



Summer 2021

# Health Equity, Diversity and Inclusion Council (HEDI) September Meeting

# Welcome & Meeting Overview

5 minutes

# Agenda

- 1 [5 minutes] Welcome & Agenda Overview
- 2 [10 minutes] Update on Co-Chair
- 3 [15 minutes] Rules of Engagement
- 4 [15 minutes] Bylaw Changes
- 5 [15 minutes] Meeting Break
- 6 [20 minutes] Committee Assignments
- 7 [40 minutes] Status of the E&I Plan
- 8 Adjourn

# Update on Co-Chair

10 minutes

# Rules of Engagement

10 minutes

# Presenting and approving a motion

- A member of the body makes a motion to approve the agenda;
  - “I move that \_\_\_\_\_”
- That motion receiving a second;
  - “I second this motion.”
- Chair acknowledges the motion and invites questions;
  - “This motion has been moved and seconded, call to question?”
- A simple majority vote approves the agenda. Vote is captured in the meeting minutes.

# Agenda Setting

- We will start HEDI meetings by clearly presenting the agenda and meeting goals
  - Only agenda items are to be discussed during the meeting
- Submit agenda items 2 weeks in advance to the HEDI inbox ([dhsHEDI@dhs.Wisconsin.gov](mailto:dhsHEDI@dhs.Wisconsin.gov)) and copy the chair and co-chair on the email
- If an important item arises during the meeting that is **not** on the agenda, that item will be tabled until a future meeting.

# Meeting Norms

- HEDI council members should join meetings roughly 10 minutes in advance of the meeting start time
- HEDI council members should use the Zoom “raise hand” feature to speak live during the meeting
  - The co-chair will call on members when it is their chance to speak
- As a council, our group norm will be that council member cameras are on for the duration of the meeting but take time off camera, as needed
- Use accessible language
  - E.g. Before mentioning an acronym, mention what the acronym stands for
- Public Comments can be sent to [dhsHEDI@dhs.wisconsin.gov](mailto:dhsHEDI@dhs.wisconsin.gov)



# Bylaw Review and Approval

5 minutes

# Meeting Break

15 minutes

# Committee Assignments

20 minutes

# Committee Assignments

## **Charge 1:** Overseeing the E&I Plan Implementation, including:

- The review of comprehensive workforce analysis to establish goals / strategy / techniques
- Analysis and Improvement of DHS leadership diversity

John Edwin Nyakoe Nyasani

Angi Zilliox \*

Governor's E&I Council Member \*

Executive Sponsor \*

\* = non-voting member

# Committee Assignments

## **Charge 2:** Meet requirements of affirmative action under Chapter 230

- As required under s. 230.06 (1) (j), Stats., advise the secretary concerning programs designed to ensure equal opportunity to all employees, applicants for employment and clients of the agency

*(tabled pending budget cycle)*

# Committee Assignments

**Charge 3:** Request and vote to select (and revise as needed) up to three recommended budget proposal from non-committee members for submission to the OS for consideration in the DHS budget

- E.g., voting on a recommended budget proposal to increase division-led training for DHS staff on health equity goals
- Note that we encourage budget proposals that are cross-divisional in nature and / or further the DHS Equity Pillars

Sheri Carter  
Meghan Elledge  
Mary Pirrello  
External Stakeholder \*

\* = non-voting member

# Committee Assignments

**Charge 4:** Request and vote to select (and revise as needed) up to three items related to DEI a year for the committee to analyze / review in order to provide formal and direct recommendations or materials to the department.

Laurie Palchik  
Phung Nguyen  
Andrea Turtenwald  
Governor's Health Equity \*

\* = non-voting member

# Committee Assignments

**Charge 5:** Support education and training on diversity, equity and inclusion by:

- A) Identifying trainings for the Department's executive management and all staff related to racial equity and health equity.
- B) Recommending trainings and resources to for external stakeholders, such as healthcare providers, pertaining to diversity, equity, and inclusion in alignment with Secretary's Office goals.

Kelly Terrab  
Darwin Dick  
Langeston Hughes  
County Representative \*

\* = non-voting member



# Status of the E&I Plan

40 minutes



WISCONSIN DEPARTMENT  
*of* HEALTH SERVICES

# Equity and Inclusion Plan

Presented by Katherine Cullinan,  
Noemi Martinez, Jerry Turner

# Equity and Inclusion Plan: What is it?

- The Equity and Inclusion Plan creates the framework and strategy for DHS to develop a more 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.
- Consists of an analysis of workforce data, identification of areas of opportunity revealed by the data, and development of goals and strategies to address those areas of opportunity.
- HEDI will be responsible to carry out the goals, objectives, and strategies detailed in the plan.

