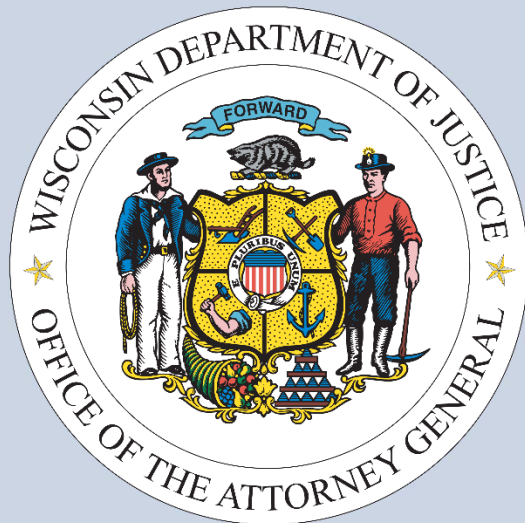


State of Wisconsin



Department of Justice

Equity and Inclusion Plan

January 1, 2021 to June 30, 2023

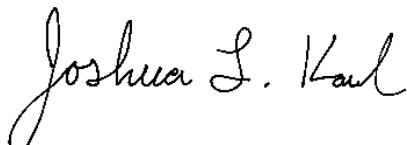
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Acknowledgments

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.

Joshua L. Kaul
Wisconsin Attorney General



Date Signed: 12/11/2020

Equity and Inclusion Officer:
Rene Marquardt



Date Signed: 12/9/2020

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608-261-0677

Date of submission to DPM/BEI: December 7, 2020

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

Equity and Inclusion Plan Committee:

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Erika Monroe-Kane, Division of Management Services

Allison Budzinski, Division of Law Enforcement Services

Ashley Hein, Office of Open Government

Samir Jaber, Division of Legal Services

Eva M. L. King, Division of Forensic Sciences

Melinda Knuth, Office of Crime Victim Services

Caroline Kull, Division of Law Enforcement Services & Diversity Advisory Committee

Kevin Schlichter, Office of School Safety

Lisa Wilson, Division of Criminal Investigation

Equity and Inclusion Implementation Committee Members:

Rene Marquardt, Chair
Erika Monroe-Kane, Division of Management Services
Allison Budzinski, Division of Law Enforcement Services
Ashley Hein, Office of Open Government
Samir Jaber, Division of Legal Services
Eva M. L. King, Division of Forensic Sciences
Melinda Knuth, Office of Crime Victim Services
Caroline Kull, Division of Law Enforcement Services & Diversity Advisory Committee
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Contributors and other subject matter experts consulted:

Milda Aksamitauskas, DOJ Chief Data Officer
Rebecca Ballweg, DOJ Communications Specialist

Others providing input:

Diversity Advisory Council
Divisions
Office of the Attorney General
Other DOJ employee DEI allies and advocates

Acronyms

AA	Affirmative Action
BEI	Bureau of Equity & Inclusion in the Division of Personnel Management
CDO	Chief Data Officer
DEI	Diversity, Equity, and Inclusion
DMS	Division of Management Services at the Department of Justice
DOA	Department of Administration
DPM	Division of Personnel Management at the Department of Administration
EI	Equity and Inclusion
EIO	Equity and Inclusion Officer
EEO	Equal Employment Opportunity

**Wisconsin Department of Justice
Equity and Inclusion Commitment Letter**

The **Wisconsin Department of Justice** (DOJ) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, gender identification, sexual orientation, religious beliefs, national origin, age, disability, genetic information, or marital status.

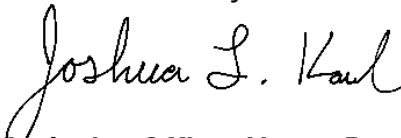
Commitment to diversity, equity and inclusion starts with Department leadership. DOJ, including myself and leaders throughout the department, is dedicated to embracing the spirit of the plan as well as meeting requirements – which include the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. We extend this commitment to all our job applicants and employees in every type of position, including unclassified, classified, project, limited-term, volunteers, interns, and work-study personnel as we recognize that equal employment opportunity is a legal, organizational, and economic necessity to maximize the quality and diversity of the state's workforce.

As part of the DOJ commitment to this overall process, we have developed a written Equity and Inclusion Plan and pledge our best good faith efforts to achieve the goals within our Equity and Inclusion Plan. This plan includes review of our employment policies, procedures, programs, and practices in recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination. Our objectives are to ensure uniform application of equity and inclusion principles, commitment to equal employment opportunity and freedom from discrimination.

I expect each DOJ employee to be an active participant in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. The DOJ will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The plan is available for review on JusticeNet, the Employment page of the DOJ public website or at the Human Resources office.


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

Agency Head Name: Joshua L. Kaul
Agency Head Title: Attorney General

Signature: 

Date: 12/11/2020

Equity and Inclusion Officer Name: Rene Marquardt
Equity and Inclusion Officer Title: Deputy Human Resources Director

Signature: 

Date: 12/9/2020

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 Plan, 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.
- Directs development of an Equity and Inclusion 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 (the Equity and Inclusion Plan Committee). Engages the Equity and Inclusion Implementation Committee to review equity and inclusion related data, recommends opportunities for improvement to the Plan, 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 necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Directs the assessment and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Ensures 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 Implementation Committee and Diversity Advisory Council on agency equity and inclusion programs, initiatives, and policies.

Name of individual(s) responsible

Name: Joshua L. Kaul

Title: Attorney General

Email: josh.kaul@doj.state.wi.us

Phone: (608) 266-1221

Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or designee - as delegated by the EIO - is directly responsible for developing, coordinating, and implementing the agency's Equity and Inclusion Plan. The EIO:

- 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 EI developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform and job-related, and that personnel decision-making processes adhere to Equal Employment Opportunity (EEO) and Affirmative Action (AA) principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veterans program, the W-2 program, the disabled veterans 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.

Name of individual(s) responsible

Current:

Name: Rene Marquardt

Title: Human Resources Program Officer
(Deputy HR Director)

Email: marquardtrm@doj.state.wi.us

Phone: 608-261-0677

Future: TBD, new EI Officer hire

Title: Equal Opportunity Program
Specialist-Senior

Equity and Inclusion Designee/Professional

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

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Assists in development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veterans program, the W-2 program, the disabled veterans program, etc.
- Ensures communication, dissemination, and access to the equity and inclusion plan, policy, and program information.
- Assists the EIO in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attaining strategic equity and inclusion goals and objectives.
- Attends equity and inclusion and agency supervisory training annually.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's Family Medical Leave Act (FMLA) and reasonable accommodation requirements to ensure compliance with the American with Disabilities Act (ADA).

Name of individual(s) responsible

Name: Donna Marchese

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Name: Jan Zadra

Title: HR Specialist-Senior

Email: zadrajp@doj.state.wi.us

Phone: (608) 266-9627

Human Resources Manager

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

- Maintains effective working relationships with agency EIO, EI professionals, 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 Equity and Inclusion 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: Jayne Swingen

Title: Human Resources Director

Email: swingenjl@doj.state.wi.us

Phone: 608-266-0461

Introduction (Alignment with Vision, Mission, and Values)

The Wisconsin Department of Justice (DOJ) places a high priority on improving diversity, equity, and inclusion in the organization (see Appendix A: DOJ Organizational Chart). The development of the Equity and Inclusion Plan included individuals representing each division and office at DOJ, as well as a champion in DOJ leadership. This committee met weekly, with four workgroups also meeting weekly. The workgroups (Data, Document, Communications, and Training) also included content experts from outside the Plan Committee.

In developing the plan, the committee reviewed and analyzed data, an effort led and supported by the DOJ Chief Data Officer (CDO). Data visualizations were developed and provided to the Plan Committee, enabling them to interact with the data and use this to guide the plan. The Data Workgroup, which included the CDO, used this data to suggest Key Performance Indicators and outcome metrics in the critical areas of Agency Commitment, Recruitment, Retention, and Culture.

Developing an effective and strategic plan is essential. The Plan Committee sought input and feedback from each division and office in DOJ, as well as the Diversity Advisory Council. Additionally, the DOJ leadership in the Office of the Attorney General was asked to review and comment on the draft plan. All this feedback was considered carefully, and changes were made to the draft plan as a result. This transparency and engagement are indicative of how DOJ plans to implement, assess, and adjust the plan over the course of the next three years.

An Implementation Committee has been created to advance the strategies in the plan and to continue the cross-functional investment and support of this work. During the course of the plan, the Implementation Committee will seek feedback and make adjustments to the plan as deemed necessary. This committee will be led by the DOJ Equity and Inclusion Officer. One of the actions in this plan is for the department to hire a full-time position dedicated to Diversity, Equity, Inclusion, and Wellness, who will then be designated as the new EI Officer. Once the new EI Officer is hired, the current EI Officer will continue in an EI designee/professional role.

The DOJ Equity and Inclusion Plan reflects the principles of the department, and it places into action our intent to be a better and stronger organization, one that is truly diverse, inclusive, and equitable.

Workforce Analysis Summary

Demographics of current DOJ employees

The workforce analysis of DOJ employees includes data as of October 23, 2020. The DOJ has position authority for 761 Full Time Equivalent (FTE) positions. Fifty seven percent of DOJ's staff are women (see Figure 1: DOJ Staff Gender). Eleven percent of DOJ's staff are minorities (see Figure 2: DOJ Staff Race/Ethnicity).

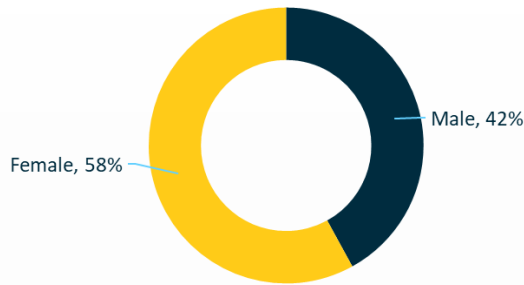


Figure 1: DOJ Staff Gender

109 employees are supervisors. Women have 53% of supervisor positions and 13% are minorities, which is proportional to overall employee demographics.

Seven percent of staff at DOJ identify as veterans. Fifteen percent of veterans working at DOJ are women. Four percent of staff at DOJ reported having a disability.

