) and 95 women (79%).

In 2020, of 30,599 state employees, 84.6% (25,900) are White. Following this significant majority are the following racial/ethnic groups: 7.1% (2,172) Black/African American employees; 3.2% (985) Hispanic/Latinx employees; 3% (906) Asian employees; 1.4% (429) not specified; 0.6% (185) American Indian/Alaska Native employees; and 0.1% (22) Native Hawaiian/Pacific Islander employees.

Of DCF's 746 employees, 590 (79%) identify as women. In 2020, of 30,599 state employees, 51% (15,726) identify as women and 49% (14,873) identify as men. Of a total of 4,819 hires and promotions statewide for permanent classified positions in FY 2019, 2,667 (55%) individuals hired identify as women. The state hired 674 (14%) women into statewide underutilized positions. DCF has just one job group that was underutilized for women: Administrative Support-Fiscal (202). This job group at DCF is made up of just 4 employees.

D. W-2 Status

According to the DOA-DPM W-2 Hiring Report for FY 2019, the goal for each state agency is to hire 2% of permanent classified positions from W-2 participants. This report uses a total of 3,869 original hires for permanent classified positions in all state agencies. Of that total, 325 (8.4%) were W-2 participants. DCF hired 12 new original hires (10%) who were W-2 participants.

V. Data Collection and Analysis

A. DCF Applicant Data from Wisc.Jobs

In FY2019, 6,366 individuals applied for jobs with DCF through the Wisc.Jobs portal. A majority (70%) identified as women (4,491) and 26% identified as men (1,693), while 182 applicants (.02%) gave no response to this question.



Applicants in FY2019 who identified themselves as a member of an underrepresented racial/ethnic group were represented as follows:

Applicants to DCF through Wisc.Jobs 2019						
Race/Ethnicity	Black/African American (1)	Asian (2)	American Indian (3)	Hispanic/Latinx (4)	White (5)	Other or no response (9)
Female	1,748	226	45	271	2,071	131
Male	344	142	13	83	1,073	38
No response	2	0	0	2	3	175
Total	2,094 33%	368 5.78%	58 0.91%	356 5.60%	3,146 49.42	344 5.40%

Of the total 6,366 applicants, 82.98% (5,283) were not on W2 and 17.02% (1,083) were on W2. A total of 236 veterans applied for jobs in FY2019. Among them were 152 (2.4%) with no disability rating, 70 (1.1%) with a <70% disability rating, 6 (.09%) with a >70% disability rating, and 8 (.13%) were the spouse of a veteran with a >70% disability rating.

The hiring reasons provided for 14 non-veteran and non-AA Group hires in FY 2019 by DCF were as follows:

- 4 (29%) had served in the same or a similar position
- 2 (14%) had more advanced education and/or training
- 5 (36%) had broader or more relevant experience
- 3 (21%) demonstrated greater knowledge of key tasks

For FY2020, there have been 3,838 applicants to DCF jobs who applied through the Wisc.Jobs portal. A majority (72.04%) were women (2,765) and 25.30% were men (971). There was no response to this question from 102 applicants (2.66%).

Applicants in FY2020 who identified themselves as a member of an underrepresented racial/ethnic group were represented as follows:

Applicants to DCF through Wisc.Jobs 2020						
Race/ Ethnicity	Black/African American (1)	Asian (2)	American Indian (3)	Hispanic/Latinx (4)	White (5)	Other or no response (9)
Women	1,022	125	23	131	1,363	101
Men	181	47	9	58	651	25
No response	2	0	0	3	4	93
Total	1,205 31.40%	172 4.48%	32 0.83%	192 5.00%	2,018 52.58	219 5.71%



Of the total 3,838 applicants, 84.68% (3,250) were not on W-2 and 15.30% (587) were on W-2. A total of 189 veterans applied for jobs in FY2020. Among them were 116 with no disability rating, 51 with a <70% disability rating, 17 with a >70% disability rating, and 5 were the spouse of a veteran with a >70% disability rating.

B. DCF Data by Hiring Stage in 2019

i. At Application

- 23.3% of applicants are men compared to 74.8% women.
- 50% of applicants are White compared to 5.8% other, 33.1% Black/African American, 5.9% Asian and 5.3% Hispanic/Latinx applicants.
- 50% of DCF applicants identify as non-White or Hispanic/Latinx. The other half of applicants are White, non-Hispanic/Latinx.

ii. At Screening and Interview

- 46.2% non-White or Hispanic/Latinx candidates pass screening compared to 53.8% of White, non- Hispanic/Latinx candidates.
- 46.6% of non-White or Hispanic/Latinx candidates are granted an interview while comparatively 59.4% of White non-Hispanic/Latinx candidates are granted an interview.

iii. At Hiring

- The primary reason a hired applicant was selected over other applicants was that the applicant had similar or previous experience.
- The secondary reason a hired applicant was selected over other applicants was that the applicant had broader or more relevant experience. For interviewers (and possibly screeners) the focus currently seems to be on applicants with similar or previous experience vs. a candidate's knowledge and transferrable skills.
- 63.3% of hires are new original hires. Most hires are from outside rather than internal transfers or promotions.
- DCF does not have a requirement for all raters and interviewers to attend specific anti-bias training.
- DCF does not have any type of inter-rater tool which mitigates against bias between interviewing and hiring.