# Background

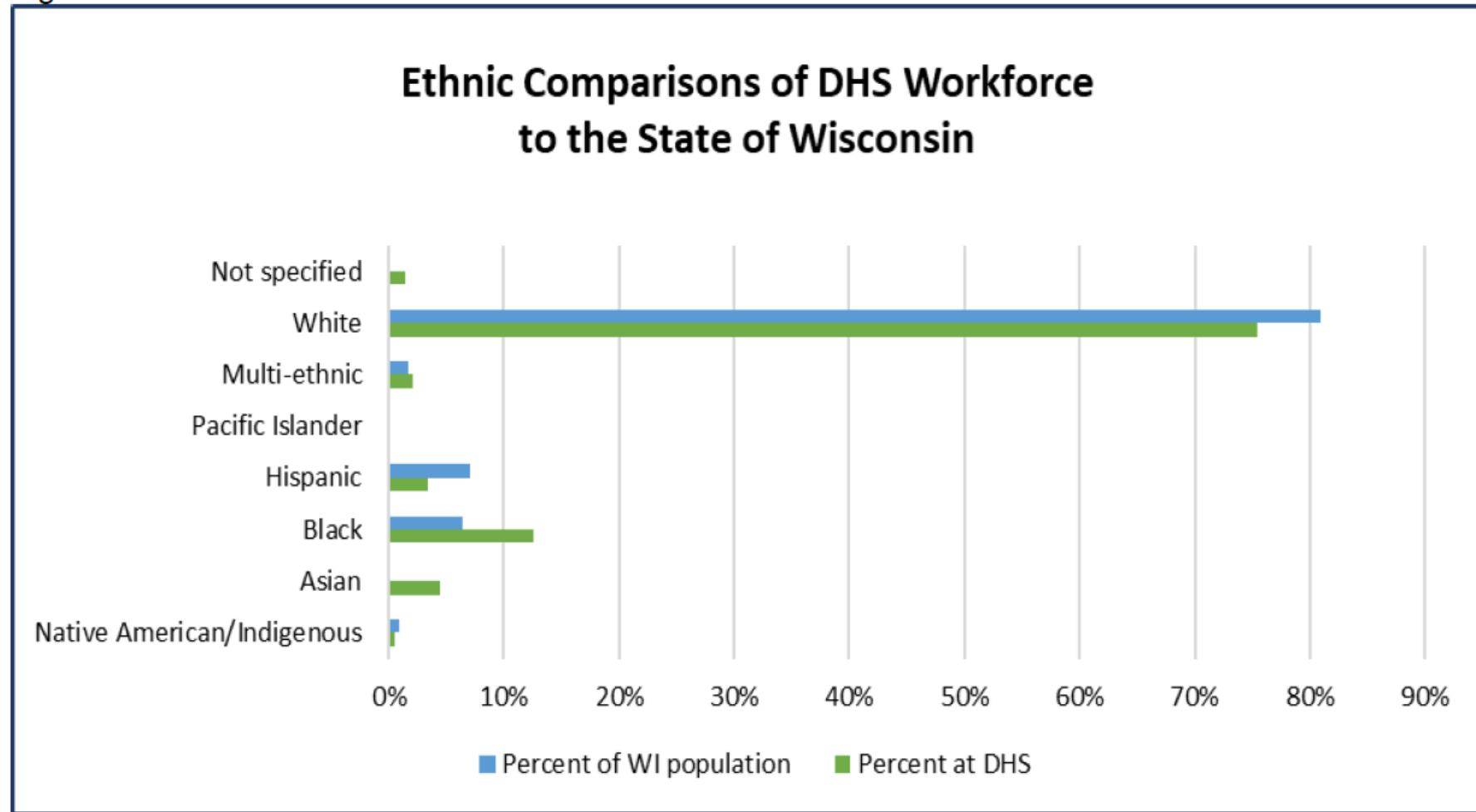
1. Governor Evers Executive Order 59, issued in November 2019, requires all state agencies to develop an equity and inclusion action plan.
  - Outlines the importance for a diverse state workforce.
2. Wisconsin Administrative Code, Chapter Employment Relation (ER) 43, Wisconsin Statute 230; and Wisconsin Human Resources Handbook Chapter 800.
  - All state agencies with 30 or more permanent classified employees must develop a three-year Equity and Inclusion (E&I) Plan.
3. Provides a high-level overview of DHS's commitment to centering diversity, equity, and inclusion within our **recruitment, retention, and agency culture** policies, programs, and practices through 2023.

# Methodology and Approach

- The Equity and Inclusion workgroup collaborated with members of the Bureau of Human Resources (BHR) and utilized existing data to conduct a current-state analysis.
- Questions were developed in order to narrow the scope of the data provided.
- Leveraged the DHS Stay and Grow survey to explore themes of respect, professional development, leadership, and belonging at DHS.
- Emphasis was placed on leadership positions within 81-01, 81-02, and 81-03.

# Recruitment

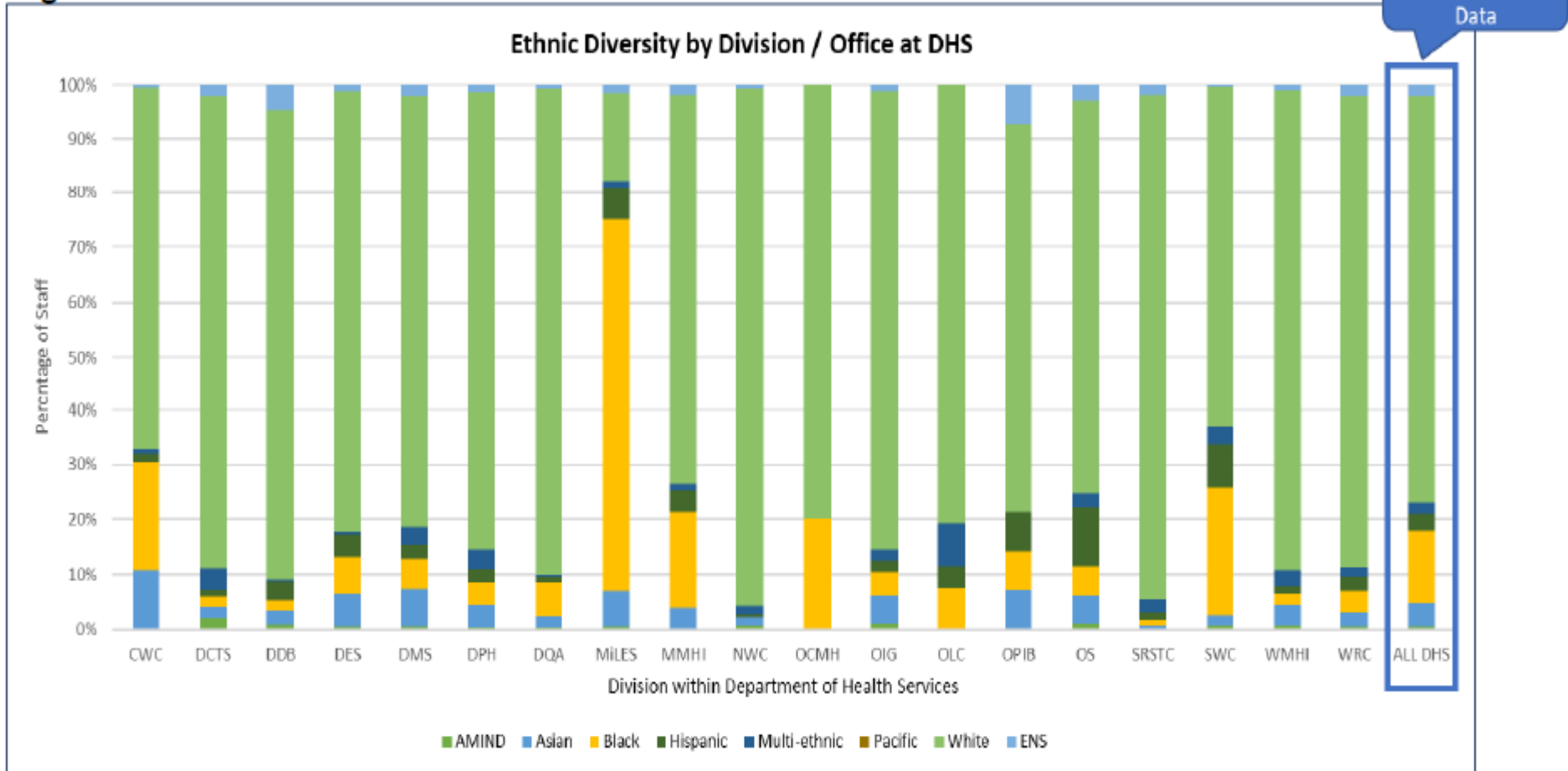
Figure 1



Ethnic diversity and employee representation was reviewed for the current DHS workforce in relation to the state population.

