



**Wisconsin Department of Workforce Development
Division of Vocational Rehabilitation (DVR)**

2022 DVR Diversity, Equity, and Inclusion (DEI) Action Plan

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Assembled by: Roadmap Research Global



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GOAL 1: Address the Inequities that Impact Consumers – Create an Equitable Consumer Experience DVR will systematically identify and address inequities in service delivery, and in doing so, build a system that fosters greater creativity, innovation, and speed in the process to address both equity and engagement.

Goal 1 Create an Equitable Consumer Experience. Strategy 1: DVR will build an Agency-level structure for DEI work and support WDA-level DEI planning and initiatives

Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure).

Step 1 - Forming a DEI Council: DVR will form a DEI Council to create the mission/vision of DEI work, to oversee the implementation of the DEI Action Plan, and to guide workgroups. DVR's Policy Academy will be used as a best-practice example for the council's structure and function. The DVR DEI Needs Assessment and Action Planning team will initiate the process of creating the council by conceptualizing the initiative, sending invitations and/or gathering nominations, informing those invited/nominated of the requirements, and leading a council kickoff event.

Initial group discussion during the Action Planning process suggested the council could be made up of members of the SLT and other key offices/teams, representatives from DVR. A possible future state could involve Service Providers, consumers, and community partners. The goal will be to build a council that has diversity of thought and diversity across all demographics (not limited to race) in the form of race, gender, sexual orientation, tenure, position/relationship to DVR, WDA, etc. In early exploration, it was suggested that the group could include some individual from DWD -- i.e., someone from the DWD DEI groups, a representative from HR, etc.

Once assembled, the DEI Council will be tasked with creating a charter to outline the structure of the council, meeting schedule, roles, representation, term limits, and an executive sponsor. Further, the charter would provide DEI Mission/Vision statements to guide their work. Term limits of 2-3 years were suggested in the Action Planning process.

In terms of function and purpose, Action Planning members felt that workgroups could report their efforts to the DEI Council, which would oversee the overall vision, the action plan, and all timelines. The DEI Council would make sure efforts are aligned across all workgroups and direct the work as needed. Further, having WDA-level involvement in the council would be a key to supporting local-level DEI planning efforts, keeping WDAs informed, and ensuring that consumers across the state were represented in the work through their WDA-level representation.

Priority Level + Timeline Notes for Step 1 (Forming a DEI Council)

When will this happen and what is the priority level?

- DEI Council Charter to be created within 6 months: September 30, 2023

Potential Barriers for Step 1 (Forming a DEI Council)

- In all agency-level and WDA-level work, there is the risk of duplicating efforts/initiatives of DWD and individual WDAs. To mitigate this risk, DVR will need to ensure a high level of communication with other state and local initiatives so that all efforts can both learn from each other and have an appropriate division of labor.
- While not a barrier or a risk, DVR needs to find meaningful ways to involve the current ERG into this work. Historically, that group has been tasked with DEI initiatives. DVR will need to find ways to lead DEI initiatives without overburdening the ERG or detracting from the personal/professional benefits the ERG can provide to members if they decide to shift to an Affinity Group structure. An idea shared in action planning, was to ensure that the DEI Council and workgroups do the "heavy lifting," while the ERG takes on a consulting role and/or simply takes on the initiatives of their choice.
- A risk across all DEI work outlined in this Action Plan is introducing too much work for employees to take on in addition to their existing workloads. DVR will need to be mindful of employee well-being and ensure employees are provided time to do this work.
- A potential risk/barrier is in creating DEI Council term limits that are too short. Given the breadth of work to be accomplished in the next five years, longer terms might need to be established for the first DEI Council. DVR will pursue 3 year terms for the DEI Council with SLT staff to be permanent members of the DEI Council.
- Budget is always a possible barrier. DVR should consider the expenses that the DEI Council and DEI Action Plan activities might incur in the form of necessary training or professional development, paid time/hours to conduct the work, etc.
- In creating the Council, a possible barrier is getting WDAs to nominate council representatives. DVR will need to consider whether WDAs will be required to have a DEI Council representative.
- DVR should expect some trial and error in building the first DEI Council, particularly when it comes to establishing the number of individuals included. While it is important to have enough individuals to ensure proper representation, DVR will need to explore the question "how many people is too many?"

Goal 1. (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure).

