

State of Wisconsin - Department of Justice Equity and Inclusion Plan

January 1, 2024 – December 31, 2026



Mission Statement

Protect the public and ensure that justice is done.

Vision

With the highest standards of integrity, professionalism and quality, the Wisconsin Department of Justice is a leader in protecting the safety, well-being, and rights of Wisconsinites.

Values

Integrity – Being ethical and honest and doing what is right.

Equity – Treating all people fairly and justly, including by making the opportunity to succeed available to all.

Accountability – Being responsible and transparent.

Excellence – Reliably delivering high-quality work and professional, expert service.

Collaboration – Engaging in respectful, inclusive dialogue and teamwork to develop thoughtful and effective solutions.

Culture of continuous improvement – Utilizing data, evaluating processes, questioning assumptions, and innovating in order to continue increasing the Department of Justice's positive impact on Wisconsinites.

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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.

Appointing Authority:

Joshua L. Kaul
Attorney General
josh.kaul@doj.state.wi.us


Signature

12/15/2023
Date

Equity and Inclusion Officer:

Angela Nash
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Signature

12/13/2023
Date

Date of submission to Department of Administration Division of Personnel Management Bureau of Equity & Inclusion: December 2023

Each individual or group listed below was consulted on the development of the plan:

EI Steering Committee & Implementation Team

Angela Nash, Lead	Amy Mikalofsky
Winn Collins	LaShana Miller
Lourdes Fernandez	Teresa Nienow
Ashley Hein	Shira Phelps
Samir Jaber	Griffith Randel
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Leeana Liska	Erin Welsh
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Contributors, and other subject matter experts consulted:

Rachel Bachhuber, Civil Litigation Deputy Unit Director, Division of Legal Services
Jeffery Simcox, Civil Litigation Unit Director, Division of Legal Services
Diversity Advisory Council
Wellness Committee
Executive Management Team

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 DOJ mission is to protect the public and ensure that justice is done, and diversity is a source of strength, ingenuity, and innovation for the agency to carry out that mission. Equity and inclusion principles are woven into the spirit of the Vision and Values Statements solidifying that we value the contributions of each person and respect the profound ways their identity, culture, background, experience, and opinions enrich the DOJ community. We commit ourselves to the pursuit of justice in law enforcement, advocacy, public protection, and diversity as inextricably linked goals.

The development of the Equity and Inclusion Plan was facilitated by the Equity, Inclusion, and Wellness Program Director (EIW Director) and included feedback from individuals representing each division and office at DOJ, as well as the Wellness Committee and the DOJ Diversity Advisory Council. The EI Plan was strategically written to focus on recruitment, retention, and agency culture. Additionally, the Executive Management Team and the Office of the Attorney General were asked to review and comment on the draft plan considering subsequent feedback from the DOA DPM Bureau of Equity and Inclusion Team. All 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 plan, the Implementation Committee will seek feedback and adjust the plan as deemed necessary. This committee will be led by the EIW Director.

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 applies principles of equity so all members of the DOJ community can experience a sense of belonging.

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 age, race, creed, color, disability, marital status, sex, national origin, ancestry, sexual orientation, arrest record, conviction record, or military service.

Commitment to diversity, equity and inclusion starts with Department leadership. DOJ, including ourselves 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.

We 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. 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 and 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:

Joshua L. Kaul
Attorney General
josh.kaul@doj.state.wi.us


Signature

12/15/2023
Date

Equity and Inclusion Officer:

Angela Nash
Director,
Equity, Inclusion, and Wellness Program
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Signature

12/13/2023
Date

Individuals Responsible for Directing and Implementing the EI Plan

Agency Appointing Authority

DOJ's 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 Steering Committee). Engages the Equity and Inclusion Steering 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 Steering Committee and Diversity Advisory Council on agency equity and inclusion programs, initiatives, and policies.

Name of individual(s) responsible:

Joshua L. Kaul, Attorney General

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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 Attorney General 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 but not limited to 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 Affirmative Action Advisory Committee as a non-voting member.

Name of individual(s) responsible:

Angela L. Nash, Director, Equity, Inclusion, and Wellness Program

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Equity and Inclusion Steering Committee

The Equity and Inclusion Steering Committee (EISC) is a representative group of agency employees who volunteered to assist with the planning and development efforts for the equity and inclusion plan. The EISC:

- Reviews equity and inclusion-related data, 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.

