

Department of Children and Families Equity and Inclusion Plan

January 2024–December 2026





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Acknowledgement

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 and federal laws and policies. By formally integrating equity and inclusion values and practices into existing processes, the DCF Workforce Equity and Inclusion Plan enables progress and results to be measured agency wide.

Appointing Authority:

Emilie Amundson
Secretary

Signature/Date:
Email: Emilie.Amundson@wisconsin.gov

Equity and Inclusion Officer:

Jennifer Xiong
Phone: 608 422 6418

Signature/Date:
Email: Jennifer.Xiong1@wisconsin.gov

Date of submission to DPM/BEI: 12/4/2023



Department of Children and Families (DCF) Equity and Inclusion
Commitment Letter

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

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

DCF has developed and committed to maintaining a written Workforce Equity and Inclusion Plan. This Plan has my total support, and DCF 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 DCF to aid in the implementation of this program and to be accountable for complying with the objectives of this Equity and Inclusion Plan.

DCF will maintain a monitoring and reporting system to ensure compliance with the equity and inclusion mandates. The plan is available for review on DCF's website or at the Human Resources office.

We look forward to working with the Division of Personnel Management, Bureau of Equity and Inclusion, to implement our policies and programs to correct the present effects of past discrimination and build a motivated and skilled workforce that reflects the population we serve.

Agency Head Name: Emilie Amundson, Secretary

Signature: _____

Date:

DPM Equity and Inclusion Officer Name: Jennifer Xiong, HR Specialist Sr.

Signature: _____

Date:



Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

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

Equity and Inclusion Advisory Committee:

Tameka Gray
Amy Anderson
April Lynch
Ellie Marshall
Marianne Rosen
Quinetta Britton
Kristen Olsen
Laura O'Flanagan
Wendy Miller
Lilia Figueroa
Angela Moutry
Amanda Ortiz
Beverly Jenkins
Christina "Tina" Colon
Dara Martinovich
Frankie Taylor
Kat Kosmaule
Britny Smuk
Jonathan Wilcoxon
Maria Onaindia
Stephanie Lozano
Ellen Washington
Brenda Rodriguez

Equity and Inclusion Plan Subcommittee:

Bev Jenkins
Kat Kosmaule
Stephanie Lozano
Dara Martinovich
Frankie Taylor

Equity and Inclusion Communication Subcommittee:

Britny Smuk
Tameka Gray
Quinetta Britton
Angela Moutry
Laura O'Flanagan.

Equity and Inclusion Training Subcommittee:

Marianne Rosen
Wendy Miller
Beverly Jenkins
Quinetta Britton
Amanda Ortiz
Christina "Tina" Colon
Amy Anderson
Maria Onaindia

Trauma-Informed Care Core Team:

Jane Penner-Hoppe
Courtney Windorski
Destiney Brown
Erica Carson
Allison Champion
Sarah Dillinger
Lilia Figueroa
Tammy Gorzlanczyk
Matt Irwin
Megan Learn
Meghan Lindberg
Sheila Postler
Maureen Purcell
Vanessa Ramirez

Randy Schauer
Kimberly Schweitzer
Kevin Sime

Wellness Committee:

Michelle Flood
Brianna Chaffee
Amanda Favata
Justine Girard
Jennifer McBain
Ted Nightingale

DCF Leadership:

Emilie Amundson
Priya Bhatia
Connie Chesnik
Ayiesha Domino-Brown
Therese Durkin
Michelle Flood
Adam Hartung
Wendy Henderson
Sarah Henery
Hope Koprowski
Stephanie Lozano
Margaret McMahon
Gina Paige
Jane Penner-Hoppe
Nadya Perez-Reyes
Jeff Pertl
Brenda Rodriguez
Ragen Shapiro
Elizabeth Valitchka
Amy Voliva

The full timeline for the development of the plan is attached in Appendix A.



Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority is responsible for establishing an Equity and Inclusion (EI) 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 EI plan to review equity and inclusion-related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the authority, top management support, and resources to implement their assigned responsibilities successfully.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provide professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency EI programs, initiatives, and policies.

Name of individual(s) responsible:	Emilie Amundson
Title:	Secretary
Email:	Emilie.Amundson@wisconsin.gov

Department of Personnel Manager (DPM) Equity and Inclusion Officer

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

- Develops, coordinates, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and leadership at various organizational levels informed of EI developments, progress, and potential concerns.



Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This review includes gathering, researching, and analyzing data.
- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This responsibility includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Audit the hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform, and job-related and that personnel decision-making processes adhere to EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual(s) responsible: Jennifer Xiong
Name: Title: Equity and Inclusion Officer
Email: Jennifer.xiong1@wisconsin.gov
Phone: 608 422 6418

Executive HR Director and HR Manager

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

Executive HR Director and 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 principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO with the support and data necessary to perform duties and responsibilities



Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

- Provides the EIO with the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of Executive HR Director:	Amy Voliva
Email:	amy.voliva@wisconsin.gov
Phone:	608 422 6423
Name of HR Manager:	Hayley Westerby
Email:	Hayley.westerby@wisconsin.gov
Phone:	608 422 6412

Secretary's Designee

The Secretary's (Agency Appointing Authority) Designee coordinates the duties and responsibilities of the Agency Appointing Authority as outlined above.

Name of individual(s) responsible:	Ayiesha Domino-Brown
Title:	Executive Director, Culture & Employee Experience
Email:	Ayiesha.Dominobrown@wisconsin.gov



Introduction (Alignment with Vision, Mission, And Values)



Vision

The vision of the Department of Children and Families is that all Wisconsin children and youth are safe and loved members of thriving families and communities.

Ways of Working

DCF is committed to a common set of principles, or ways of working, to inform our interactions.

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 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.

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.

DCF is dedicated to supporting the children and families of Wisconsin, as well as our employees. Our equity and inclusion initiatives ensure all employees are treated equitable with dignity, respect, and understanding. This strong sense of belonging is integral to our work and evident in everything we do. Below is an extensive list of existing equity and inclusion efforts that have been implemented or are in progress.



Introduction (Alignment with Vision, Mission, And Values)

Equity and Inclusion Advisory Committee (EIAC)

Kristen Olsen, Equity & Inclusion Advisory Committee Co-Chair

Frankie Taylor, Equity & Inclusion Advisory Committee Co-Chair

Wendy Miller, former Equity & Inclusion Advisory Committee Chair

Jonathan Wilcoxon, former Equity & Inclusion Advisory Committee Vice-Chair

The DCF EIAC holds the following responsibilities:

- Advise the Secretary, Secretary's designee, the EI Officer on issues that affect agency policy, practices, and services related to equity, inclusion, and affirmative action.
- Communicate issues and recommendations to advocate for equal opportunities for all agency staff.
- Recommend, develop, and/or sponsor activities that value diversity, encourage professional growth, and support a positive climate for equity and inclusion.
- Assist in development, monitoring, and evaluation of the Equity & Inclusion Plan.
- Assist the agency EI Officer and Secretary's designee and act as a liaison between department staff and the Human Resources/Secretary's Office.
- Help communicate the Equity & Inclusion Plan, goals, and activities to department staff.

Trauma-Informed Culture Care Team (TIC)

Jane Penner-Hoppe, Trauma Informed Culture Core Team Co-Chair

Courtney Windorski, Trauma Informed Culture Core Team Co-Chair

DCF visualizes an environment where the impact and prevalence of trauma in personal and work experiences are recognized for all staff, internal and external partners. DCF strives to cultivate an environment that:

- Feels safe, calm, and supportive.
- Fosters open and honest communication.
- Encourages trust and respect in all relationships.

Includes all voices and experiences in program and policy development.

TIC is committed to cultivating a supportive environment that addresses the trauma and resiliency needs of DCF employees will improve our capacity and compassion to serve our families and communities so to be healthy and prosper.

Culture and Climate Efforts that Further Equity and Inclusion

Ayiesha Domino-Brown, Executive Director of Culture and Employee Experience

- **Diversity, Equity, Inclusion and Belonging (DEIB) Repository** created to document and track progress of DEIB initiatives across the agency.
- **Culture and Climate Employee Survey** - DCF will be soliciting staff perspectives as they relate to agency climate and culture, including on the topics of DEIB by the end of 2023 as a baseline. Goal is to develop an action plan based on results and re-deploy the survey annually.
- **Leadership Foundations** - DCF provides professional development opportunities for its staff and increase those opportunities particularly for staff of color. This program is offered to approximately 30 staff each year with intentionality on diversity in participant selection.



