

State of Wisconsin
Department of Transportation
Equity and Inclusion Plan
January 1, 2024 – December 31, 2026





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I. 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.

Appointing Authority:

Craig Thompson
Secretary

Signature/Date:  December 6, 2023
CraigM.Thompson@dot.wi.gov

Equity and Inclusion Officer:

Regina Howard
AA/EEO Officer

Signature/Date:  December 6, 2023
ReginaM.Howard@dot.wi.gov

Date of submission to DPM/BEI: December 6, 2023

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

Implementation Team Members:

Executive Sponsor: Kristina Boardman, Deputy Secretary
Managers/Co-Chairs: Angela Adams and Rodney Saunders, Jr.
Liaison Lead(s): Randy Sarver
Facilitation and Support: Rodney Saunders, Jr.
Contributor/Subject Matter Expert: Regina Howard

Committee Members:

- Ana Aquino-Perez (Division of Business Management)
- Evelyn Bromberg (Division of Budget and Strategic Initiatives)
- Bhavani Dinakaran (Division of Business Management)
- Meredith Eichelberger (Division of State Patrol)
- Brett Follett (Division of Transportation System Development)
- Daviyon Hartzog (Division of Motor Vehicles)
- Robert Liddell (Division of State Patrol)
- Franklin “Franco” Marcos (Division of Transportation System Development)
- Angenette Morningstar (Division of Motor Vehicles)
- Lisa Lumley (Division of Transportation System Development)
- Kathleen Panak (DTSD: Office of Business Opportunity and Equity Compliance)
- Mathias Rekowski (Office of General Counsel)
- Justin Rundle (Division of Transportation Investment Management)
- Tanisha Travis (Division of Transportation Investment Management)
- William “Willie” Wogernese (Division of Motor Vehicles)



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

Background:

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

In addition to our mission and vision, our daily activities and decisions are guided by the agency's values. The WisDOT IDEA was finalized in 2020 and highlights the four overarching values:

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

The Equity and Inclusion Plan closely aligns with the agency's value on Diversity. The goals and strategies in the Equity and Inclusion Plan will help foster the Diversity value across the agency. The Equity and Inclusion Plan will be effective from January 1, 2024 through December 31, 2026. Regular updates will be provided to agency management, employees and the Bureau of Equity and Inclusion (as requested) on the progress of the agency's goals and strategies in the plan.

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

- Executive Offices
 - Office of the Secretary
 - Office of General Counsel (OGC)
 - Office of Public Affairs (OPA)
 - Office of the Inspector General (OIG)
- Division of Budget and Strategic Initiatives (DBSI)
- Division of Business Management (DBM)
- Division of Motor Vehicles (DMV)
- Division of State Patrol (DSP)
- Division of Transportation Investment Management (DTIM)
- Division of Transportation System Development (DTSD)



In compliance with Executive Order 59, WisDOT formed a diverse group of employees from across the agency to serve on the department's Diversity, Equity and Inclusion (DEI) Implementation Committee. This committee met throughout the summer and fall of 2023 to develop and recommend goals to the Secretary's Office related to Recruitment, Retention and Agency Culture.

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

Selection of Committee Members:

Leadership from the 2021-23 DEI Steering Committee—which included the Co-Chairs (then DMV Administrator Kristina Boardman and E&I Professional Rodney Saunders, Jr.) and Region 1 Human Resources (HR) Director Randy Sarver—reviewed submissions to an agency-wide interest survey to determine who would participate on the 2023 DEI Implementation Committee. While there was some continuity of involvement with a member of the previous DEI Steering Committee and a former chair of the Affirmative Action Advisory Committee (AAAC), the selecting team placed an emphasis on ensuring opportunities for employees who had not previously had opportunities to participate on such committees.