C. Demographic Comparison by DCF Division

DMCPS is the most racially and ethnically diverse division at DCF. The other divisions are underrepresented in terms of non-White or Hispanic/Latinx staff.

- White employees account for 80 percent of the staff in DMS, SO, and DSP. Most notably at DSP, Black/African American individuals only account for 1 percent of the staff and there are no Hispanic/Latinx individuals employed in DSP.
- The Secretary's office has 12% or 4 non-White or Hispanic/Latinx staff compared to 88% (29) White, non-Hispanic/Latinx staff.
- DSP has 9% or 8 non-White and 0% Hispanic/Latinx staff compared to 91% (78) White, non-Hispanic/Latinx staff.
- DMS has 19% (28) non-White or Hispanic/Latinx staff compared to 82% (120) of White, Non-Hispanic/Latinx staff.
- DMCPS has 48% non-White or Hispanic/Latinx staff compared to 52% of White, non-Hispanic/Latinx staff.



- Black/African American individuals account for 40 percent of staff at DMCPs in comparison to only 5 percent Hispanic/Latinx and 1 percent Asian.

D. Key Findings

- Overall, the data show that DCF employs a diverse workforce at a rate higher than state government averages in each demographic measured.
- Asian individuals are the most underrepresented ethnic group in DCF followed by Hispanic/Latinx or other individuals.
- DCF far surpasses the average for state government and staff composition is overly represented by women compared to men.
- Not much information is provided on Persons with Disabilities and Veteran employees: The workforce analysis report states that the total number of veterans employed by DCF is 3.2% out of 720 FTE's employees. In addition, veterans with disabilities represent 40% of the 3% of total all veterans working at DCF.
- Veterans only account for 3% of staff at DCF with 9.9 years of service. Veterans account for less than 5% of applicants at DCF.

i. By Race or Ethnicity

White individuals make up more than 50 percent of the employees at DCF. Overall, the data show that DCF employs a diverse workforce at a rate higher than state government averages in each demographic measured.

- Non-White individuals only account for 38% of the hired staff at DCF. The percentage is even smaller (29%) when looking at the percentage of non-White individuals with 9.9 years of service. DCF employs more non-White individuals and has more non-White individuals with 9.9 years of experience than statewide (29 vs. 15 percent). The majority of employees at DCF and DSP (the division that oversees the child welfare and youth justice systems) are White women. Asian individuals are the most underrepresented ethnic group at DCF followed by Hispanic/Latinx and other individuals.
- White applicants are hired almost twice as often as non-White applicants even though they apply to DCF at the same rate. After the screening stage and beyond, the percentage of White applicants who advance is twice that of non-White applicants.
- White and non-White individuals apply to DCF and advance to the screening stage at the same or very similar rates. However, the percentages appear to drastically drift apart when comparing the percentage of non-White and White applicants who advance from the screening and interview phase. There is an even bigger discrepancy in the percentage of non-White individuals who are hired (38%) in comparison to White individuals (62%).
- White and Pacific Islander applicants who apply to DCF have a better chance of being hired than Black/African American, Hispanic/Latinx, and other individuals.
- White men and women, and Pacific Islanders are hired at a greater rate than percentage of White men and women, and Pacific Islanders who apply to positions at DCF.
- The number of Black/African American, Hispanic/Latinx, and other individuals who apply to positions at DCF is greater than the percentage of Black/African American, Hispanic/Latinx, and other individuals hired at DCF.

ii. By Gender

- DCF hires more than half of the White women who apply.
- More White women apply to DCF than any other demographic group of applicants. Women make up 79% of the staff at DCF. All the divisions, except DMS (66 %), are comprised of women at a rate of 72%. Trends show that over the past 3 years DCF has seen a 2%



increase in the number of women employees, while non-White or Hispanic/Latinx employee numbers remained the same over the past two years.