Additional Initiatives that Further Equity and Inclusion

- **Wage and Career Advancement Equity** - DCF continues working to identify pay inequities compared to other state agencies and inequities in internal career advancement. We are working to review disparities and narrow the gap.
- **Equity Leaders Action Network (ELAN)** - The ELAN initiative is a professional development opportunity for DECE staff to grow in their awareness and delivery of centering Diversity, Equity, and Inclusion (DEI) best practices within their work.
- **Allyship Program** - The goals of the Division of Family and Economic Security's (DFES) "Creating a Safe and Respectful Workplace Culture" initiative is to create a work environment that is comfortable for all people, where staff will feel safe speaking up to express their opinions with confidence knowing that their thoughts, ideas, and words are received respectfully. The Allyship/ERG program is a result of that initiative, and is a voluntary, employee-led group whose mission is to cultivate a diverse, inclusive workplace.
- **Step Up Equity Matters Partnership** - DFES has established and maintains a partnership with Step Up Equity Matters to increase their staff's understanding, awareness, and action of DEI.
- **Safe Space Pods** – The Division of Milwaukee Child Protective Services (DMCPS) Safe Space Pods are peer-facilitated staff groups focusing on equity and inclusion topics. These sessions occur every 6 weeks and are occurring at different levels (frontline, supervisor, and management). Topics range from internal bias, stereotypes, race, etc.
- **Equity Question in Interview Process** - An Equity and Inclusion interview question has been added for section managers and higher-level hiring in DMCPS.
- **Division-level Equity Workgroups** – DMCPS, Division of Safety and Permanence (DSP) and Division of Management Services (DMS) have commenced staff-led workgroups to support the divisions' diversity, equity, inclusion and belonging goals.
- **Diverse Visual Information Products** – The Office of Communications intentionally updated/diversified the repository of visual images to better reflect the communities DCF serves and started using the new imagery on the website and in printed materials. reflects the communities we serve.
- **Inclusive Language in Communications Materials** – The Office of Communications has begun an initiative which includes review of current products, determine gaps and areas for improvement, and redesign of DCF Brand Toolbox to include Diversity, Equity and Inclusion Section.
- **Cultural Awareness and Sensitivity** – The Office of Legal Counsel (OLC) has increased its cultural sensitivity by improving awareness and respect of different religious and cultural holidays and avoiding scheduling meetings and events that may conflict. The OLC has also begun providing their staff a variety of Diversity, Equity, Inclusion, and Belonging (DEIB) articles, videos and/or pod casts to help them learn and get a better understanding of equity and inclusion issues.

Human Resources Initiatives

Hayley Westerby, HR Program Manager



Introduction (Alignment with Vision, Mission, And Values)

- **Hybrid Workplace Model** - The DCF Hybrid Workplace Model helps balance providing high quality services to the Children and Families of Wisconsin while also creating a work culture that prioritizes healthy work/life balance, a supportive and flexible workplace, and allowing staff to choose how and where they want to work. Employees can create sustainable and flexible schedules choosing to work either primarily remote or primarily in office depending on their work duties. By creating a Hybrid Workplace, we have been able to increase access to state jobs in areas that were previously under recruited from. This has allowed us to reach a broader range of applicants and has provided greater access to DCF jobs where we can help bring more lived experience backgrounds to our workplace. The DCF Hybrid Workplace Model allows DCF to maintain their commitments to promoting self-care and be a family-supporting workplace for all staff.
- **Supervisory Training** - HR conducts biannual new supervisor training that educates new and existing supervisors on tactical HR processes, but also on DCF culture and philosophies as it comes to people management. This training has topics related to recruitment, employment/workforce relations, performance management, equity and inclusion, and FMLA. The training helps provide bias mitigating strategies to supervisors as they navigate the recruitment process, for example during the recruitment and selection portion, training time is spent on discussing the importance of balanced resume and interview panels and the benefits of doing so. Supervisors walk away from the training with the knowledge of the selection process and the ways in which all candidates get an equal chance at selection and an interview.
- **HR Onboarding Training Requirements** - All HR staff that perform recruitment and selection/employment relations duties are required to attend multiple trainings, both DOA facilitated and through the Learn@DCF portal, to mitigate biases and understand equity and inclusion. HR staff are given this training at time of initial onboarding but are also required to attend at least six hours of equity and inclusion training a year to help maintain their skills in providing a merit-based recruitment process. This helps facilitate employment relations and performance management conversations as HR staff can help identify potential areas of bias and develop strategies to break down barriers to the situation.
- **TAM Workgroup to Proactively Remove Barriers to Populations with Lived Experience** - DCF HR staff are members of a DOA-led TAM recruiting software workgroup which discusses ways to increase access to the recruitment process and eventual selection process. The group discusses different strategies and resources available to reach a wider applicant pool for recruitments, such as the creation of a list of veterans for whom agencies can select for their positions or ways to make the applicant process more accessible to those who may not have a computer but have access to a smart phone. By the introduction of the electronic application system anyone can apply for jobs from either a computer or a smart device with internet access.
- **Unbiased, Consistent Hiring Process** - DCF performs unbiased and consistent hiring processes using standard operating procedures housed in HR and through the HR staff running the recruitment process and technical assistant and training for all recruitments. HR gets the final sign off on interview questions which are screened for potential bias raising questions, consistent pay setting for job based upon experience as well as having diverse and inclusive interview panel and resume reviewers. This allows for a consistent experience for applicants as well as a fair and balanced recruitment process.



Introduction (Alignment with Vision, Mission, And Values)

for hiring managers. The same guidelines and applications are applied the same way for each recruitment. The process run by HR for DCF position allows for the most diverse and wide applicants to be able to make it to the interview process and be able to speak of their experience as it relates to the position.

- **Hiring Panel Training** - HR has introduced a new initiative requiring all interview panel members to take and show completion of the training prior to conducting/sitting on an interview panel. This requirement helps to provide consistency in the hiring process and help to mitigate any conscious or unconscious bias the members of the panel might have while selecting a candidate. Employees are required to take this training annually if they wish to sit on the interview panel. HR confirms completion of the training prior to each interview to ensure compliance.
- **Removing Barriers for Entry into State Employment** - HR is currently working with management in the Division of Early Care and Education (DECE) to analyze barriers for entry into state employment and specifically entry into DECE positions. HR and DECE are creating outreach materials to help populations with lived experience and candidates in the communities they serve navigate the state recruiting system and introduce them to the benefits and missions of agencies within state service. Additionally, HR and DECE analyze each position that becomes open to assess whether the position could allow for on-the-job training to candidates to grow them in skills they may not have experience with but that the division could greatly benefit from the lived experience they would bring to the position. This includes potentially lowering a class level for training or adjusting qualifications and interview questions to assess more diverse experiences and skill sets to get a broader applicant pool. We are currently looking at Licensing/Certification Specialists and Program and Policy Analyst positions.
- **Website Accessibility for ADA Compliance** – DCF, as a member of the DOA-led TAM group, has created job announcements which are devoid of italics and hard to read font to meet ADA compliance and allow for the application and job announcement to be easily read by all. DCF HR staff also use the same font and sizing for all recruitment materials including questions and documentation to allow for easy readability for both DCF staff and applicants. This ensures that most can have the same opportunity to view the same information.

Wellness Initiatives Furthering Belonging

Michelle Flood, DCF Wellness Champion

- **Programming that includes physical, mental, and emotional supports/initiatives.** We work to offer wellness opportunities that support the holistic wellbeing of our staff which means that the programming simultaneously addresses physical, mental, emotional, social, and spiritual components of health. As an example, we provide Insight Timer to our staff to support their mental, physical, emotional, and spiritual health (yoga, meditation etc.). Virtual fitness classes promote not only physical but mental and social components of health. Wellbeing is not just about your “numbers” like heart rate, blood pressure, cholesterol, etc.
- **Flexible options so all staff, including those with health conditions or impairments can still participate.** We offer programming that can be modified to meet the needs of our staff who



Introduction (Alignment with Vision, Mission, And Values)

are participating. For example, we offered virtual fitness classes where the instructor provided a wide variety of modifications addressing any condition or impairments (injury, mobility etc.) so they could equally participate. Or Trauma Informed Yoga classes which can be done sitting in a chair for folks who have trouble getting up and down off the floor.

- **Provide a wide variety of wellbeing activities, and staff can choose what they want to participate in.** Our wellness sub-committee utilizes resources from our DOA/enterprise wellness through ETF, Well WI and WebMD to promote incentives and challenges as well as a wide variety of options. Staff can select what they want to participate in. We utilize Microsoft Teams to share these opportunities whether they be learning, wellbeing webinars and we partner with EAP coordinator.
- **Learn more about what wellbeing looks like across different cultures and backgrounds.** This is something new that we plan to coordinate with the EIAC and Employee Engagement Committee to offer some information sessions, open a Teams channel, and find ways our staff can increase awareness that wellness or wellbeing can be a lot of different things to different people. We want to celebrate this and highlight what wellness or wellbeing looks like across cultures/backgrounds.

Child Protective Services Compliance

Bev Jenkins, Equal Opportunity Specialist

- **Civil Rights Compliance Training** – In 2001, the DCF Civil Rights Compliance Unit (CRCU) created a Civil Rights Compliance Training for all DCF employees. This is a web-based training and may be accessed at <https://dcf.wisconsin.gov/elearning/civilrights-compliance/story.html>. In 2022, the DCF CRCU offered the training Civil Rights for Equal Opportunity Coordinators and Limited English Proficiency Coordinators to enhance knowledge of DCF Civil Rights Compliance requirements. This training took place July 28, 2022, in Milwaukee and August 17, 2022, in Wausau. In 2023, Civil Rights Compliance for Child Support Agencies training will take place. This training will take place on June 21, 27 and 29 via Zoom. Training delivered by the DCF CRCU provides useful information to contractors throughout Wisconsin and help them gain knowledge of civil rights processes and procedures and DCF roles and responsibilities vs. Agency roles and responsibilities.
- **Civil Rights Collaboration with UW Madison Child Welfare** - In 2022, the DCF CRCU collaborated with the Wisconsin Child Welfare Professional Development System to Develop Civil Rights for Child Welfare Professionals Training. U.S. Department of Health and Human Services requires recipients of federal funds and their service provider staff to complete a civil rights course in their first year of employment and then every three years thereafter. This requirement can be fulfilled by having staff complete a state-sponsored course or by agencies providing their own local training. A state-sponsored web-based training is available that is applicable for all public child welfare professionals (county, tribal, and private agency). <https://wcwpds.wisc.edu/web-based-courses/civilrights/>. This collaboration was very successful in that the result was a comprehensive civil rights training specifically for child welfare workers which can be used by counties throughout the state.
- **Ongoing Civil Rights Compliance** - DCF Civil Rights Compliance Unit continue to monitor



Introduction (Alignment with Vision, Mission, And Values)

DCF. In 2021, DCF CRCU provided technical assistance to agencies to provide them with information needed to complete their Letter of Assurance and Civil Rights Plan. DCF CRCU also conducted monitoring of Equus Workforce Solutions. The agency was monitored in the areas of data collection, nondiscrimination notification, functions of an Equal Opportunity Coordinator and LEP Coordinator, meaningful access to programs and services, self-evaluation of accessibility to programs and services, discrimination complaint/grievance procedures and training requirements. In 2022 and 2023, CRCU provided on going technical assistance when requested from agencies. Monitoring and technical assistance are a vital asset that the CRCU offers. Through monitoring, agencies become more knowledgeable about their agency processes and procedures and work to fill the gaps that currently exist in their agency operations related to civil rights.