Representation on the 2023 DEI Implementation Committee includes employees from each of WisDOT's five geographic regions (NC, NE, NW, SE, SW), six divisions (DBM, DBSI, DMV, DSP, DTIM, DTSD) and a representative from the Office of General Counsel (Executive Offices). Employees on the committee are a diverse group, including number of years with the agency and in many different age groupings. The group is also racially diverse, balanced in gender makeup, and includes representation of veterans, disabled employees (including visible and invisible disabilities), and LGBTQ+ representation.

Nature of Meetings:

The WisDOT DEI Implementation Committee met several times during the summer/fall of 2023. Time was spent in each meeting to create comradery, connections and positive team dynamics. This included introductions, sharing their personal knowledge, skills and abilities and background on what interested them in being part of the agency-wide committee. Each meeting started with an icebreaker to help foster team cohesion and shared learning. The following paragraphs describe how each meeting was spent to finalize the goals and strategies in the plan.

JUNE: The focus for the first meeting was workforce analysis and generating ideas. The team established and agreed on ground rules for how meetings would be run. The team reviewed the [2021-23 Equity and Inclusion Plan](#) as part of the first meeting. In addition, team members were tasked with reviewing [E&I Reports](#) from the Division of Personnel



Management (DPM) ahead of the meeting. Time was spent in the meeting discussing trends from 2019-2022, largely regarding hiring processes and practices for persons with disabilities. Team members indicated their preferences in participating on Recruitment, Retention, and/or Agency Culture subcommittees and subcommittee chairs for each were identified. Subcommittees were provided “homework” to review statistically significant results from the 2022 WisDOT Diversity Survey, propose E&I Plan recommendations with emphasis on groups of interest, and continue generating ideas ahead of the July meeting.

JULY: The subcommittee chairs reported out feedback and observations from the 2022 WisDOT Diversity Survey and other recommendations generated in their subcommittee meetings. Open discussion was held to allow all committee members to share their thoughts and reactions on the WisDOT 2022 Diversity Survey and ideas for focus. The team reviewed the overarching goals from the 2021-23 E&I Plan as well as guidance from the EI Strategic Planning Manual. The team previewed the 2024-26 E&I Plan template and the subcommittees were charged with reviewing and ranking all of 2023 EI interest survey responses. The goal was to prioritize results and combine them with other recommendations in the development of 2024-26 E&I Plan goals.

AUGUST: This meeting started with each team member identifying their top priority for the 2024-26 E&I Plan. Subcommittee chairs then reported on their progress in prioritizing recommendations for recruitment, retention and agency culture. The entire team engaged in an open discussion regarding next steps, including focusing on tangible goals within WisDOT’s control. Subcommittees were charged with continuing to prioritize recommendations, with data—including new exit interview data—to justify the final recommendations. The team was provided an example of a possible goal with an action item, key performance indicator and outcome/metric identified. This was done to provide background on how the goals and strategies would be drafted.

SEPTEMBER: Prior to meeting, all team members were prompted to think about busy seasons for their division/unit. This information was shared during the meeting in consideration of setting timelines for the goals and strategies. Subcommittee chairs then reported out recommendations they determined to be most critical to implement. The team was then provided a preview of the first draft of the plan, pending the addition of the “critical” recommendations shared in this meeting.

OCTOBER: Team members met to review the first draft of the plan as submitted. This review included a discussion about the final goals included in the plan. Additionally, background was provided on the new Office of Workforce Development (OWD), which would be charged with working on the implementation of many of the goals.

NOVEMBER: In addition to reviewing feedback from BEI on the draft plan, team members also discussed work experiences when they felt valued. Common themes included:

- New employee thoughts and opinions being valued
- Ability and trust to take on new tasks/projects
- Tangible recognition/verbal affirmations



III. Agency Statement of Commitment

The Wisconsin Department of Transportation (WisDOT) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

WisDOT is firmly committed to meeting the state laws and policies and federal laws for equal employment opportunity and affirmative action. WisDOT 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.

As part of WisDOT's commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs. To ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Employees and applicants with disabilities will receive reasonable accommodation.