- Men from underrepresented racial/ethnic groups apply at much lower rates in general.
- Few Black/African American, Pacific Islander, or Hispanic/Latinx men apply to positions at DCF. The total number of all three of those groups combined is less than the number of White men who apply. Only 23% of all DCF's applicants are men.

iii. By Education

- Individuals without a bachelor's degree apply to DCF at the same rate as individuals with a bachelor's degree; however, they only account for 36% of the staff at DCF.
- The percentage of individuals with a bachelor's degree and those who do not have a bachelor's degree is almost equal; however, individuals who do not have a bachelor's degree only account for 36% of the staff at DCF.
- As the hiring process advances, the percentage of individuals who progress with a bachelor's degree increases in each stage of the hiring process and slightly decreases after the interview stage.
- More applicants without a bachelor's degree advance to the hiring stage than any of the other stages. Individuals without a bachelor's degree advance to the hiring stage at the same rate as individuals with a bachelor's degree and more than individuals with a graduate degree.
- DCF does better than other state agencies in this area.

Although DCF is making some strides toward hiring and promoting Black/African American individuals, there is little (if any) progress in hiring and promoting individuals from other underrepresented racial/ethnic groups. DCF should question this and explore strategies for increasing hiring and promotion across all underrepresented racial/ethnic groups. If the issue is with qualifications, we need to question why the number of qualified individuals in these demographic groups is so low and what we can do to help advance to qualifications within these communities.

E. Data Goals

DCF will continue to identify what we still need to learn about our workforce. This will lead to further data gathering and analysis. Some areas of further inquiry may include:

- How can we gather additional data on individuals with disabilities and veterans in DCF and by division?
- Where, geographically, are DCF opportunities being filled or created and offered?
 - How do we effectively expand the radius of recruitment?
 - What is the availability and plausibility for ongoing remote work?
- How do the current data overlap? For example, how many women who are being measured in each job category are also being measured in the other categories as well (i.e. Black/African American women, Hispanic/Latinx women, Asian women, Indigenous women, etc.).
- Explore how to expand the scope of available data beyond race and ethnicity to consider other underrepresented communities such as people with disabilities, religious/spiritual minorities, LGBTQ+ individuals, or immigrants and refugees.
- Examine data specific to DCF that shows availability data trends (i.e., how were we doing at an agency level last year, 2 years ago, 5 years ago, 10 years ago, etc.). Have we shown improvement or not?

(See Appendix 5: DCF Demographics Dashboard Infographic)



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

Below, we present our agency equity and inclusion goals, as well as associated strategies. Central to our approach is that the pursuit of any and all of the goals outlined below is a stage in which we will analyze and understand the current state of our agency and its programs before moving on to any implementation steps. This approach will allow for our agency to be grounded in reality and able to make data-informed decisions. We also expect that this approach will open opportunity for additional implementation strategies (including those that are not yet noted below) that might result from deeper analysis as we begin this work.

TOPIC: Workforce/Recruitment					
Goal	Strategies	KPI	Metrics	Who	When
DCF will match or exceed the available qualified workforce within underutilized/under-represented groups in an effort to reflect the diversity of the populations we serve.	<p>Analyze: DCF will identify opportunities to appropriately diversify the agency's workforce by assessing demographic disparities throughout the HR process by Division, Bureau, Work location, etc.</p> <p>Analyze: DCF will explore trainings and tools that can be leveraged in order to mitigate bias in the hiring process.</p> <p>Implement: The agency will build and maintain relationships with external organizations in order to maximize the diversity of our applicant pool.</p> <p>Implement: Expand the recruitment radius (i.e., outside of Dane/Milwaukee county) in order to increase the likelihood of having a more diverse workforce and monitor the evolution of the remote work paradigm and its impact on the</p>	DCF matches available qualified workforce within all underutilized groups	<p>Metric A: DCF monitors the distribution/accessibility of equity tools, including access to underutilization data dashboards, to hiring managers and interview panelists.</p> <p>Metric B: DCF monitors the external organizations with which we collaborate with to diversify applicant pool and explore partnerships with new external organizations to assess the potential impact they may provide in further diversify our applicant pool.</p>	<p>HR distributes equity tools/data resources</p> <p>HR</p>	All beginning January 1, 2021



	<p>necessity of jobs to exist within current geographical boundaries.</p> <p>Implement: DCF will provide targeted resources for interview panels including access to underutilization data/dashboards, as well as refresher resources on bias for interview panelists.</p> <p>Evaluate & Monitor: Continue ongoing analysis of underutilization data and invite feedback from new hires in an effort to build a more equitable process.</p>				
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TOPIC: Agency Culture					
Goal	Strategies	KPI	Metrics	Who	When
1. DCF staff are trained to understand the pervasiveness of implicit and explicit bias; our increased knowledge of bias supports us in detecting and responding appropriately to instances	<p>Analyze: The EIAC will partner with the Employee Engagement Leadership Team to review relevant survey data in determining action items that build toward a more equitable and welcoming agency culture.</p> <p>Analyze: The EIAC will review demographics of complaints, grievances, exit interviews, and terminations (among other data points) in an effort to understand</p>	Increased knowledge of bias (implicit and explicit) and systemic oppression among DCF workforce.	<p>Metric 1: DCF monitors the number of staff completing the Equity training within 12 months of their date of hire.</p> <p>Metric 2: DCF monitors the number of events supporting continuing education of staff.</p>	<p>Equity and Inclusion Training Subgroup</p> <p>EIAC, EELT, Division Administrators</p>	ongoing