- **Investigation of Discrimination Complaints** - In 2021 through 2023, DCF Civil Rights Compliance Unit worked 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. The CRCU provides this meaningful service to be compliant with federal requirements. Through the complaint process, program participants, agencies and DCF staff have become more knowledgeable about the complaint process which results in better service and technical assistance to program participants.



Workforce Analysis Summary

DCF 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 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 our analysis, DCF was fortunate to have subject matter experts inhouse. DCF’s Bureau of Human Resources (BHR) and Bureau of Performance Management (BPM) reviewed data from Department of Administration’s Department of Personnel Management, US Census Bureau’s Community Survey and Veteran’s Administration.

To understand diversity within DCF, we need to understand our current state. DCF’s workforce analysis compares employee demographics from 2019 to 2022. At both the job-application stage and during employment, DCF invites applicants and employees to voluntarily self-identify their race, gender, disability status and veteran status. At the time of this plan, approximately 10% of the DCF workforce did not participate in self-identification.

Because DCF maintains an Anywhere Wisconsin Hiring Policy, we used the State of Wisconsin Census information as our benchmark. While we did reference reports provided by DPM for the purposes of planning, we wanted to have the ability to dig deeper into the data and compare our workforce to the population of the entire state.

There is progress to be made toward increasing opportunities and promoting equity for all.

Disability Status

DCF’s disabled workforce population increased from 2019 (9.3%) to 2022 (12.6%). This is above the population of Wisconsinites with disabilities identified in the 2022 census. This is also above the hiring benchmark established in Section 503 of the Rehabilitation Act, which is 7%.

DCF maintains a strong Reasonable Accommodation policy and process that provides employees with the ability to request accommodation for both hidden and known disabilities. This policy is communicated to employees annually through our DCF agency newsletter and by supervisors who refer employees for Accommodation through performance coaching. Approximately 20% of the DCF workforce requests an accommodation annually for modified equipment, reduced work schedules, extensions of leave, metric adjustments, etc.

Year	Group	Working-Age Adults with a Disability	Total Population	Rate
2019	WI Population	329,845	3,455,030	9.5%
2021	WI Population	332,576	3,481,145	9.6%
2019	DCF Employees	66	707	9.3%
2022	DCF Employees	98	777	12.6%

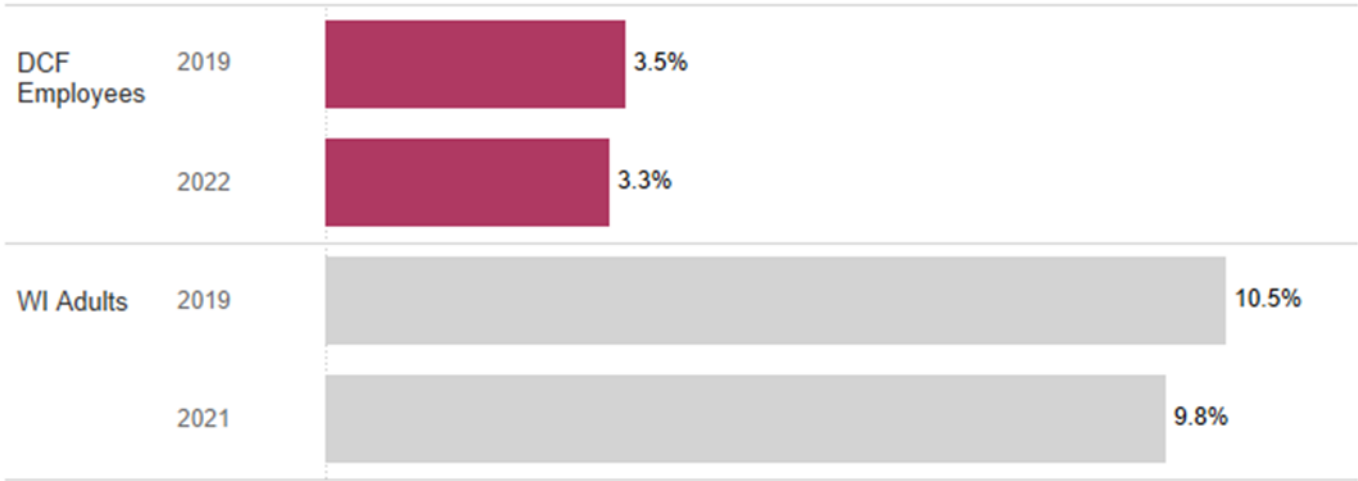


Veteran Status

DCF has identified Veterans as an underrepresented group in our recruitment strategies (below). In 2022, our Veteran workforce decreased to 3.3% (down from 3.5% in 2019). This is below the population of Veterans living in Wisconsin for both time periods and well below the 5.4% hiring benchmark established by the Department of Labor’s VEVVRA.

DCF promotes the non-competitive appointment process for Veterans with a 30% service-connected disability status to further hiring in this area. This language is included in all DCF’s job announcements; however, this process has not increased hiring for this underrepresented group. DCF will take committed action to addressing this underrepresented group as identified in the strategies below.

Veterans



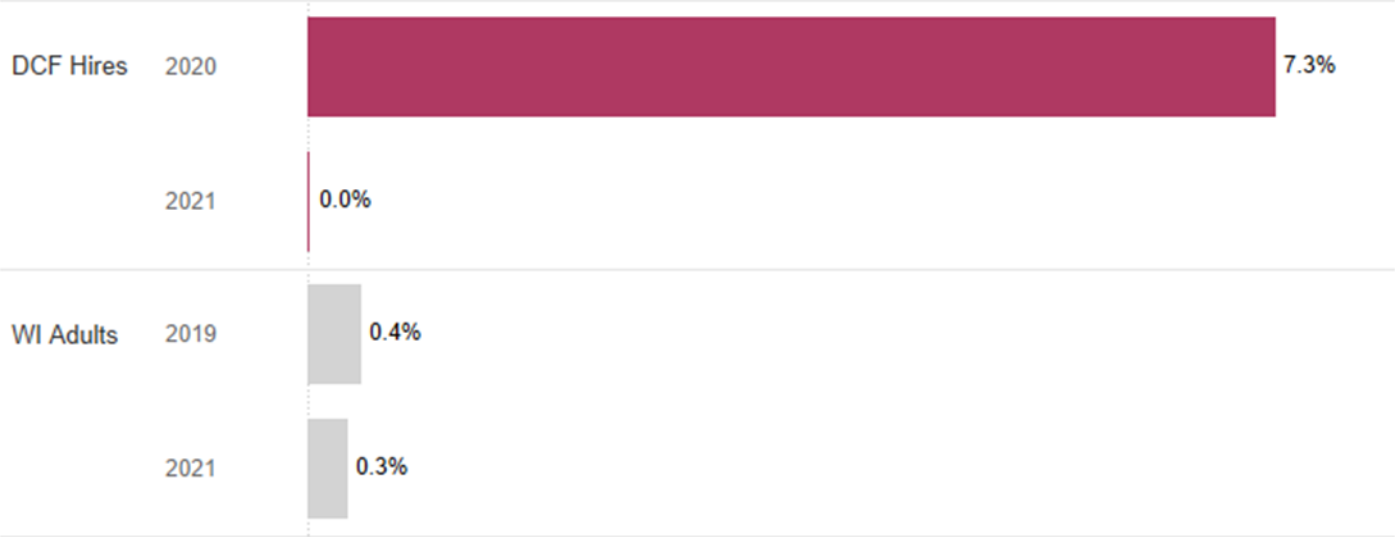


W2 Status

DCF saw a sharp decline in the workforce of employees through the W2 program. Some of this is attributed to a change in the methodology of how W2 entrants are tracked. DCF has identified W2 participants as an underrepresented group and focused a recruitment strategy specifically on attending W2 job fairs and posting on announcements on W2 job boards.

W-2 Participation Rate: New DCF Hires vs. Wisconsin Residents Aged 18-64

Note: Prior to 2021, DOA included all of the W-2 programs in this metric. As of 2021, only the W2T, CSJ, CS1, CS2, and CS3 programs are included.