Name of individual(s) responsible:

Lead-Angela Nash, Equity, Inclusion & Wellness Program Director, Office of the Attorney General

Winn Collins, Deputy Administrator, Division of Legal Services

Lourdes Fernandez, Criminal Investigation Director, Division of Criminal Investigation

Ashley Hein, Program and Policy Analyst, Office of Open Government

Samir Jaber, Assistant Attorney General, Civil Litigation Unit, Division of Legal Services

Eva M. L. King, Quality Assurance Director, Division of Forensic Sciences

Leeana Liska, Program and Policy Analyst, Office of Crime Victim Services

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Laura Madsen, Records/Forms Management Specialist, Division of Criminal Investigation

Amy Mikalofsky, Executive Staff Assistant, Office of the Attorney General

LaShana Miller, Human Resources Specialist-Senior, Division of Management Services

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Chelsea Steinke, Paralegal, Office of Open Government

Erin Welsh, Deputy Director, Office of Crime Victim Services

Jacob Wittwer, Assistant Attorney General, Criminal Appeals Unit, Division of Legal Services

HR Director and HR Manager

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

- Maintain effective working relationships with agency EIO and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion principles.
- Ensure the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provide the EIO with the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of individual(s) responsible:

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Equity and Inclusion Professional(s)

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 and 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 but not limited to 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 EIO 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 employees' medical related benefits. 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:

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Workforce Analysis Summary

The following is a high-level analysis related to DOJ workforce based on data and information available.

Workforce Demographic Characteristics

The DOJ has position authority for 810.6 Full Time Equivalent (FTE) positions. At the end of the first quarter of 2023, DOJ had 769 employees across all employee types, including permanent, project, unclassified, limited term, and elected with the following make up. (DOA, DPM, BMRS, 2023)

Table 1

Workforce Demographic Characteristics	DOJ	All State Agencies Combined
Number of employees	769	33,522
Percentage identifying as female	57.7%	52.2%
Percentage identifying with at least one non-white racial/ethnic category	12.5%	15.9%
Percentage reported a disability	9.5%	8.6%
Percentage reported a veteran status	5.6%	7.7%
Average employee age	42.3	44.0
Average years of service	9.3	9.8

Separations

Employees separated from DOJ at an overall rate of 8.5% for FY 2022. (DOA, DPM, BMRS, 2022) Since FY 2019 at 10.1%, DOJ experienced a decrease in separations. Implemented 2021-2023 EI Plan recruitment, retention and culture strategic actions “to increase and sustain diversity and belonging within the department” included the development and successful recruitment of the Equity, Inclusion, & Wellness Program Director position, significant employee participation and engagement of the department’s Diversity Advisory Council and Wellness Committee, a re-imagined New Employee Orientation process and program, important and substantial changes to the way employees are permitted to work that include telework and hybrid work schedules based on the needs of work units, collaborative working spaces and hoteling workstations and offices, and focused division/office goals that support internal and external diversity and wellness initiatives.

Years of Service and Age at Separation

Many DOJ jobs are unique to the Department and require substantial experience, using workforce demographic characteristics as indicator, DOJ separations by years of service and by age serve to provide insight on the effectiveness of retention and culture initiatives. For example, the slight overall decrease in separations by age of individuals 50-59 and 20-34 years of service, many who carry much trained and acquired experience, may point to effectiveness of retention and/or culture initiatives.

Table 2

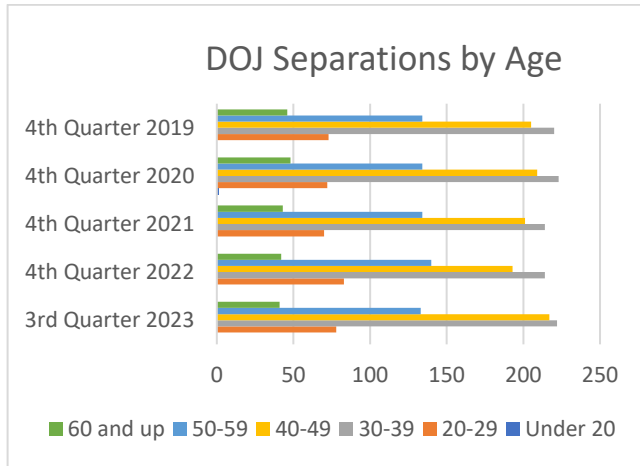
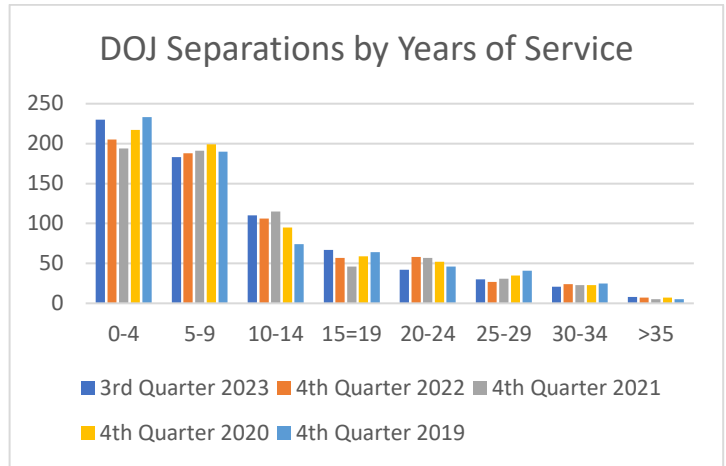


