

Wisconsin Department of Transportation

Equity and Inclusion Plan January 1, 2021 – June 30, 2023



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Acknowledgment

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

Appointing Authority:


Craig Thompson
Secretary Designee



craigm.thompson@dot.wi.gov 12/07/2020

Equity and Inclusion Officer:

Brenda Brewer
608-266-0208



brendak.brewer@dot.wi.gov 12/02/2020
Regina Howard - 3/29/2021

Date submitted to Division of Personnel Management/Bureau of Equity and Inclusion: ~~10/21/2020~~

12/7/2020



Wisconsin Department of Transportation Equity and Inclusion Commitment Letter

The Wisconsin Department of Transportation (WisDOT) 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, sexual orientation, religion, national origin, age, disability, genetic information or marital status.

WisDOT is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. WisDOT 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 WisDOT's 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 accommodations will be provided, as requested, to employees and applicants with disabilities.

WisDOT has developed and is committed to maintaining a written Equity and Inclusion Plan. This plan has my total support, and the department 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 WisDOT to aid in the implementation of this plan and to be accountable for complying with the objectives of this Equity and Inclusion Plan. WisDOT will monitor and develop reports/summaries to ensure overall compliance with the equity and inclusion mandates.

We look forward to working with Human Resources and the Division of Personnel Management, Bureau of Equity and Inclusion to implement our policies and programs in efforts to create a diverse and inclusive workforce that is reflective of the population we serve.

Craig Thompson
Secretary Designee
Date: 12/07/2020

Signature:  _____

Brenda Brewer ended role on 1/17/2021
Equity and Inclusion Officer
Date: 12/02/2020

Signature:  _____ Regina Howard - 3/29/2021



WisDOT Diversity, Equity and Inclusion Committee

The following individuals were involved in sponsoring and developing the department's Equity and Inclusion Plan.

- Executive Sponsor: Paul Hammer, Deputy Secretary
- Managers/Co-Chairs: Mitch Warren and Angela Adams
- Liaison Leads: Randy Sarver and Aileen Switzer
- Facilitation and Support: Jacqueline Irving and Alison Lebwohl
- Contributor/Subject Matter Expert: Brenda Brewer

- Committee Members:
 - Meredith Alt (Division of Transportation Investment Management)
 - Aaron Bonk (Division of Transportation System Development)
 - Diane Brockley-Drinkman (Division of State Patrol)
 - Lauren Christian (Division of State Patrol)
 - Joseph Davis (Division of State Patrol) *
 - Bhavani Dinakaran (Division of Business Management)
 - Andrew Eiter (Division of Budget and Strategic Initiatives) *
 - Aaron Gustafson (Division of Transportation System Development)
 - Suki Han (Division of Transportation System Development) *
 - Keith Martin (Division of Transportation System Development)
 - Jennifer Murray (Division of Transportation Investment Management)
 - Thomas Scheid (Division of Motor Vehicles)
 - Sandy Stankevich (Division of Transportation System Development)
 - Dana Stone (Division of Motor Vehicles)
 - Myesha Thompson (Division of Business Management)
 - Natalia Vega (Division of Transportation System Development)

**current members of WisDOT's Affirmative Action Advisory Committee (AAAC)*



Introduction and Background

The Wisconsin Department of Transportation's (WisDOT) mission is to provide leadership in the development and operation of a safe and efficient transportation system. This is accomplished through the department's vision – dedicated employees creating transportation solutions through innovation and exceptional service. WisDOT has a long-standing belief that employees are our greatest resource.

In addition to our mission and vision, our daily activities and decisions are guided by our values. After nearly 20 years with the same eight values, WisDOT's management team agreed that updates were needed, including reducing the overall number of values, reflecting our commitment to diversity and service and making the values memorable for all employees. This effort was completed in early 2020 and resulted in the WisDOT IDEA:

- **Integrity** – Building trust and confidence in all our relationships through honesty, commitment and the courage to do what is right.
- **Diversity** – Creating an environment, inclusive of all people and opinions, which cultivates opportunities to bring varied perspectives to the work being done and decisions being made.
- **Excellence** – Providing quality products and services that exceed our customers' expectations by being professional and the best in all we do.
- **Accountability** – Being individually and collectively responsible for the impact of our actions on resources, the people we serve and each other.