Race/Ethnicity and Gender Status

In reviewing the race/ethnicity status of the DCF workforce we were able to draw the following conclusions:

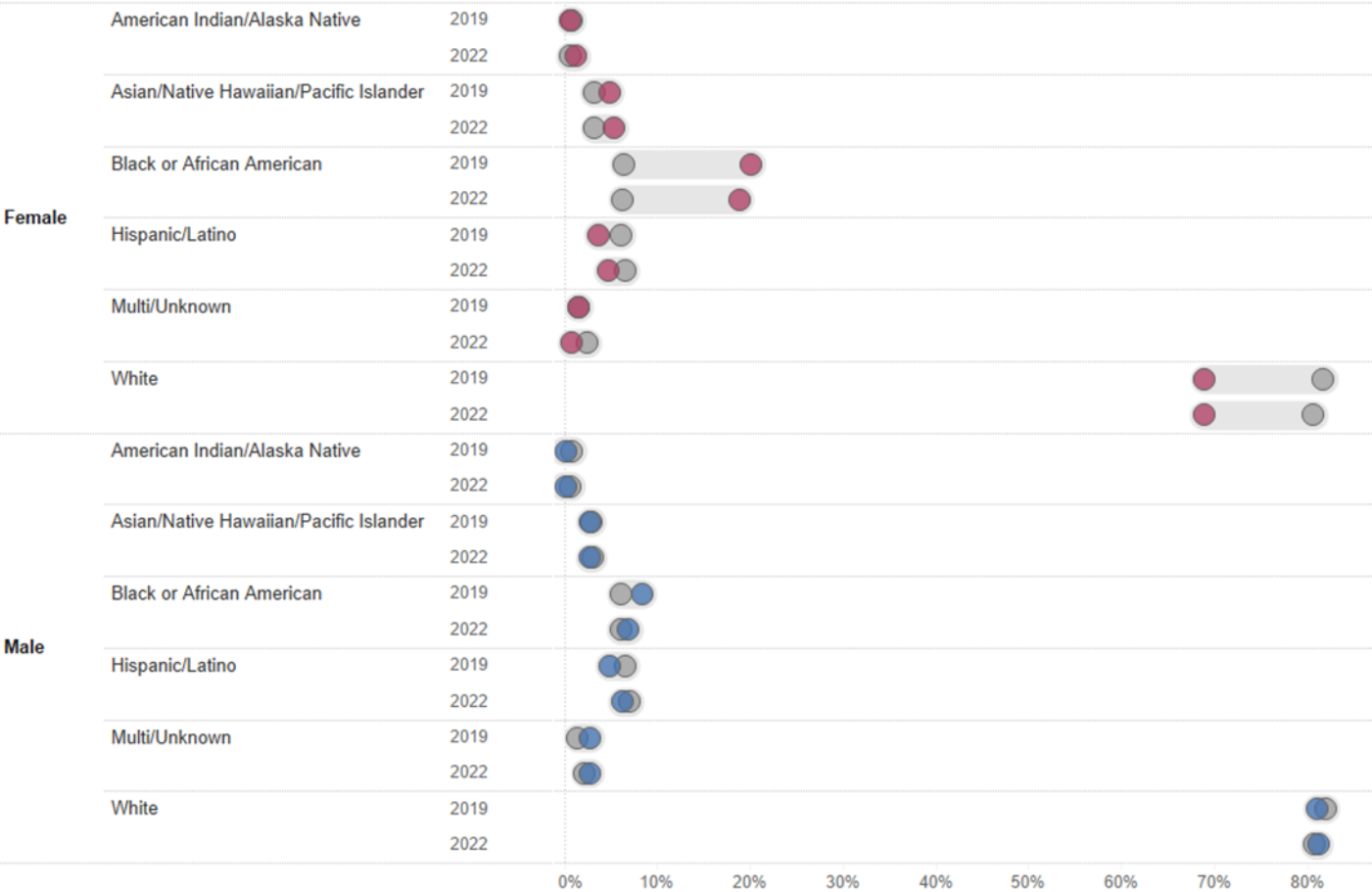
- DCF is well represented by female employees.
- DCF is well represented by female people of color in every area but Hispanic/Latino.
- DCF is well represented by male people of color, except Hispanic/Latino and American Indian/Alaskan Native.

In our strategies below, DCF staff will become agency ambassadors and promote recruitment opportunities in and amongst community-based organizations and other targeted groups with diverse populations.



Workforce Analysis Summary

Race/Ethnicity & Gender of DCF Employees (Female, Male) vs. Wisconsin Adults Ages 18-64



Management Opportunities for Staff

DCF is committed to creating management opportunities for all staff, regardless of their gender or race/ethnicity. When compared to the population of Wisconsin, DCF has a greater number of Black or African American women in management roles. However, DCF could do more to promote women of other races/ethnicities.

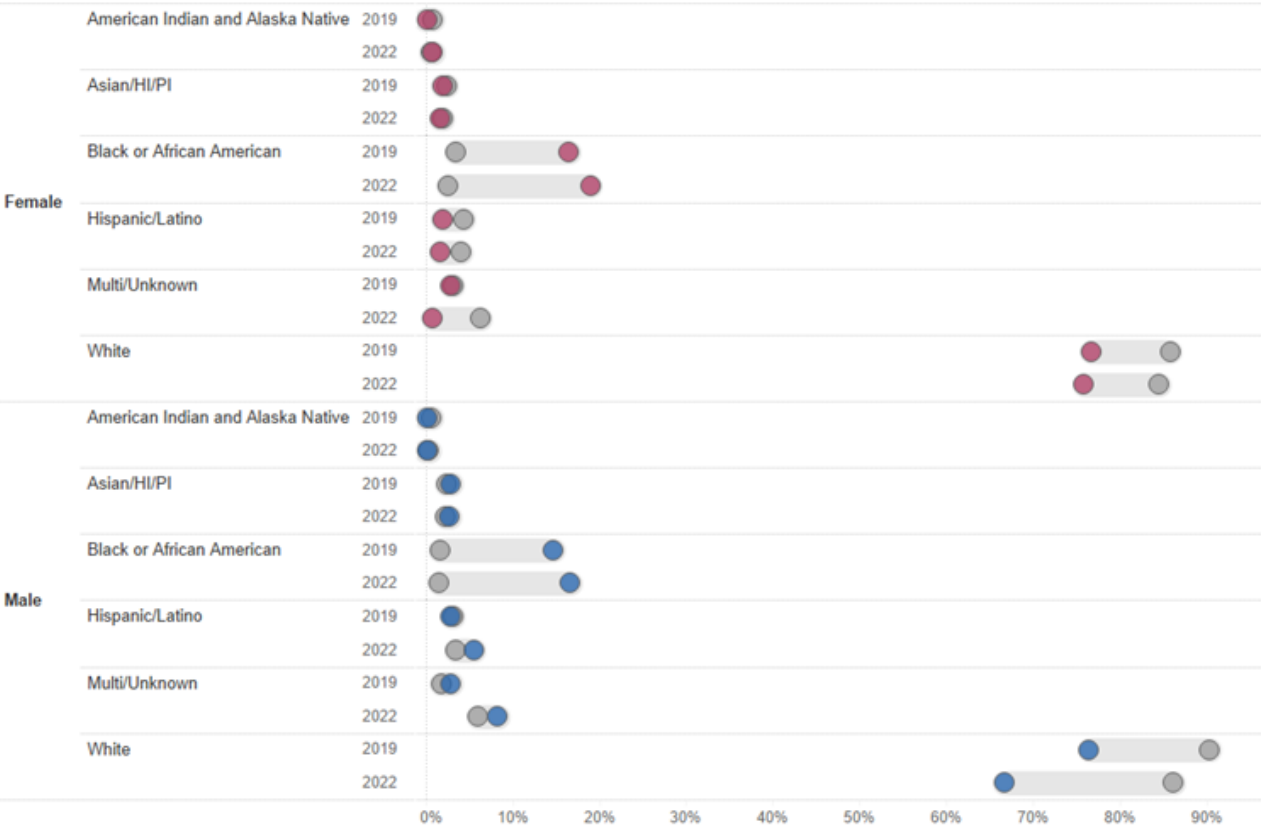
DCF’s male management population is diverse when compared to the population of the state of Wisconsin.

DCF is committed to advancing its employees through the Leadership Foundations program. The DCF Leadership Foundations program is designed to enhance and improve managerial and leadership skills of DCF supervisors and similarly classified employees at all levels of the organization. As a cohort learning program, Leadership Foundations builds a supportive network among participants and provides a common understanding of fundamental leadership and management concepts.

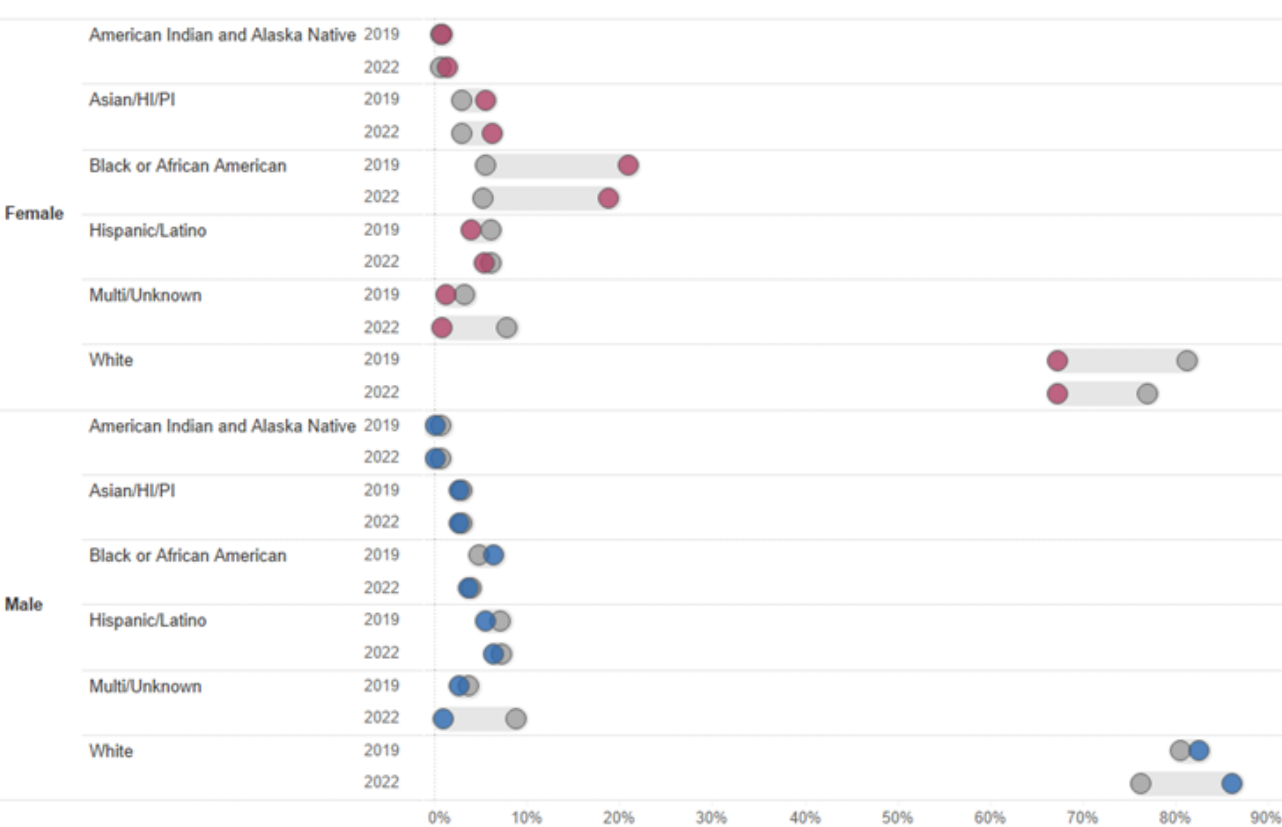


Workforce Analysis Summary

Race/Ethnicity & Gender of DCF Managers (Female, Male) vs. Wisconsin Managers Ages 16+