Compared to all other state agencies, DOJ employees have similar distributions for various demographic categories; however, there are a few differences. DOJ employs more women as a percentage of all staff compared to all state agencies (58% vs 51%). DOJ employs more people between 30- and 39-years and 40- and 49-years age categories as compared to other state agencies (33% and 30% vs 25% and 26%). DOJ also employs slightly more people with 5-9 years State service (28% vs 20%). In terms of race and ethnicity, DOJ employs fewer African Americans compared to other state agencies (3% vs 7%).¹

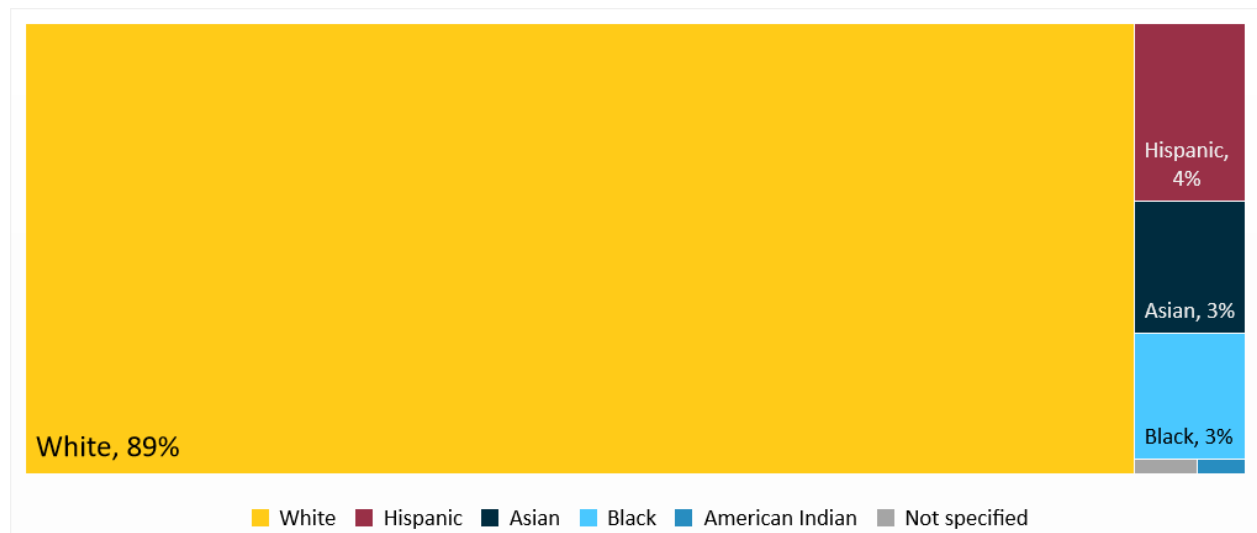


Figure 2: DOJ Staff Race/Ethnicity

¹ Appendix B: DOJ vs All State Agencies Workforce Analysis - Gender and Race/Ethnicity and Appendix C: DOJ vs All State Agencies Workforce Analysis - Age and Length of Service provides further graphical representation of this information.

Tenure and Hires at DOJ

DOJ's workforce data show that many DOJ employees have prior work experience before being employed at the DOJ. Many of the DOJ's jobs are unique to our Department and require substantial experience. Below is a breakdown of employee average tenure by job classification. For example, DOJ employs 115 science professionals in permanent positions and on average they have 5.7 years of tenure in their current classification at DOJ and almost 12 years of State service. Similarly, DOJ's legal professionals have on average 5 years of tenure at DOJ and have 11.6 years of State service. Supervisors (business, mid-level, science, and protective services) have between 10 and 15 years of State service on average. This data demonstrates that DOJ's hiring strategies need to consider recruitment strategies that target diversity of experienced professionals, in addition to recruitment practices through colleges of recent graduates or internships. Figure 3 below depicts the average number of years in most recent job class at DOJ vs average years of State service.

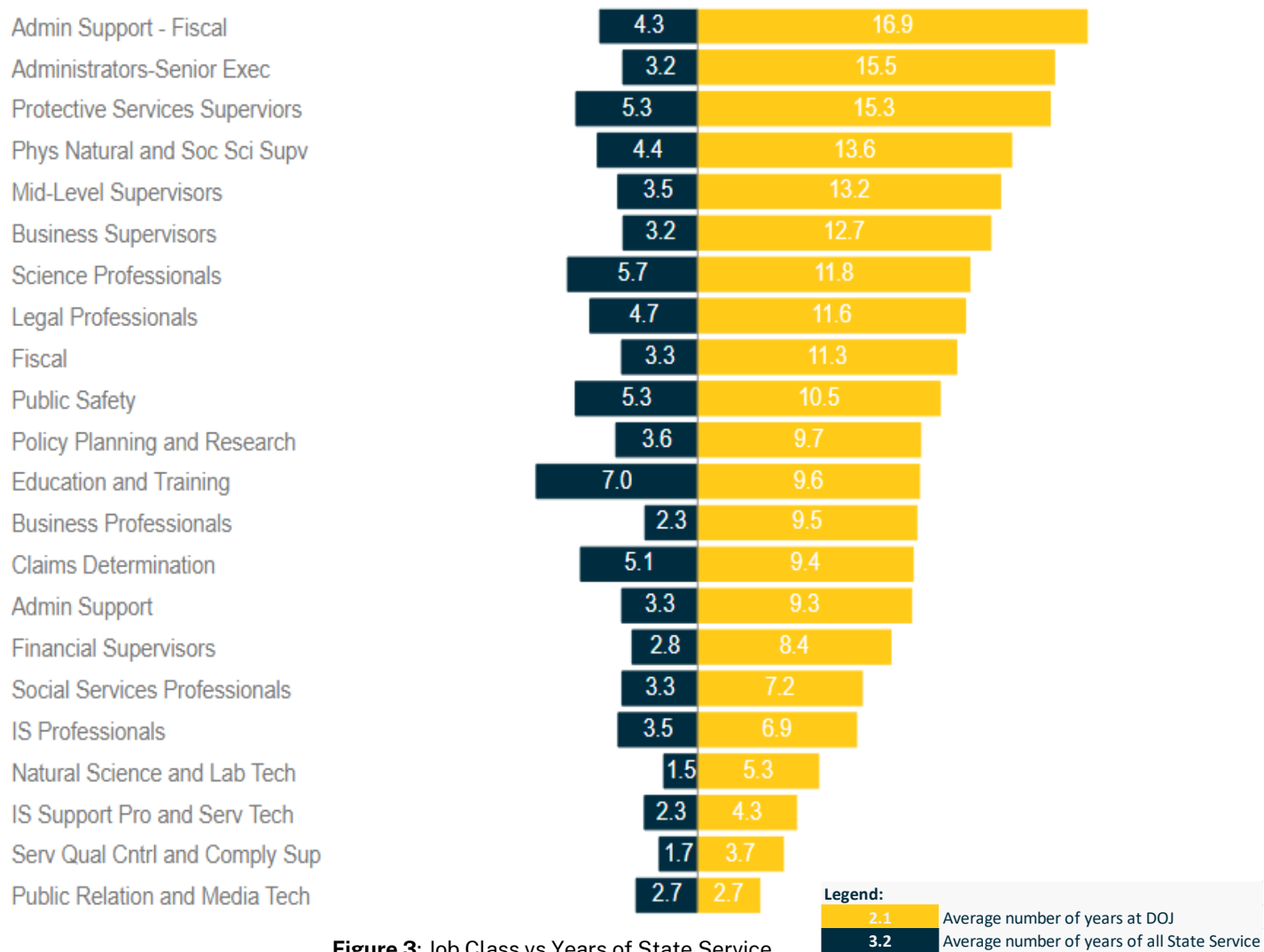


Figure 3: Job Class vs Years of State Service

Separations from DOJ

In the last three years, 159 permanent employees separated from the DOJ (52 of them retired). The separation analysis is based on staff leaving DOJ that didn't retire. On average, they were employed for 2.11 years in their last job classification. Sixty-one percent of separated employees were

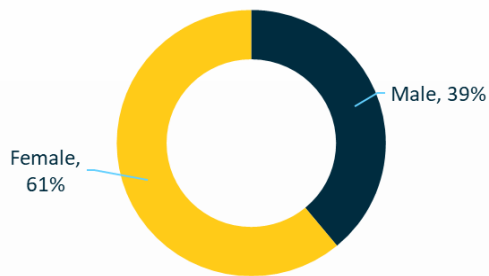


Figure 4: DOJ Staff Separations by Gender

DOJ that didn't retire. On average, they were employed for 2.11 years in their last job classification. Sixty-one percent of separated employees were



Figure 5: DOJ Staff Separation (Not retired)

women, which is not surprising as DOJ employs more women than men. Exit surveys show that the three most important reasons cited for separation are growth opportunities, pay, and geographic location. Also, most people separating from DOJ had worked less than 4 years at DOJ.