# Recruitment

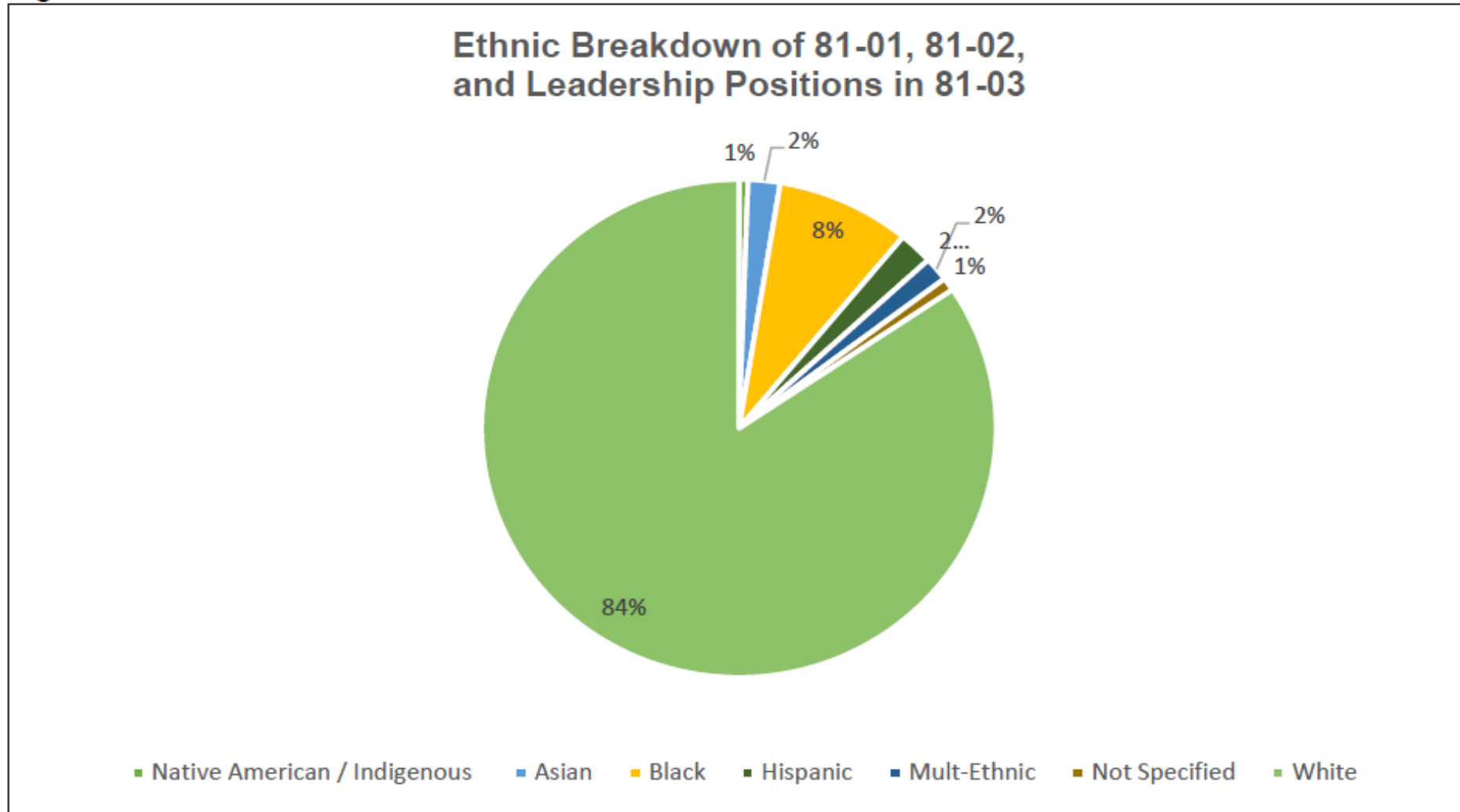
Figure 2



Ethnic diversity was further evaluated by division/office.