Race/Ethnicity & Gender of DCF Non-Managers (Female, Male) vs. Wisconsin Non-Managers Ages 16+





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

Below, we present our agency’s workforce 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.

RECRUITMENT STRATEGIES					
GOAL: DCF recruits a diverse workforce representative of our Wisconsin State Population.					
Strategies	Actions	KPIs to measure progress.	Outcomes and metrics	Responsible Staff / Groups	Targeted Completion / Timeline of Activities
DCF employees will become agency ambassadors and promote recruitment opportunities in and amongst community-based organizations and other targeted groups with diverse populations.	Implementation Taskforce will solicit ambassadors. Ambassadors will determine events based on areas of underutilization. Ambassadors will determine a calendar of events. Ambassadors will track contacts at each event.	Number of events attended each calendar year. Number of contacts made each calendar year. Number of referrals established through Wiscjobs as well as specific survey DCF sends to job applicants.	Following the completion of the plan’s lifecycle, the population of the DCF workforce mirrors the population of the State of Wisconsin.	Implementation Taskforce Ambassador Sub-group HR oversight EI Plan Subcommittee will monitor progress	Ambassadors will be solicited in January 2024. Ambassadors will meet in February 2024 to agree on calendar of events. Ambassadors will be offered training in March of 2024. Ambassadors will begin attending events in April 2024. Progress will be monitored biannually.



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

Create opportunities to leverage lived experience and in turn improve the services we provide to the children and families of Wisconsin by increasing recruitment of W2 program recipients.	Recruitment Team will post all jobs to WorkSmart. Ambassadors will attend job fairs at W2 program locations.	Number of events attended each calendar year. Number of contacts made each calendar year. Number of jobs posted to WorkSmart. Number of referrals established through Wiscjobs as well as specific survey DCF sends to job applicants.	Following the completion of the plan's lifecycle, a measurable increase in W2 hiring.	Implementation Taskforce Ambassador Subgroup Human Resources Recruitment Team EI Plan Subcommittee will monitor progress.	Recruitment team will begin posting jobs in January 2024. Ambassadors will begin attending W2 job fairs in April 2024. Progress will be monitored biannually.
Create opportunities to leverage lived experience and in turn improve the services we provide to the children and families of Wisconsin by increasing the recruitment of Veterans.	Recruitment Team will share noncompete Veterans list with hiring manager at the start of the recruitment process. HR Recruitment Team will post all jobs to WiscjobsforVets.	Number of hiring managers who were offered the Veterans list. Number of jobs posted to WiscjobsforVets. Number of referrals established through Wiscjobs as well as specific survey DCF sends to job applicants.	Following the completion of the plan's lifecycle, a measurable increase in veteran hiring.	Implementation Taskforce Human Resources Recruitment Team EI Plan Subcommittee will monitor progress.	Recruitment team will begin posting jobs and offering noncompete veterans list in January 2024. Progress will be monitored biannually.



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

RETENTION STRATEGIES					
GOAL: DCF retains a diverse workforce.					
Strategies	Actions	KPIs to measure progress.	Outcomes and metrics	Responsible Staff / Groups	Targeted Completion / Timeline of Activities
Provide EEO/AA/ADA education to all new employees through new employee onboarding experience ensuring employee have access to equity resources that remove barriers.	Culture and Experience Director creates content for onboarding experience. EEO/AA/ADA information is added to onboarding experience content. Culture and Experience Director begins onboarding experience for all new employees.	Number of onboarding events held each calendar year. Number of employees hired compared with employees who attended onboarding training each calendar year.	100% of new employees are educated each calendar year.	Onboarding task owned by Culture and Employee Experience Director with administrative support from Human Resources. EI Plan Subcommittee will monitor progress.	Onboarding experience will begin being offered July 2024. Progress will be monitored biannually.
Ensure all employees understand the expectations of the workplace regardless of their cultural and professional backgrounds.	Aggregate and review confidential disciplinary data annually. Based on trends and outcomes from the review, HR staff will create and delivered unit-specific training such as Time and Attendance training	Annual review of data. Annual presentation of findings to EIAC. Number of trainings developed based on findings.	A decrease in disciplinary action based on lack of awareness of basic workplace rules and expectations.	Human Resources Employee Relations Team Oversight provided by the EIAC EI Plan Subcommittee will monitor progress.	Data will be reviewed July 2024, 2025 and 2026. Outcomes will be provided to the EIAC August 2024, 2025, and 2026. Trainings will be developed and delivered as needed based on outcomes. Progress will be monitored biannually.



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

The HR team conducts unbiased and structured Workplace Investigations.	All HR employees will take annual Respective Workplace Investigation training to protect against bias during investigations. If annual training is not available, staff will review recorded training which BEI has indicated will be available.	Annual percent completion of training based on current HR staff.	100% of HR staff will attend/review training annually.	Human Resources with training offered from BEI EI Plan Subcommittee will monitor progress.	BHR Director will gather attendance records December 2024, 2025, and 2026. Progress will be monitored biannually.
AGENCY CULTURE STRATEGIES					
GOAL: DCF fosters a culture of equity and inclusion.					
Strategies	Actions	KPIs to measure progress.	Outcomes and metrics	Responsible Staff / Groups	Targeted Completion / Timeline of Activities
Improve knowledge and utilization of trauma informed practices to improve staff experience.	Develop and deliver a Trauma-Informed training module to all DCF employees.	Development of training materials. Number of trainings held. Number of staff that attend training.	100% of DCF staff trained	Culture and Employee Experience Director Trauma-Informed Culture Core Team Department of Human Services EI Plan Subcommittee will monitor progress.	Training will be developed and delivered to all staff beginning January 2025. Progress will be monitored biannually.
Improve cultural competency among staff to improve employee experience.	Develop and deliver Cultural Competency training module to all DCF employees.	Development of training materials. Number of trainings held. Number of staff that attend training.	100% of DCF staff trained.	Culture and Employee Experience Director EIAC Training & Curriculum Development Subcommittee EI Plan Subcommittee will monitor progress.	Training will be developed and delivered to all staff beginning January 2025. Progress will be monitored biannually.



Agency Monitoring

In the Department of Children and Families Equity and Inclusion Plan from 2020-2023, the Department identified five Equity and Inclusion Goals. The goals were:

- **Goal 1:** DCF will match or exceed the available qualified workforce within underutilized/underrepresented groups in an effort to reflect the diversity of the populations we serve.
- **Goal 2:** 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 of prejudice and discrimination
- **Goal 3:** DCF will establish a culture that celebrates the identities of under-represented groups.
- **Goal 4:** DCF will increase career advancement of candidates from underutilized/underrepresented groups in management and executive positions.
- **Goal 5:** DCF program divisions will establish and work toward equity specific goals in an 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.

Each division along with identified entities within the Department were responsible for the advancement and achievement of each goal. For a full list of efforts, summary and impacts, please refer to Appendix B. The Equity and Inclusion Plan Subcommittee (of the Equity and Inclusion Advisory Committee) assisted in monitoring the goals throughout the reporting period. All identified goals were actioned on during the reporting period. Goal 1 had seven actioned efforts, Goal 2 had nine actioned efforts, Goal 3 had 25 actioned efforts, Goal 4 had six actioned efforts and Goal 5 had 18 actioned efforts. Additionally, four action efforts were implemented that did not fit within the parameters of any identified goal but were noteworthy for the Equity and Inclusion Plan.

There were four efforts that were identified within the last planning cycle in which the identified strategy was outside of the scope of the identified responsible unit. The Department is including these within the chart of efforts as an important learning to attend to for the next cycle of the Equity and Inclusion Plan.



Internal Methods of Communication

Overview

A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or the Equity and Inclusion Officer to all staff on an **annual** basis **January 2024, 2025, and 2026**. Feedback from staff will be solicited with staff comments being sent to DCFHR@wisconsin.gov.

A full article introducing the plan will be included in the employee newsletter in **February 2024**.

Regular Updates

The implementation team will highlight efforts in the employee newsletter **quarterly** beginning **March 2024** throughout the lifecycle of the plan.

New Employees

The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training in **April and November 2024, 2025 and 2026**.

The plan will be shared with new employees during onboarding training, beginning **July 2024**.

Ongoing

The agency's Equity and Inclusion Plan is available to all employees on the agency's internal website or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.

A physical copy of the agency's Equity and Inclusion Plan will be available to employees at the following address:

Tommy G. Thompson Center
201 West Washington Ave
Madison, WI 53703

Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.