The Equity and Inclusion Plan closely aligns with the agency's value on Diversity. The goals and strategies in the Equity and Inclusion Plan will help foster the Diversity value across the agency. The Equity and Inclusion Plan will be effective from January 1, 2021 through June 30, 2023. Regular updates will be provided to agency management, employees and the Bureau of Equity and Inclusion (as requested) on the progress of the agency's goals and strategies in the plan.

WisDOT has over 3,200 employees across the state in the below divisions and offices. Several of the divisions have regional or field offices. The five regions are Southwest, Southeast, Northeast, North Central and Northwest.

- Executive Offices
 - Office of the Secretary
 - Office of General Counsel
 - Office of Public Affairs
- Division of Budget and Strategic Initiatives
- Division of Transportation System Development
- Division of Transportation Investment Management
- Division of Motor Vehicles
- Division of State Patrol
- Division of Business Management

In compliance with Executive Order 59, WisDOT formed a diverse group of employees from across the agency to serve on the department's Diversity, Equity and Inclusion (DEI) committee. This committee met throughout the summer and fall of 2020 to develop and recommend goals to the Secretary's Office related to recruitment, retention and agency culture.

The following areas of this section describe the information reviewed and discussed that guided the committee into the final recommendations for the Secretary's Office for the Equity and Inclusion Plan.



Workforce Analysis

The WisDOT Diversity, Equity and Inclusion committee analyzed data from Human Resources, as well as their individual experiences at the agency, to develop the goals and strategies in this plan. Below is a summary of specific data reviewed.

1. Workforce Demographics

- Current workforce demographics were reviewed by agency and by division/office. Data included the number and percentage of employees in the following categories:
 - i. Employee Type (staff, supervisor, section chief, manager)
 - ii. Gender
 - iii. Age group
 - iv. Ethnicity
 - v. Seniority group
 - vi. Disability status
 - vii. Veteran status

2. Attrition

- Attrition data for calendar year 2019 was reviewed and broken out by the numbers and reasons employees left WisDOT (resignation, retirement, disability retirement, transfer to affiliate, termination and employee death). This information was broken out by the following categories:
 - i. Gender
 - ii. Ethnicity
 - iii. Age group
 - iv. Seniority group

3. Exit Interviews

- Data from the WisDOT exit interview survey (and in person interviews) was summarized and reviewed for calendar year 2019. The summary included the top reasons employees indicated why they were leaving their position at WisDOT. This data was broken out by:
 - i. Gender
 - ii. Ethnicity
 - iii. Age group
 - iv. Seniority group

4. Retirement Projections

- This report identified the number of employees by classification and in each division/office that were eligible to retire based on years of service and age. This report projected potential retirements for the fiscal years of 2021 through 2025. This data is used regularly by agency management for knowledge management purposes and to develop recruitment and retention strategies based on classifications and where the agency may face retirement vulnerabilities.

5. WisDOT Affirmative Action Plan

- The committee reviewed the current WisDOT Affirmative Action plan for 2017-2020. The information in this plan provided background on any diversity, equity and recruitment issues and barriers the agency worked on for the plan period.

6. WisDOT Employee Satisfaction Surveys

- The committee was provided summary data on the WisDOT employee satisfaction surveys for calendar years 2019 and 2020. This information highlighted the percentage of employees who responded with "Agreed" or "Strongly Agreed" to various items about their satisfaction with working



at WisDOT. Specific survey items that provided insight to recruitment, retention and agency culture included:

- i. I know how my daily work contributes to providing leadership in the development and operation of a safe and efficient transportation system.
- ii. My job responsibilities are challenging.
- iii. My job responsibilities are rewarding.
- iv. I am able to maintain a work/life balance working at WisDOT.
- v. I am provided performance feedback by my supervisor in an honest.
- vi. My work environment is one where every person is respected.
- vii. My work environment is one where diverse cultures are accepted.
- viii. WisDOT management values employee satisfaction.
- ix. Overall, I believe WisDOT is a good place to work.
- x. I would recommend working at WisDOT to others.
- xi. I intent to continue to work at WisDOT for the foreseeable future.