# Recruitment

Figure 3

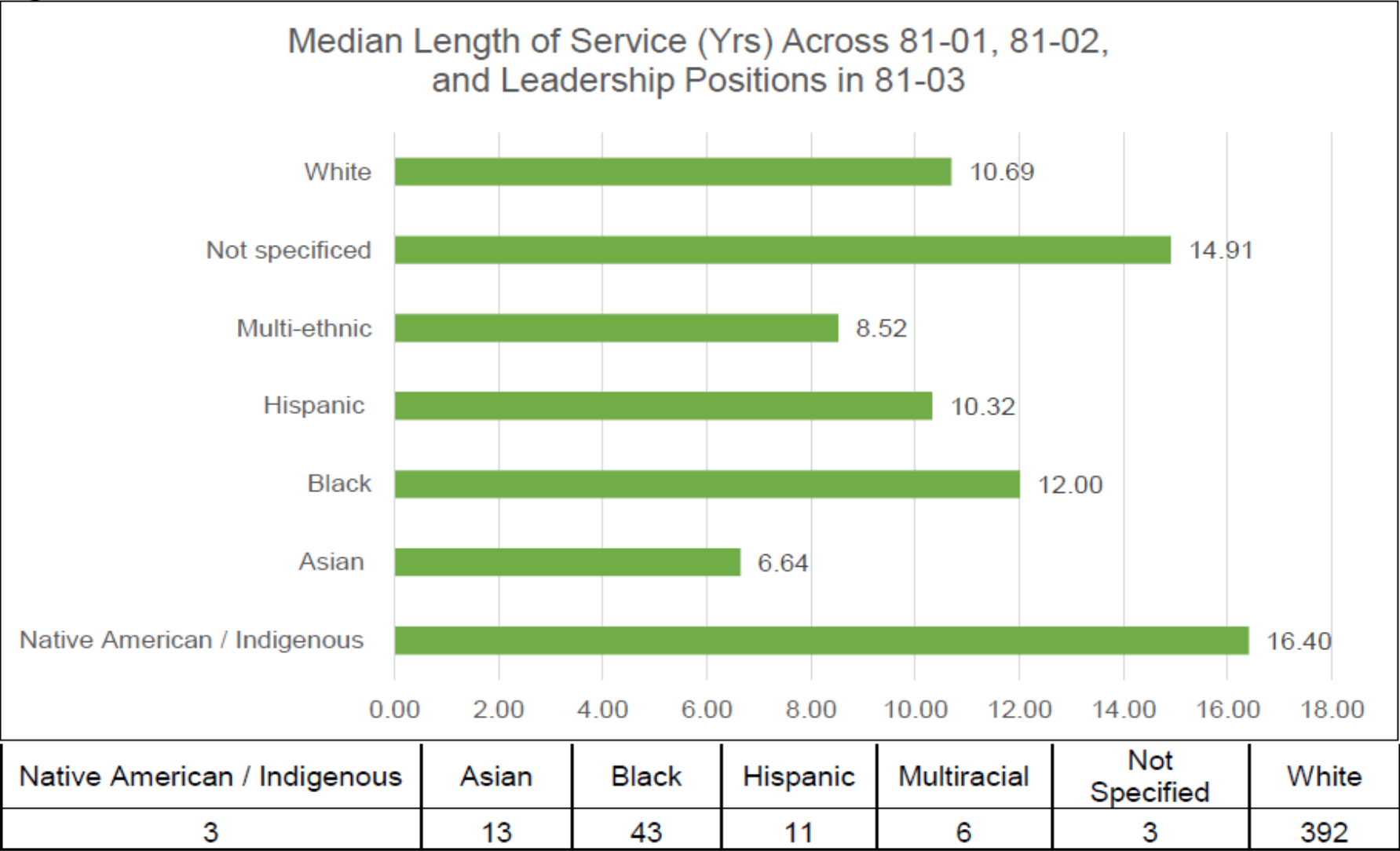


Similarly, diversity was also evaluated at leadership levels within 81-01, 81-02, 81-03.



# Retention

Figure 5



A closer look was taken at position levels of 81-01, 81-02, and supervisory level positions of 81-03 with respect to length of service.

# Retention

- To accurately analyze compensation among leadership positions, the workgroup categorized the range of 81-01, 81-02, and supervisory positions within 81-03 into classifications.
- Then, each position level was evaluated by:
  1. Median hour salary breakdown by ethnicity
  2. Number of positions held by ethnicity

# Retention

Figure 6

81-01 Classifications	Asian	Black	Hispanic	Multiracial	Not Specified	White
Admin Manager						\$52.66
Capital Projects Manager			\$49.25			
Deputy Instit Superintendent				\$53.01		\$52.66
Dir Off Policy Init Budget						\$55.19
Financial Manager						\$52.18
Health Services Manager <sup>4</sup>	\$52.65	\$50.75				\$51.96
Inst Mgt Services Director						\$46.15
Inst Treatment Dir-Ch 980						\$73.33
Institution Superintendent				\$55.10	\$55.10	\$53.04
Institution Treatment Director						\$46.41
Nuclear Safety Manager						\$50.67
Policy Initiatives Adv-Exec		\$48.00	\$52.66			\$48.61

Evaluated 81-01 positions median hourly salary breakdown by ethnicity.

# Retention

Figure 7

81-01 Classifications	Asian	Black	Hispanic	Multiracial	Not Specified	White
Admin Manager						5
Capital Projects Manager			1			
Deputy Instit Superintendent				1		5
Dir Off Policy Init Budget						1
Financial Manager						2
Health Services Manager	1	5				51
Inst Mgt Services Director						5
Inst Treatment Dir-Ch 980						1
Institution Superintendent				1	1	5
Institution Treatment Director						5
Nuclear Safety Manager						1
Policy Initiatives Adv-Exec		1	1			7
<b>Totals</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>88</b>

Looked at number of 81-01 positions by ethnicity. Note that there was zero representation of Native American/Alaskan Native and Pacific Islander in these positions.

# Retention: 81-02 Findings

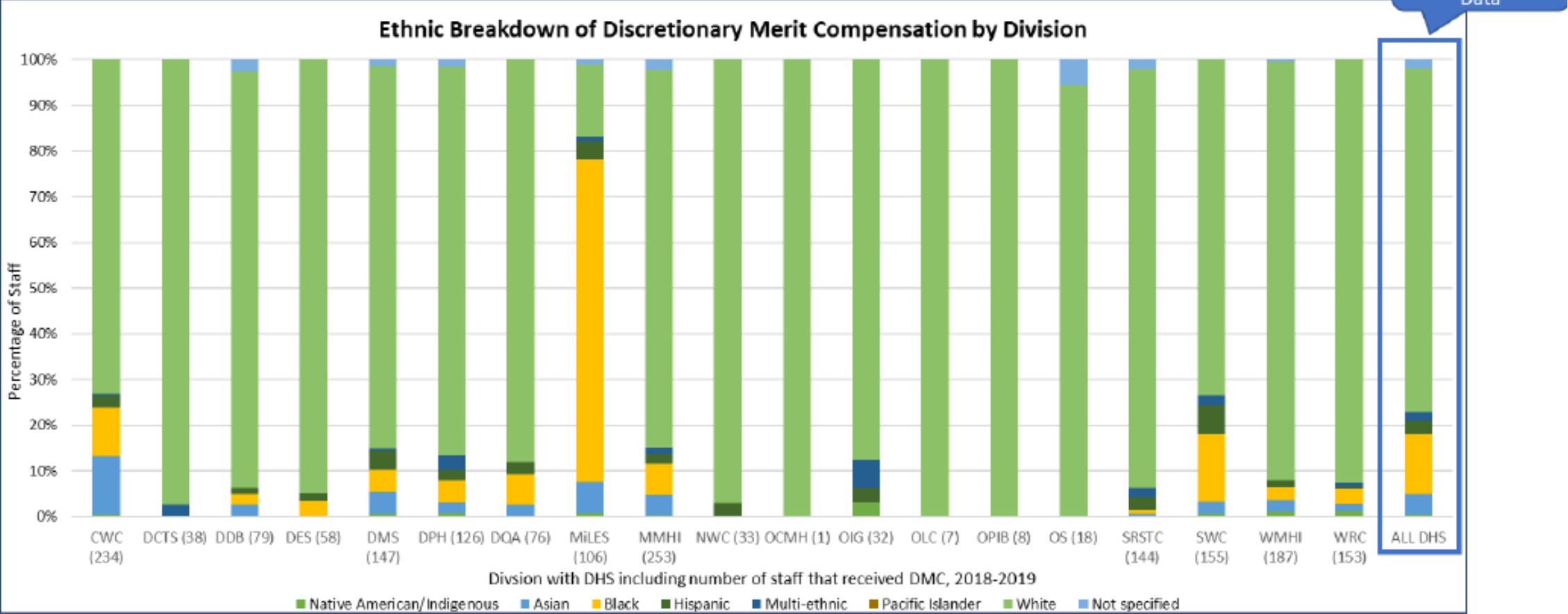
- Similar trends from 81-01 positions were seen within 81-02 positions.
- Data shows some significant salary discrepancies within classifications.
- White employees represent 87% of all 81-02 positions.
- 16 of the 23 classifications have only White staff represented.
- There is no representation of staff identifying as Pacific Islander.