WisDOT has developed and committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and the department pledges its best good faith efforts to achieve the goals identified in the plan. I expect each manager, supervisor, and employee of WisDOT to aid in the implementation of the plan and be accountable for complying with the objectives of this Equity and Inclusion Plan. WisDOT will maintain a monitoring and reporting system to ensure compliance with the equity and inclusion mandates. The plan is available for review on WisDOT's website or through Human Resources.

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, skilled and inclusive workforce that reflects the population we serve.


Craig Thompson
Secretary

Date: December 6, 2023

Signature:  December 6, 2023

Regina Howard
Equity and Inclusion Officer

Date: December 6, 2023

Signature:  December 6, 2023



IV. 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 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 Steering Committee on agency EI programs, initiatives, and policies.

Name of individual(s) responsible

Name: Craig Thompson

Title: Secretary

Email: CraigM.Thompson@dot.wi.gov

Phone: (608) 266-1114

Equity and Inclusion Officer

As delegated, the Equity and Inclusion Officer (EIO) or designee is directly responsible for developing, coordinating, and implementing the agency's EI 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 responsibility includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.



- 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.
- 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.
- 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

Name: Regina Howard

Title: Equity and Inclusion Officer

Email: ReginaM.Howard@dot.wi.gov

Phone: (608) 266-4547

Equity and Inclusion Professional

The designee/professional is responsible for assisting with implementing 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; recommends changes to the EIO.
- Assists in developing, implementing, and managing oversight of policies, programs, and procedures for the administration of EI efforts for the agency.



- Assists with promoting and coordinating agency 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.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assist the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic equity and inclusion goals and objectives.
- Attends at least 6 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- As designated, manages the agency's medical issues. This responsibility may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

Name of individual(s) responsible

Name: Rodney Saunders, Jr.

Title: DOT Officer

Email: Rodney.SaundersJr@dot.wi.gov

Phone: (608) 266-7021

HR Director and HR Manager

The 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. The 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 related to equity and inclusion.

Name of HR Director

Name: Diane Whitehead

Title: HR Director

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Name of HR Manager

Name: Diane Whitehead

Title: HR Manager

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Phone: (608) 266-7303

Equity and Inclusion Planning and Development Team

The EI planning and development team (DEI Implementation Committee) is a representative group of agency employees selected by the appointing authority to assist with the planning and development efforts for the equity and inclusion plan. The EI Planning and Development Team:

- Reviews equity and inclusion-related data, gather additional data as needed, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Assists with developing, writing, rolling out, and monitoring the agency's EI Strategic Plan.
- Establishes a plan for regular communication regarding the EI plan process, activities, and outcomes to build transparency, broad participation, and support.

The following is a breakdown of the subcommittees and the names/roles of the team members:

Recruitment

Subcommittee Chair: Willie Wogernese

Members: Ana Aquino-Perez, Meredith Eichelberger, Brett Follett, Lisa Lumley, Franco Marcos, Angenette Morningstar, Mathias Rekowski

Retention

Subcommittee Chair: Angenette Morningstar

Members: Ana Aquino-Perez, Evelyn Bromberg, Meredith Eichelberger, Daviyon Hartzog, Robert Liddell, Tanisha Travis, Willie Wogernese

Agency Culture

Subcommittee Chair: Kathleen Panak

Members: Ana Aquino-Perez, Evelyn Bromberg, Daviyon Hartzog, Lisa Lumley, Franco Marcos, Justin Rundle, Tanisha Travis



V. Workforce Analysis Summary

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

1. Workforce Demographics (DPM Equity and Inclusion Reports, 2019-2022)
 - Workforce demographics from 2019-2022 were reviewed by agency as well as all of state service. Data included the number and percentage of employees in the following categories:
 - i. Employee Type (staff, supervisor, section chief, manager)
 - ii. Gender
 - iii. Age group
 - iv. Ethnicity
 - v. Seniority group
 - vi. Disability status
 - vii. Veteran status
 - Updated workforce demographics from 2023 were provided as available