External Methods of Communication

The agency's Equity and Inclusion Plan is available on the agency's public website 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 by and accessible to members of the public.

A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address:

Tommy G. Thompson Center
201 West Washington Ave
Madison, WI 53703

DCF leadership is committed to implementing the actions and best practices identified in this plan. We are confident these initiatives will drive continuous advances toward our goal of a diverse workforce that mirrors the diversity of our citizens and visitors. Our properties and offices will model a standard of inclusion to ensure all who visit or work there feel welcomed, valued, and respected.



2023 Data Sources for DCF Equity and Inclusion Plan

W2 Data

- Annual hiring reports produced by DOA
- U.S. Census Bureau American Community Survey

Veterans Data

- Monthly DCF Veterans Report from STAR,
- Veterans Administration
- U.S. Census Bureau American Community Survey

Demographics

- Monthly Enterprise Personnel Report from STAR
- U.S. Census Bureau American Community Survey

Manager/Non-Manager

- Monthly Enterprise Personnel Report from STAR
- U.S. Census Bureau American Community Survey



Wisconsin Department of
Children and Families

Appendix A: DCF EI Plan Timeline for Development and Implementation

The Equity and Inclusion Plan Subcommittee meets at least monthly but increases meeting frequency during different developmental and monitoring phases. The Equity and Inclusion Advisory Committee meets monthly. The EI Plan Taskforce responsible for implementing the plan will determine the frequency of their meetings at their January 2025 kick-off meeting. The frequency of their meetings will be based on the needs of actionable items throughout the plan's lifecycle.

Task	Description	Approximate Date	Task Manager
Workforce Analysis Summary (WAS)	Workforce analysis is a process used to collect, analyze, and interpret data to assess the current state of the workforce and turn it into actionable information which the agency can use to develop EI strategies.	March 2023	Bureau of Performance Management will collect and chart data, final charts will be reviewed by EI Plan Subcommittee
Develop RECRUITMENT strategies	Based on the data identified in the WAS, HR will develop RECRUITMENT strategies with measurable outcomes.	April 2023	Strategies developed in collaboration with HR and EI Plan Subcommittee
Develop RETENTION strategies	Based on the data identified in the WAS, HR will develop RETENTION strategies with measurable outcomes.	April 2023	Strategies developed in collaboration with HR and EI Plan Subcommittee
Develop AGENCY CULTURE strategies	Based on the data identified in the WAS, HR will develop AGENCY CULTURE strategies with measurable outcomes.	April 2023	Strategies developed in collaboration with HR and EI Plan Subcommittee
Solicit feedback on strategies from Equity and Inclusion Advisory Committee	The advisory group will be presented with strategies and opportunities for development.	May 2023	HR will present
Solicit feedback from leadership team on strategies	Leadership will be offered the opportunity to review strategies and provide feedback.	May 2023	HR will present
Develop narratives on existing EI efforts	Describe current EI initiatives agency wide.	June 2023	HR and EI Plan Subcommittee will solicit narratives from the entire agency.
Review draft plan with EIAC	Ask for feedback from EIAC members.	July 2023	HR will present
Review draft plan with Leadership Team	Ask for feedback from Leadership Team.	July 2023	HR will present
Tie out previous EI Plan Goals	Review agency monitoring and provide measurable completion of goals established in previous plan.	August 2023	EI Plan Subcommittee will collect and display outcomes
Review draft plan with Comms	Review for agency tone, grammar, etc.	August 2023	HR will route
Submit to BEI		December 2023	HR will submit

Task	Description	Approximate Date	Task Manager
Stakeholder Implementation Meeting	Stakeholders will come together for an implementation kick-off meeting to review the due dates for each strategy and establish working plans for each goal.	January 2024, during the kickoff meeting the group will discuss and establish meeting frequency	Stakeholders will include representatives from Equity and Inclusion department committees to build capacity for the ambassador group, DCF HR EIO and Recruitment/ER Staff, Culture and Engagement Director, Trauma Informed Core Team, and Training and Curriculum Development Subcommittee.
Email to all staff agency's commitment and entire plan	A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or the Equity and Inclusion Officer to all staff on an annual basis. Feedback from staff will be solicited with staff comments being sent to DCFHR@wisconsin.gov.	January 202	EIO
EI Ambassadors solicited	Representatives from department Equity and Inclusion Committees will solicit ambassadors, HR will establish selection criteria and application process.	January 2024	Implementation Taskforce HR
Jobs start posting to Work Smart Network	See full plan for additional details.	January 2024	HR Recruitment Team
Jobs start posting to WiscjobsforVets	See full plan for additional details.	January 2024	HR Recruitment Team
Noncompete veterans list is offered for all Requests to Fill (RTF)	See full plan for additional details.	January 2024	HR Recruitment Team
Email to all staff agency's commitment and entire plan	A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or the Equity and Inclusion Officer to all staff on an annual basis. Feedback from staff will be solicited with staff comments being sent to DCFHR@wisconsin.gov.	January 2024	EIO
EI Ambassadors first meeting scheduled	The group will discuss and establish meeting frequency	February 2024	Implementation Taskforce

Task	Description	Approximate Date	Task Manager
Full article in DCF employee newsletter introducing staff	Provide location of plan in intranet. Feedback from staff will be solicited with staff comments being sent to DCFHR@wisconsin.gov	February 2024	EIO
EI Ambassadors trained; calendar of events (job fairs) will be created	See full plan for additional details.	March 2024	Implementation Taskforce
Ambassadors begin attending W2 job fairs	See full plan for additional details.	April 2024	Ambassadors
EI Plan overview in new manager training	The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training.	April 2024	BHR
Biannual performance monitoring for all goals for the EI Plan	Reach out to persons/groups responsible for plan and request feedback via standardized methods.	July 2024	EI Plan Subcommittee
Onboarding Experience Developed and First Experience Offered. Frequency TBD based on hiring goals for the lifecycle of the EI Plan.	Provide EEO/AA/ADA education to all new employees through new employee onboarding experience ensuring employee have access to equity resources that remove barriers.	July 2024	Culture and Employee Experience Director
Discretionary pay data aggregated and reviewed	HR reviews for trends.	July 2024	HR
Employee newsletter article on plan	The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	July 2024	Implementation Taskforce
The plan will be included in all new employee onboarding documents	The plan will be shared with new employees during onboarding training.	July 2024 (ongoing onboarding training frequency TBD)	Culture and Employee Experience Director
Presentation to EIAC on aggregated Discretionary pay data	Solutions presented to EIAC.	August 2024	HR
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	September 2024	Implementation Taskforce

Task	Description	Approximate Date	Task Manager
EI Plan overview in new manager training	The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training.	November 2024	BHR
Disciplinary data aggregated and reviewed	HR reviews for trends.	December 2024	HR
Attendance tracked for Respectful Workplace Training	All HR employees will take annual Respective Workplace Investigation training to protect against bias during investigations. If annual training is not available, staff will review recorded training which BEI has indicated will be available.	December 2024	BHR Director
Trauma Informed Training delivered to all staff. Frequency TBD.	Improve knowledge and utilization of trauma informed practices. Develop and deliver a Trauma-Informed training module to all DCF employees.	December 2024	Culture and Employee Experience Director Trauma-Informed Culture Core Team Department of Human Services
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	December 2024	Implementation Taskforce
Biannual performance monitoring for all goals for the EI Plan	Reach out to persons/groups responsible for plan and request feedback via standardized methods.	January 2025	EI Plan Subcommittee
Presentation to EIAC on aggregated disciplinary data	Solutions presented to EIAC.	January 2025	HR
Cultural Competency Training delivered to all staff. Frequency TBD.	Improve cultural competency among staff. Develop and deliver Cultural Competency training module to all DCF employees.	January 2025	Culture and Employee Experience Director EIAC Training & Curriculum Development Subcommittee
Email to all staff agency's commitment and entire plan	A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or the Equity and Inclusion Officer to all staff on an annual basis. Feedback from staff will be solicited with staff comments being sent to DCFHR@wisconsin.gov.	January 2025	EIO

Task	Description	Approximate Date	Task Manager
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	March 2025	Implementation Taskforce
EI plan overview in new manager training	The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training.	April 2025	BHR
Biannual performance monitoring for all goals for the EI Plan	Reach out to persons/groups responsible for plan and request feedback via standardized methods.	July 2025	EI Plan Subcommittee
Discretionary pay data aggregated and reviewed	HR reviews for trends.	July 2025	HR
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	July 2025	Implementation Taskforce
Presentation to EIAC on aggregated Discretionary pay data	Solutions presented to EIAC.	August 2025	HR
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	September 2025	Implementation Taskforce
EI plan overview in new manager training	The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training.	November 2025	BHR
Disciplinary data aggregated and reviewed	HR reviews for trends.	December 2025	HR
Attendance tracked for Respectful Workplace Training	All HR employees will take annual Respective Workplace Investigation training to protect against bias during investigations. If annual training is not available, staff will review recorded training which BEI has indicated will be available.	December 2025	BHR Director

Task	Description	Approximate Date	Task Manager
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	December 2025	Implementation Taskforce
Biannual performance monitoring for all goals for the EI Plan	Reach out to persons/groups responsible for plan and request feedback via standardized methods.	January 2026	EI Plan Subcommittee
Presentation to EIAC on aggregated disciplinary data	Solutions presented to EIAC.	January 2026	HR
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	March 2026	Implementation Taskforce
EI plan overview in new manager training	The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training.	April 2026	BHR
Biannual performance monitoring for all goals for the EI Plan	Reach out to persons/groups responsible for plan and request feedback via standardized methods.	July 2026	EI Plan Subcommittee
Discretionary pay data aggregated and reviewed	HR reviews for trends.	July 2026	HR
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	July 2026	Implementation Taskforce
Presentation to EIAC on aggregated Discretionary pay data	Solutions presented to EIAC.	August 2026	HR
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	September 2026	Implementation Taskforce
EI plan overview in new manager training	The agency's Equity and Inclusion Plan will be introduced to all new supervisors during new supervisor training.	November 2026	BHR

Task	Description	Approximate Date	Task Manager
Disciplinary data aggregated and reviewed	HR reviews for trends.	December 2026	HR
Attendance tracked for Respectful Workplace Training	All HR employees will take annual Respective Workplace Investigation training to protect against bias during investigations. If annual training is not available, staff will review recorded training which BEI has indicated will be available.	December 2026	BHR Director
The implementation team will highlight efforts, success and wins in the employee newsletter throughout the lifecycle of the plan.	Employee newsletter article on plan.	December 2026	Implementation Taskforce

Appendix B: Monitoring Outcomes from Previous Plan

In the Department of Children and Families Equity and Inclusion Plan from 2020-2023, the Department identified five Equity and Inclusion Goals.