<p>of prejudice and discrimination.</p> <p>2. DCF will establish a culture that celebrates the identities of under-represented groups.</p>	<p>particular pain points in our agency culture.</p> <p>Implement: DCF will implement its Department-Wide Equity Training in order to ensure knowledge of bias and systemic injustice across all staff.</p> <p>Implement: DCF will support continuing education of staff through strategies potentially including—but not limited to—a shared Equity and Inclusion Resource Repository for Activities/Initiatives, regular roundtables that engage with equity/inclusion topics, celebration of Days of Observation, and seminars/workshops with external organizations.</p> <p>Implement: DCF will highlight the role of the Equity and Inclusion Officer so that employees understand the resources available to them when they observe or experience instances of bias and/or discrimination.</p> <p>Evaluate & Monitor: The DCF Equity and Inclusion Officer will continue to coordinate EEO policy and goals, investigate complaints</p>					
						DCF Equity and Inclusion Officer



	of discrimination and harassment, and provide EEO and ADA guidance. Evaluate & Monitor: DCF will gather feedback from the Equity Training and other targeted events in order to assess effectiveness/impact and continually improve these efforts.				
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TOPIC: Workforce/Retention and Advancement					
Goal	Strategies	KPI	Metrics	Who	When
DCF will increase career advancement of candidates from underutilized/under-represented groups in management and executive positions.	Analyze: DCF will analyze demographic data of those employees receiving internal promotions, DERAs, DMCs, as well as those employees that are nominated for leadership training opportunities (e.g., Leadership Foundations Training) in an effort to understand demographic disparities. Analyze Engage with EO Subject Matter Experts to understand trends in complaints of discrimination and harassment as it relates to career advancement opportunities. Implement: Use analysis steps to inform action items that will support career	Increase in the number of managers/career executives from underutilized groups.	Metric 1: DCF monitors the percentage of employees from underutilized groups receiving DERAs Metric 2: DCF monitors the percentage of employees from underutilized groups receiving DMCs Metric 3: DCF monitors the percentage of employees from underutilized groups nominated for leadership training opportunities.	HR, collaboration with division leadership	Begin building tracking mechanism specified in strategies in January 1, 2021



	<p>advanced of candidates from underutilized/under-represented groups.</p> <p>Implement: DCF will develop an internal tracking mechanism aimed at tracking demographic information for promotions, retentions, DMCS, DERAs, etc.</p> <p>Implement: DCF will provide targeted resources for those in the position of awarding DMCS/DERAs and other leadership opportunities; these resources should include access to underutilization data/dashboards, as well as refresher resources on bias and discrimination.</p> <p>Evaluate & Monitor: Continue to monitor demographics (and any disparities) outlined in first 'Analyze' bullet point.</p>				
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TOPIC: Beyond the Walls of DCF				
Goal	Strategies	Metrics	Who	When
DCF program divisions will establish and work toward equity-specific goals in an	Analyze: DCF divisions will examine performance data through the lens of different demographic groups with the goal of identifying disparities/disproportionalities.	Metric 1: DCF monitors compliance with division-led analysis of performance data with attention to equity issues, as is relevant for the different areas, in the first year of this plan.	DCF Program Division	Beginning January 1, 2021



effort to ensure that our programs and services are delivered in a way that promotes equity for all the children and families that we serve.	<p>Implement: Organize stakeholder/community forums for the communities we serve.</p> <p>Evaluate & Monitor: DCF Civil Rights Compliance Unit works with all DCF programs to ensure equal opportunity in service delivery and will continue to investigate discrimination complaints filed against DCF service providers by program participants.</p> <p>Evaluate & Monitor: DCF Civil Rights Compliance Unit continue to monitor and provide civil rights compliance technical assistance to agencies receiving funds from DCF.</p> <p>Analyze: Use feedback from stakeholder/community forums to identify areas we can improve services.</p> <p>Implement: EIAC will assist with the development/selection of tools for evaluating DCF policies for equity and inclusion.</p> <p>Evaluate & Monitor: Continue to monitor disparities/disproportionalities outlined in the first 'Analyze' bullet point.</p> <p>Evaluate & Monitor: Use stakeholder/community forums as an ongoing forum for gathering feedback from our community.</p>	<p>Metric 2: DCF monitors compliance of division identification of equity-specific goals in the first 2 years of this plan.</p>	DCF Equal Opportunity Specialist	DCF Equal Opportunity Specialist
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Appendix 1

Equity and Inclusion Commitment Letter

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

As part of the Department of Children and Families commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs, wherever it's appropriate, to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodation will be provided, as requested, to employees and applicants with disabilities.