Table 3

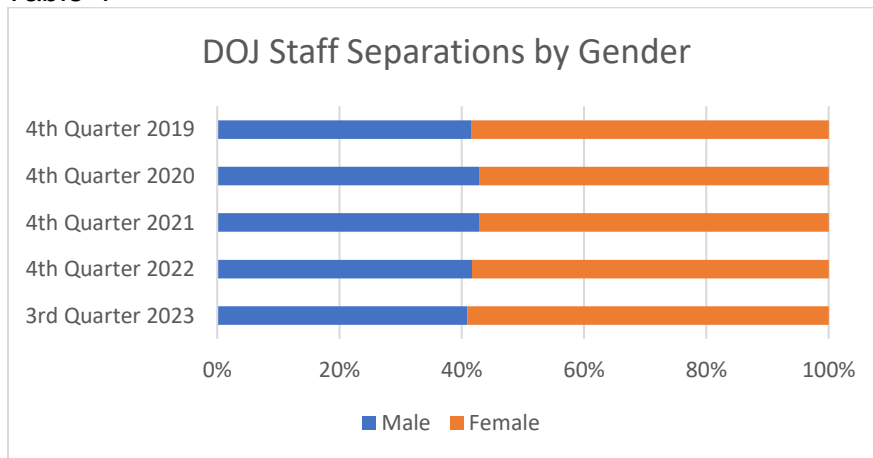


DOJ’s hiring strategies will continue considering recruitment strategies that target diversity of experienced professionals such as recruitment practices through colleges of recent graduates or internships, and also a structure to engage candidates who are bilingual when necessary, within the Department. Data as indication of effectiveness encourages continued DOJ efforts in the targeted strategic efforts of recruitment, retention, and culture with an eye on workforce demographic characteristics and efforts to increase tenure at DOJ and years of service.

Gender

Employees who identify as female make up 57.7% of the DOJ workforce. (DOA, DPM, BMRS, 2023) By comparison, this is notably higher than all state agencies combined, which peaked at 52.2% at the end of Q1 of 2023. Notably, the percentage of females at DOJ has increased over the last 10 years (2012-2022) by over 1.5%, from 56.5% to close to 58% with male percentages from 43.5% to close to 42%. (DOA, DPM, 2021-2022) There has been very little male decrease/female increase ratio changes in DOJ within the past five years. The female percentage is above the estimated Wisconsin labor force percentage by 9.9%.

Table 4



Racial and Ethnic Groups

Employees are asked to identify their primary racial or ethnic group and may indicate more than one race or ethnicity. Categories of racial and ethnic groups are: American Indian/Alaskan Native; Asian; Black or African American; Hispanic/Latino; Native Hawaiian/Pacific Islander; White; Not Specified. Diversity at DOJ has increased over the last 10 years (2012-2022) by 3 percentage points, from 9.5% to 12.5%. (DOA, DPM, 2021-2022) This percentage is not measured as a group category against the Wisconsin labor force; however, each non-white racial and ethnic category percentage for DOJ is below the estimated Wisconsin

labor force percentage with the exception of Asian (+0.1) and Native Hawaiian/Pacific Islander (0.0). Non-white racial and ethnic groups make up 12.5% of DOJ's workforce, causing DOJ to fall behind all state agencies by over 3 percentage points. (DOA, DPM, BMRS, 2023)

People with Disabilities

Individuals who reported a disability make up 9.5% of the DOJ workforce, which is slightly higher at DOJ than all other state agencies. (DOA, DPM, BMRS, 2023) The percentage of persons with disabilities has increased over the last 10 years (2012-2022), increasing from 3.5% to 9.5%. (DOA, DPM, 2021-2022) This percentage far exceeds the estimated Wisconsin labor force percentage of 5.2%.

Veterans Employees

According to the *State of Wisconsin Veterans Report FY22*, DOJ had a total of 117 new hires (5 of which reported as veteran). (DOA, DPM, BEI, 2022) This report calculates DOJ as having 734 total employees (45 of which are veterans). This includes unclassified, LTE, project, seasonal, as well as 644 permanent classified. DOJ is running slightly below (< 2 percentage points) the state percentage for veteran hires and employees.

Interestingly, percentages across all affirmative action categorical data over the last 3 years (2020, 2021, and 2022) either slightly increased, or stayed the same. (DOA, DPM, 2021-2022) In some situations, the number of people in an affirmative action category decreased over 1 or 2 years, but the percentage increased because the number of employees overall also decreased over the 3-year span by 25.

W-2 Hiring

Wisconsin Statute § 203.147 requires state agencies with 100 or more FTE positions to annually prepare and implement a plan to hire participants of the Wisconsin Works (W-2) program. The defined scope of the W-2 program includes persons who receive aid under Wis. Stats. § 49.19 or benefits under Wis. Stats. § 49.147(3-5). These consist of those that are enrolled in W-2 in the qualifying placements: W-2 Transitions (W-2T) or Community Service Jobs (CSJ), as determined by the Department of Children and Families. (DOA, DPM, BEI, 2022) Though the state of Wisconsin met the identified 0.2% enterprise goal for W-2 hiring, DOJ did not contribute to goal progress and had no W-2 hires for FY22. DOJ has not taken affirmative action to engage participants in W-2 programming as a tool to diversify applicant pools. This presents as an opportunity to improve equity of access and increase awareness to underrepresented populations about employment at DOJ.