STATE	QT	Sum of FTE	# Female	%Female	# Minority	%Minority	#Disabled	%Disabled	# Veterans	%Veterans
2019	4	30,111	15361	51.0	4124	13.7	1605	5.3	2704	9.0
2020	4	30,168	15438	51.2	4284	14.2	1631	5.4	2662	8.8
2021	4	29,030	14919	51.4	4353	15.0	1707	5.9	2493	8.6
2022	4	28,711	14812	51.6	4417	15.4	2496	8.7	2377	8.3
WisDOT	QT	Sum of FTE	# Female	%Female	# Minority	%Minority	#Disabled	%Disabled	# Veterans	%Veterans
2019	4	3054	1124	36.8	371	12.1	133	4.4	261	8.6
2020	4	2926	1061	36.3	356	12.2	135	4.6	259	8.9
2021	4	2907	1072	36.9	378	13.0	193	6.6	251	8.6
2022	4	2924	1076	36.8	406	13.9	310	10.6	247	8.4

In reviewing the workforce data, the DEI Implementation Committee noted an increase in the percentage of disabled employees from 2019 to 2022. Due to this increase, the team recommended a specific goal be created to develop more support and resources for employees with different abilities (Agency Culture 2A). Team members noted that this effort could be paired with ongoing Title VI and VII efforts, including assistance from the and Office of Public Affairs to update resources to increase language accessibility needs as well (Agency Culture 2B).

2. Exit Interviews
 - Data from the WisDOT exit interview survey (and in person interviews) was summarized and reviewed for fiscal year 2023. The summary included the top reasons employees indicated why they were leaving their position at WisDOT. This data was broken out by:
 - i. Gender



- ii. Ethnicity
- iii. Age group
- iv. Seniority group

Number of years with DOT	Count	%
Less than 1 year	25	25%
1-2 years	16	16%
3-4 years	13	13%
5-9 years	23	23%
10-14 years	8	8%
15-19 years	3	3%
20-24 years	6	6%
25 years or more	6	6%
Grand Total	100	100%

The highest percentage of exit interviews (25%) were received from employees who had been with the department less than one year. This data point stood out to team members, who recommended updating onboarding and new employee orientation for all divisions (Retention 1A). In addition, team members felt increased engagement with new employees was needed. Therefore, another goal was created to learn and engage with employees about why they applied for WisDOT positions and goals for continued employment with the department (Recruitment 2).

Factors for Leaving - DOT	Count	%
Compensation	19	26%
More interesting work	19	26%
Lack of career advancement	13	18%
Personal or family medical illness	12	16%
Promotional opportunity	11	15%

While the committee has no control over employee compensation, team members recommended in response to these top factors for leaving that WisDOT explore more ways to grow employees through mentorship (Retention 3A) and opportunities for internal growth and employee development (Retention 3B). Furthermore, members felt it important to implement “stay interviews” to learn from employees prior to the point of resignation/exit interviews (Retention 1B).

3. Retirement Projections

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



Team members reviewed the [State of Wisconsin Workforce Report for FY2022](#), which states “It’s estimated that approximately one-fifth of the state workforce (20.8%) will be eligible for retirement within five years, and approximately one-third of the workforce (36.4%) will be eligible for retirement within the next ten years.” Given the large percentage of employees eligible for retirement, the team supports the development of a knowledge management system/tool to document critical processes and retirement vulnerable positions (Retention 2).

4. WisDOT Equity and Inclusion Plan (2021-23)

- The committee reviewed the WisDOT Equity and Inclusion Plan for 2021-2023. The information from this plan provided background on any diversity, equity and recruitment issues and barriers the agency worked on for the plan period.