The Department of Children and Families has developed and committed to maintaining a written Equity and Inclusion Plan. This Affirmative Action Plan has my total support, and the Department of Children and Families pledges its best good faith efforts to achieve the goals identified in the Equity and Inclusion Plan. I expect each manager, supervisor, and employee of the Department of Children and Families 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 Children and Families will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The plan is available for review on the Department of Children and Families 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 in efforts to correct the present effects of past discrimination and to build a motivated and skilled workforce that is reflective of the population we serve.

Emilie Amundson
Secretary

Signature: _____
Date: _____

Jo Futrell
Equity and Inclusion Officer

Signature: _____
Date: _____



Appendix 2

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority carries the overall responsibility for establishing an Equity and Inclusion Program, including goals, timetables, and compliance with all federal and state laws 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 E&I 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 that designated personnel responsible for equity and inclusion efforts and programs are given the necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provide professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency E&I programs, initiatives, and policies.

Name of individual(s) responsible

Name: Emilie Amundson

Title: Secretary

Email: Emilie.Amundson@wisconsin.gov

Phone: 608-422-7067

Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or designee, as delegated by the EIO, is directly responsible for developing, coordinating, implementing the agency's E&I 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 includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of E&I 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 includes gathering, researching, and analyzing data.
- Audits 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 non-competitive appointment for certain disabled veteran's program, 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 and agency supervisory training annually.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual(s) responsible

Name: Jo Futrell

Title: EI Officer and Medical Issues Coordinator

Email: Jo2.futrell@wisconsin.gov

Phone: 608-422-6421

Equity and Inclusion Designee/Professional

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

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Assists in development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's program, 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 EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attaining strategic equity and inclusion goals and objectives.
- Attends equity and inclusion and agency supervisory training annually.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the American with Disabilities Act (ADA).

Name of individual(s) responsible

Name: No such position at DCF

Title:



Executive HR Manager/HR Manager

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

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

Name of individual(s) responsible

Name: Veronica Law

Title: Human Resources Director

Email: VeronicaB.Law@wisconsin.gov

Phone: 608-422-6423



DCF Equity and Inclusion Plan – Team Charter June 2020

Team Composition:

- Executive Sponsor: Secretary Emilie Amundson
- Plan Team Leads/Liaisons: Jo Futrell, EEO/AA Officer and Jenifer Cole, EIAC Chair
- Committee Members: The Department of Children and Families' (DCF) Equity and Inclusion Advisory Committee (EIAC):
 - Secretary's Office: Nadya Perez-Reyes, Bianca Shaw, Stephanie Lozano
 - Division of Management Services: Beverly Jenkins, Jelena Predaina
 - Division of Milwaukee Child Protective Services: Wendy Miller, Tyra Walker
 - Division of Safety and Permanence: Maggie Renno, Asia Jackson, Kat Koslov
 - Division of Family and Economic Security: Marianne Rosen (EIAC Vice Chair), LaToya Johnson, Quinetta Britton, Alicia Breininger, Brian McReavy
 - Division of Early Care and Education: Tameka Gray, Matt Fraser

Background:

On November 12, 2019 Governor Tony Evers signed Executive Order 59, directing each state agency to develop an equity and inclusion action plan to implement strategies that will comply with Affirmative Action (AA)/Equal Employment Opportunity (EEO) requirements, build an infrastructure and culture committed to equity and inclusion, and incorporate equity and inclusion throughout the agency's work and public service.

DCF will work with the EEO/AA Officer (Jo Futrell) in the development of the plan and measurable outcomes. The EEO/AA Officer will provide guidance and direction to the project team, as needed/requested. The EEO/AA Officer will work with DCF's EIAC to draft and submit the Equity and Inclusion Plan.

Project/Team Mission:

The mission of the project team is to review and evaluate current AA/EEO and diversity programs, policies, practices, and reports to identify barriers, trends, and opportunities for improvement, and develop effective strategies that advance equity and inclusion efforts and achieve meaningful results. The team has the authority to determine specific roles/responsibilities within the team.

Goals and Objectives:

The team will review workforce and other human resources-related data and identify goals and objectives to address issues related recruitment, retention, and agency culture. The goals and objectives will include measurable outcomes, timelines, and responsible parties. The team will also develop recommendations for executive leadership to communicate the activities in the plan.