The following is a more detailed analysis related to DOJ workforce based on data, information, and 2021-2023 EI Plan survey results.

Demographics By Job Group

Using Table 21 (pages 37-39) of the *State of Wisconsin Classified Workforce & Affirmative Action Report* (DOA, DPM, 2021-2022) and comparing it with the *State Underutilization Report* (DOA, DPM, BEI, 2023), there are 6 job groups which present opportunity to impact underutilization and increase the DOJ diversity profile. The workforce analysis provides information that moving forward, DOJ strategies must attempt to identify barriers or gaps of women, or women and minorities in the identified job groups. Plan efforts to analyze data to identify barriers and gaps during the 2021-2023 period were necessarily postponed due to HR turnover which affected identifying a tool for data collection, applying the identified tool, gathering and reviewing data, and developing a mechanism to identify and implement further actions. As a result, this recruitment strategy effort moves forward to the 2024-2026 EI Plan.

Table 5

Job Group	Underutilized for...	Classifications at DOJ
Information Services Professionals (11 employees)	Women	Multiple
Information Systems Support, Program and Service Technicians (Less than 10 employees)	Women	N/A
Protective Services Supervisors (11 employees)	Women	Special Agent in Charge
Public Safety (89 employees)	Women	Special Agent, Special Agent Sr
Natural Science and Laboratory Technicians (28 employees)	Women and minorities	Fingerprint Technician
Physical, Natural, and Social Science Supervisors (15 employees)	Women and minorities	Breath Alcohol Program Supervisor, Criminal Analyst Supervisor, Forensic Science Supervisor, Chemist Supervisor

DOJ Staff Sentiments

In December 2021, DOJ conducted an Employee Connection Survey related to the retention and culture goals implemented by the 2021-2023 EI Plan. Attorney General Josh Kaul informed employees that the “results of the survey reinforced that DOJ staff continue to be dedicated and resilient, and that many... are understandably feeling tired, anxious, and frustrated...” as “COVID-19 hasn’t disappeared, and it continues to pose immense challenges.” With an 85% survey response rate and responses of 82% of employees believed that supervisors are concerned about maintaining connections and camaraderie, 82% of employees agreed or strongly agreed that they felt connected to their team, and 73% agreed or strongly agreed there has been some successful efforts to build team connections at DOJ, the survey supports 2021-2023 EI Plan efforts focusing on retention and culture. This encourages continued retention and culture efforts for the 2024-2026 EI Plan. Below is a representation of connectedness September 2020 v. December 2021 as employees responded to the statement, “I feel connected to my team by Division/Office.”

Table 6

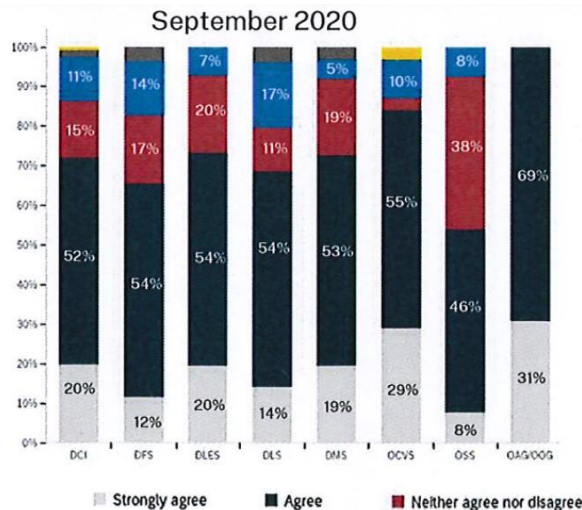
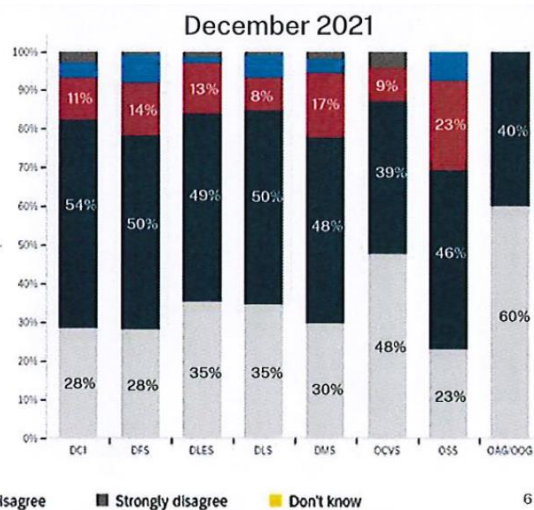