While the 2021-23 E&I plan included a recommendation to diversify interview panels, team members felt it would be important to formalize this effort in a Transportation Administrative Manual (TAM) policy. The policy would outline the requirements to rotate and/or involve interview panel members in equitable manner (Recruitment 1A). There was also significant attendance at a 2023 agency presentation on unconscious bias. Feedback received from this, as well as seeing updates to the interview briefing process from other Region 1 agencies, resulted in the goal to require bias training for all interview panel members, supervisors and managers (Recruitment 1B).

A Community Engagement Plan was drafted as part of the 2021-23 plan. There was an understanding then, as well as during the development of the 2024-26 plan, that this plan should be enhanced and put into practice (Recruitment 3).

5. Affirmative Action Policies and Data

- The committee was provided links to the below information housed on the Region 1 HR intranet site. This information was used by committee members to develop a better understanding of the agencies policies, procedures and challenges to developing and maintaining a diverse workforce, free of discrimination. The committee reviewed the underutilization data that was available from the Bureau of Equity and Inclusion to learn about which classifications and job categories are underutilized or underrepresented at WisDOT. They also were provided information about the expanded certification process, as it relates to recruitment and hiring of underutilized classifications. In addition, the committee was provided links to the following agency policies that relate to Affirmative Action and/or Diversity and Inclusion topics:



- i. Balanced Interview Panels
- ii. Reasonable Accommodations in Employment
- iii. Religious Accommodations in Employment
- iv. Reasonable Accommodations – Alternate Position Search
- v. Employee Discrimination, Retaliation and Harassment Complaints
- vi. Sexual Harassment

In addition to the above data, WisDOT created a new Office of Workforce Development (OWD) in September 2023. The Administrator of the Division of Budget and Strategic Initiatives and the OWD Director met with divisions to learn of their priorities and critical issues related to the workforce. This information will be used to develop resources that connect and support staff across the department and create recruitment and retention strategies (Retention 1; Agency Culture 3).



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

Wisconsin Department of Transportation (WisDOT) Equity and Inclusion (E&I) Strategic Plan Goals and Strategies

Overarching E&I Goals	Strategies to Achieve Goals
<p>Recruitment Goal: <i>Improve WisDOT’s recruitment efforts and increase hiring of underrepresented and diverse populations.</i></p>	<ul style="list-style-type: none"> • Strategy 1: Provide training and education to WisDOT management and employees involved in the hiring process. • Strategy 2: Collect feedback from new employees to improve marketing efforts. • Strategy 3: Target outreach efforts to increase opportunities for and engagement with diverse populations.
<p>Retention Goal: <i>Improve retention of underrepresented groups and diverse populations at WisDOT by understanding and mitigating reasons why employees choose to leave.</i></p>	<ul style="list-style-type: none"> • Strategy 1: Collect data from employees from onboarding through offboarding about their WisDOT experience. • Strategy 2: Identify and address potential causes for employee burnout. • Strategy 3: Explore ways to foster increased diversity of senior management.
<p>Agency Culture Goal: <i>WisDOT leadership and staff will intentionally develop and support an inclusive culture that welcomes, connects, supports and values everyone.</i></p>	<ul style="list-style-type: none"> • Strategy 1: Develop and support agency leadership and commitment to diversity, equity and inclusion. • Strategy 2: Provide clear and vocal support for employees with different abilities and circumstances related to equity and inclusion. • Strategy 3: Develop resources that connect and support staff across and within different regions, divisions, bureaus, offices and other work units.



VI. Agency Goals and Strategies (cont.)

Recruitment

Goal: Improve WisDOT's recruitment efforts and increase hiring of underrepresented and diverse populations.