Step 2 - Local Action Plan Creation: DVR will support WDA-level planning by building a local-level DEI planning process that will include creation of an Action Plan Template. Ultimately, this planning process would launch with a local-level review of the existing dashboard and CSNA data to gain a better understanding of local-level demographics, consumer experience, and needs.

DVR will need to provide guidance to WDAs in this process, training them on how to review and interpret the data and how to use it in local-level planning. Further, the pre-planning process would include a careful review of local level partnerships and existing relationships that could foster collective DEI work and support.

The template itself will offer a clear structure, while also allowing for flexibility. DVR would ensure that WDAs are not left to fend for themselves in the work, but that they would have support and resources to build their own plans. Preferably, the template would walk each WDAs through creating a resource map to better understand current relationships and partnerships. KPIs/metrics for success would be locally determined, rather than set by DVR.

Priority Level + Timeline Notes for Step 2 (Local Action Plan Creation)

When will this happen and what is the priority level?

- Approximately Years 2 and 3 (with March 2023 Action Plan launch): March 2024 to March 2026.
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Potential Barriers for Step 2 (Local DEI Action Plan Creation).

- There is risk that WDAs (as they build their local-level DEI Plans) will experience overwhelm in the local-level DEI planning process. To mitigate this risk, DVR should provide Plan creation support and training as needed to better understand the data dashboard and to build their plans.
- There was concern in the Action Planning stage that a DEI Council would lack diversity, given the current relatively homogenous make up on DVR leadership. That said, DEI work/responsibility is for everyone, not just diverse individuals. The Council should strive for diversity on all fronts -- race, gender, ethnicity, language, sexual orientation, tenure, and position realizing that this is a work in progress.

Goal 1. (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure).

Step 3 - DEI Community of Practice Creation: DVR will create a DEI Community of Practice (CoP) in SharePoint or similar electronic platform which will allow the DEI Council and workgroups to collaborate, share ideas, ask questions, learn, and connect. Further, the Community of Practice could allow WDAs to share ideas and learn from each other's DEI work. To begin, the CoP would be a tool/resource of the DEI Council and DEI workgroups. Work would need to be done to create an informal charter to define the purpose, scope, and expectations for the CoP and its users.



Priority Level + Timeline Notes for Step 3 (Electronic DEI Community of Practice Creation)

When will this happen and what is the priority level?

- Approximately Year 3 (with March 2023 Action Plan launch): March 1, 2025–March 1, 2026

Potential Barriers for Step 3 (DEI Community of Practice Creation).

- For the Community of Practice, there is risk in the site/group lacking a clear and dedicated purpose, and in the site being poorly managed in a way that users lose sight of that purpose. There is also risk in the CoP turning into a place for users to air their grievances. To mitigate this risk, DVR should ensure it is launched with a clear purpose and thoughtfully managed.

Communications Plan for Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure). Steps 1-3 (Creation of DEI Council, Local DEI Action Plan, Electronic CoP).

- The initial DEI Team will build the communications needed to recruit DEI Council membership and launch their work.
- Upon creation of the DEI Council, the Council will provide regular updates to the SLT of progress.
- The DEI Council should consider treating the Action Plan as a living document, updating notes, details, and timelines as needed as the plan comes to life.
- When WDA-level planning begins, WDA DEI representatives can provide the Council with regular progress updates. WDAs will use the template developed to build their own plans.
- The Community of Practice will require creation of instructions and training. It is recommended that the CoP have at least one moderator to manage the site.

KPIs and Evidence of Success for Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure). Steps 1-3 (Creation of DEI Council, Local DEI Action Plan, Electronic CoP).

- Improvement in consumer experience and engagement metrics in the next CSNA and in consumer exit surveys/interviews
- Improvement in successful case closes, as DVR addresses problem issues and inequity
- Improvement in employee engagement and DEI-related metrics in the DWD Employee Experience survey and the ERG survey

Responsibilities for Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure). Steps 1-3 (Creation of DEI Council, Local DEI Action Plan, Electronic CoP).

- The DVR DEI Needs Assessment/Action Planning team will launch the DEI Council.
- The DEI Council will build its charter, mission, and vision.
- The DEI Council will oversee the creation of the WDA-level Action Plan template and process, and/or create a workgroup to do so.
- The DEI Community of Practice would be created and run by the Council and DEI workgroups. DVR's Web Coordinator would be tasked with launching the site (likely on SharePoint). The site would be managed/led by DEI Council members and/or DVR's Web Coordinator.