Table 7

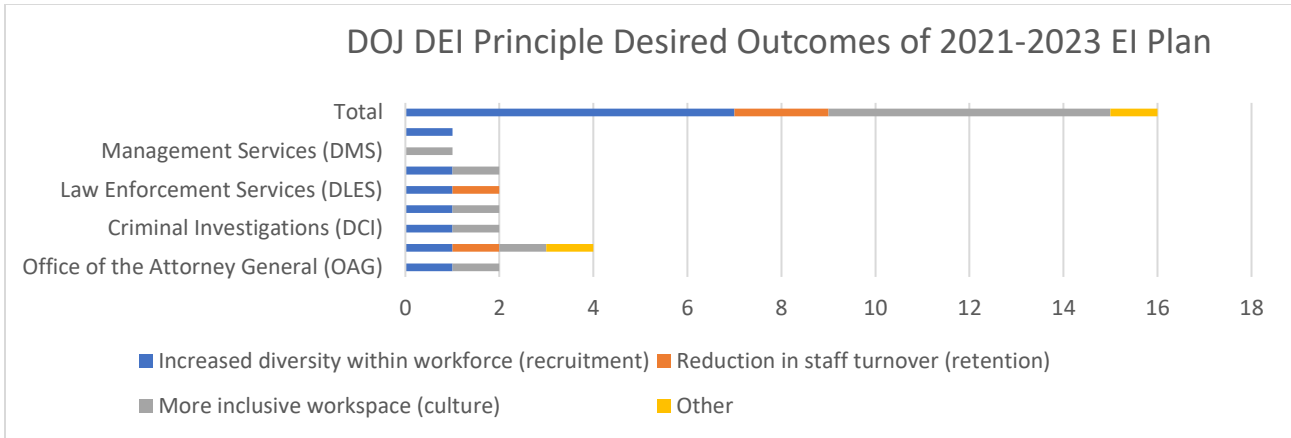


*Some cells are not shown due to small numbers

Reflecting on 2021 DOJ EI Plan efforts in 2022, DOJ conducted a survey of division and office supervisors and managers that included the Office of the Attorney General and the Office of Open Government (OAG/OOG), Crime Victim Services (OCVS), Criminal Investigations (DCI), Forensics Sciences (DFS), Law Enforcement Services (DLES), Legal Services (DLS), Management Services (DMS), and School Safety (OSS). The following question was posed, what is the principle desired outcome you would like to achieve as a result of this DEI work? Using Pareto analysis providing opportunity to focus on the vital few, the results

of staff sentiments reported by divisions and offices are consistent with overall EI efforts focusing on recruitment, retention, and culture. The single *Other* response focused on improving services to crime victims.

Table 8



Additional survey response comments focused on welcomed training and anticipated guidance from the EI and Wellness Program Director for increased progress in recruitment, retention, and culture at DOJ.

Equity and Inclusion Strategic Plan: Goals and Strategies

DOJ has characterized specific goals from its workforce analysis to approach opportunities to advance equity and inclusion in each focus area (Recruitment, Retention, and Agency Culture). Strategies are derived directly from opportunities revealed in 2021-2023 EI Plan review and workforce analysis as the DOJ reserves identification of barriers or gaps related to the workforce analysis for the 2024-2026 EI Plan. Each strategy chosen is included in the agency EI workplan.

Table 9

Overarching Goals for EI	Strategies to Achieve Goals
<p>Recruitment Goal</p> <p>DOJ actively addresses hiring disparities across underutilized job classifications. Improve the hiring process to remove barriers for underrepresented populations.</p>	<ol style="list-style-type: none"> 1. Develop and implement a process that ensures we apply an equity lens to each stage of the recruitment, screening, and hiring process to identify and eliminate barriers for underrepresented candidates. 2. Affirmatively engage underrepresented populations, that includes W-2 participants in recruitment outreach activities.
<p>Retention Goal</p> <p>DOJ actively addresses increase in separations by collecting, accessing, and analyzing relevant data to understand why employees leave. Retain employees and reduce separation rate by 2% department-wide by the 4th quarter of 2026.</p>	<ol style="list-style-type: none"> 1. Assess exit interview and workforce data to make recommendations for workplace/space adjustments to increase retention. 2. Develop feedback loops to gather information on employee sentiment throughout the employee lifecycle.

Agency Culture

DOJ promotes a respectful culture, that values diversity, promotes equity and inclusion, and actively engages in bias awareness.

1. Provide ongoing training for leadership on the benefits of equitable practices and inclusive workspaces which also provides the fundamentals on how to put these concepts into practice.
2. Provide a series of trainings for all employees designed to build common understanding, knowledge, awareness, and consensus relating to the agency's need to create and support a positive, inclusive, and equitable work environment.
3. Promote trust among DOJ supervisors, peers, and with DOJ leadership.
4. Create an environment that promotes collaboration and open communication.

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 as a result of workforce analyses 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.

Recruitment Overarching Goal: DOJ actively addresses hiring disparities across underutilized job classifications. Improve the hiring process to remove barriers for underrepresented populations.