7. Affirmative Action Policies and Data

- The committee was provided links to the below information housed on the WisDOT intranet site. This information was used by committee members to develop a better understanding of the agencies policies, procedures and challenges to developing and maintaining a diverse workforce, free of discrimination. The committee reviewed the underutilization data that was available from the Bureau of Equity and Inclusion to learn about which classifications and job categories are underutilized or underrepresented at WisDOT. They also were provided information about the expanded certification process, as it relates to recruitment and hiring of underutilized classifications. In addition, the committee was provided links to the following agency policies that relate to Affirmative Action and/or Diversity and Inclusion topics:
 - i. Balanced Interview Panels
 - ii. Reasonable Accommodations in Employment
 - iii. Religious Accommodations in Employment
 - iv. Reasonable Accommodations – Alternate Position Search
 - v. Employee Discrimination, Retaliation and Harassment Complaints
 - vi. Sexual Harassment

Committee Meetings and Discussions

For over five (5) months, the WisDOT Diversity, Equity and Inclusion met and discussed the climate of WisDOT and the issues facing the agency related to diversity and equity. Committee members shared their personal experiences at WisDOT, as well as experiences they had at other organizations where diversity and equity initiatives were progressive and successful.

Throughout these discussions, general barriers and challenges were identified to continue to move WisDOT forward on diversity and equity initiatives. Those barriers and challenges related to diversity, equity and inclusion included:

- Lack of attracting qualified, diverse candidates through current outreach efforts
- Time for employees to participate in training due to their workload and types of work they perform (customer service, law enforcement)
- Lack of resources and training for supervisors to engage with employees in staff meetings
- Lack of training and guidance on how to have difficult conversations related to diversity topics (such as race, culture, sexual orientation, etc)
- Political landscape of Wisconsin and the country
- Changing administrations in Wisconsin state government and the general focus on equity and inclusion



- Personal beliefs of employees

The information shared in committee discussions were specifically used to create goals and strategies to address the barriers in creating and maintaining diversity, equity and inclusion at WisDOT.



Equity and Inclusion Plan Goals and Strategies

The Secretary's Office reviewed the recommendations from the WisDOT Diversity, Equity and Inclusion committee and approved the following overarching goals for WisDOT's Equity and Inclusion Plan. Each goal has several strategies or action items identified to assist in achieving the goals. The goals, strategies and action items represent the dedicated work of the committee and align with the agency's value on Diversity.

Overarching Goals	Strategies or Action Items to Achieve Goals
<p>Recruitment Goal:</p> <p>Improve WisDOT's recruitment efforts and increase hiring of underrepresented and diverse populations.</p>	<p>Strategy 1: Conduct research and analyze how different populations (gender, ethnicity, etc) apply for jobs. Gather data on why individuals apply for positions at WisDOT and why they may not. Use data to make changes to overall recruitment efforts.</p> <p>Strategy 2: Review and update WisDOT's recruitment outreach efforts.</p> <p>Strategy 3: Review and make improvements to WisDOT's policies, practices and processes related to civil service assessments and interviews.</p>
<p>Retention Goal:</p> <p>Improve retention of underrepresented groups and diverse populations at WisDOT by understanding and mitigating reasons why employees choose to leave.</p>	<p>Strategy 1: Develop a tool to collect information from new employees about their goals, and why they joined the department. Use this information to follow up with the employees on their satisfaction and/or how WisDOT is meeting those goals.</p> <p>Strategy 2: Develop strategies to recommend and facilitate coaching, mentoring and providing professional development for employees.</p> <p>Strategy 3: Review available data (exit interviews, employee surveys, diversity surveys, meetings with supervisors, etc.) and document the main reasons underrepresented groups and diverse populations at WisDOT are leaving.</p> <p>Strategy 4: Using available data, develop plans to mitigate the main reasons employees are leaving WisDOT.</p>
<p>Agency Culture Goals:</p> <p>WisDOT leadership and staff will intentionally develop and support an inclusive culture that welcomes, connects, supports and values everyone.</p>	<p>Strategy 1: Develop Diversity, Equity and Inclusion (DEI) resources that connect and support staff.</p> <p>Strategy 2: Develop a Diversity, Equity and Inclusion (DEI) training curriculum that supports an inclusive workplace.</p> <p>Strategy 3: Require WisDOT management to deliver on the promise of leading and modeling new Diversity, Equity and Inclusion efforts across the agency.</p>



Equity and Inclusion Plan – Workplan

In order to accomplish WisDOT’s goals, each strategy or action item has an individual workplan. The workplan provides a more detailed approach to achieving each strategy or action item. The workplan identifies the specific actions needed to be accomplished, the key performance indicators (KPI), outcomes/metrics, responsible parties and targeted completion dates.