NOTE: Most strategies/tasks have a data component. DEI data needs can be supported by DVR's data steward staff as well as the Data Dashboard workgroup. This workgroup should aim to support all DEI initiatives involving data work.

Resources for Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure). Steps 1-3 (Creation of DEI Council, Local DEI Action Plan, Electronic CoP).

- DWD's DEI work and WDA 2's DEI work (Milwaukee Equity Action Plan, MEAP) can be seen as a resource. If a high level of communication/collaboration can be established, DVR can learn from those efforts and use those initiatives to take on the work collectively, rather than duplicating efforts.
- The DVR Policy Academy can be looked to as a resource/reference for the DEI Council structure.
- DVR's Quality Assurance Specialist should be viewed as an excellent resource for the Community of Practice.

RRG Team Change Management Support Needs for Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure). Steps 1-3 . (Creation of DEI Council, Local DEI Action Plan, Electronic CoP).

Possible options to:

- Provide consultation in best practices for DEI Council work.
- Provide consultation in building the WDA DEI Action Plan Template and process
- Conduct research on best practices for building a Community of Practice

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Goal 1 (Equitable Consumer Experience). Strategy 1 (Build Agency DEI Structure). Steps 1-3 (Creation of DEI Council, Local DEI Action Plan, Electronic CoP).

While the creation of the DEI Council itself is a stand-alone component with no overlap, the inclusion of the WDAs in the work is a potential area of tremendous overlap. The need for WDA involvement was a consistent theme across all meetings. A key question in the work moving forward is what time, resources, and representation will be required of each WDA in the work, and how they can become involved in the work with the time, staff, and resources available.

Goal 1. Create an Equitable Consumer Experience. Strategy 2: DVR will conduct a thorough practices/policies review and work to update/re-envision practices and policies found to be inequitable, inefficient, or too slow.

Goal 1 (Equitable Consumer Experience). Strategy 2 (Practices/Policies Review).

Step 1 - DVR Staff input on polices/practices: First, DVR will take a critical look at existing data, policies, and practices to study. This review process will kick-off with a check-in with the field to gather counselor and WDA perspectives on where there is room for improvement regarding improving inequitable, inefficient, or time-consuming practices and policies (particularly to consumers of color). This review work will also need to take a thorough look at how policies are applied and where communication barriers have contributed to poor and inconsistent practices (again, particularly for consumers of color).

Further, baseline data already collected through other initiatives need to be gathered in one place and studied in more depth to consider consumer inequities.

Finally, this review should focus on how DVR staff maximize use of the "gray space"/flexibility that DVR allows -- and findings ways to formalize that flexibility so it can be better communicated to counselors.

The goals of this early study will be to (1) understand how counselors provide for consumers, the practices/systems they use, their interpretation of complex policies, etc., (2) get a clear sense of the inconsistencies in DVR practices and understand how inconsistently applied practices might be reinforced and passed along, (3) understand which policies/practices are slowing down the consumer experience, (4) identify and study "gray space" and flexibility to determine best practices.

Priority Level + Timeline Notes for Step 1 (DVR Staff input on polices/practices)

When will this happen and what is the priority level?

- Completion in August 30, 2025

Goal 1. (Equitable Consumer Experience). Strategy 2 (Practices/Policies Review).

Step 2 - Revision/communication of polices/practices: From the Task/Step 1 study, DVR will compile the findings and develop a plan for revising policies and practices that need attention. DVR will find ways to communicate complex policies to staff in simple terms, for example, adding a short list of bullet points to each policy that clearly staff how that policy impacts counselors and how they need to work within the policy.

Priority Level + Timeline Notes for Step 2 (Revision/communication of polices/practices).

When will this happen and what is the priority level?

- Full plan to be created by January 30, 2026.