Table 10

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
Develop and implement a process that ensures we apply an equity lens to each stage of the recruitment, screening, and hiring process to eliminate barriers for underrepresented candidates.	Develop an equity lens tool that identifies the best method to ensure that policies and procedures are consistently assessed to ensure equity of voice and impact.	Focus groups, and surveys.	100% of the agency's selection process and policies will be reviewed.	HR Team, EIW Director, DAC, DOJ Policy Initiatives Advisor	03/31/2024
	Examine each stage of the recruitment, screening, and hiring process including, but not limited to job announcement language, resume screening, interview scheduling process, interview question and benchmark development, interview panel selection, interview process, background and reference check process,	Hiring tools and data, recruitment forms and resulting reports, market salary reports, DOJ supervisor survey on employment offer process.	Dashboard, chart(s), or spreadsheets with resulting data.	HR Team, EIW Director, EISC, DAC, DOJ Supervisors, DOJ Policy Initiatives Advisor	03/31/2025

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
	employment offer process, salary determination process, and all applicant communications.				
	Identify which stage(s) of the recruitment process that underrepresented groups are being eliminated from consideration.	Written hiring reason(s), PeopleSoft Data, State of Wisconsin Classified Workforce Affirmative Action Reports.	Thorough data review and analysis. Information that will reveal need to identify better tools for purpose or recommendation to apply towards an improved KPI.	HR Team, EIW Director	06/30/2024
Affirmatively engage underrepresented populations, that includes W-2 participants in recruitment outreach activities.	Engage in outreach activities that target underrepresented populations. Develop a W-2 hiring plan. Request W-2 certification lists, which contain only individuals eligible for W-2 services at the time of certification. Give workshops and/or informational sessions at W-2 program locations. Attend job fairs at W-2 program locations.	Number of outreach activities to underrepresented populations. Number of workshops or information sessions at W-2 program locations. Number of contacts made at outreach events.	Attend outreach events. A W-2 hiring plan. Receive W-2 certification lists. At least two workshops and/or informational sessions conducted at W-2 program locations. At least one W-2 job fair attended.	HR Team, EIW Director, DAC, Divisions/Office Representatives	Hiring plan by 03/31/2024 Other activities as defined by outcome/metric.
	Targeted outreach to student populations by developing meaningful relationships with student unions, affinity groups within the college system, and student	Number of new individual connections each quarter.	Engagement to underrepresented populations for intern and extern opportunities. One new individual connection each quarter.	HR Team, EIW Director, DAC, Divisions/Office Representatives	Quarterly beginning 6/30/2024

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
	professional organizations				

Associated Recruitment Staff Training	<ul style="list-style-type: none"> • Train HR Leadership Team on using an equity tool in developing and reviewing policy and procedure. • Train HR Team on applying an equity lens to existing procedures. • Train Hiring Managers on the improved hiring processes.
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Retention Overarching Goal: DOJ actively addresses increase in separations by collecting, accessing, and analyzing relevant data to understand why employees leave. Retain employees and reduce separation rate by 2% department-wide by the 4th quarter of 2026.

Table 11

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
Assess exit interview and workforce data to make recommendations to increase retention.	Examine exit interview data, disaggregate workforce separation data to identify if underrepresented populations are leaving DOJ at disproportionate rates.	Tangible data retrieved addressing why employees leave.	Separation rate reduced by 2% over department-wide over the course of the plan period.	HR Team, EIW Director, Exec Mgmt., EISC, DAC, Wellness Committee	6/30/2024
	Identify, develop, and implement method(s) for gathering reliable and comprehensive data on turnover from DOJ as well as employee movement within DOJ.	Defined process(es) and specific tool(s) that identify and track employee movement.	Turnover rate for DOJ continuously available for analysis.	HR Team, EISC, DAC, Wellness Committee, EIW Director	03/31/2025
	Analyze longevity and tenure of underrepresented groups.	Tangible data on when employees leave.	Increase tenure and longevity of employees since 2023 Q1 reporting in the DPM Employee Demographics Dashboard.	HR Team, EIW Director, EISC, Wellness Committee, DAC	06/30/2024
	Develop strategies for implementing changes.	Turnover and separation rate, and exit interviews.	Reduce the number of employees who leave DOJ within the first 4 years of employment. Increased retention of underrepresented groups.	HR Team, EIW Director, EISC, Wellness Committee, DAC	12/31/2024

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
Develop feedback loops to gather information on employee sentiment throughout the employee lifecycle.	Collect information from employees through entrance interviews, stay interviews, periodic surveys to identify potential deterrents to longevity at DOJ.	Entrance interviews and stay interviews conducted. Periodic surveys developed and administered.	100% of entrance and stay interviews initiated. 100% of surveys deployed.	HR Team, EIW Director, OAG Team, Wellness Committee, DAC, EISC	12/31/2024

Associated Retention Staff Training	<ul style="list-style-type: none"> HR Team Training on Peoplesoft Query functions to facilitate data availability.
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Culture Overarching Goal: DOJ promotes a respectful culture, that values diversity, promotes equity and inclusion, and actively engages in bias awareness.