The below tables summarize the workplan efforts for each goal and strategies. Training will be provided to any employees involved in the implementation of goals and strategies, as necessary.

Recruitment

Recruitment Goal – Strategies	Actions	Key Performance Indicators	Outcome/Metric	Responsible staff/office	Targeted Completion Date
<p><i>Strategy 1: Conduct research and analyze how different populations (gender, ethnicity, etc) apply for jobs. Gather data on why individuals apply for positions at WisDOT and why they may not. Use data to make changes to overall recruitment efforts.</i></p>	1a. Identify research strategies to collect necessary data on different populations and how/why they apply for jobs.	1a. Internal meetings are held to determine the research strategies and how to document research.	1a. Group is identified and meeting(s) are scheduled. Discussion is held to determine what to research.	1a. DBSI, Human Resources staff and DEI committee members.	1a. March 31, 2021
	1b. Research, collect and synthesize data.	1b. Research is completed and compiled for review.	1b. Final document with research is completed and shared appropriately.	1b. DBSI, Human Resources staff and DEI committee members.	1b. June 30, 2021
	1c. Outline the way WisDOT markets and announces jobs.	1c. Document current WisDOT and HR processes for outreach and announcing positions on WiscJobs.	1c. Information is documented for final review by appropriate parties.	1c. DBSI, Human Resources staff and DEI committee members.	1c. June 30, 2021
	1d. Compare and analyze data and make recommendations for changes to the way WisDOT markets jobs or announces jobs.	1d. Analysis is completed and recommendations are drafted based on findings.	1d. Final recommendations are provided to decision makers.	1d. DBSI, Human Resources staff and DEI committee members.	1d. September 30, 2021
<p><i>Strategy 2: Review and update WisDOT’s recruitment outreach efforts.</i></p>	2a. Ensure the WisDOT employees participating in recruitment and outreach efforts are reflective of underrepresented and diverse populations.	2a. Create a mechanism to determine diverse employee interest in participating in recruitment and outreach efforts.	2a. Finalize a list of employees who are interested with diverse backgrounds or skills to participate in recruitment and outreach efforts.	2a. DEI committee members and Human Resources staff	2a. May 31, 2021
	2b. Review and update current social media recruitment efforts and make changes to better reach underrepresented and diverse groups.	2b. Compile information about current social media efforts and analyze how the efforts impact underrepresented	2b. Finalize recommendations on using social media for recruitment and outreach. Submit recommendations to decision makers	2b. DEI committee members, Human Resources staff and Office of Public Affairs	2b. June 30, 2021



	<p>2c. Develop and implement a community engagement plan to increase WisDOT's involvement in career pathways and exploration at elementary, middle and high schools, diverse college/university student organizations and community organizations.</p> <p>2d. Update job announcements about the state's paid time off and using time off and flexibility for religious/cultural observances.</p> <p>2e. Analyze the feasibility of creating a position to coordinate DEI efforts for the agency.</p>	<p>and diverse groups.</p> <p>2c. Schedule meetings to discuss how to create a community engagement plan and gather information from schools and community organizations on how to get involved with them.</p> <p>2d. Review current job announcements and have discussions with HR on making changes to reflect leave time benefits. Conduct research to see if and how other organizations market leave time for religious or cultural observances. Ensure upper management is supportive of this concept.</p> <p>2e. Identify and document the roles and responsibilities of a dedicated position for DEI coordination for WisDOT.</p>	<p>2c. Formalize a completed community engagement plan with planned events, planned partnerships and a way to evaluate successes.</p> <p>2d. Draft final wording to be used in job announcements that market and support time off for personal reasons, such as religious/cultural observances.</p> <p>2e. Develop a position description and make a recommendation to decision makers on the creation of a DEI coordinator position. Include in the recommendation where the position would be housed in WisDOT.</p>	<p>2c. DEI committee members, Human Resources staff and participating management</p> <p>2d. DEI committee members and Human Resources staff</p> <p>2e. DEI committee members and Human Resources staff</p>	<p>2c. September 30, 2021</p> <p>2d. June 30, 2021</p> <p>2e. March 31, 2021</p>
<p><i>Strategy 3: Review and make improvements to WisDOT's policies, practices and processes related to civil service assessments and interviews.</i></p>	<p>3a. Assess current agency hiring policies, practices and processes to identify and inventory instances of implicit bias.</p> <p>3b. Provide transparent information to applicants on the hiring process, timeline, pay upon appointment, pay progressions, etc.</p>	<p>3a. Develop documents for review on current policies, practices and processes.</p> <p>3b. Identify the information that would be helpful and useful for applicants to know and</p>	<p>3a. Review documents and determine any changes needed to eliminate instances of implicit bias.</p> <p>3b. Develop a job aid or resource document that summarizes information about the hiring process and</p>	<p>3a. DEI committee members and Human Resources staff</p> <p>3b. DEI committee members and Human Resources staff</p>	<p>3a. September 30, 2021</p> <p>3b. June 30, 2021</p>