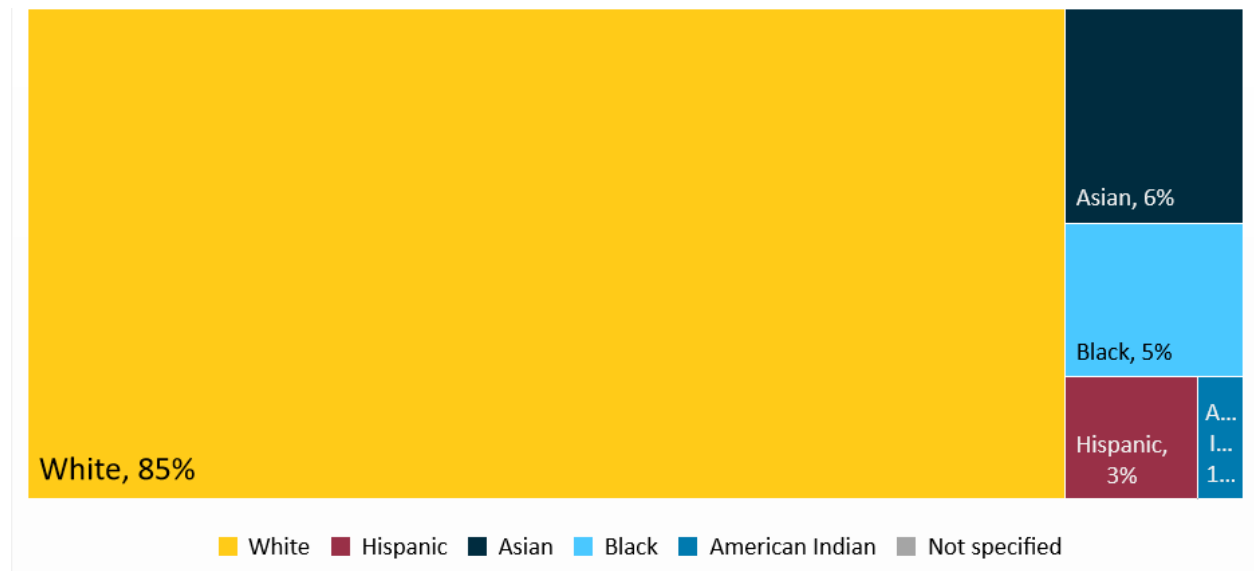


Figure 6: DOJ Staff Separations by Primary Race/Ethnicity

DOJ Employee Sentiments

In 2019, DOJ conducted a staff survey sponsored by the National Association of Attorney Generals. In the survey, 41.3% of DOJ's staff disagreed with a statement that "there are adequate promotional opportunities within DOJ." Also, 36.3% disagreed that "it is clear to me what I need to learn to be adequately prepared for promotional opportunities." Exit interview data and sentiments expressed by staff are important topics to examine more closely in retention strategies and workplans.

DOJ Positions

DOJ's classified positions include more than 100 different job classifications. Most positions used by DOJ are in the science professionals, legal professionals, public safety, and policy planning and research job groups. Analysis conducted by the DOA Division of Personnel Management shows that minorities are underutilized as science professionals and women are underutilized in public safety jobs at DOJ.

The Division of Personnel Management (DPM), Bureau of Equity and Inclusion, triennially prepares a report that summarizes for each agency, the percentages of women and minorities available in the relevant job market, and the job groups that are underutilized for minorities and women using data from the 2010 United States Census Report, the American Community Survey Report and data extracted from the state's Human Resources Information System (HRIS) PeopleSoft State Transforming Agency Resources (STAR) system. Based on DOA's data, the following table demonstrates the job groups and job classifications used by DOJ that are underutilized or underrepresented by women and racial/ethnic minorities either enterprise-wide (statewide) or at DOJ specifically.

Table 1: Wisconsin Job Groups at DOJ Underutilized by Job Group/Classification

Job Group	Classification Title	Approximate # of Positions at DOJ in Job Group	Groups Underutilized Statewide or at DOJ
Administrative Support	Criminal History Records Associate Executive Staff Assistant Human Resources Assistant Justice Program Associate Legal Associate Office Associate Office Operations Associate Operations Program Associate	82	Women - statewide only (73% women at DOJ in 2020)
Administrative Support – Fiscal	Financial Specialist	2	Minorities - statewide only (0% minorities at DOJ in 2020)
Administrators – Senior Executives	Administrative Manager Administrator, Div. of Criminal Investigation Administrator, Div. of Forensic Sciences Budget Policy Manager Criminal Invest Director Forensic Sciences Director Human Resources Manager Management Information Manager Policy Initiatives Advisor-Executive Program and Policy Manager	16	Minorities - statewide only (20% minorities at DOJ in 2020)

Job Group	Classification Title	Approximate # of Positions at DOJ in Job Group	Groups Underutilized Statewide or at DOJ
Public Relations and Media Technicians	Communications Specialist	2	Minorities - statewide only (0% minorities at DOJ in 2020)
Public Safety	Special Agent/Senior	95	Women - statewide & at DOJ (14% women at DOJ in 2020)
Protective Services Supervisors	Special Agent In-Charge	13	Women -statewide only (15% women at DOJ in 2020) Minorities - statewide only (8% minorities at DOJ in 2020)
IS Professionals	Info Technology Management Consultant IS Business Automation Analyst IS Business Automation Consultant Admr IS Comprehensive Services Consult Admr IS Data Services Consultant Admr IS Network Services Consultant Admr IS Network Services Senior/Specialist IS Systems Development Services Consultant Admr IS Systems Development Services Senior IS Technical Services Consultant Admr IS Technical Services Senior/Specialist	41	Women - statewide only (24% women at DOJ in 2020)
Natural Science and Laboratory Technicians	Fingerprint Technician Laboratory Technician	30	Women - statewide only (87% women at DOJ in 2020) Minorities - statewide only (20% minorities at DOJ in 2020)

Job Group	Classification Title	Approximate # of Positions at DOJ in Job Group	Groups Underutilized Statewide or at DOJ
Physical, Natural and Social Science Supervisors	Criminal Analyst Supervisor Forensic Scientist Supervisor	16	Women - statewide only (56% women at DOJ in 2020) Minorities - statewide only (12% minorities at DOJ in 2020)
Science Professionals	Controlled Substance Analyst Crime Scene Response Specialist DNA Analyst Fingerprint Footwear Examiner Firearms Toolmark Examiner Forensic Imaging Specialist Toxicologist/ Trace Evidence Examiner	117	Minorities - statewide and at DOJ (10% minorities at DOJ in 2020)

Equity and Inclusion Strategic Plan: Goals and Strategies

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

Overarching Goals for Equity and Inclusion	Strategies to Achieve Goals
DOJ Commitment	<ul style="list-style-type: none"> • Embed DEI focus in annual planning. • Establish DEI as a priority and value at all levels of the organization.
Recruitment Goal DOJ actively addresses hiring disparities across all underutilized job classifications.	<ul style="list-style-type: none"> • Improve diversity among job candidates by expanding awareness and connections with targeted organizations. • Improve the hiring process to remove barriers for candidates from diverse backgrounds. • Leverage the flexibility afforded by newly expanded telecommuting options in certain DOJ positions to attract diverse candidates.
Retention Goal DOJ actively addresses the disparity of promotions in marginalized populations and promotes leadership opportunities to retain employees and reduce turnover for underutilized job classifications.	<ul style="list-style-type: none"> • Better understand why employees leave, especially those from underrepresented groups. • Increase advancement rates for those in underrepresented classes by valuing diversity as well as other job qualifications and providing leadership development opportunities. • Assess and address gaps in wage impacting employees in protected classes.
Agency Culture DOJ promotes an agency culture free of bias, a respectful culture that values diversity, promotes equity, and actively engages inclusion.	<ul style="list-style-type: none"> • Create mechanisms to better understand the strengths, challenges, and progress in DOJ culture change. • Improve DOJ culture to more highly value diversity, equity, and inclusion. • Increase trust among DOJ supervisors, peers, and with DOJ leadership.

Equity and Inclusion Strategic Plan: Workplan

The DOJ workplan represents the strategies and actions for the DOJ Equity and Inclusion Plan. Each strategy identified to meet DOJ equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action implemented is part of the process to achieve specific strategic outcomes. The comprehensive selection of actions to support the strategy may be short-term or long-term actions. KPIs (Key Performance Indicators) gauge the progress of the actions taken to reach the desired outcome. KPIs provide clarity to the process for reaching short-term and long-term goals and allows teams to focus on efforts that fall short and require attention immediately to stay on track. KPIs support the monitoring and continuous improvement activities of the strategic plan. DOJ has listed associated training identified to support the implementation for each focus area.

COMMITMENT

DOJ Commitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
Embed DEI focus in annual DOJ planning.	Long-range strategic planning, with clear goals and values reflecting a high-priority focus on diversity, equity, and inclusion, with meaningful targets regularly measured to determine if goals are being met.	<p>Committee will review goals and practices and determine effectiveness through data measures of targets achieved annually.</p> <p><u>YEAR ONE (2021)</u> -Division and Office leadership develop goals -DOJ Budget reflects increased investment in DEI-focused position</p>	<p>Outcome: 100% of the DOJ diversity, equity and inclusion strategies, actions/tactics will be reviewed annually with assessment of targeted goals.</p> <p>Outcome: DOJ maintains updated/refreshed DEI plan.</p> <p>Metric: DEI plan strategies and tactics are reviewed each year. Data subcommittee will rerun data metrics</p>	<p>DMS Administrator</p> <p>Deputy HR Director</p> <p>Equity and Inclusion Officer</p> <p>Equity and Inclusion Plan Committee</p> <p>Division Administrators and Office Directors</p>	<p>December 2021</p> <p>December 2022</p> <p>December 2023</p>

DOJ Commitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
		<p><u>YEAR TWO (2022)</u> -Increased focus on DEI in annual planning at Division and Office level</p> <p><u>YEAR THREE (2023)</u> -DOJ investment in DEI work reflected in the 2023-2025 Biennial Budget</p>	<p>each year to support this review.</p> <p>Metric: Specific Division/Office goals are identified and documented in first year. Method to assess achievement of goals determined and implemented.</p>		
	<p>Reevaluate the EI Plan, using input from EI Plan Committee and Diversity Advisory Council, as well as DOJ leadership, to adjust strategies, actions and metrics as needed.</p>	<p>Process developed and implemented to plan reevaluation.</p>	<p>Plan reflects feedback and adjustments are made.</p>	<p>DMS Administrator Equity and Inclusion Officer</p>	<p>Annually: January 2022 January 2023 or as needed</p>
<p>Develop an EI Implementation Committee</p>	<p>Establish committee members.</p>	<p>Creation of EI Implementation Committee roles and responsibilities.</p>	<p>DOJ-wide engagement in plan over the course of the three years.</p>	<p>DMS Administrator</p>	<p>January 2021</p>