# Retention: 81-03 Findings

- Data showed 31 classifications within 81-03.
- Data shows some salary discrepancies within classifications.
- White employees make up 79% of the leadership positions within 81-03.
- 20 of the 31 classifications have only White staff represented.
- There is no representation of staff identifying as Pacific Islander.

# Retention:

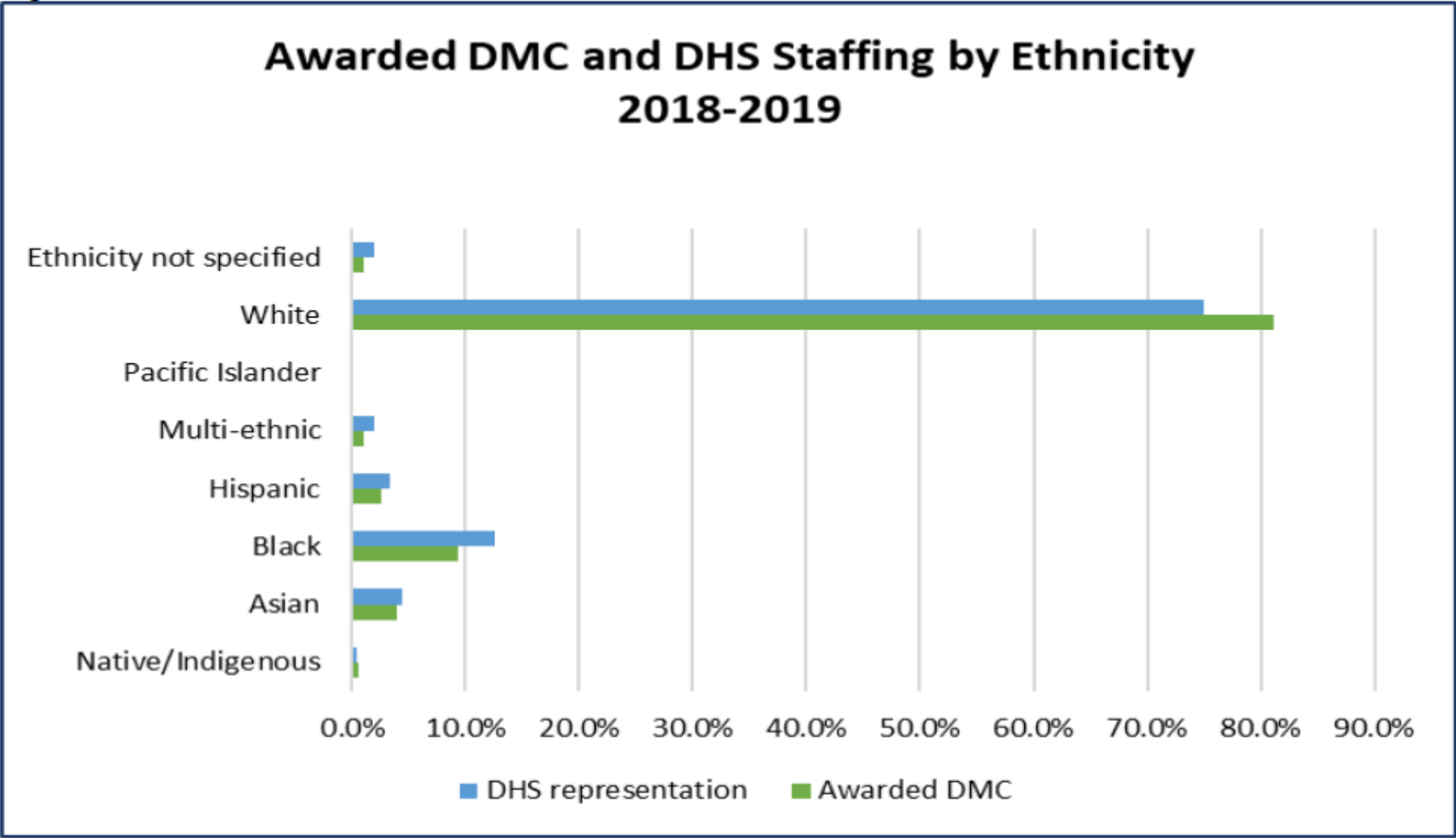
Figure 12



Discretionary Merit Compensations were reviewed for 2018 and 2019 by division.