	<p>3c. Provide applicants with tips on how to apply for WisDOT jobs, including tips on writing resumes, completing assessments, etc.</p> <p>3d. WisDOT will use diverse interview panels for all WisDOT positions.</p> <p>3e. Develop and provide education about cultural/diversity/gender awareness and how to recognize during interviews.</p> <p>3f. Develop and provide education to hiring supervisors about how similar or transferable skills should be considered during hiring process.</p>	<p>understand during the hiring process.</p> <p>3c. Identify the information that would be useful for applicants to assist in applying for WisDOT jobs.</p> <p>3d. Review current processes in creating diverse interview panels. Identify ways to improve panel configuration. Identify a process to add panel members based on actual interview candidates.</p> <p>3e. Review current HR guidance for interview panels about objective processes.</p> <p>3f. Gather data on what information would be helpful to share with supervisors about transferrable skills and how to consider them in interviews.</p>	<p>pay. Complete document and attach to job announcements, when appropriate.</p> <p>3c. Create a job aid or resource for applicants with tips on how to apply for WisDOT jobs through WiscJobs. Publish document on WisDOT internet site.</p> <p>3d. Provide guidance to hiring supervisors during the recruitment process to help diversify the interview panels.</p> <p>3e. Create a job aid or resource for hiring panels on diversity awareness and review during interview panel briefings.</p> <p>3f. Create an interview briefing document for supervisors to use about how to evaluate transferrable skills.</p>	<p>3c. DEI committee members and Human Resources staff</p> <p>3d. DEI committee members and Human Resources staff</p> <p>3e. DEI committee members and Human Resources staff</p> <p>3f. DEI committee members and Human Resources staff</p>	<p>3c. June 30, 2021</p> <p>3d. September 30, 2021</p> <p>3e. December 31, 2021</p> <p>3f. September 30, 2021</p>
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Retention

Retention Goal – Strategies	Actions	Key Performance Indicators	Outcome/Metric	Responsible staff/office	Targeted Completion Date
<i>Strategy 1: Develop a tool to collect information from new employees about</i>	1a. Conduct research or data searches on any information that may be available or valuable to include in	1a. Data searches are completed.	1a. Collection tool developed.	1a. DEI committee members and Human Resources staff	1a. January 31, 2022