DOJ Commitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
Establish DEI as a priority and value at all levels of the organization.	Have diversity in its leadership (anyone in a supervisory role), reflecting the organization's commitment to diversity.	HR will review diversity metrics for all Divisions and Offices within DOJ annually and will provide data to Division leaders.	<p>Percentage of diverse leadership tracked for committee review and to monitor progress.</p> <p>Outcome: Division leaders are informed on diversity data annually and data is used to develop EI actions/tactics.</p> <p>Metric: Meetings are held annually with Division leaders and HR to discuss diversity data.</p>	<p>Human Resources</p> <p>Equity and Inclusion Plan Committee</p>	<p>Ongoing.</p> <p>Annual review and analysis of diversity data beginning January 2022</p>
	Promotes diversity from the senior executive level through all levels of the organization.	DOJ Executive Office, Divisions and Offices will report initiatives that promote diversity semi-annually to the EI Officer.	<p>Outcome: DOJ staff are provided opportunities to participate in diversity promoting events and activities.</p> <p>Metric: Four activities/events are scheduled per calendar year.</p> <p>Metric: Mandatory - all staff attend at least one diversity, equity, and inclusion event or</p>	<p>Staff identified from each DOJ Executive Office, Division (DFS Diversity Committee Chair) and Office.</p> <p>Equity and Inclusion Officer</p> <p>Diversity Advisory Council</p>	<p>Ongoing.</p> <p>Division reports semi-annually beginning July 2021</p>

DOJ Commitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
		DOJ will survey employee sentiment every two years.	learning activity (*see below) per year. Outcome: DOJ staff sentiment is improved from 2019 baseline data.		December 2021 December 2023
	Provide training and ongoing professional development on diversity, equity, and inclusion for all employees.	Establish a committee to identify and recommend learning opportunities on diversity equity and inclusion topics. Identify entity responsible for sponsoring and providing trainings.	Outcome: DOJ employees are provided learning opportunities on diversity, equity, and inclusion. Metric: All employees attend at least one event (*see above) or learning activity per year regarding diversity, equity, and inclusion. 51% or more of attendees positively evaluate trainings.	DOJ Executive Office Delegate Division Administrators and Office Directors Equity and Inclusion Plan Committee Diversity Advisory Council	Every six months beginning March 2021

DOJ Commitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
	Staffs and resources its diversity, equity, and inclusion effort adequately.	DMS Develops DEI budget for DOJ-wide efforts. DOJ Executive Office, Divisions and Offices will identify and commit resources (e.g., budget, staff time) for diversity efforts.	List of diversity, equity, and inclusion resources submitted to EI Officer and annual assessment of adequacy. Metric: DEI resources are identified and documented.	DMS Administrator DOJ Executive Office Delegate Division Administrators and Office Directors	DMS budget developed June 2021 List of resources submitted semi-annually beginning March 2021
	Increases and elevates focus on diversity, equity, and inclusion by establishing a new position dedicated to this work.	Equity and Inclusion Officer position created and filled.	Outcome: DOJ has a full-time position whose primary focus is diversity, equity and inclusion strategy and implementation.	DMS Administrator HR Director Deputy HR Director	April 2021

DOJ Commitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
	Develop feedback mechanism to engage DOJ employees regarding components of the Equity and Inclusion Plan.	Virtual environment is established for DOJ employees to provide feedback.	<p>Outcome: Opportunity for DOJ employees to actively participate in EI Plan improvement through feedback.</p> <p>Metric: Periodically report number of comments received and note the number/ comments that affected EI Plan. (review frequency to be established by EI Officer). Publish information about comments received on JusticeNet and with Divisions as appropriate.</p>	<p>Equity and Inclusion Officer</p> <p>Equity and Inclusion Plan Committee as necessary</p>	<p>Ongoing</p> <p>Feedback mechanism in place January 2021</p>

Associated Agency Commitment Training	Create training team to support training needs identified in plan.
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RECRUITMENT

DOJ Recruitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
<p>Improve diversity among job candidates by expanding awareness and connections with targeted organizations.</p>	<p>Expand external outreach and awareness of DOJ employment opportunities.</p>	<p>Increased outreach of employment opportunities to diverse organizations.</p> <p>Consider creating a recruitment/ outreach committee of DOJ professionals or job representatives to work on this effort.</p>	<p>Outcome: DOJ job postings are shared with organizations that target diverse applicants.</p> <p>Metric: HR maintains list of organizations suitable for targeting diverse applicants; list is reviewed annually by committee of DOJ job experts from different divisions/ offices to keep list up to date, with consideration given for specific job category needs. Guidelines created for using external organizations for job postings. Selected DOJ representatives attend at least two college or other career/job fairs annually.</p>	<p>Equity and Inclusion Officer</p> <p>HR Specialists</p> <p>Hiring Managers</p>	<p>December 2021 December 2022 December 2023</p>

DOJ Recruitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
			Job announcements for positions identified as underutilized for minorities or women will be advertised to two or more diverse organizations.		
	Increase diversity recruitment of LTE positions and diversity of LTE hires.	LTE new hires includes an increase of diverse new hires as reported by HR data/statistics.	<p>HR will track LTE diversity statistics and report to Divisions annually.</p> <p>Outreach to organizations targeting diverse candidates is included in recruitment process.</p> <p>Outcome: Notable increase in diverse LTE new hires.</p>	<p>Hiring Managers</p> <p>Human Resources</p>	<p>Annual reporting: June 2021 June 2022 June 2023</p> <p>Outreach beginning May 2021.</p>
	Increase diversity focus and diversity recruitment for DOJ internship and externship programs.	<p>Demonstrate effort to expand existing internship and externship program within DOJ.</p> <p>Expand recruitment outreach of DOJ internship and externship</p>	<p>Outcome: DOJ intern/extern program opportunities will be published to at least one organization targeting diverse candidates each year.</p> <p>Metric: Divisions will advise HR of all interns and externs. HR will</p>	<p>Division Administrators and Office Directors</p> <p>Intern/extern program coordinators</p> <p>HR Intern/Extern Onboarding</p>	<p>Annual reporting: June 2021 June 2022 June 2023</p> <p>Diversity data tracking beginning February 2021</p>

DOJ Recruitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
		programs to diverse organizations.	<p>track diversity statistics for interns/externs and report data to Divisions annually.</p> <p>Metric: Increase of interns/externs from diverse groups.</p>	Coordinator (HR Assistant)	Targeted outreach beginning May 2021
	Recruit more widely geographically, leveraging the ability to work remotely to diversify the staff.	Outreach across Wisconsin and the United States as appropriate targeting traditional and diverse organizations to include public and private colleges and universities, Historically Black Colleges and Universities, faith-based organizations, diverse professional organizations, etc.	<p>Human Resources (and Hiring Managers) to increase outreach efforts to include HBCU's or other diverse professional organizations for selected job announcements.</p> <p>Recruitment outreach will be made to at least two organizations targeting diversity for positions in the following job groups: Public Safety, Natural Science and Lab Tech, Science Professionals, IS Professionals, Administrators-Senior Executives</p>	Human Resources Hiring Managers HR Specialists	December 2021 December 2022

DOJ Recruitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
Improve the hiring process to remove barriers for candidates from diverse backgrounds.	Gather and analyze data to better understand why diverse candidates do not advance through the hiring process.	HR reviews hiring selections to gather data on diverse candidate advancement.	Outcome: HR identifies a mechanism or process to gather data with a focus on diversity. Data collection tool/process implemented, and results are reviewed annually.	DMS Administrator Equity and Inclusion Officer Hiring Managers Equity and Inclusion Committee Focus Group	Tool/Process Developed by December 2022 Data reviewed July 2023
	Increase diversity in pool of candidates and set diversity hiring goals for identified areas: <ul style="list-style-type: none"> women and minorities in law enforcement (Public Safety job group, i.e., Special Agents) minorities in natural sciences job group women in IS Professionals job group 	Committee will review data in identified areas and suggest hiring process initiatives to increase diversity in pool of candidates and set hiring goals in the identified areas.	Targeted plans for each identified area to increase the diversity pool of candidates and set hiring goals.	DMS Administrator Deputy HR Director Equity and Inclusion Officer Equity and Inclusion Committee	Review by September 2021 Set Hiring Goals by June 2022

DOJ Recruitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
	<ul style="list-style-type: none"> minorities in Administrators-Senior Executive job group 				
	<p>Promote diversity, equity, and inclusion in the hiring process, including establishing guidance for how to value diversity in job candidates.</p>	<p>Human Resources will review and implement changes, including an assessment of interview questions; job postings and criteria; position descriptions; and interview panel processes – evaluated for promoting the values of diversity, equity, and inclusion.</p> <p>EI Officer lead development of guidance to hiring managers on how to value diversity in job candidates.</p>	<p>Outcome: DOJ policy on use of diverse screening panels to be developed.</p> <p>Outcome: Diversity statement to be developed for inclusion in job announcements.</p> <p>Outcome: Inclusion of interview questions related to diversity, equity, and inclusion.</p> <p>Outcome: Diversity valued as a desirable attribute of job candidates.</p>	<p>DMS Administrator</p> <p>Deputy HR Director</p> <p>Human Resources Equity and Inclusion Officer</p>	<p>December 2021</p>
<p>Leverage the flexibility afforded by newly expanded</p>	<p>Build on the flexibility in place for some positions to</p>	<p>Committee to explore applicable positions and ways</p>	<p>Review and update as needed the DOJ telecommuting policy</p>	<p>DMS Administrator</p>	<p>March 2022</p>

DOJ Recruitment Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
telecommuting options in certain DOJ positions to attract diverse candidates.	better increase recruitment and retention.	to incorporate existing telecommuting opportunities to increase recruitment (i.e., virtual interviews, virtual tours) and retention (i.e., remote flexible hours, virtual meetings) of diverse candidates.	to incorporate diversity, equity, and inclusion language.	Deputy HR Director Human Resources Equity and Inclusion Plan Committee	

Associated Recruitment Staff Training	Train hiring managers and evaluation/interview panelists to recognize and counter their own implicit biases, as those biases may cause them to disregard qualified applicants with non-traditional employment or educational backgrounds. This includes placing value on other traits and not only job experience.
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RETENTION