# Retention:

Figure 13



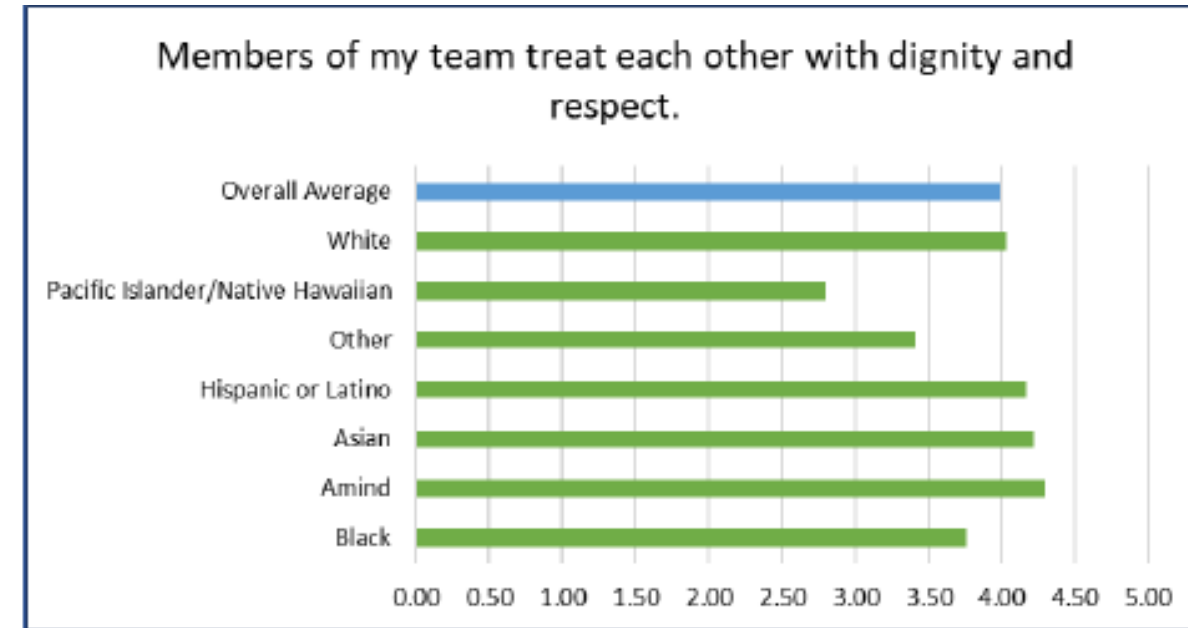
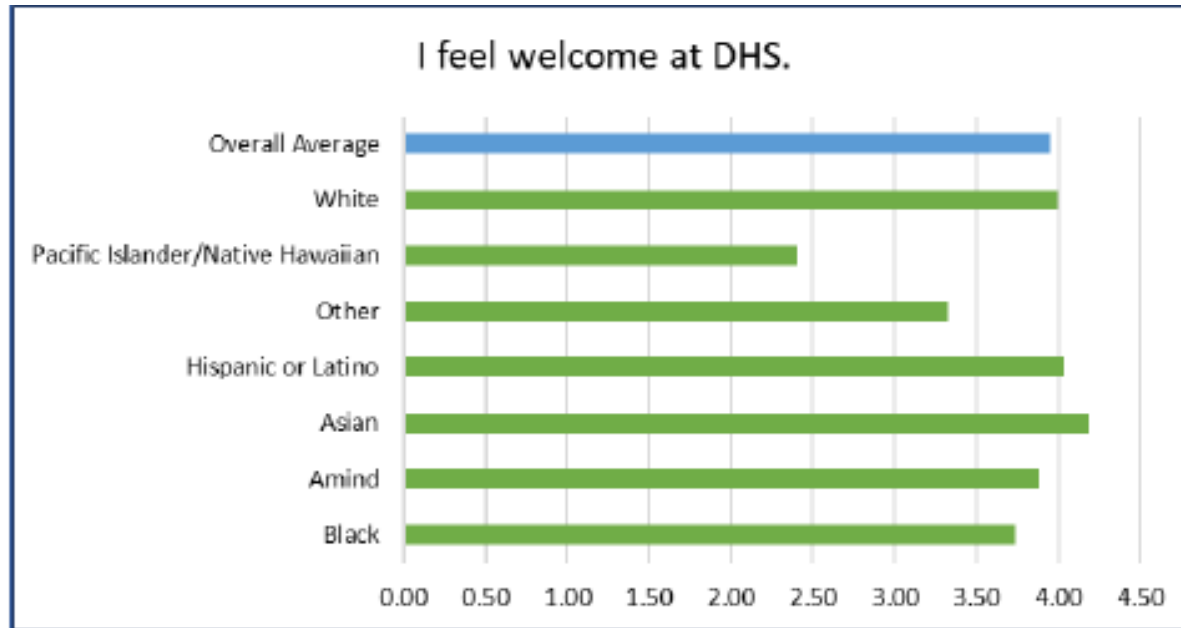
Discretionary Merit Compensations were reviewed for 2018 and 2019 by ethnicity.