Table 12

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
Provide ongoing training for leadership on the benefits of equitable practices and inclusive workspaces which also provides the fundamentals on how to put these concepts into practice.	Research, determine, and procure best practice training for leaders to increase capacity on principles of equity and inclusion in the workplace.	Training transcripts, Training quiz scores.	100% of leadership complete training. DOJ leadership will gain competencies on the fundamentals of equity and inclusion.	OAG, EIW Director, HR Team	Annual beginning by 06/30/2024
Provide a series of trainings for all employees designed to build common understanding, knowledge, awareness, and consensus relating to the agency's need to create and support a positive, inclusive, and equitable work environment.	Research, determine, and ensure effort to procure evidence-based effectiveness trainings and/or reported habit-breaking intervention type trainings for all employees to improve the culture of DOJ.	Training transcripts, Training quiz scores &/or training exercises.	Note tips and tools provided during training for employee availability and use as rubric for training feedback and improvement. Employees complete and specify evidence-based or habit breaking trainings within one year or the assigned training.	HR Team, EIW Director, DAC, Wellness Committee, EISC	Annual beginning by 06/30/2024

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Target Completion Date
Promote trust among DOJ supervisors, peers, and with DOJ leadership.	Revisit DOJ core values including values that incorporate elements of diversity, equity, and inclusion.	Survey questions related to trust associated with DOJ core values amongst DOJ supervisors, peers, and DOJ leadership.	Established baseline related to trust reflected from the DOJ core values.	Division Administrators and Office Directors, DMS Administrator, EIW	09/30/2025
Create an environment that promotes collaboration and open communication between divisions and offices.	Highlight opportunities to expand communication between divisions and offices to build a more inclusive culture.	Divisions and Offices solicit input /offer feedback from/to other divisions and offices. Newsletters/ readership tracking. Huddle Series Attendance Tracking.	Increased participation in Agency Committees, subcommittees, and workgroups. · Newsletter readership report. for readership trend(s). Attendance at Huddle Series tracked for trend and reporting.	OAG, EIW Director, DAC, Wellness Committee, Executive Leadership Team, EISC	Beginning 03/31/2024 through at least 10/31/2026.

Associated Culture Staff Training	<ul style="list-style-type: none"> • Facilitating curriculum around <i>Radical Candor</i>, <i>Crucial Conversations</i>, and <i>Subtle Acts of Exclusion</i> for Leadership. • Facilitating a series of Peer Training Workshops for all employees to learn from each other. • Coordinating evidence-based effectiveness trainings and/or reported habit-breaking intervention type trainings
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Communication and Dissemination of Equity and Inclusion Plan

Table 13

Internal Methods of Communication	DOJ Responsible Staff/Office	DOJ Timeline Targeted
Attorney General email to all DOJ employees introducing the plan and link to the plan on JusticeNet.	AG Communications	January 2024
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 2024
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 2024
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 2024
Nondiscrimination and equal opportunity statements and posters are prominently displayed in areas frequented and accessible to employees.	Human Resources	January 2024
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 2024 and annually
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	March 2024
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	Ongoing with some tracked for annual reporting purposes.
Attorney General Communication announcing feedback mechanism to engage DOJ employees on components of the EI Plan	DOJ Communications Team Equity and Inclusion Officer	June 2024

Table 14

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 2024
Expand external outreach to increase DOJ visibility with representative groups across the state.	DOJ Communications Team, Government Affairs Director	January 2024 and Ongoing with annual reflection.
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	January 2024 - December 2026
A print copy of the Equity and Inclusion Plan 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 2024 – December 2026

Agency Internal Monitoring Plan and Process

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 during the 2024-2026 EI Plan and implementation period. DOJ EI personnel will track progress, identify patterns, and notice trends that will provide opportunity for effective EI 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.