DOJ Retention Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
<p>Better understand why employees leave, especially those from underrepresented groups.</p>	<p>Review exit interview process to ensure relevant data is collected and is an accurate reflection of the reasons why people are leaving DOJ.</p>	<p>Committee to review exit interview process, identify data collected, consider relevancy of data, and make suggestion of additional data of relevancy to collect.</p>	<p>Review of the exit interview process and policies for the most recent five years resulting in recommendation of process and policies for relevant exit interview data collection.</p> <p>Develop focus group of current and/or former employees to obtain feedback on the exit interview program.</p>	<p>DMS Administrator</p> <p>Deputy HR Director</p> <p>Human Resources</p> <p>Equity and Inclusion Committee Focus Group</p>	<p>June 2022</p>
	<p>Look at categories ranked highest in the exit interview data, to better analyze and target the underlying reasons</p> <p>Analyze the reasons employees leave DOJ in the first 4 years of employment.</p>	<p>Committee to review exit interview data for categories ranked highest to identify specific reasons associated with departure from DOJ with notable specificity also of departures of 0-4 years.</p>	<p>Reevaluate most recent exit interview data with notation of significant factors contributing to DOJ departures.</p>	<p>DMS Administrator</p> <p>Human Resources</p> <p>Equity and Inclusion Officer</p> <p>Equity and Inclusion Plan Committee Focus Group</p>	<p>Annually beginning October 2021</p>

DOJ Retention Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
	Collect additional feedback from employees in their first five years through surveys or “stay interviews” to find potential deterrents.	Conduct annual surveys (100% distributed) or stay interviews (10% representative pool) of new hires annually as climate check for the purpose of identifying deterrents to DOJ departure.	Outcome: Survey developed and implemented. Metric: Review results received from surveys or stay interviews to identify potential deterrents to DOJ departure.	Equity and Inclusion Officer	December 2023 (effort to carry over into next plan)
	Review, identify and reduce the negative characteristics of positions where feasible (e.g., long commute, travel, sedentary work).	Process to review positions and identify characteristics that lend to negative outcomes/results.	Outcome: Positions with negative characteristics identified and evaluated for ways to mitigate negative results.	DMS Administrator Human Resources Hiring Managers Equity and Inclusion Plan Committee Focus Group	December 2023
	Review our onboarding process to ensure employees are receiving information, resources, and support needed to be successful in their first year at DOJ.	DOJ Executive Office, Divisions, and Offices to consider creating employee resource groups or other support systems to assist newer employees (e.g., mentor, professional	DOJ Executive Office, Divisions, and Offices will provide reports annually to HR of existing employee resource groups or other support systems in place to assist newer	DOJ Executive Office Delegate Division Administrators and Office Directors Human Resources	June 2021 June 2022 June 2023

DOJ Retention Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
		<p>buddy, onboarding coach, orientation group, etc.).</p> <p>Division of Management Services workgroup will review new employee orientation program to ensure essential resources and information are provided to new employees and provide guidance to supervisors. Human Resources will survey new employees about onboarding experience.</p>	<p>employees in the workplace.</p> <p>Metric: 75% or more of new employees surveyed agree their onboarding process was effective and feel they receive support they need.</p>	<p>Onboarding Development Team/Workgroup</p> <p>Supervisors</p>	
<p>Increase advancement rates for those in underrepresented classes by valuing diversity as well as other job qualifications and providing leadership</p>	<p>Establish guidance for how to value diversity as a desirable attribute.</p> <p>Identify opportunities for leadership development.</p>	<p>EI Officer develops guidance for how to value diversity as a desirable attribute.</p> <p>Focus group to explore leadership development opportunities.</p>	<p>Diversity considered and valued, leading to an increase in advancement by individuals in protected classes.</p> <p>Leadership development opportunities</p>	<p>Equity and Inclusion Officer</p> <p>Equity and Inclusion Plan Committee Focus Group</p>	<p>Guidance developed December 2021</p> <p>Development opportunities implemented December 2022</p>

DOJ Retention Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
development opportunities.			identified and implemented.		
Assess and address gaps in wage impacting employees in protected classes.	Analyze wage discrepancies and build case to DOA for DERAs.	Assessment completed.	Wage gaps identified and rectified.	Human Resources	September 2021
Associated Retention Staff Training	<p>Strengthen employee education of the WRS and vesting at 5-years, in addition to all state employee benefits.</p> <p>Provide more training and professional or leadership development opportunities for all staff.</p> <p>Identify training needs to address areas for improvement that might arise as the retention strategies and actions are implemented.</p>				

CULTURE

DOJ Culture Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
Create mechanism to better understand the strengths, challenges, and progress in DOJ culture.	Determine a better way to assess DOJ's culture of inclusion (ideas could include focus groups or surveys engaging past or present employees).	Suggest and establish tools for assessing DOJ's culture of inclusion. CDO to select and refine metric, making recommendation to AG's Office.	Tools developed and suggested to DOJ Equity and Inclusion Committee for ways to assess DOJ's culture of inclusion.	Diversity Advisory Council Equity and Inclusion Committee Focus group Chief Data Officer (CDO) Equity and Inclusion Officer AG's Office	October 2021
Change DOJ culture to be more inclusive.	Create a more inclusive culture related to telecommuting, that could minimize the impact of social dynamics/bias.	DOJ, Divisions and Offices review and adjust policies to remove bias associated with the social dynamics of telecommuting.	Improved or created activities or policies that support telecommuting policies and practices.	Division Administrators and Office Directors Supervisors	March 2022

DOJ Culture Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
	Expand communication between divisions to build a more inclusive culture.	Divisions (and Offices) to review and identify ways to expand communication between divisions (and offices) to build a more inclusive culture.	Identified plans and activities that commence between divisions (and offices) to build a more inclusive culture.	Division Administrators and Office Directors	September 2022
	Regular communication to DOJ employees about DEI efforts, opportunities, and progress.	Updates on JusticeNet. Email to all employees with DEI content. Discussion on DEI at team meetings.	Improved awareness of DEI as a DOJ priority	DOJ Communications Team Equity and Inclusion Officer Supervisors	Ongoing Beginning January 2021
Increase trust among DOJ supervisors, peers, and with DOJ leadership.	Establish DOJ core values including values that incorporate elements of diversity, equity, and inclusion.	DOJ leadership to develop DOJ core values.	Workgroup established to develop DOJ core values including values that incorporate elements of diversity, equity, and inclusion.	Division Administrators and Office Directors DMS Administrator Equity and Inclusion Officer	September 2021
	Use DOJ core values to establish standards and	From established DOJ core values, EI Committee to	Implementation and training of DOJ staff on DOJ core values,	DMS Administrator	December 2021

DOJ Culture Strategies	DOJ Actions/Tactics	KPI	Outcome/Metric	DOJ Responsible Staff/Office	DOJ Targeted Completion Date
	expectations related to diversity, equity, and inclusion throughout the organization.	establish standards and expectations related to equity and inclusion by all DOJ employees.	standards and expectations related to equity and inclusion by all DOJ employees. (see Associated Culture Staff Training below).	Deputy HR Director Equity and Inclusion Implementation Committee, including EI Officer	
	Identify opportunities to build transparency, consistency and communication that exemplifies the DOJ standards and expectations.	Develop concrete guidelines for supervisors to use when addressing behavior or practice that are not being inclusive or equitable.	Add trust-related question to the employee engagement survey and/or mechanism for measuring the handling of concerning behavior.	Equity and Inclusion Implementation Committee that includes Equity and Inclusion Officer	April 2022

Associated Culture Staff Training	<p>Train all DOJ staff on DOJ core values, standards and expectations related to equity and inclusion.</p> <p>Train new supervisors on workplace expectations, in alignment with DOJ core values.</p> <p>Train new hires on workplace expectations, in alignment with DOJ core values. (Expand on the quarterly training model and introduce this as a new dedicated component).</p> <p>Identify training for annual refresh/touchstone for supporting an equitable and inclusive culture at DOJ. (Required and available through a learning management system).</p> <p>Identify responsive training that could be deployed when a work group is challenged by a DEI issue or if an employee is identified who would benefit from additional DEI training.</p>
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	<p>Integrate professional development for all staff related to diversity, equity, and inclusion into bureau/division staff meetings or in-service trainings. Trainings and resources will be available on JusticeNet for work groups to select from as meets their need, and additional resources can be solicited by contacting the Equity and Inclusion Officer.</p> <p>Hold staff members accountable for attending and participating in mandatory trainings related to equity and inclusion as they would be held accountable for completing any other mandatory job duties.</p> <p>Train staff on ways to better understand the multitude of factors that influence individual perceptions which can affect how we work together within DOJ (a part of the process to shift internal culture and develop employees).</p>
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Communication and Dissemination of Equity and Inclusion Plan

Internal Methods of Communication

DOJ Internal Methods of Communication	DOJ Responsible Staff/Office	DOJ Timeline Targeted
Attorney General email to all DOJ employees introducing the plan and referencing the attached memorandum and link to the plan on JusticeNet.	AG Communications	January 2021
A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement diversity, equity, and inclusion will be sent from the agency's leadership.	Equity and Inclusion Officer Office of the Attorney General	January 2021
DOJ's Equity and Inclusion Plan will be available to all employees on the agency's internal website at https://justicenet.widj.gov/diversity-equity-inclusion or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats. The plan will be given to new employees as a part of the on-boarding process.	Equity and Inclusion Officer	January 2021

DOJ Internal Methods of Communication	DOJ Responsible Staff/Office	DOJ Timeline Targeted
A physical copy of the DOJ Equity and Inclusion Plan will be available to employees or to whomever else requests it, at each DOJ facility.	Equity and Inclusion Officer	January 2021
Nondiscrimination and equal opportunity statements and posters are prominently displayed in areas frequented and accessible to employees.	Human Resources	January 2021
Annual email will be sent to all employees about DOJ Equity and Inclusion Plan and resources, with update on metrics. Employees will be required to read and confirm that they have understood the plan, which will be tracked.	Equity and Inclusion Officer	January 2022 January 2023
Introductory town hall for supervisors on Equity and Inclusion Plan, how it will affect their role, and how their unit can take concrete steps to advance the goals of the plan with both internal and external partners.	Equity and Inclusion Officer Division Administrators	June 2021
Ongoing communication, via email and JusticeNet, about trainings, events, and programs available to DOJ staff, to support DEI efforts and highlight the EI Plan.	DOJ Communications Team Equity and Inclusion Officer	October 2021 (ongoing)
Attorney General Communication announcing feedback mechanism to engage DOJ employees on components of the EI Plan	DOJ Communications Team Equity and Inclusion Officer	January 2022

External Methods of Communication

DOJ External Methods of Communication	DOJ Responsible Staff/Office	DOJ Timeline Targeted
DOJ's Equity and Inclusion Plan is available on the DOJ public website at https://www.doj.state.wi.us/dms/employment-opportunities or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.	Equity and Inclusion Officer	January 2021

Expand external outreach to increase DOJ visibility with representative groups across the state.	DOJ Communications Team Government Affairs Director	January 2021 – December 2023 (ongoing)
DOJ’s website employment page, appropriate publications, and all job postings, will include a statement indicating our commitment to equity, diversity, and inclusion.	Human Resources	June 2021
A print copy of the Equity and Inclusion Plan will be made available to contractors, vendors, and members of the public as requested. As requested, the agency will make the plan available in alternative formats.	Equity and Inclusion Officer	January 2021 – December 2023 (ongoing)

DOJ Equity and Inclusion Plan Monitoring

Continuous and consistent monitoring of DEI strategies, actions, tactics, implementation, communications, resources, materials, and progress toward compliance of plan goals and metrics will allow EI risk and opportunity assessment. DOJ DEI personnel will track progress, identify patterns, and notice trends that will provide opportunity for effective DEI application and timely corrective action if necessary. Frequent data review will provide opportunity to identify data integrity issues, adjust and implement necessary training, and consider commitment, recruitment, retention, and culture improvement efforts on an ongoing basis.