Specifically, the team will:

- Review current Equity and Inclusion policies/practices in the agency's recruitment process.
- Review the agency's existing AA plan.
- Review HR-related data, such as exit interview summaries and employee survey results.
- Identify and analyze issues, gaps and barriers regarding the agency's retention of employees belonging to protected groups (e.g. race, gender, age, etc.).
- Identify and analyze issues, gaps and barriers regarding the promotion of employees belonging to protected groups (e.g. race, gender, age, etc.).
- Examine strengths and weaknesses in the agency's efforts to create an inclusive work culture.



- Develop a plan with recommendations to address any identified issues or shortcomings in the areas above.

Decision-Making Authority:

The team members are expected to reach a majority consensus during the decision-making process. In the event the team cannot reach a majority consensus, team leadership and/or the executive sponsor shall have the ultimate decision-making authority.

Communication Strategies:

The team will make recommendations to the executive and project sponsors related to communication strategies about the plan and goals as needed. Communication strategies may include both internal and external methods. The team recommends the following timeline associated with the communication strategy.

Timeline:

June 23, 2020 – Team reviews charter and underutilization data and reports.

July 20, 2020 – Team completes review of underutilization data and reports. Develops plan goals and objectives for plan drafting.

August 21, 2020 – Team completes review of draft plan to submit to Secretary Amundson.

September 1, 2020 – Secretary Amundson submits plan to Department of Administration.



DCF Equity and Inclusion Plan – Revised Timeline August 2020

Plan Finalization Timeline:

Friday, Aug. 21, 2020 –	Team (Equity and Inclusion Advisory Committee) reviews Goals and Strategies to build more cohesion and determine metrics. Jo Futrell will incorporate into plan.
Aug. 24-Sept. 11, 2020 –	Sub-workgroup (Maggie Renno, Brian McReavy, Asia Jackson, and Wendy Miller) convenes to revise goals and strategies based on Team discussion. Metrics incorporated.
Friday, Aug. 28, 2020 –	Feedback on draft EI Plan pages 5-17 due. Team should submit any edits, comments, or questions to Jo Futrell, Jenifer Cole, and Marianne Rosen.
Friday, Sept. 4, 2020 –	Jenifer Cole will complete incorporation of Team feedback in pages 5-17. Jo Futrell will complete portions with placeholders.
Friday, Sept. 11, 2020 –	Sub-workgroup updates to goals, strategies, and metrics due to Jo Futrell.
Monday, Sept. 14, 2020 –	Jo Futrell and Jenifer Cole will review and clean up document.
Tuesday, Sept. 15, 2020 –	Jenifer Cole will send revised draft to Team for review.
Friday, Sept. 18, 2020 –	Team completes another review at September EIAC Meeting.
Sept. 21-Oct. 2, 2020 –	Jo Futrell and Jenifer Cole incorporate Team feedback to complete final draft. Marianne Rosen will complete editorial review.
Monday, Oct. 5, 2020 –	Jo Futrell submits final draft to Secretary Amundson for review.
Friday, Oct. 16, 2020 –	Feedback and revisions from Secretary Amundson due.
October 16-20, 2020 –	Final changes from Secretary Amundson incorporated.
Wednesday, Oct. 21, 2020 –	Plan circulated for signature. To be signed by Secretary Amundson and Jo Futrell.
Thursday, Oct. 22, 2020 –	October EIAC Meeting – final plan included in meeting materials.
Friday, Oct. 23, 2020 –	Plan is due. Jo Futrell will submit signed plan to the Department of Administration-Division of Personnel Management-Bureau of Equity and Inclusion.



DCF Created Guide on How to Have Difficult Conversations on Race and Equity



Wisconsin Department of
Children and Families

A Guide on How to Have Difficult Conversations on Race and Equity

Ask permission to talk with someone about race, then accept the answer. Recognize that they may not be able to listen right now. Don't take it personally.

A few conversation starters:

- I need your help with what just happened. Do you have some time to talk?
- I have something I would like to discuss with you, and I think it will help us to work together more effectively.
- I'd like to talk about _____ with you but first I would like to get your point of view.



While in conversation:

It is good to have a basic set of proposed agreements regarding the spirit of our speaking and listening -

- We will speak for ourselves and allow others to speak for themselves, with no pressure to represent or explain a whole group.
- We will not criticize the views of others or attempt to persuade them.
- We will listen with resilience, "hanging in" when something is hard to hear.
- If tempted to make attributions about the beliefs of others (e.g., "You just believe that because..."), we will instead consider asking a question to check out the assumption we are making (e.g., "Do you believe that because...?" or "What leads you to that belief?").