RECRUITMENT STRATEGY 1: <i>Provide training and education to WisDOT management and employees involved in the hiring process.</i>		
Recruitment 1A <i>Responsible Parties: OWD, HR, BOD (final approval)</i> <i>Targeted Completion Date: June 30, 2024</i>	Action	Develop strategy to increase diversity of interview panels
	Key Performance Indicator(s)	Evaluate requirements to rotate/involve interview panel members in an equitable manner. Explore feasibility of virtual interviews including panel members from across regions.
	Outcome/Metric	Transportation Administrative Manual (TAM) policy document created. Hiring teams are briefed on TAM and required to make efforts to ensure interview panels have diversity of races, genders, abilities, etc.
Recruitment 1B <i>Responsible Parties: OWD, HR</i> <i>Targeted Completion Date: June 30, 2024</i>	Action	Require annual bias training for all interview panel members, supervisors and managers
	Key Performance Indicator(s)	Research efforts to reduce interview bias at other Region 1 agencies. Identify efficacy/results of hiring patterns since introducing these efforts.
	Outcome/Metric	Interview Briefing Document updated with different types of biases. Train all interview panel members prior to their first interview and on an annual basis for ongoing training.

RECRUITMENT STRATEGY 2: <i>Collect feedback from new employees to improve marketing efforts.</i>		
Recruitment 2 <i>Responsible Parties: DEI SC, OWD, HR</i> <i>Targeted Completion Date: Sept. 30, 2024</i>	Action	Survey all new employees on why they applied, how they heard about WisDOT, etc.
	Key Performance Indicator(s)	Create a survey with questions related to why new (external) hires applied, how long they plan to work for the state, how they heard about WisDOT and information about their experience in the hiring process.
	Outcome/Metric	Survey incorporated into new employee orientation; data routinely reviewed to consider how to strategically update marketing efforts. Human Resources to pair anonymous data with employee demographics. Analysis of survey data compiled for leadership.

RECRUITMENT STRATEGY 3: <i>Target outreach efforts to increase opportunities for and engagement with diverse populations.</i>		
Recruitment 3A <i>Responsible Parties: DEI SC, BOD, OWIB</i> <i>Targeted Completion Date: May 31, 2025</i>	Action	Youth Outreach: High schools, internship opportunities, job shadowing opportunities, classroom visits, career fairs, etc.
	Key Performance Indicator(s)	Identify employees to visit universities, middle/high school classrooms, etc. Correlate internship hires with youth outreach efforts wherever possible.
	Outcome/Metric	Points of contacts (internal and external) identified; program developed with locations, dates/times, and subject matter for visits. Enhanced internship program(s)
Recruitment 3B <i>Responsible Parties: Cross-section of employees and supervisors, DEI SC, BOD, HR</i> <i>Targeted Completion Date: May 31, 2025</i>	Action	Community Outreach: Enhanced Community Engagement Plan (CEP) from 2021-23 Plan
	Key Performance Indicator(s)	Identify CEP Champions to foster reciprocal engagement between WisDOT and community-based organizations (CBOs). Engage with other organizations for women and people of color to recruit more diverse engineers, troopers, etc.
	Outcome/Metric	CEP Champions from diverse backgrounds identified as points of contacts for AA source list from HR. Job postings routinely shared for champions to distribute to CBOs.

Retention

Goal: Improve retention of underrepresented groups and diverse populations at WisDOT by understanding and mitigating reasons why employees choose to leave.

RETENTION STRATEGY 1: <i>Collect data from employees from onboarding through offboarding about their WisDOT experience.</i>		
Retention 1A <i>Responsible Parties: OWD, OWIB, BOD</i> <i>Targeted Completion Date: Sept. 30, 2024</i>	Action	Update WisDOT onboarding process, including a cross-divisional new employee orientation.
	Key Performance Indicator(s)	Identify ways each division fits into the bigger picture. Gather information from Board of Directors on processes and how they connect.
	Outcome/Metric	New employees are provided information about how their position and work area is connected to the agency mission and other work areas.
Retention 1B <i>Responsible Parties: OWD, HR, Direct Supervisors</i> <i>Targeted Completion Date: Dec. 31, 2024</i>	Action	Conduct “Stay Interviews” to gather data regarding employee satisfaction.
	Key Performance Indicator(s)	Research stay interviews from other companies; identify opportune times to conduct them with WisDOT employees.
	Outcome/Metric	Use data to create summary of opportunities to help supervisors improve employee satisfaction and provide ongoing support for employees.