Potential Barriers for Step 1 (DVR Staff input on policies/practices) and Step 2 (Revision/communication of policies/practices)

There are several potential risks in a review process such as this:

- It is possible that the review will not seek enough field-level feedback. The DEI Needs Assessment identified that existing policies are overwhelmingly equitable, but interview feedback indicate that policies are not always rolled out consistently or that efforts to work within DVR's "gray space" for flexible services also lack consistency. Identifying and documenting these inconsistencies is important and will take time.
- DVR's Policy Academy will need to be careful to not only identify policy/practice inconsistencies, but also to identify HOW those inconsistencies came to be. It is important to take the time to critically review communication systems that create barriers here, with the goal of making sure that policies/practices are revised AND are implemented. There should be a goal of ensuring practices do not revert to "the old or comfortable way of doing things."
- Review processes such as this can also come with a high level of workgroup overwhelm. DVR's Policy Academy will need to be on the lookout for policies/practices to revise but will need to be critical about which are relatively easy to change, and which need more time.
- Whenever speed of delivery is a major concern for a review process, it is important to keep quality in mind, discerning the difference between lengthy practices that create high quality/value for consumers, and lengthy practices that are simply unnecessary. DVR's Policy Academy and the DVR Quality Assurance team, who may also provide support with this effort, are limited in capacity and both workgroups will need to ensure that there is not too much being asked of these teams for the work moving ahead.

Goal 1. (Equitable Consumer Experience). Strategy 2 (Practices/Policies Review).

Step 3 – Investigation of a Consumer Advisory Board: DVR will investigate development of a Consumer Advisory Board as a mechanism for considering new initiatives and proposed consumer changes. The DVR Policy Academy and the DEI Council will explore how the Advisory Board might work in cooperation with the Policy Academy to oversee changes within this realm. Further, DVR should consider how they might leverage the Wisconsin Rehabilitation Council (WRC), which is an existing advisory board that includes 1-2 previous/current DVR consumers. DVR will also need to investigate other agencies that have created something similar. In building this Advisory Board, DVR will need to create a process for identifying potential consumers. Field support help will be needed to identify consumer interest.

Priority Level + Timeline Notes for Step 3 (Investigation of a Consumer Advisory Board)

When will this happen and what is the priority level?

- To be completed by the end of year 3 – approximately March 1, 2026.



Potential Barriers for Step 3 (Investigation of a Consumer Advisory Board)

- DVR would benefit from looking to Lessons Learned from the creation of other Advisory Boards to assess the risks in creating this Consumer Advisory Board. What did not work well in the past? How can this new Board learn from those lessons?
- When creating a new Board, there are always risks in A) not having the right people at the table, B) creating a Board that lacks structure and autonomy.

Communications Plan for Goal 1 (Equitable Consumer Experience). Strategy 2 (Policies/Practices Review). Steps 1-3 (Staff input on polices/practices, Revisions/communication of polices/practices, Investigation of a Consumer Advisory Board).

- Quarterly DVR Policy Academy DEI activity updates to the DEI Council.
- Creation of a Policies/Practices plan as well as ongoing documentation about low-hanging-fruit changes made along the way.
- Clearly communicated policy/practice changes to field staff. Managers will need to have a high level of communication with field staff to reinforce changes and ensure they are being followed.

KPIs and Evidence of Success for Goal 1 (Equitable Consumer Experience). Strategy 2 (Policies/Practices Review). Steps 1-3 (Staff input on polices/practices, Revisions/communication of polices/practices, Investigation of a Consumer Advisory Board).

- Higher successful completion rates for consumer of color.
- Greater racial equity and representation in services offered and built into consumer plans.
- Demonstrable policy/practice consistency.
- Increased speed to successful case close.
- Improved consumer sentiment in qualitative research conducted for the next Comprehensive Statewide Needs Assessment.
- Improvement in Consumer Satisfaction Survey scores that are completed (existing or new) as well as any surveys completed through the WRC.

Responsibilities for Goal 1 (Equitable Consumer Experience). Strategy 2 (Policies/Practices Review). Steps 1-3 (Staff input on polices/practices, Revisions/communication of polices/practices, Investigation of a Consumer Advisory Board).

- These tasks will be overseen by the **DEI Council and DVR Policy Academy**, which will delegate responsibility as needed to DVR's policy, evaluation, data-collection, and other administrative staff to assist as needed.



Resources for Goal 1 (Equitable Consumer Experience). Strategy 2 (Policies/Practices Review). Steps 1-3 (Staff input on polices/practices, Revisions/communication of polices/practices, Investigation of a Consumer Advisory Board).

Steps 1 & 2 (Staff input on policies/practices and Revisions/communication of polices/practices)

- Local DVR staff are DVR's #1 resource in kicking off this initiative and it will be important to gather insights from the field about how they deliver services, how they interpret and follow-through on policies, and how long their work takes.
- DVR's existing data dashboard is a great resource for understanding the consumer experience, particularly in the form of analyzing the experience of consumers who make use of different DVR services.
- Consumer Satisfaction Survey data and Exit Interview data need to be reviewed and considered.