1. DCF will match or exceed the available qualified workforce within underutilized/ underrepresented groups to reflect the diversity of the populations we serve.
2. 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 of prejudice and discrimination.
3. DCF will establish a culture that celebrates the identities of under-represented groups.
4. DCF will increase career advancement of candidates from underutilized/underrepresented groups in management and executive positions.
5. DCF program divisions will establish and work toward equity specific goals to ensure that our programs and services are delivered in a way that promotes equity for all the children and families that we serve.

Each division, along with identified entities within the Department, were responsible for the advancement and achievement of each goal.

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
Wage and Career Advancement Equity	Agency wide	DCF identified pay inequities compared to other state agencies and inequities in internal career advancement. Goal was to address and narrow the gap.	Significant improvements made in DCF staff pay and closing wage gaps (2019-2021). Modest improvement in hiring or promoting managers of color (2019-2021). Continued conversations with HR on how to structure the process so agencies can more independently adjust wages to be more equitable.				X		
Culture and Climate Employee Survey	Agency wide	DCF seeks to understand staff perspectives as they relate to agency culture, including on the topics of DEIB.	Cross-division ad hoc team formed in February 2023 and the team is currently in the planning phase for the survey. Survey deployment anticipated in late 2023.						X: DCF fosters a workplace where staff feel valued, engaged, and connected.
Leadership Foundations	Agency wide	DCF aims to provide professional development opportunities for its staff and increase those opportunities particularly for staff of color.	LF is offered to approximately 30 staff each year with intentionality on diversity in participant selection. Approximately 22% of the 2023 participants were staff of color.				X		
Birth to Five Strategic Plan	Agency wide	The B-5 Strategic Plan is a multi-agency initiative to improve outcomes for young children. DCF has identified specific milestones that tie to the goal of promoting equitable access to programs and services for families with young children.	This is a new initiative, so no results reported yet. Internally, DCF has commenced regular meetings with B-5 leadership and Division PIA's to develop and discuss area-specific and cross cutting strategies/actions for the key activities identified in the B-5 Strategic Plan related to equity. This will ensure that the initiative maintains its priority and relevancy across all DCF divisions.					X	
Belonging Communities	Agency wide	DCF will create a system to establish "Belonging Communities" (similar to affinity groups that focus around a specific "identity" such as black men, veterans, etc.) and implement.	This is a new initiative slated for late 2023 and into 2024.			X			
Equity Leaders Action Network (ELAN)	DECE	The Equity Leaders Action Network (ELAN) initiative is a professional development opportunity for DECE staff to grow in their awareness and delivery of centering DEI best practices within their work. Staff will also develop skills to identify and remove barriers for families participating in DECE administered program across the state of WI.	DECE is now in the 2nd round of ELAN. This training reflects the division's emphasis on DEI in childcare and aligns with outcomes in the State's Birth to Five Strategic Plan.		X			X	

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
Free Provider Foundational Training	DECE	The Free Provider Foundational Training is an effort to enhance and modernize entry-level courses, ensuring the translation of materials for Hmong- and Spanish-speaking childcare providers, to encourage and promote a diversified, qualified workforce.	Project is progressing as planned and is in the process of developing online course creation. Revised courses will launch in early summer 2024.					X	X: Language access for underrepresented communities
Allyship Program	DFES	The goals of DFES's "Creating a Safe and Respectful Workplace Culture" initiative is to create a work environment that is comfortable for all people, where staff will feel safe speaking up to express their opinions with confidence knowing that their thoughts, ideas, and words are received respectfully. The Allyship/ERG program is a result of that initiative, and is a voluntary, employee-led group whose mission is to cultivate a diverse, inclusive workplace.	The team has created a program charter and standard operating procedures that govern the operation of ERGs and are now in process of launch. Program was delayed a few months due to staff leave of absence but set to move forward. Next step will be to market the program to division staff.		X	X		X	
Step Up Partnership	DFES	One of DFES's DEI goals is to create and expand professional development opportunities for Division staff to increase their understanding and awareness of DEI. The partnership with "Step Up: Equity Matters," a local, minority-owned, and highly respected DEI training provider, is intended to improve knowledge and action regarding DEIB in the division.	2 years into the partnership, DFES staff have increased their DEIB competency, awareness, and skills leading to action within the division (such as developing tools to hold supervisors accountable for their learning and process mapping of the W-2 program to identify gaps and disparities in service delivery). Contract will be renewed for another year.		X	X		X	
Equity Questions in Interview Process	DMCPS	An Equity and Inclusion question has been added to our interview questions for section managers and higher-level hiring. Reason behind the inclusion of these questions as that it aligns with overall strategic plan for our division and relates to the work done at the division.	As a division we set the expectation to include a question related to equity and inclusion in the interview process for section managers and higher-level hiring. We are in process of building this up further to include an equity and inclusion question for other positions within the division.			X		X	
Safe Space Pods	DMCPS	Safe Space Pods are pods of 6 people that are peer facilitated around equity and inclusion topics. These sessions occur every 6 weeks and are occurring at different levels (frontline, supervisor, and management). Topics range from internal bias, stereotypes, race, etc. The history behind the Safe Space Pods was on feedback from staff wanting to have a space within the division to have conversations regarding social justice and to be able to learn from one another.	Overall feedback from participants is that they enjoy being able to have conversations with their peers and learn new things about each other while also being able to participate in topics around social justice at work.			X		X	
Equity Committee	DMCPS	Create and establish an Equity Committee within the Division	DMCPS Equity and Inclusion Committee established in 2022. There are currently 13 members which represent different sections and roles within the division. The Committee is working on creating content for an advanced series of the Safe Space Pods, created and launched a newsletter in Nov. 2022, and hosted a docuseries for Black History Month 2023.			X			

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
EIAC Workgroup	DMS	The purpose of the DMS EIAC workgroup is to support DMS in becoming an accountable partner to ourselves, our stakeholders, and those we serve to address institutionalized racism and other forms of oppression, create learning and growth opportunities, and allow us to build healthy relationships with each other.	The DMS EIAC workgroup is underway and meets regularly. They discuss how E&I impacts their personal and professional lives, have refreshed the DMS EIAC webpage, share E&I resources, and promote discussions on important topics.		X	X		X	
Prioritize Lived Experience	DSP	Goal is to leverage lived experience voice and initiatives statewide to improve the child welfare system.	DSP has hired their first lived experience coordinator (LEC) and participates in various initiatives across the state designed to lift-up the lived experienced voices. LEC coordinated a successful Lived Experience Academy in Spring 2023 with lived experience stakeholders across the State.					X	
Race Equity and Inclusion Committee	DSP	Create a division Race Equity and Inclusion Committee made up of representatives from across DSP.	The committee has provided professional development to their division colleagues, served as consultants to another division, and offered resources and discussion opportunities on DEI topics.					X	
EI Assessment and Planning Tools	DSP	The DSP Racial Equity & Inclusion Tool provides an opportunity for staff to review projects and processes that impact the people of Wisconsin through an equity and inclusion lens. The goal of this tool is to create conversation amongst DSP staff, community members, stakeholders, and other agencies to bring diverse voices and perspectives to the decision-making process.	DSP staff have had access to the Race Equity Tool since February of 2022 and utilizes it to address how they are actively providing input on policy, program, contract, and oversight on options that support reducing racial disparities.					X	
LGBTQ2IS Policy Development	DSP	Goal is to provide support for unique needs of the LGBTQIA2S+ population in the Child Welfare system	Published an Issue Brief identifying the unique needs of the LGBTQIA2S+ population in the Child Welfare system and created a “Resource Hub” webpage (to provide resources and learning opportunities to the child welfare workforce, service providers and out of home care providers at all levels, and children and families) which is housed on the public DCF website.					X	
Diverse Visual Information Products	SO	Initiative goal is to build more inclusivity and diversity in department visual information products, including photos, videos, graphics, and animated multimedia. This transition will help us better reflect the communities and families we serve and promote a culture where diverse perspectives are welcomed and valued.	The Communications Office successfully completed this goal in October 2022, and divisions have started using the new imagery on the website and in printed materials. The Communications Office will continue to assess staff’s imagery needs and ensure the gallery reflects the communities we serve.			X			

X: 1. We ensure that race, equity, and inclusion is a natural part of what we do that impacts our behaviors, mindset, practices, programs, and policies. It is not a separate thing. Division leadership and each person in our division has joint ownership and accountability over the critical need to reduce racial disparities.
2. As a division, we actively integrate a race, equity, and inclusion lens into all aspects of our organization. We are actively selecting policy /program/ contract/ oversight options that are likely to reduce racial disparities.