<p><i>their goals, and why they joined the department. Use this information to follow up with the employees on their satisfaction and/or how WisDOT is meeting those goals.</i></p>	<p>the New Employee Tool.</p> <p>1b. Working with Human Resources, develop a plan on how to distribute the collection tool to new employees and how/when to follow up with employees.</p> <p>1c. Summarize the “before and after” data to highlight trends and determine any next action steps.</p>	<p>1b. Meetings held to discuss and develop the plan.</p> <p>1c. Determine mechanism(s) to collect “before and after” data. Determine how to present trends to management.</p>	<p>1b. Plan established and approved by decision makers to use across the agency. Tool to be used starting in early 2022.</p> <p>1c. Develop a timeline for compiling summaries – typically on an annual basis.</p>	<p>1b. DEI committee members and Human Resources staff</p> <p>1c. DEI committee members and Human Resources staff</p>	<p>1b. January 31, 2022</p> <p>1c. January 31, 2023</p>
<p><i>Strategy 2: Develop strategies to recommend and facilitate coaching, mentoring and providing professional development for employees.</i></p>	<p>2a. Work with Human Resources to research and collect data on the employee experience, employee motivation, engagement, training, assessment, skill alignment and support.</p> <p>2b. Develop guidance for how supervisors can work with their employees on meeting their goals and improving overall satisfaction. An example could be a fillable form to help facilitate discussions between employees and supervisors.</p>	<p>2a. Meet and brainstorm data to collect. Collect data on any current methods being used to promote talent.</p> <p>2b. Provide guidance to supervisors to work with their employees on meeting their goals and improving overall satisfaction.</p>	<p>2a. Finalize and recommend data to collect from employees that will assist with these efforts.</p> <p>2b. Create a job aid for supervisors to implement the guidance.</p>	<p>2a. DEI committee members, Human Resources staff, cross-section of supervisors</p> <p>2b. DEI committee members, Human Resources staff, cross-section of supervisors</p>	<p>2a. February 28, 2022</p> <p>2b. February 28, 2022</p>
<p><i>Strategy 3: Review available data (exit interviews, employee surveys, diversity surveys, meetings with supervisors, etc.) and document the main reasons underrepresented groups and diverse populations at WisDOT are leaving.</i></p>	<p>3a. Review data from Human Resources, AAAC, divisions, supervisors.</p> <p>3b. Summarize and document data by division and various diverse population categories.</p>	<p>3a. Collect data from the variety of sources.</p> <p>3b. Compile data.</p>	<p>3a. Finalize the format in how the data will be presented.</p> <p>3b. Provide a summary of and present the data to decision makers for consideration of changes. (Note: if possible, identify other data points to collect or ways to improve the overall process for exit interviews).</p>	<p>3a. DEI committee members, Human Resources staff, AAAC members</p> <p>3b. DEI committee members, Human Resources staff, AAAC members</p>	<p>3a. July 31, 2021</p> <p>3b. July 31, 2021</p>
<p><i>Strategy 4: Using available data, develop plans to</i></p>	<p>4a. Provide divisions with data (from Strategy 3) to assist in</p>	<p>4a. Determine best way to provide data to</p>	<p>4a. Present data to leadership in divisions, which may include a</p>	<p>4a. DEI committee members, Human Resources staff, cross-</p>	<p>4a. September 30, 2021</p>



<p><i>mitigate the main reasons employees are leaving WisDOT.</i></p>	<p>developing plans to address retention.</p> <p>4b. Divisions to develop plans and share with the Board of Directors on ways they are mitigating the main reasons employees are leaving WisDOT.</p>	<p>leadership in divisions.</p> <p>4b. Divisions to analyze data and create an internal team to develop ideas to mitigate reasons employees are leaving WisDOT.</p>	<p>presentation to the Board of Directors.</p> <p>4b. Divisions share plans with the Secretary's Office, Human Resources and the Board of Directors to implement after March 2022.</p>	<p>section of supervisors from divisions, AAAC</p> <p>4b. Division teams</p>	<p>4b. March 31, 2022</p>
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Agency Culture

Agency Culture Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible staff/office	Targeted Completion Date
<p><i>Strategy 1: Develop Diversity, Equity and Inclusion (DEI) resources that connect and support staff.</i></p>	<p>1a. Develop a page on MyDOT to house DEI resources for employees</p> <p>1b. Develop an approach to create an Employee Resource Group (ERG) structure so individuals can create allies, create relationships and connect and learn from each other about social issues, personal experiences/history, etc.</p> <p>1c. Create a tool/resource about WisDOT's DEI goals to be used in welcoming new employees to WisDOT</p>	<p>1a. Meetings are held with participants and stakeholders to finalize content and design. Employees will be provided an opportunity to share feedback on the page after publishing.</p> <p>1b. List of ERGs is developed and reviewed by project sponsors. Standard Operating Procedures are developed for ERGs. List of ERGs is published to all employees. Identify a mechanism to provide feedback from the ERGs to agency leadership.</p> <p>1c. Identify what information WisDOT will want to share with employees upon their start. Develop a resource or job aid so employees are familiar with DEI efforts.</p>	<p>1a. Page is published and promoted to employees. Routine reviews of website traffic will be completed.</p> <p>1b. Employees are provided with a list of ERGs and the process to get involved.</p> <p>1c. Final document or tool is created, published online and included in New Employee Orientation.</p>	<p>1a. DEI committee members, Human Resources, Office of Public Affairs</p> <p>1b. DEI committee members, other interested WisDOT employees/volunteers, project sponsors, Human Resources in consultation with the AAAC</p> <p>1c. DEI committee members, Human Resources, Bureau of Training and Development, Supervisors, Managers</p>	<p>1a. February 28, 2021</p> <p>1b. December 31, 2021</p> <p>1c. June 30, 2021</p>