It is also helpful to:

- Start with self-care. Accept your own faults in order to be honest with yourself and others. Counter your own self-judgment and defensiveness with resilience. You can choose to grow when you are called out. No one else is responsible for your well-being. You have the resilience to sit with uncomfortable truths.
- Make space for transformation to happen. Slow down, breathe deeply, feel unconditional acceptance for yourself and others. Then, bring this energy and focus to your conversations about race.



Recent events in our country, state, cities, towns, and villages have led to the almost definite need for people to have difficult conversations in their homes, communities, and in the workplace. We recognize that conversations about race and equity are not the easiest to have nor the most comfortable. We realize that learning to lean into discomfort is a skill that is essential for growth as individuals and as a department. Meeting you where you are is very important in this process and being able to listen, receive, and share hard to hear information and experiences is where we start.

In this world of polarizing conflicts, we have glimpsed a new possibility: a way in which people can engage in difficult conversations frankly and passionately, become clearer in heart and mind about our equity work together, and at the same time, contribute to a more civil and compassionate society. This guide is created for all who work to make this possibility a reality.

The way we talk with each other makes a difference. And there is no single “best” way to talk. However, these guidelines can help make difficult conversations more respectful, engaging, and real opportunities for growth and learning.

Preparing for a difficult conversation:

Work on you!

Ask yourself some questions before the conversation –

- What is your purpose for having the conversation?
- What do you hope to accomplish?
- What is an ideal outcome?
- What assumptions are you making about the person’s or people’s intentions? (Be cautious about assumptions. Impact does not always equal intent.)
- What “buttons” are being pushed?
- What from your lived experience is possibly being triggered?
- How is your attitude toward the conversation influencing your perception of it? (If you think it will be difficult, it probably will be. If you think some good will come from it, that will likely be the case. Adjust your attitude to maximize effectiveness.)

Regarding the form of our speaking and listening:

- We will share airtime and participate within the suggested timeframes.
- We will not interrupt except to indicate that we cannot or did not hear a speaker.
- We will “pass” or “pass for now” if we are not ready or willing to respond to a question.

Regarding confidentiality:

- When we discuss our experience in the dialogue with people who are not present, we will not attach names or other identifying information to our comments unless we have permission to do so.



How to optimize a successful outcome:

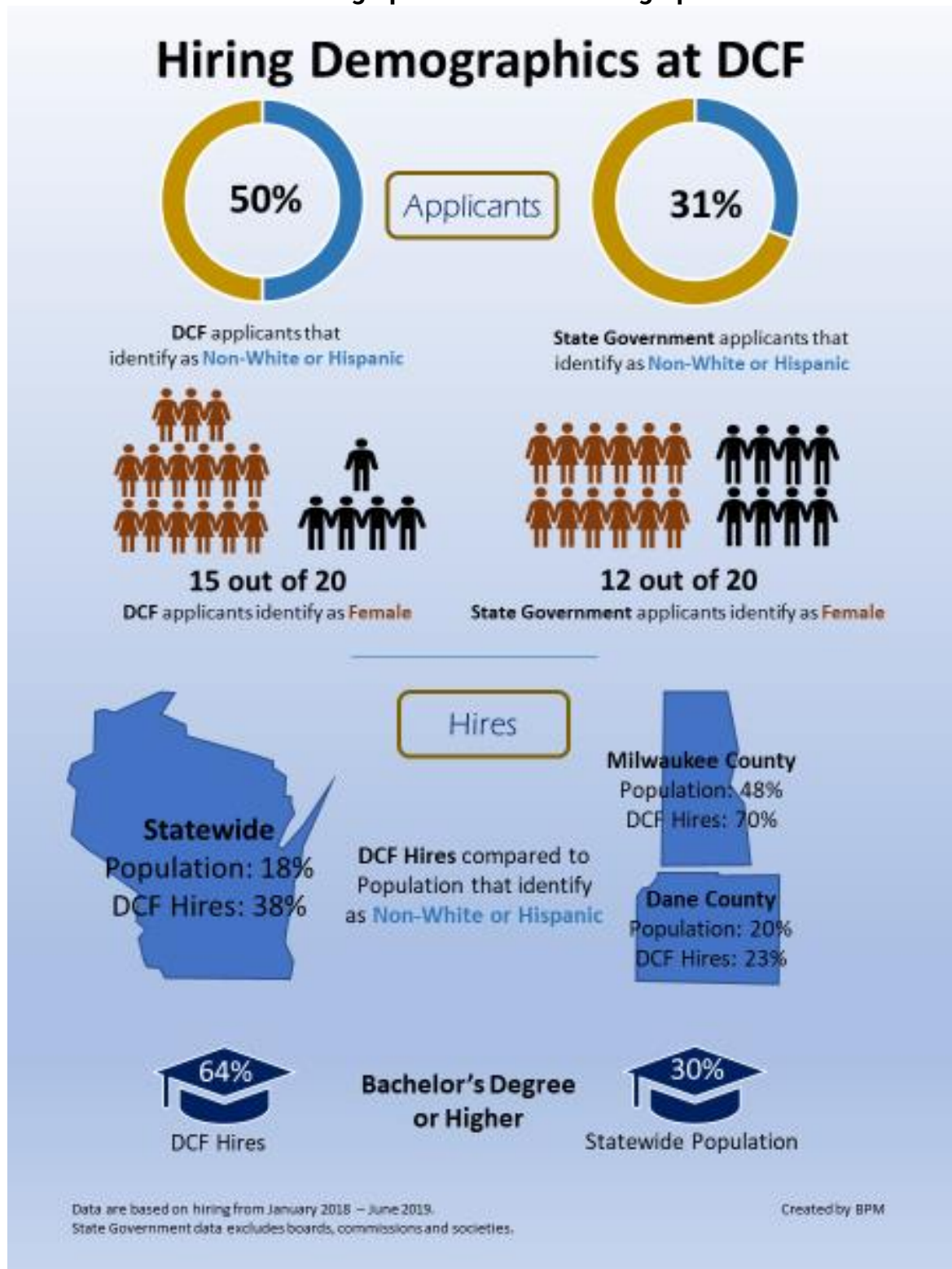
- Cultivate an attitude of discovery and curiosity. Act as if you know nothing in order to learn everything.
- Acknowledge what the other person or individuals or is/are saying. This shows that you have heard and understood.
- Clarify your position without minimizing someone else's.
- Brainstorm solutions with all parties involved if relevant.
- Listen, but do not rely on others to educate you.
- If you feel you are being asked to stand in for your group, build your capacity to hear criticism and don't take it personally. Stay open and accepting of yourself and your ancestors.
- Be quiet and pause before speaking. Give the other person a chance to go deeper.
- Listen for values and feelings and connect to that part of what is being said, instead of focusing on facts and arguments.
- Before speaking to defend or argue, ask first: "would you like to hear what it's like for me?" Then, keep your personal story short.
- All of this will help build trust and emotional resilience.
- Get help so you don't get stuck in regret or guilt.