The strategic plan and communication methods include most information that addresses monitoring DEI activities. Notable monitoring activities also include:

- Distribution of a memorandum to all DOJ staff originating from the EI Officer detailing the location of the Equity and Inclusion Plan must occur annually.
- Review annually that all DOJ personnel have read, understand, support, and have implemented targeted DOJ equal opportunity and affirmative action material.
- Timely examination of workplan outcomes/metrics by DOJ targeted completion dates.

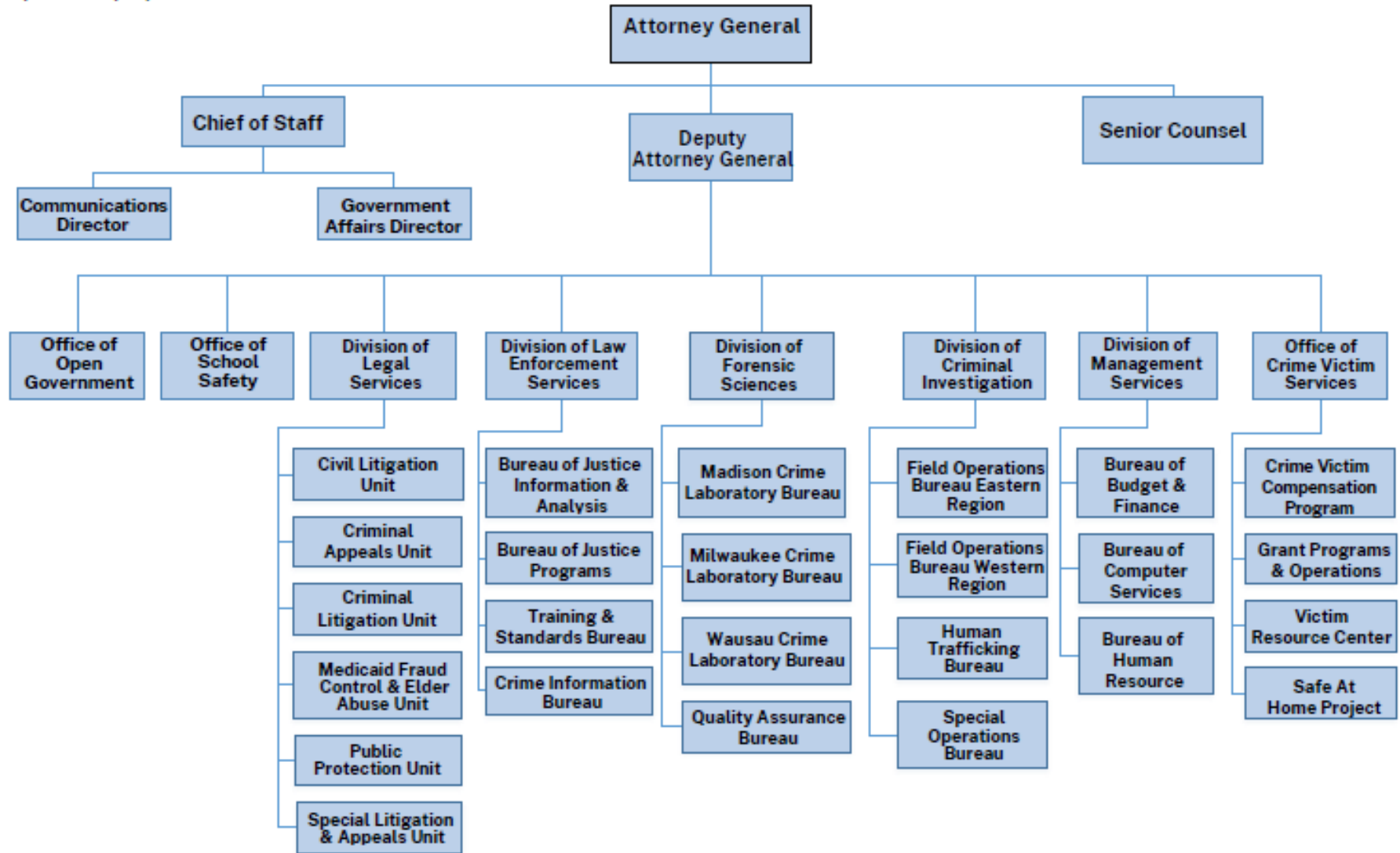
Other monitoring activities derived from the workplan are summarized in Appendices D, E, and F as DOJ EI Plan Targeted Timelines referenced by EI Plan year.

The Department of Justice Equity and Inclusion Plan Authorities reserve the right to at any time modify this Equity and Inclusion Plan to meet the commitment established and as expressed by Attorney General Josh Kaul to ensure “equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws...” for progress and results...”

APPENDICES

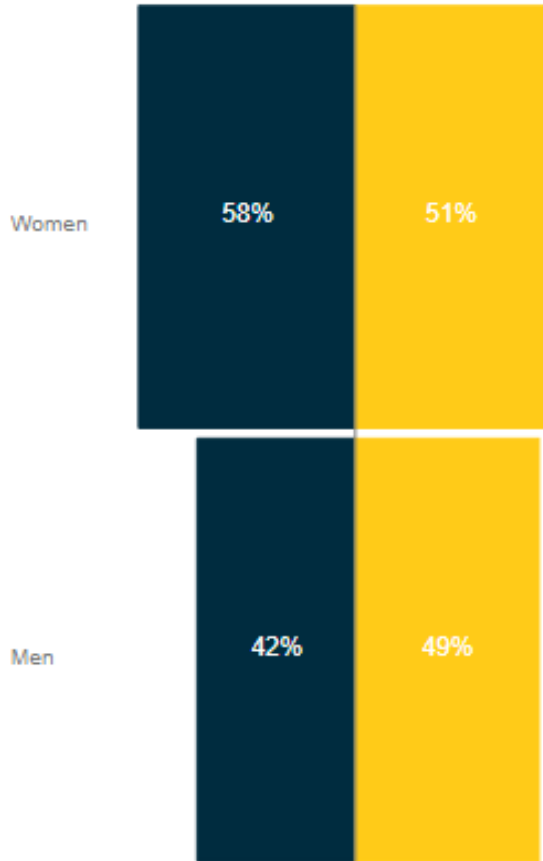
Appendix A: DOJ Organizational Chart

Wisconsin Department of Justice
Updated 11/23/2020

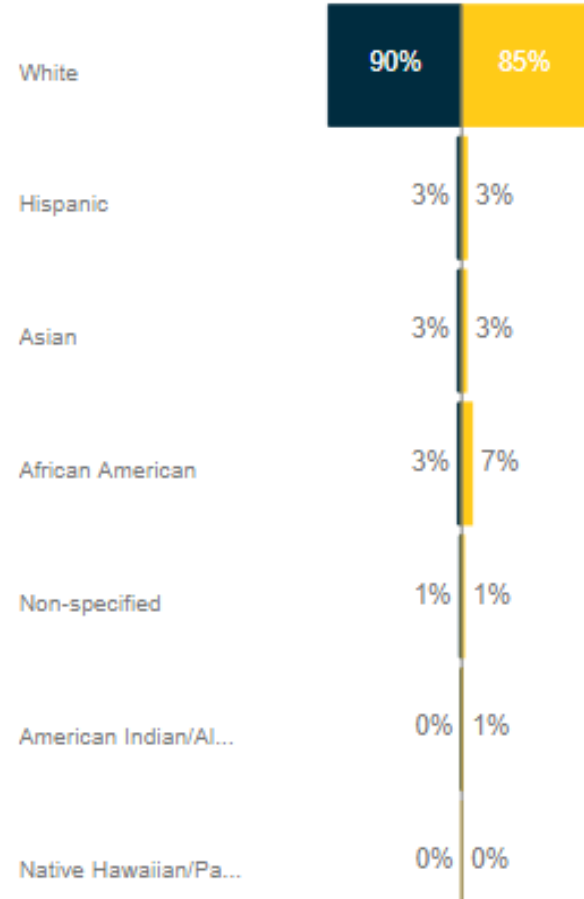


Appendix B: DOJ vs All State Agencies Workforce Analysis – Gender and Race/Ethnicity