	1d. Develop a team to look at the feasibility of creating an internal social media networking resource for employees (which could include information about employees, their backgrounds, their skills, committees they are on, etc.)	1d. Develop and review recommendations and technical requirements of developing a resource/site. Conduct a cost/benefit analysis on implementing a resource/site for internal use by employees.	1d. Decision made by executive leadership on using a tool/resource for this purpose.	1d. DEI committee members, Human Resources, BITS	1d. June 30, 2022
<p><i>Strategy 2: Develop a Diversity, Equity and Inclusion (DEI) training curriculum that supports an inclusive workplace.</i></p> <p><i>Utilize research and expert guidance to create an overall effective program that is:</i></p> <ul style="list-style-type: none"> a. <i>Need based (interests, challenges, biases)</i> b. <i>Research Supported (Proven methods, data,</i> c. <i>Focused (specific goals / learning objectives)</i> d. <i>Supports overall mission and strategies of the workplace</i> e. <i>Strengthen communications skills around DEI related topics</i> f. <i>Prepares leadership, management, and supervisors and staff for skillful intervention</i> 	<p>2a. Create a team to discuss and identify the training topics (including any specific courses/sessions) to be included in the overall DEI training curriculum. The team will review the current WisDOT cultural competencies training.</p> <p>2b. Develop recommendations on the courses/sessions that will be mandatory for all employees – including any mandatory training for supervisors.</p> <p>2c. Develop recommendations on the courses/sessions that will be part of the elective series for employees to choose from.</p> <p>2d. Develop recommendations on how WisDOT contractors and consultants will participate in the training curriculum.</p>	<p>2a-c. Research and review training topics and identify current training courses available to deliver to employees (either in person or through LinkedIn Learning on the WisDOT LearnCenter.) If existing training doesn't exist, make recommendations on the topics that should be developed into sessions. Seek expertise from external resources for training topics and delivery. . Work with the State Patrol Academy on reviewing the current Cultural Competencies training content.</p> <p>2d. Determine which contractors and consultant groups should complete WisDOT training. Determine if contracts should include a provision of training on DEI. Discussions with stakeholders (ACEC, FHWA) take place for additional input.</p>	<p>2a-c. Training curriculum finalized and a training “playlist” is created on the WisDOT LearnCenter so employees can register and participate in required training and deploy elective training options.</p> <p>2d. Final decisions made on contractor and consultant training participation. WisDOT LearnCenter updated to allow contractors and consultants to participate in online training or review of resources.</p>	<p>2a-c. DEI committee members, Human Resources, WisDOT Board of Directors (for final approval)</p> <p>2d. Human Resources, DTSD and DTIM leadership, consultant services, Secretary's Office, DOA contract staff,</p>	<p>2a. June 30, 2021</p> <p>2b. September 30, 2021</p> <p>2c. September 30, 2021</p> <p>Note: January 31, 2022 as the target date to implement training</p> <p>2d. January 31, 2022</p>



<p><i>Strategy 3: Require WisDOT management to deliver on the promise of leading and modeling new Diversity, Equity and Inclusion efforts across the agency.</i></p>	<p>3a. Create a team to review the existing department PEPED goal on Diversity and make recommendations for possible changes or guidance for application.</p>	<p>3a. Form team to review current issues and to collect data on the effectiveness of current process.</p>	<p>3a. Develop and present recommendations to the WisDOT Board of Directors for PEPED changes.</p>	<p>3a. DEI committee members, Human Resources, AAAC, small group of WisDOT employees and supervisors.</p>	<p>3a. February 28, 2021</p>
	<p>3b. Create a team to develop and make recommendations on DEI wording that could be added to position descriptions to foster diversity and inclusion in the workplace.</p>	<p>3b. Form team to develop wording for PDs. Develop wording that can be used consistently across all positions.</p>	<p>3b. Develop and present recommendations are presented to the WisDOT Board of Directors for approval.</p>	<p>3b. DEI committee members, Human Resources</p>	<p>3b. December 31, 2021</p>
	<p>3c. Develop tools to assist supervisors in supporting and promoting diversity and inclusion in team activities.</p>	<p>3c. Identify various tools that could be used to assist supervisors. Gather data from supervisors to assist in tool development.</p>	<p>3c. Final tools developed and presented to supervisors through meetings and training sessions.</p>	<p>3c. DEI committee members, Human Resources</p>	<p>3c. September 30, 2021</p>
	<p>3d. Ensure all employees are given the opportunities and time to participate in DEI activities. Create a mechanism to ensure this occurs across the agency.</p>	<p>3d. Review current reasons and challenges for lack of participation in efforts and events. Review information from AAAC survey. Obtain commitment from Secretary's Office on employee participation.</p>	<p>3d. Secretary's Office to direct divisions/offices to develop plans to allow employees to participate in efforts and to identify issues related to coverage of operational needs. Divisions/Offices provide updates to Secretary's Office on employee participation in DEI activities and potential changes needed in service delivery to allow that participation.</p>	<p>3d. Secretary's Office, Board of Directors</p>	<p>3d. January 31, 2021</p>
	<p>3e. Create a mechanism for employees, supervisors and managers to celebrate successes, encourage participation and share best practices in displaying team and individual participation in DEI efforts.</p>	<p>3e. Brainstorming sessions held to develop ideas to meet action items.</p>	<p>3e. Publish ideas on the dedicate DEI site of MyDOT so employees, supervisors and managers can access and use them.</p>	<p>3e. DEI committee, Human Resources, group of supervisors and managers</p>	<p>3e. December 31, 2021</p>