RETENTION STRATEGY 2: <i>Identify and address potential causes for employee burnout.</i>		
Retention 2 <i>Responsible Parties:</i> Divisions, OWD, HR, BITS <i>Targeted Completion Date:</i> Mar. 31, 2026	Action	Develop a knowledge management system/tool to document critical processes and retirement vulnerable positions.
	Key Performance Indicator(s)	Divisions and offices identify critical processes and retirement vulnerable positions across the department. Determine methodology to capture key data regarding these processes/positions.
	Outcome/Metric	Implement knowledge management tool for employees to access.

RETENTION STRATEGY 3: <i>Explore ways to foster increased diversity of senior management.</i>		
Retention 3A <i>Responsible Parties:</i> OWD, BOD, DEI SC, Divisions/Offices <i>Targeted Completion Date:</i> Dec. 31, 2026	Action	Formalize a mentorship program that matches employees with mentors at various levels of their desired career path.
	Key Performance Indicator(s)	Research past and present agency mentorship operations. Collect data to determine gaps and ways in which employees wish to grow. Recruit mentors/mentees.
	Outcome/Metric	New and current employees are well-informed of mentor-mentee pairing options. Routine messaging and assessment of program efficacy.
Retention 3B <i>Responsible Parties:</i> OWD, DEI SC, BOD, BTD <i>Targeted Completion Date:</i> Dec. 31, 2026	Action	Provide more opportunities for internal growth and employee development.
	Key Performance Indicator(s)	Identify promotional trends, including data on internal applicant promotions vs. external hires, workforce strengths and weaknesses, etc.
	Outcome/Metric	Resources such as professional development trainings are more readily available

Agency Culture

Goal: WisDOT leadership and staff will intentionally develop and support an inclusive culture that welcomes, connects, supports and values everyone.

AGENCY CULTURE STRATEGY 1: <i>Develop and support agency leadership and commitment to diversity, equity and inclusion.</i>		
Agency Culture 1 <i>Responsible Parties:</i> SO, BOD <i>Targeted Completion Date:</i> Mar. 31, 2024	Action	Demonstrate commitment to and engagement with DEI efforts, initiatives, etc.
	Key Performance Indicator(s)	Identify key points in 2024-26 E&I Plan to communicate to all employees, as well as high traffic engagement sites on MyDOT to share communications from the Secretary's Office.
	Outcome/Metric	Employees see evidence at all levels of the that DEI is critical to the WisDOT mission.

AGENCY CULTURE STRATEGY 2: <i>Provide clear and vocal support for employees with different abilities and circumstances related to equity and inclusion.</i>		
Agency Culture 2A <i>Responsible Parties:</i> OWD, OPA, HR, BOD, OBOEC <i>Targeted Completion Date:</i> Mar. 31, 2025	Action	Demonstrate visible support for employees with different abilities and circumstances (e.g., mental health, physical abilities, mobility methods, family situations, etc.)
	Key Performance Indicator(s)	Identify currently available resources. Promote and develop additional resources (e.g., EAP, FMLA, reasonable accommodations) for all employees. Normalize and provide resources proactively and routinely. Highlight resources in areas with more engagement/interaction. Educate workforce on how to effectively support people with disabilities.
	Outcome/Metric	Update documents, policies, and webpages. Information clearly posted on intranet, offices, etc. Employees are provided routine reminders in NEO, supervisor trainings, staff meetings, etc. different resources that are available.
Agency Culture 2B <i>Responsible Parties:</i> OWD, OPA, HR, BOD, OBOEC <i>Targeted Completion Date:</i> Sept. 30, 2026	Action	Improve language accessibility needs beyond minimum requirements – internal and external webpages (MyDOT intranet/WisDOT internet site); include Spanish, Hmong, etc.
	Key Performance Indicator(s)	Identify webpages in need of updates, lacking accessible/translation services, etc.
	Outcome/Metric	Work with OPA and translation services to update webpages to be more accessible and accurately translated into common languages