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
Inclusive Language in Communications Materials	SO	Initiative goal is to build more inclusivity and diversity in department communication products, including web content, social media, brochures, reports, publications, and other written documents. This transition will help us better reflect the communities and families we serve and promote a culture where diverse perspectives are welcomed and valued	This project is slated for the second half of 2023 and includes review of current products, determine gaps and areas for improvement, and redesign of DCF Brand Toolbox to include Diversity, Equity and Inclusion Section. The EIAC has been asked to provide feedback for this project.			X			
OIG/DCF EIAC Support	SO	The Office of Inspector General (OIG) will provide technical assistance and advisory capacity to the Equity and Inclusion Advisory Committee (EIAC) as it works to implement the DCF Equity and Inclusion Plan.	Partnership has begun and continues. The OIG will work with the EIAC on monitoring progress towards goals for the 2024-2026 EI Plan, which is currently in development. OIG will also assist EI Plan goal "owners" as they conduct activities toward the goals.	X	x	x	x	x	X: DEIB Support
Office of Legal Counsel (OLC) Attorney Hiring Process	SO	OLC aims to be intentional in their hiring process, using the "Anywhere WI" hiring approach to diversify their candidate pool.	OLC committed to using DCF’s “Anywhere Wisconsin” hiring initiative for recent positions, which yielded 1 staff near Eau Claire and 1 staff near Fond du Lac (previous staff all resided near Madison or Milwaukee).	X					
OLC Cultural Sensitivity	SO	OLC aims to be a culturally sensitive workplace by increasing awareness and respect of different religions and cultural traditions of staff and.	OLC has increased its cultural sensitivity by avoiding scheduling meetings and events on Jewish holidays, and planning for a new year celebration in January to respect staff observances of various religious holidays in November and December.			X			
OLC Diversity Internship Program Participation	SO	OLC decided to participate in the state's Diversity Internship Program.	OLC participated in the Summer 2021 State Diversity Internship Program. OLC employed a law student in its Madison office as a Legal Associate, assigned law clerk projects.	X		X			
OLC Promote DEIB Awareness	SO	Increase awareness by providing Office of Legal Counsel staff a variety of Diversity, Equity, Inclusion, and Belonging (DEIB) articles, videos and/or pod casts to help us learn and get a better understanding of equity and inclusion issues we face in Wisconsin.	This is a new initiative slated for 2023 so no results reported yet.		X	X			
Days of Observation	EIAC Communications Subcommittee	The subcommittee has developed 15 observances that have been sent to the entire agency through the EIAC email or included in the DCF newsletter. The committee will develop a total of 18 for this year.	The subcommittee has committed to developing 25 observances each calendar year. These communications are sent out to the entire agency through the EIAC email or included in the DCF newsletter.			X			
Agency-Wide Introductory Communication for the EIAC	EIAC Communications Subcommittee	The subcommittee created agency-wide introductory email for the EIAC, release date TBD.	The subcommittee created an agency-wide introductory communication for the EIAC that is on the webpage.			X			
EIAC Webpage Content	EIAC Communications Subcommittee	The subcommittee began development of the EIAC webpage, including a draft template of content and presented to the entire EIAC committee for feedback.	The subcommittee added content to the EIAC’s webpage and will maintain this content.			X			
Equity and Inclusion Resource Repository for Activities / Initiatives	EIAC Communications Subcommittee					X			

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
Consultation on Communications Strategies and Publications	EIAC Communications Subcommittee	The subcommittee collaborated with the Employee Engagement Committee and Bureau of Performance Management to consult on their communications strategies and publications.				X			
Seminars / Workshops	EIAC Communications Subcommittee	The subcommittee invited DMS to present on the state wage dashboards and advocate for changes the EIAC committee would like to see.	The subcommittee will work to provide seminars / workshops with external organizations.			X			
Build and Maintain Relationships with External Organizations	EIAC Communications Subcommittee	The agency will build and maintain relationships with external organizations to maximize the diversity of our applicant pool.	During the last planning cycle, this strategy was outside of the scope of the unit.	X					
Equity & Inclusion Roundtables	EIAC Communications Subcommittee	Regular roundtables engage staff in equity / inclusion topics.				X			
<i>Embracing Equity</i> Training	EIAC Training & Curriculum Development Subcommittee	The subcommittee is updating the facilitator training, recruiting, and training new facilitators, planning for increasing capacity among current facilitators, and planning a schedule for all DCF sections to be fully trained. The subcommittee will analyze feedback from all training events, to continually improve these efforts.	All DCF staff will be trained in the <i>Embracing Equity</i> training. All staff involved in the hiring process will be required to take the training, which will impact hiring decisions. The subcommittee is committed to continuous improvement of training resources.	X		X			
Collaboration with DCF Culture & Engagement Team Leadership	EIAC	Culture & Engagement Team Leadership meets monthly to discuss barriers and share resources. Members of all DCF Culture & Engagement Teams are working together to develop a Climate & Culture Survey for DCF staff.	Since 2022, the focus of the monthly leadership meetings has been on building rapport between the groups, collaborating on projects, and encouraging growth of the leaders. Once survey results are in, leadership will review survey data and action items that build toward a more equitable and welcoming agency culture.		X	X			
Consultation on Equity & Inclusion Tools and Other DCF Products	EIAC	DCF divisions develop/select Equity & Inclusion Tools to analyze their policies, procedures, and practices through an equity / inclusion lens. The Secretary's Office and divisions have requested guidance from the EIAC regarding other products they have created, to ensure they utilize a DEI framework. EIAC members assist in these instances and share these tools / products with EIAC.	Some division Equity & Inclusion Tools are currently in use, and some are being developed / piloted. Consultation has been provided to the Secretary's Office and to divisions. Collaboration is encouraged in EIAC meetings to discuss efforts throughout DCF. All these efforts ensure that DCF uses a DEI framework for any policies, procedures, practices, and products.					X	
EI Plan 2021-2023	EIAC Leadership	EIAC Leadership collaborates with the DOA Office of Inspector General and DOA Bureau of Equity and Inclusion, to ensure the EI Plan and initiatives are in alignment and making progress. EIAC Leadership also identifies risks and barriers that could prevent the EI Plan from moving forward with implementation and identifies any revisions.	EIAC Leadership attends monthly EI Professionals Strategic Planning Series meetings. Proposing to meet with DOA Office of Inspector General and/or BEI at least twice per year to gain additional support.	X	X	X	X	X	
Collaboration with DCF Programs	DCF Civil Rights Compliance Unit (CRCU)	The CRCU works with all DCF programs to ensure understanding of civil rights.	Collaboration is ongoing throughout the year and helps DCF programs ensure equal opportunity in service delivery.					X	

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
Investigation of Discrimination Complaints	DCF Civil Rights Compliance Unit (CRCU)	The CRCU investigates discrimination complaints filed against DCF service providers by program participants.	Investigated discrimination complaints against DCF-funded agencies/contractors in the areas of childcare, child support, and child welfare.					X	
Monitoring and Technical Assistance	DCF Civil Rights Compliance Unit (CRCU)	The CRCU monitors the civil rights compliance of local agencies receiving funds from DCF and provides training and technical assistance to these and other agencies.	<p>The CRCU monitored a local agency’s CRC Plan. Through this monitoring , technical assistance was provided to the agency, to ensure compliance with civil rights requirements, equal opportunity in service delivery, and appropriate resolution of discrimination complaints.</p> <p>To help local agencies comply with civil rights requirements, the CRCU developed and published on the following resources on the DCF Civil Rights website: 1) 2022-2025 CRC Requirements and associated templates. 2) Data dashboards and charts</p> <p>The CRCU developed and presented trainings as follows: 1) Two trainings in Summer 2022, to assist local agency Equal Opportunity Coordinators and the Limited English Proficiency Coordinators understand their roles and responsibilities. 2) CRC online learning, to help local agencies meet the requirement of mandatory civil rights training. 3) Three trainings in June 2023, during which almost 200 staff from Wisconsin child support agencies increased their knowledge of civil rights compliance.</p>					X	
Data Dashboards	HR	HR utilizes agency dashboards related to applicant demographics, recruitment timeliness, employee turnover, and exit survey data to identify trends in employee departures.	HR assists DCF in identifying opportunities to appropriately diversify the agency’s workforce. There is analysis of where applicants fall off during the recruitment process.	X					
EIAC Collaboration with Data Dashboards	HR	The EIAC will review demographics of complaints, grievances, exit interviews, and terminations (among other data points) to understand pain points in our agency culture.	During the last planning cycle, this strategy was outside of the scope of the unit.		X				
Analyze DEI Trends in Discrimination and Harassment Complaints	HR	The EIAC will review demographics of complaints, grievances, exit interviews, and terminations (among other data points) to understand particular pain points in our agency culture.	During the last planning cycle, this strategy was outside of the scope of the unit.				x		
s	HR	Engage with EO Subject Matter Experts to understand trends in complaints of discrimination and harassment as it relates to career advancement opportunities.	During the last planning cycle, this strategy was outside of the scope of the unit.				x		

Existing Effort	Area	Description	Summary/ Impact	EI Plan Goal					
				Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	OTHER
Communication / Resources for DCF Staff	Equity and Inclusion Officer (EIO)	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) to understand demographic disparities.	EIO officer led <i>New Supervisor Development</i> training. There is a page on the DCF Intranet dedicated to the roles and responsibilities of the EIO, and the EIO has been highlighted in the DCF newsletter.			X			
EEO and ADA Policy Guidance and Investigations	Equity and Inclusion Officer (EIO)	The DCF EIO will continue to coordinate EEO policy and goals, investigate complaints of discrimination and harassment, and provide EEO and ADA guidance.	Publication of Policy 407 Respectful Workplace, Harassment, and Discrimination. More than two complaints of discrimination and harassment were investigated.			X			