DOJ vs All State Agencies

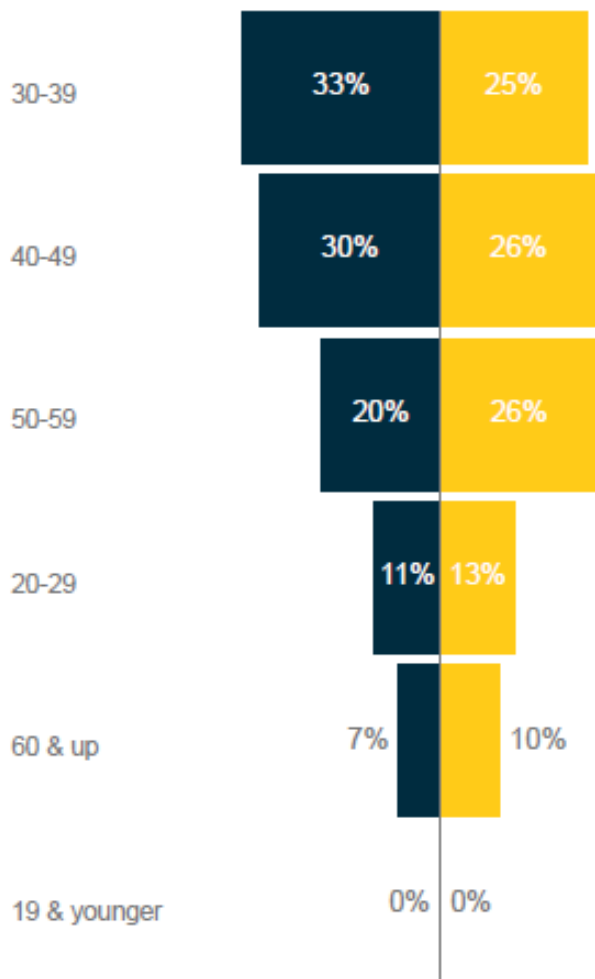


DOJ vs All State Agencies

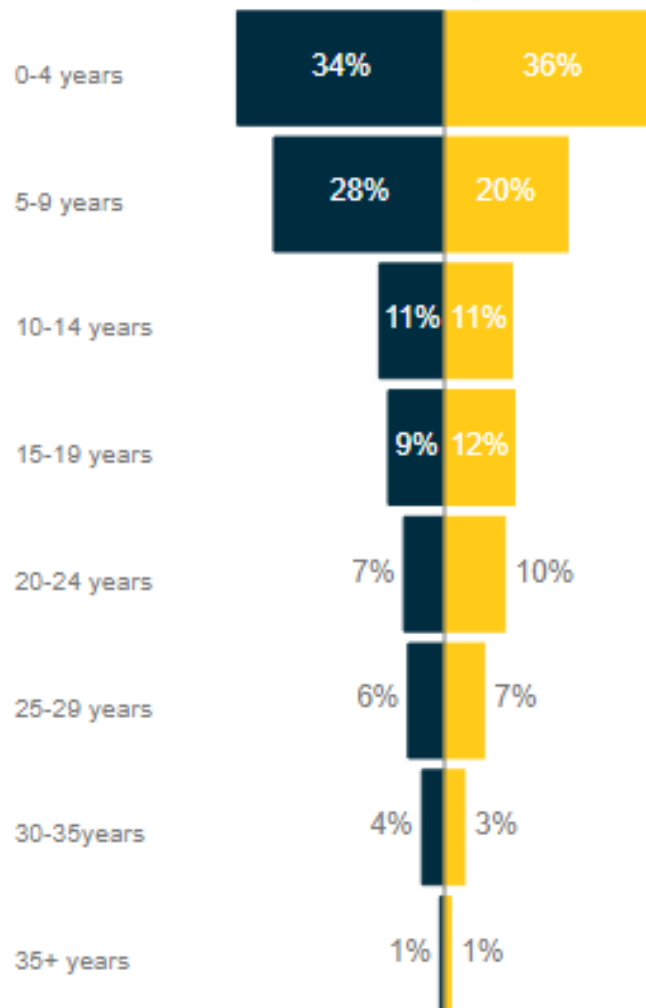


Appendix C: DOJ vs All State Agencies Workforce Analysis – Age and Length of Service

DOJ vs All State Agencies



DOJ vs All State Agencies



Appendix D: DOJ EI Plan Targeted 2021 Timeline

January 2021	<p>DMS Administrator create EI Implementation Committee roles and responsibilities (see <i>Workplan pg. 10</i>).</p> <p>EI Implementation Committee develop feedback mechanism to engage DOJ employees regarding components of EI Plan (ongoing). Establish virtual environment for employees to submit feedback (see <i>Workplan pgs. 14</i>).</p> <p>Provide ongoing communication to DOJ employees about DEI efforts, opportunities, and progress: DOJ Communications Team and EI Officer to email employees; EI Officer to provide updates on JusticeNet as available; supervisors to discuss DEI topics periodically in team meetings (see <i>Workplan pg. 26</i>).</p>
February 2021	<p>HR to track diversity data on LTE's and interns/externs (see <i>Workplan pg. 16</i>).</p>
March 2021	<p>Provide training and ongoing professional development on DEI: Establish committee to identify and recommend learning opportunities on DEI; identify entity responsible for sponsoring and providing trainings at least quarterly (all employees to attend at least one DEI event or learning activity per year (see <i>Workplan pg. 12</i>).</p> <p>Staff and resource DEI effort adequately: DOJ executive office, Divisions, and Offices identify and commit resources (e.g., budget, staff time, etc.): List of DEI resources submitted and semi-annual assessment of adequacy (see <i>Workplan pg. 13</i>).</p>
April 2021	<p>Equity and Inclusion Officer position created and filled (see <i>Workplan pg. 13</i>).</p>
May 2021	<p>Conduct outreach to diversity organizations during the recruitment process for LTE's and intern/extern programs. Publish DOJ intern/extern program opportunities to at least one organization targeting diverse candidates each year (see <i>Workplan pg. 16</i>).</p>
June 2021	<p>Review onboarding process to ensure employees are receiving information, resources, and support needed to be successful in their first year at DOJ: DOJ Executive Office, Divisions and Offices to provide reports annually to HR of existing employee resource groups or other support systems in place to assist newer employees (see <i>Workplan pg. 22</i>).</p> <p>Review onboarding process to ensure employees are receiving information, resources, and support needed to be successful in their first year at DOJ: DMS workgroup to review new employee orientation program; HR to survey new employees about on-boarding experience (see <i>Workplan pg. 23</i>).</p> <p>DMS develop DEI budget for DOJ-wide efforts; DOJ executive office, Divisions, Offices will identify and commit resources (e.g., budget, staff time). List of DEI resources submitted to EI Officer (see <i>Workplan pg. 13</i>).</p>
July 2021	<p>Promote diversity through all levels of the organization: DOJ Executive Office, Divisions and Offices will report initiatives that promote diversity semi-annually; DOJ staff provided opportunities to participate in diversity promoting activities (all employees to attend at least one per year). (See <i>Workplan pg. 11</i>).</p>
August 2021	
September 2021	<p>Increase diversity in candidate pool for underutilized job groups: Committee review data in identified areas and suggest hiring process initiatives to increase diversity and set hiring goals in the identified areas (see <i>Workplan pg. 18</i>).</p>

	<p>Establish DOJ core values: establish workgroup to develop DOJ core values including values that incorporate elements of diversity, equity, and inclusion (see <i>Workplan pg. 26</i>).</p> <p>HR to analyze wage discrepancies and build case to DOA for DERAs (see <i>Workplan pg. 24</i>).</p> <p>Provide training and ongoing professional development on DEI: Identify and provide training and professional development opportunities on DEI at least semi-annually (all employees to attend at least one DEI event or learning activity per year (see <i>Workplan pg. 12</i>).</p> <p>Staff and resource DEI effort adequately: DOJ Executive Officer, Divisions, and Offices identify and commit resources (e.g., budget, staff time, etc.): List of diversity, equity, and inclusion resources submitted and semi-annual assessment of adequacy (see <i>Workplan pg. 13</i>).</p>
October 2021	<p>Committee to review exit interview data for categories ranked highest to identify areas affecting departures of employees in first 4 years at DOJ (see <i>Workplan pg. 21</i>).</p> <p>Determine ways to assess DOJ's culture of inclusion: CDO and EI Officer to develop and suggest tools to EI Committee and AG's office for consideration and future implementation (see <i>Workplan pg. 25</i>).</p>
November 2021	
December 2021	<p>EI Officer to survey employee sentiment every two years (see <i>Workplan pg. 12</i>).</p> <p>Long-range strategic planning: Committee will review goals and practices and determine effectiveness through data measures of targets achieved annually. Data Subcommittee to rerun data metrics to support annual review of DEI plan strategies and tactics. Division and Office develop goals; DOJ budget reflects increased investment in DEI-focused position. (see <i>Workplan pg. 9</i>).</p> <p>Expand external outreach of employment opportunities and connections with diversity targeted organizations – Consider creating recruitment/outreach committee of employees representing DOJ professions/jobs to assist in this effort. Committee to review and update HR list of organizations annually (see <i>Workplan pg. 15</i>).</p> <p>Recruit more widely geographically: HR (and Hiring Managers) to increase outreach efforts to professional or other organizations targeting diverse candidates for selected job announcements. (see <i>Workplan pg. 17</i>).</p> <p>EI Officer develop guidance for how to value diversity as a desirable attribute (see <i>Workplan pg. 23</i>).</p> <p>Use DOJ core values to establish standards and expectations related to DEI: Implement and train DOJ staff on standards and expectations (see <i>Workplan pg. 26</i>).</p> <p>Promote DEI in the hiring process to include guidance for how to value diversity in job candidates: HR will review and implement changes to selection policies/practices to include 1) policy on diverse screening panels, 2) diversity statement for inclusion in job announcements, 3) interview questions related to DEI (see <i>Workplan pg. 19</i>).</p>