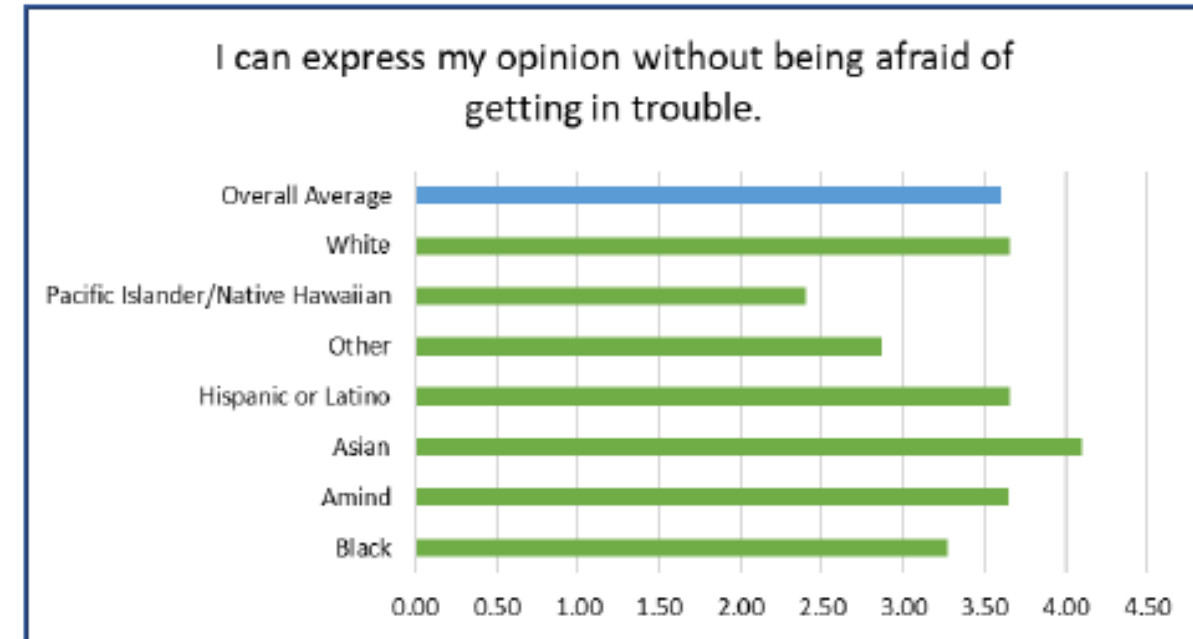
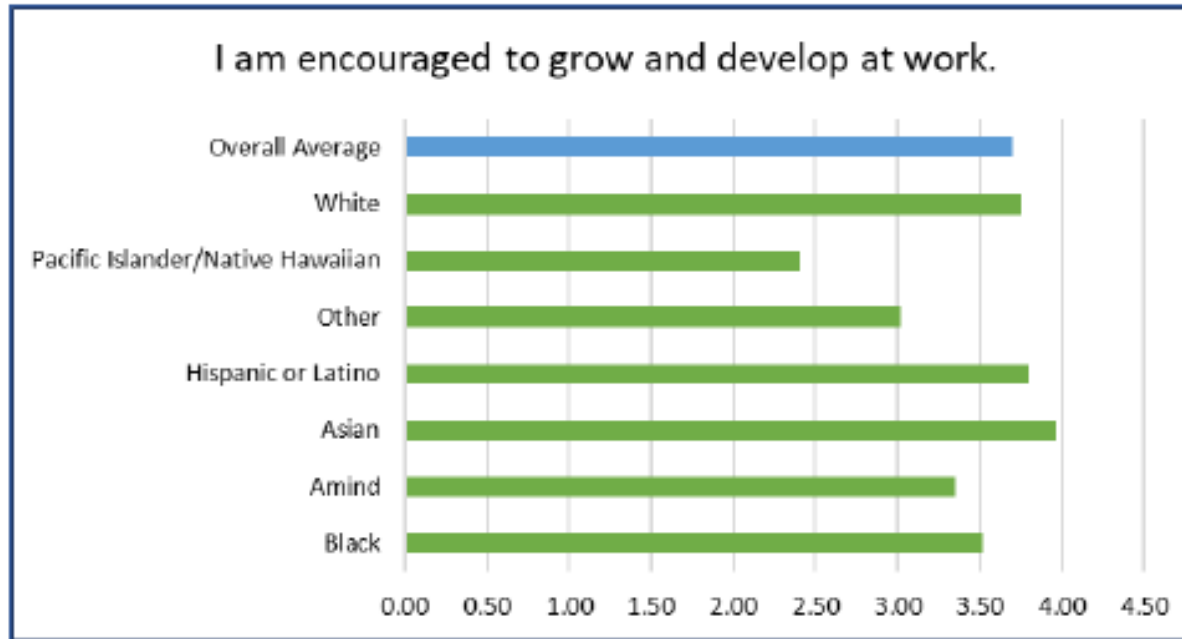
# Workplace Culture

- Executive Order 59: “To develop a more diverse workforce and to foster a safe and welcoming workplace for a diverse staff.”
- Once folks are here, do they want to stay? How do those sentiments differ by racial/ethnic background?
- To analyze, we reviewed the annual Stay and Grow Survey with emphasis on questions related to feelings of respect, job growth and development, leadership, etc.

# Workplace Culture



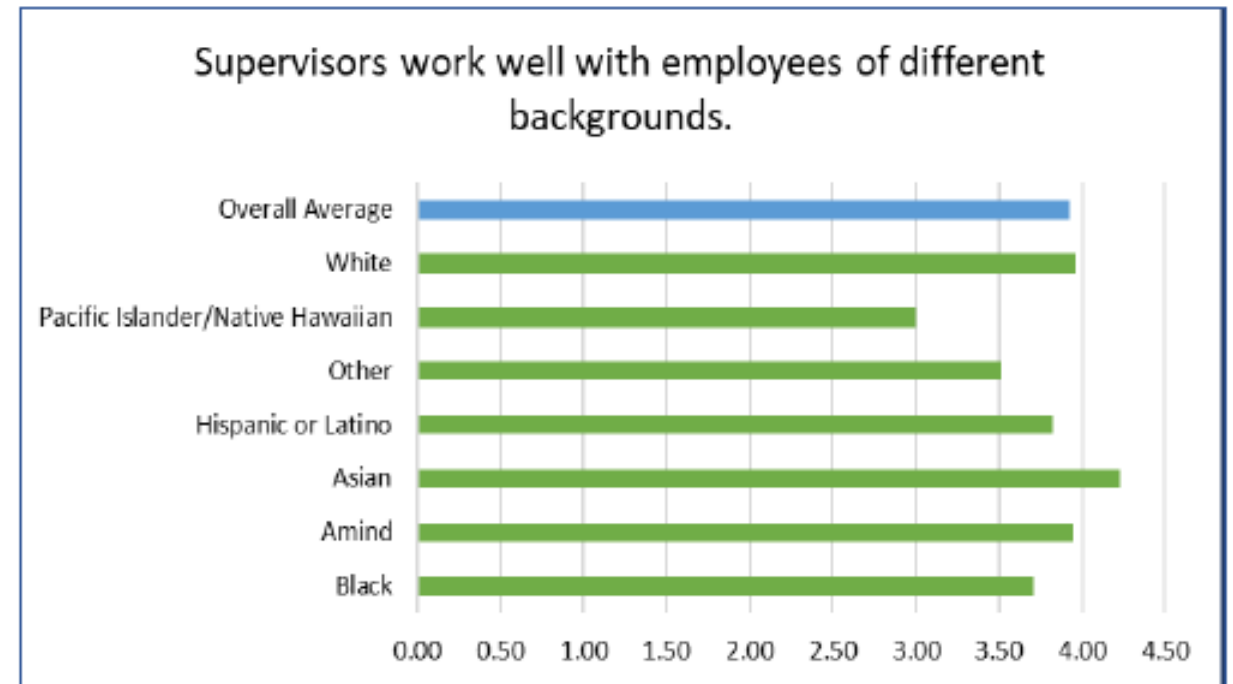
# Workplace Culture



# Workplace Culture

## Findings and Considerations:

- Generally we saw lower-than-average scores for these questions among Pacific Islanders and Black folks suggesting that conditions are poorer for BIPOC staff.
- We must consider psychological safety and that BIPOC staff may not have felt comfortable disclosing their true sentiments for fear of repercussions so this data may not reflect the complete depth of circumstances.