AGENCY CULTURE STRATEGY 3: <i>Develop resources that connect and support staff across and within different regions, divisions, bureaus, offices and other work units.</i>		
Agency Culture 3A <i>Responsible Parties:</i> OWD, HR, BOD <i>Targeted Completion Date:</i> June 30, 2024	Action	Expand opportunities for employees to share experiences and build community
	Key Performance Indicator(s)	Identify existing groups that offer safe spaces, support open dialogue, etc. Identify gaps in terms of groups that do not yet exist.
	Outcome/Metric	Employees are provided opportunities to join existing groups and create similar safe spaces for new groups.
Agency Culture 3B <i>Responsible Parties:</i> OWD, DEI SC, BOD, Divisions/Offices <i>Targeted Completion Date:</i> Mar. 31, 2026	Action	Formalize opportunities for collaboration, socialization and team building across and within (intra- and inter-) division/bureau/section
	Key Performance Indicator(s)	Identify currently siloed opportunities, events, etc. across work units
	Outcome/Metric	Create cross-unit/agency-wide calendar of events, partnerships, etc.



VII. Internal and External Communication of Equity and Inclusion Plan

Internal Methods of Communication:

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

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

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

Divisions and offices will provide additional communication and support of the goals and strategies in the plan for their teams. This will involve the Division Administrators, Deputy Administrators and Office Directors to provide guidance to supervisors and managers on how to incorporate the Equity and Inclusion Plan into staff meetings.

Information about the plan will also be included in the agency's Employee Handbook Supplement and New Employee Orientation. This will allow new employees to learn about WisDOT's goals, strategies and action items related to equity and inclusion. New employees will be provided additional information about the Equity and Inclusion plan and DEI initiatives in a welcome email from the Employee Engagement Officer.

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

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

External Methods of Communication:

WisDOT will publish the Equity and Inclusion Plan on the agency's internet site. This will allow visitors, customers, constituents and business partners to view the agency's goals



on diversity, equity and inclusion. The plan will be available on a web page or through a pdf document for individuals to print a hard copy. Plan information will also be included as a link in all future job postings.

WisDOT will also look for opportunities to share the plan in presentations to external groups. This could include associations, partner organizations, career fairs, recruitment events, etc. Employees in the newly established Office of Workforce Development hold positions on national committees (e.g., AASHTO Equity Task Force) and will exchange recommendations and best practices with transportation officials from other states.

VIII. Monitoring of Equity and Inclusion Plan

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



IX. Appendix

Acronyms and definitions:

- AAAC: Affirmative Action Advisory Committee
- BEI: Bureau of Equity and Inclusion (Department of Administration, Division of Personnel Management)
- BOD: Board of Directors
- BITS: Bureau of Information Technology Services (DBM)
- BTD: Bureau of Training and Development (Department of Administration, Division of Personnel Management)
- DEI SC: Diversity, Equity and Inclusion Steering Committee (or other committee serving in similar capacity, e.g., Affirmative Action Advisory Committee)
- WisDOT Divisions:
 - DBM: Division of Business Management
 - DBSI: Division of Budget and Strategic Initiatives
 - DMV: Division of Motor Vehicles
 - DSP: Division of State Patrol
 - DTIM: Division of Transportation Investment Management
 - DTSD: Division of Transportation System Development
- HR: Region 1 Human Resources
- OBOEC: Office of Business Opportunity and Equity Compliance (DTSD)
- OPA: Office of Public Affairs (Executive Offices)
- OWD: Office of Workforce Development (DBSI)
- OWIB: Office of Workforce Innovation and Budget (DTSD)

X. References

2021-23 WisDOT Equity and Inclusion Plan
Division of Personnel Management Equity and Inclusion Reports, 2019-2023

End.