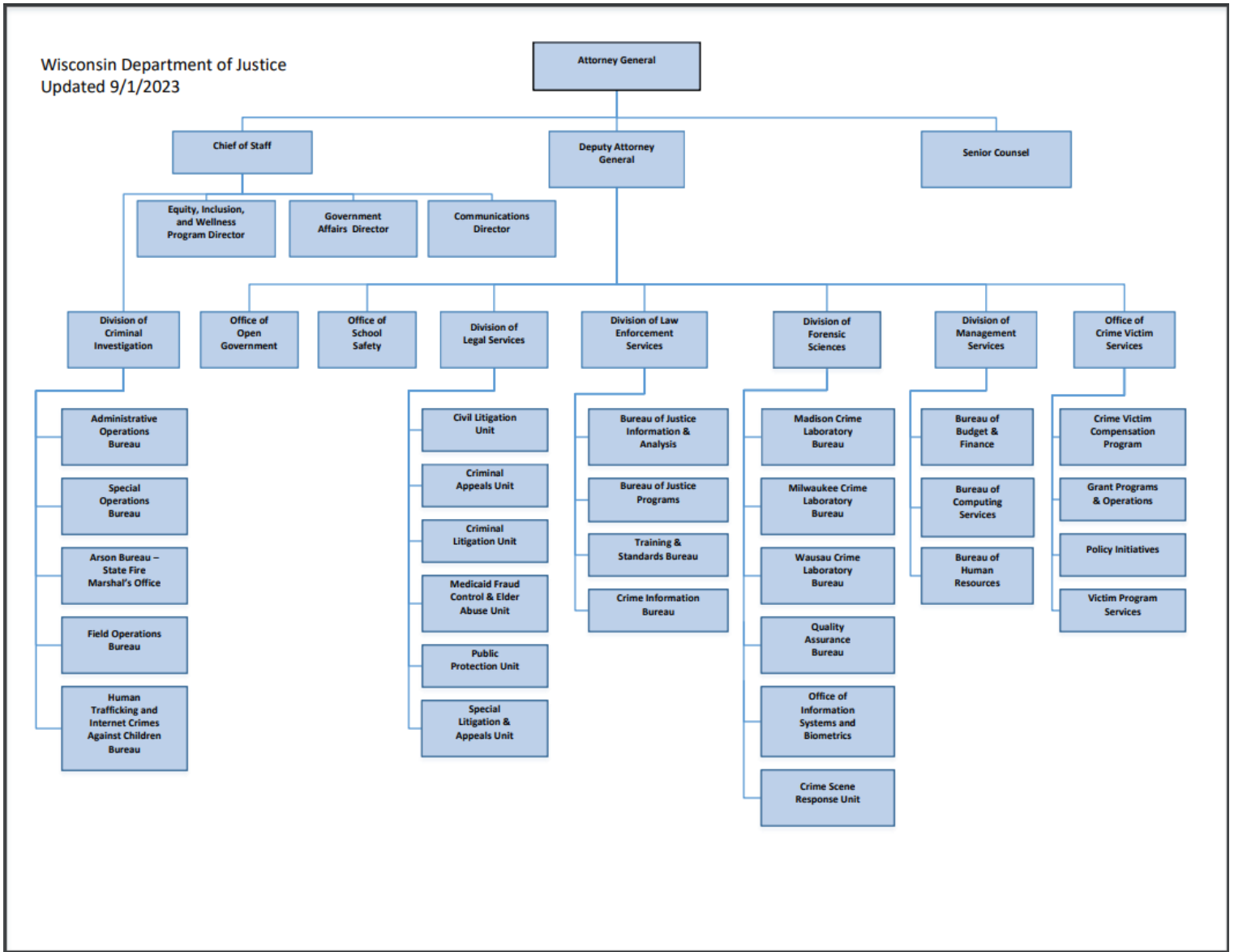
The strategic plan and communication methods include most information that addresses monitoring EI activities. Notable monitoring activities also include:

- 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.
- Annual review and certification 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.
- Quarterly EI Officer meetings with targeted staff and/or groups for examination of timelines associated with the workplan that include past quarter reflection, current quarter review, and next quarter forecast.

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 1: DOJ Organization Chart



References

- DOA, DPM. (2021-2022). *Classified Workforce & Affirmative Action Report*. Madison: Division of Personnel Management.
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Glossary

Acronyms

AA	Affirmative Action	EI	Equity and Inclusion
AAAC	Affirmative Action Advisory Committee	EIO	Equity and Inclusion Officer
ADA	Americans with Disabilities Act	EISC	Equity & Inclusion Steering Committee
BEI	Bureau of Equity & Inclusion	EIW	Equity, Inclusion & Wellness
BMRS	Bureau of Merit, Recruitment, & Selection	FMLA	Family & Medical Leave Act
DAC	Diversity Advisory Council	FTE	Full-time equivalent
DOA	Department of Administration	HR	Human Resources
DOJ	Department of Justice	KPI	Key Performance Indicator
DPM	Division of Personnel Management	OAG	Office of the Attorney General
EEO	Equal Employment Opportunity	W-2	Wisconsin Works

Definitions

Executive Management Team:

20-members group consisting of the Attorney General, Deputy Attorney General, Chief of Staff, Senior Counsel, Government Affairs Director, Communications Director, Equity Inclusion & Wellness Program Director, DCI, DFS, DLES, DLS, DMS Administrators, DFS, DLES, DLS Deputy Administrators, OCVS, OOG, OSS Directors, OCVS, OSS Deputy Directors

Executive Leadership Team:

12-member group consisting of the Attorney General, Deputy Attorney General, Chief of Staff, Senior Counsel, DCI, DFS, DLES, DLS, DMS Administrators, OCVS, OOG, OSS Directors

The Huddle series:

The Huddle is a presentation hosted by DOJ personnel that enhances interdivisional communication, fosters professional development opportunities, and creates a welcome environment for staff to learn from their peers. Through meaningful engagement, the Huddle series highlights Wisconsin DOJ's mission, vision, and values. It also provides professional development opportunities.

Diversity Advisory Council:

DOJ's required Affirmative Action Advisory Committee

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