Concluding Conversations:

- Recognize that it is ok if there isn't a complete conclusion. These conversations are a process.
- Be ok with not always reaching a solution. Again, this is a process.
- Ask yourself and others what learning, if any, has taken place.
- Take that learning with you to reflect on individually. How will you put your learning into action? What more do you need to learn?

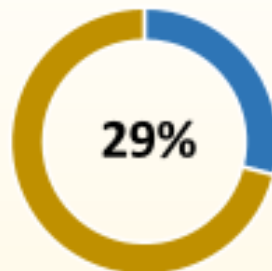


DCF Demographics Dashboard Infographics



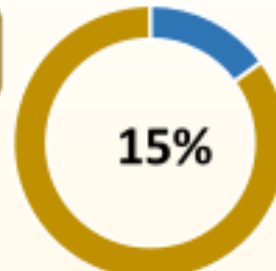


Employee Workforce Demographics at DCF



DCF employees that
identify as **Non-White or Hispanic**

State
Government



State Government employees that
identify as **Non-White or Hispanic**



8 out of 10

DCF employees identify as **Female**



5 out of 10

State Government applicants identify as **Female**

DCF employees compared to general population and population
served that identify as **Non-White or Hispanic**



Statewide

Population:	18%
Population served:	60%
DCF employees:	29%



Milwaukee County

Population:	48%
Population Served:	88%
DCF employees:	53%



Dane County

Population:	20%
Population Served:	68%
DCF employees:	15%

Data are based on current employees and current population served as of December 2019.
State Government data excludes boards, commissions and societies.

Created by BPM



Appendix 6

Communication and Dissemination of the DCF Equity and Inclusion Plan

Internal Communication

- Email DCF Equity and Inclusion Plan to Division administrators and their management teams
- Email to all DCF employees
- Post on Intranet and social media sites
- Add to new employee orientation
- Presented at Division Managers meetings by EIAC representatives
- The DCF Equity and Inclusion Plan is available to all employees on the agency's internal website at <https://dcfweb/> or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

External Communication

- The DCF Equity and Inclusion Plan is available on the agency's public website at <https://dcf.wisconsin.gov/> or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The agency will also ensure inclusion in the language and imagery on all marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public.
- A policy notice will be sent to partner agencies, counties, and organizations.
- A copy of the DCF Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: <https://dcf.wisconsin.gov/>.

Responsibility:

- Jo Futrell, EI Officer
- EIAC membership
- Tom McCarthy and Gina Paige, Communications Office