Communication and Dissemination of Equity and Inclusion Plan

Internal Methods of Communication

WisDOT's Equity and Inclusion Plan will be communicated and shared with employees through multiple ways.

The Secretary will introduce WisDOT's Equity and Inclusion Plan through a video message to all employees. The video message will provide background on the development of the plan, the make-up of the agency's Diversity, Equity and Inclusion Committee and a high-level overview of the plan. The video message will be published on the department's YouTube page and will be developed in partnership with the Office of Public Affairs and Human Resources.

WisDOT's Equity and Inclusion Plan will be published on the agency's intranet (MyDOT) site. All employees will receive an email with a link to the MyDOT page where the plan will be published. Updates about the strategies and action items related to the goals in the plan will also be published on the MyDOT page. Employees will also have the ability to share their thoughts about the plan and activities through a survey feedback form. A pdf version of the plan will be available for employees to print a hard copy, if needed.

Plans will be developed within each division and office to share and discuss the plan. This will involve the Division Administrators, Deputy Administrators and Office Directors. Divisions and offices will provide guidance to supervisors and managers on how to incorporate the Equity and Inclusion Plan into staff meetings.

Information about the plan will also be included in the agency's Employee Handbook and New Employee Orientation. This will allow new employees to learn about WisDOT's goals, strategies and action items related to equity and inclusion.

Employees will be provided with information as to where to direct questions about the Equity and Inclusion Plan or ideas they have to promote diversity and inclusion within the workplace. This information will be included on the dedicated Equity and Inclusion page that will be created on the MyDOT site.

Finally, an annual email message will be sent to all employees from the Secretary's Office reminding employees of their responsibility to read, understand, support and implement the activities in the Equity and Inclusion Plan.

External Methods of Communication

WisDOT will publish the Equity and Inclusion Plan on the agency's internet site. This will allow visitors, customers, constituents and business partners to view the agency's goals on diversity, equity and inclusion. The plan will be available on a web page or through a pdf document for individuals to print a hard copy.

WisDOT will also look for opportunities to share the plan in presentations to external groups. This could include associations, partner organizations, career fairs, recruitment events, etc.

Monitoring of Equity and Inclusion Plan

The implementation of the Equity and Inclusion Plan will be monitored by executive leadership, Human Resources, the Diversity, Equity and Inclusion Committee and the WisDOT Affirmative Action Advisory Committee. While the structure and details are still being finalized, it is anticipated the Diversity, Equity and Inclusion oversight committee will meet quarterly. These meetings will be to receive status updates from the groups assigned to work on the goals and strategies. In addition, the meetings will include discussions on WisDOT's efforts on creating and maintaining a culture focused on equity and inclusion. Quarterly updates will then be provided to the WisDOT Secretary's Office and Board of Directors. In addition, updates will be provided to the Division of Personnel Management's Bureau of Equity and Inclusion by Human Resources, as requested.



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 Equity and Inclusion Plan to review equity and inclusion related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Ensures that 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: Craig Thompson

Title: Secretary

Email: craigm.thompson@dot.wi.gov

Phone: 608-266-1114

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.



Executive Human Resources Manager

The Executive Human Resources 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 Human Resources 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: Randy Sarver

Title: Executive Human Resources Manager

Email: randy.sarver@dot.wi.gov

Phone: 608-266-0507

End.