Appendix E: DOJ EI Plan Targeted 2022 Timeline

<p>January 2022</p>	<p>HR review diversity metrics for all Divisions and Offices; meet with Division leaders to provide and discuss diversity data (see <i>Workplan pg. 11</i>).</p> <p>EI Officer and DMS Administrator reevaluate EI Plan using input from EI Plan Committee, DAC, DOJ leadership to adjust strategies, actions and metrics as needed (see <i>Workplan pg. 10</i>).</p> <p>Promote diversity through all levels of the organization: DOJ Executive Office, Divisions and Offices will report initiatives that promote diversity semi-annually; DOJ staff provided opportunities to participate in diversity promoting activities (all employees to attend at least one per year). (See <i>Workplan pg. 11</i>).</p>
<p>February 2022</p>	
<p>March 2022</p>	<p>Staff and resource DEI effort adequately: DOJ Executive Office, Divisions, and Offices identify and commit resources (e.g., budget, staff time, etc.): List of DEI resources submitted and semi-annual assessment of adequacy (see <i>Workplan pg. 13</i>).</p> <p>Build on flexibility of telecommuting to increase recruitment and retention: Review and update DOJ telecommuting policy as needed to incorporate DEI language (see <i>Workplan pg. 19</i>).</p> <p>Create more inclusive culture related to telecommuting: Divisions and Offices to review and adjust policies to remove bias associated with social dynamics of telecommuting (see <i>Workplan pg. 25</i>).</p> <p>Provide training and ongoing professional development on DEI: Identify and provide training and professional development opportunities on DEI at least semi-annually (all employees to attend at least one DEI event or learning activity per year (see <i>Workplan pg. 12</i>).</p>
<p>April 2022</p>	<p>Identify opportunities to build transparency, consistency and communication that exemplifies the DOJ core value standards and expectations: EI Implementation Committee and EI Officer add trust related question to the employee engagement survey and/or mechanism for measuring the handling of concerning behavior (see <i>Workplan pg. 27</i>).</p>
<p>May 2022</p>	
<p>June 2022</p>	<p>DOJ Executive Office, Divisions and Offices will report initiatives that promote diversity semi-annually. DOJ staff are provided opportunities to participate in diversity promoting events/activities. (See <i>Workplan pg. 10</i>).</p> <p>DMS develop DEI budget for DOJ-wide efforts. DOJ executive office, Divisions, Offices will identify and commit resources (e.g., budget, staff time). List of DEI resources submitted to EI Officer (see <i>Workplan pg. 12</i>).</p> <p>HR to report diversity data on LTE's and interns/externs to Divisions annually (see <i>Workplan pg. 16</i>).</p> <p>Conduct outreach to diversity organizations during the recruitment process for LTE's and intern/extern programs. DOJ intern/extern program opportunities will be published to at least one organization targeting diverse candidates each year (see <i>Workplan pg. 16</i>).</p>

	<p>Increase diversity in candidate pool for underutilized job groups: Committee will set hiring goals in the identified areas based on review from September 2021 (see <i>Workplan pg. 18</i>).</p> <p>Review exit interview process and policies for the most recent five years resulting in recommendation of process and policies for relevant exit interview data collection. Develop focus group to obtain feedback on the exit interview program (see <i>Workplan pg. 21</i>).</p> <p>Review onboarding process to ensure employees are receiving information, resources, and support needed to be successful in their first year at DOJ: DOJ executive office, Divisions and Offices to provide reports annually to HR of existing employee resource groups or other support systems in place to assist newer employees (see <i>Workplan pg. 22</i>).</p> <p>Review onboarding process to ensure employees are receiving information, resources, and support needed: DMS workgroup to review new employee orientation program; HR to survey new employees on on-boarding experience (see <i>Workplan pg. 23</i>).</p>
July 2022	<p>Promote diversity through all levels of the organization: DOJ executive office, Divisions and Offices will report initiatives that promote diversity semi-annually; DOJ staff provided opportunities to participate in diversity promoting activities (all employees to attend at least one per year). (See <i>Workplan pg. 11</i>).</p>
August 2022	
September 2022	<p>Provide training and ongoing professional development on DEI: Identify and provide training and professional development opportunities on DEI at least semi-annually (all employees to attend at least one DEI event or learning activity per year (see <i>Workplan pg. 12</i>).</p> <p>Staff and resource DEI effort adequately: DOJ executive office, Divisions, and Offices identify and commit resources (e.g., budget, staff time, etc.): List of DEI resources submitted and semi-annual assessment of adequacy (see <i>Workplan pg. 13</i>).</p> <p>Expand communication between Divisions to build a more inclusive culture: Divisions and Offices to review and identify plans and activities to commence between divisions/offices to build a more inclusive culture (see <i>Workplan pg. 26</i>).</p>
October 2022	<p>Committee to review exit interview data for categories ranked highest to identify areas affecting departures of employees in first 4 years at DOJ (see <i>Workplan pg. 21</i>).</p>
November 2022	
December 2022	<p>Long-range strategic planning: Committee will review goals and practices and determine effectiveness through data measures of targets achieved annually. Data Subcommittee to rerun data metrics to support annual review of DEI plan strategies and tactics. Increased focus on DEI in annual planning at Division and Office level (see <i>Workplan pg. 10</i>).</p> <p>Expand external outreach of employment opportunities and connections with diversity targeted organizations – Consider creating recruitment/outreach committee of employees representing DOJ professions/jobs to assist in this effort. Committee to review and update HR list of organizations annually (see <i>Workplan pg. 15</i>).</p>

	<p>Recruit more widely geographically: HR (and Hiring Managers) to increase outreach efforts to professional or other organizations targeting diverse candidates for selected job announcements. (see <i>Workplan pg. 17</i>).</p> <p>Gather and analyze data to better understand why diverse candidates do not advance through the hiring process: HR to develop process to gather data (see <i>Workplan pg. 18</i>).</p> <p>Identify opportunities for leadership development: Focus group to explore and identify leadership development opportunities to implement (see <i>Workplan pg. 23</i>).</p>
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Appendix F: DOJ EI Plan Targeted 2023 Timeline

January 2023	<p>HR review diversity metrics for all Divisions and Offices; meet with Division leaders to provide and discuss diversity data (see <i>Workplan pg. 11</i>)</p> <p>EI Officer and DMS Administrator reevaluate EI Plan using input from EI Plan Committee, DAC, DOJ leadership to adjust strategies, actions and metrics as needed (see <i>Workplan pg. 10</i>).</p> <p>Promote diversity through all levels of the organization: DOJ executive office, Divisions and Offices will report initiatives that promote diversity semi-annually; DOJ staff provided opportunities to participate in diversity promoting activities (all employees to attend at least one per year). (See <i>Workplan pg. 11</i>).</p>
February 2023	
March 2023	<p>Provide training and ongoing professional development on DEI: Identify and provide training and professional development opportunities on DEI at least semi-annually (all employees to attend at least one DEI event or learning activity per year (see <i>Workplan pg. 12</i>).</p> <p>Staff and resource DEI effort adequately: DOJ Executive Officer, Divisions, and Offices identify and commit resources (e.g., budget, staff time, etc.): List of DEI resources submitted and semi-annual assessment of adequacy (see <i>Workplan pg. 13</i>).</p>
April 2023	
May 2023	
June 2023	<p>DOJ executive office, Divisions and Offices will report initiatives that promote diversity semi-annually. DOJ staff are provided opportunities to participate in diversity promoting events/activities. (See <i>Workplan pg. 10</i>).</p> <p>DMS develop DEI budget for DOJ-wide efforts. DOJ executive office, Divisions, Offices will identify and commit resources (e.g., budget, staff time). List of DEI resources submitted to EI Officer (see <i>Workplan pg. 12</i>).</p> <p>HR to track diversity data on LTE's and interns/externs and report to Divisions on annually (see <i>Workplan pg. 16</i>).</p> <p>Conduct outreach to diversity organizations during the recruitment process for LTE's and intern/extern programs. DOJ intern/extern program opportunities will be published to at least one organization targeting diverse candidates each year (see <i>Workplan pg. 16</i>).</p> <p>Review onboarding process to ensure employees are receiving information, resources, and support needed to be successful in their first year at DOJ: DOJ executive office, Divisions and Offices to provide reports annually to HR of existing employee resource groups or other support systems in place to assist newer employees (see <i>Workplan pg. 22</i>).</p> <p>Review onboarding process to ensure employees are receiving information, resources, and support needed: DMS workgroup to review new employee orientation program; HR to survey new employees on on-boarding experience (see <i>Workplan pg. 23</i>).</p>

July 2023	<p>Promote diversity through all levels of the organization: DOJ executive office, Divisions and Offices will report initiatives that promote diversity semi-annually; DOJ staff provided opportunities to participate in diversity promoting activities (all employees to attend at least one per year). (See <i>Workplan pg. 11</i>).</p> <p>Gather and analyze data to better understand why diverse candidates do not advance through the hiring process: Determine focus group to review/analyze data to identify potential barriers (see <i>Workplan pg. 18</i>).</p>
August 2023	
September 2023	<p>Provide training and ongoing professional development on DEI: Identify and provide training and professional development opportunities on DEI at least semi-annually (all employees to attend at least one DEI event or learning activity per year (see <i>Workplan pg. 12</i>).</p> <p>Staff and resource DEI effort adequately: DOJ executive office, Divisions, and Offices identify and commit resources (e.g., budget, staff time, etc.): List of DEI resources submitted and semi-annual assessment of adequacy (see <i>Workplan pg. 13</i>).</p>
October 2023	<p>Committee to review exit interview data for categories ranked highest to identify areas affecting departures of employees in first 4 years at DOJ (see <i>Workplan pg. 21</i>).</p>
November 2023	
December 2023	<p>Long-range strategic planning: Committee to review goals and practices and determine effectiveness through data measures of targets achieved annually. Data Subcommittee to rerun data metrics to support annual review of DEI plan strategies and tactics. DOJ investment in DEI work reflected in the 2023-2025 Biennial Budget (see <i>Workplan pg. 10</i>).</p> <p>EI Officer survey employee sentiment every two years (see <i>Workplan pg. 12</i>).</p> <p>Expand external outreach of employment opportunities and connections with diversity targeted organizations – Consider creating recruitment/outreach committee of employees representing DOJ professions/jobs to assist in this effort. Committee to review and update HR list of organizations annually (see <i>Workplan pg. 15</i>).</p> <p>Recruit more widely geographically: HR (and Hiring Managers) to increase outreach efforts to professional or other organizations targeting diverse candidates for selected job announcements. (see <i>Workplan pg. 17</i>).</p> <p>Collect additional feedback from employees in their first five years through surveys or “stay interviews” to find potential deterrents: EI Officer to develop survey and implement (see <i>Workplan pg. 22</i>).</p> <p>Review, identify and reduce the negative characteristics of positions where feasible: Develop process to review positions and identify negative characteristics. Evaluate ways to mitigate negative results if possible (see <i>Workplan pg. 22</i>).</p>

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