# Conclusion

- The analysis illustrates the need for significant improvements in recruitment, retention, and workplace culture at DHS.
- Multiple studies have shown that having diversity in leadership positions communicate to staff, particularly diverse staff that a pathway to leadership is possible.
- Studies also have shown that diversity in leadership positions in a company produces increased adaptability, a broader service array, variety in viewpoints, and more effective execution of agency goals.

# Recommendations

- Improve hiring practices for leadership positions.
- Establishment of leadership mentoring program for staff of color.
- Narrow the salary gap among staff of color and white colleagues in the same classification.
- Increase equitability of DMC awards.
- Improve “Stay and Grow Survey” to reflect the “true” feelings of all staff across the agency

# Goals and Strategies: Recruitment

Recruitment		
Goal		
By 2023, DHS will increase the number of marginalized <sup>6</sup> staff hired and / or promoted into open or available leadership positions by at least 15%.		
Objective		
1. By 2022, DHS will increase the number of marginalized individuals who apply for leadership positions by at least 5%.	2. By 2022, DHS will have established a policy where at least 20% of a hiring panel for a position will identify themselves as a marginalized individual.	3. By 2023, all divisions / offices will review policies to ensure all hiring panels and recruitment efforts are equitable practices.
Strategic Activities		
<ul style="list-style-type: none"><li>➤ Training focused on the importance of recruiting a diverse staff and implementing the training into practice</li><li>➤ Enhance metrics to effectively and efficiently monitor the department's diversity recruiting efforts</li><li>➤ Expand recruitment resources by targeting marginalized college students and individuals from diverse backgrounds</li><li>➤ Development of an internship program for individuals of diverse backgrounds.</li><li>➤ Feature diversity driven content on job postings</li></ul>		

# Goals and Strategies: Retention

Retention		
Goal		
Through 2023, see continuous increase year over year in total length of service at DHS (not length of service in given positions) reported by minority individuals.		
Objectives		
1. Year over year increase the promotions of current minority staff into leadership positions across 81-01, 81-02, and 81-03 positions.	2. Establish DEI training for all leadership positions and have at least 100% of 81-01, 81-02, and 81-03 individuals complete training by 2023	3. For offices / divisions where DMC awards are disproportionately given to non-minority staff, review the awarding process to ensure the process is equitable each year.
Strategic Activities		
<ul style="list-style-type: none"><li>➤ Establish a mentorship / leadership program for current staff who identify as a minority.</li><li>➤ Identify or develop unconscious bias training for leadership positions</li><li>➤ Launch trainings for all staff across DHS and leverage OS support to encourage individuals to complete training</li><li>➤ Create feedback mechanism for staff (especially minority staff) to provide feedback on their experiences at DHS and opportunities for improvement</li><li>➤ Meet with office / division leaderships to share out information on trends for DMC awards for their respective office / division</li></ul>		



# Goals and Strategies: Workplace Culture

Workplace Culture		
Goal		
By 2023, see year over year increases in employee satisfactions as reported in the Stay and Grow survey by marginalized staff with regards to topics such as professional growth, sense of value, and cultural inclusion.		
Objectives		
1. Improved communication with all staff throughout DHS so they feel informed and have this reflected on the Stay and Grow Survey year over year.	2. Improved staffs feeling of being valued and appreciated across DHS and have this reflected in the Stay and Grow Survey year over year.	3. Improved staffs feelings of completing meaningful work across DHS and have this reflected in the Stay and Grow Survey year over year.
Strategic Activities		
<ul style="list-style-type: none"><li>➤ Leadership training on communication, appreciation, creating meaningful work, and additional trainings as it relates to workplace culture</li><li>➤ Identify the team responsible for analyzing the Stay and Grow survey to better understand experiences of staff from marginalized populations</li><li>➤ Consider opportunities to reduce the level of personally identifiable information provided in the survey to further promote honest feedback to further de-identify responses</li><li>➤ Identify opportunities to leverage supervisors / mentors across DHS to encourage participation in the Stay and Grow survey</li><li>➤ Identify opportunities to increase DEI-related education for all staff across DHS</li><li>➤ Develop targeted discussion groups for individuals to engage in DEI-related conversations and work with BEI to provide facilitator training</li></ul>		

# Strategic Plan

- To meet the goals and objectives for improvement of recruitment, retention, and workplace culture each area has a strategic plan.
- Includes:
  1. Strategy
  2. Key Performance Indicator (KPI)
  3. Outcomes/Metrics
  4. Responsible Staff or Office
  5. Targeted Completion Date

Strategy	KPI	Outcomes / Metrics	Responsible Staff / Office	Targeted Completion Date
Recruitment				
Enhance metrics to effectively and efficiently monitor the department's diversity recruiting efforts.	Review current recruitment metrics.	Establishment of an annual diversity recruiting benchmark report.	HEDI/HR	Quarter 1 2022
Expand recruitment resources by targeting marginalized college students and individuals from diverse backgrounds	Provide schedule of career fairs to attend and social media presentation to submit.	Attend virtual career fairs and utilize social media to enhance visibility of diversity, equity, and inclusion efforts across the department	HEDI/OHE	Quarter 3 2022
Feature diversity driven content on job postings	Review current content used in the hiring practice of the DEI Director posting.	Develop standardized language that promotes diversity, equity, and inclusion within all job postings	HEDI/HR	Quarter 1 2022
Development of an internship program for individuals of diverse backgrounds.	Identify interest in internship programs from students in colleges and universities by marginalized staff.	Percentage of staff demographics within DHS will reflect the current state demographics	HEDI/OPIB	Quarter 4 2023

# Questions?

Email all questions related to the Equity and Inclusion Plan to:  
[DHSHEDI@dhs.wisconsin.gov](mailto:DHSHEDI@dhs.wisconsin.gov)

\*Please type “Equity and Inclusion Plan” in subject line

# Adjourn

5 minutes