Step 3 (Investigation of a Consumer Advisory Board)

- Existing DVR protocol on Advisory Board creation.
- Existing systems for recruiting and onboarding Advisory Board members.
- WRC is also an advisory board that includes 1-2 previous/current DVR consumers. DVR should consider how to leverage this for consumer input as well.

RRG Team Change Management Support Needs for Goal 1 (Equitable Consumer Experience). Strategy 2 (Policies/Practices Review). Steps 1-3 (Staff input on polices/practices, Revisions/communication of polices/practices, Investigation of a Consumer Advisory Board).

Possible options for RRG Team support:

- Assist the Workgroup as they create a structure/foundation for the existing data, policies, and practices study
- Assist in the creation of tools to gather baseline data
- Assist in the creation of (or revision of) surveys and data collection tools for consumers

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Goal 1 (Equitable Consumer Experience). Strategy 2 (Policies/Practices Review). Steps 1-3 (Staff input on polices/practices, Revisions/communication of polices/practices, Investigation of a Consumer Advisory Board).

There is tremendous overlap here with all work within this goal. A good question to ask would be whether there should be specific policy review work, or whether each workgroup tasked in this DEI work should be tasked with reviewing the policies within their own topic/goal area.



Goal 1 Create an Equitable Consumer Experience. Strategy 3: DVR will build a DEI data system to synthesize previously gathered consumer data, identify, and fill data gaps, and better identify and understand the consumer experience.

Goal 1. (Equitable Consumer Experience). Strategy 3 (DEI Data System).

Step 1 - Capture Consumer Feedback: DVR will build better data collection efforts to gather ongoing feedback from consumers -- feedback that can be reviewed in ongoing fashion. For example, updating the Consumer Satisfaction Survey, improving the Exit Interview process when closing a consumer's DVR case, and gathering additional data to measure the success of policy/practice changes. In surveying and data collection for consumers, DVR will ensure that the survey will include demographics/region metrics that will allow for detailed data analysis (for example, the ability to study consumers in rural communities, consumers of color, etc.).

Surveys might include questions regarding to initial engagement and experience with DVR staff, the education/information they were provided, services they've taken advantage of, time and personal commitment, and thoughts regarding communications and their experience with DVR in general.

Priority Level + Timeline Notes for Step 1 (Capture consumer feedback)

When will this happen and what is the priority level?

- Consumer Satisfaction Survey and Exit Interview Script to be updated by February 2024.

Goal 1 (Equitable Consumer Experience). Strategy 3 (DEI Data System).

Step 2 – Consumer Listening Sessions: DVR will conduct consumer listening sessions in which consumers are asked key questions about their experience as consumers and their consumer journey, and questions designed to gather feedback and ideas.

Priority Level + Timeline Notes for Step 2 (Consumer Listening Sessions)

When will this happen and what is the priority level?

- 2024 (in alignment with the 2024 CSNA)

Goal 1. (Equitable Consumer Experience). Strategy 3 (DEI Data System).

Step 3 – Data Collection Collaboration with WRC: DVR will collaborate with Wisconsin Rehab Counsel (WRC) to align data collection efforts and to help ensure that WRC surveys are built with DVR's DEI needs/goals in mind.

Priority Level + Timeline Notes for Step 3 (Data collection collaboration with WRC).

When will this happen and what is the priority level?

- TBD. Discuss DVR DEI plan at a full WRC Council meeting once completed. When WRC decides to send out surveys, work together with them on this.



Goal 1. (Equitable Consumer Experience) Strategy 3 (DEI Data System).

Step 4 – Review/improve data collection systems: Review/Study current data collection systems and improve them in order to: (1) Capture more "real-time" data from consumers shortly after their first appointment and in on-going fashion, (2) Ensure that DVR's new data initiatives are not duplicating other data collection efforts (for example, data gathered from the CSNA, MEAP, etc.), and (3) Study all data from the lens of identifying discrepancies in experience, service availability, success rates, etc.

Priority Level + Timeline Notes for Step 4 (Review/improve data collection systems)

When will this happen and what is the priority level?

- To be completed by February 1, 2024

Potential Barriers for Steps 1-4 (Capture consumer feedback, Consumer listening session, Data collection collaboration with WRC, Review/improve data collection systems)

The main risks of these data collection efforts are as follows:

- Data gathered could duplicate other data gathered through the CSNA, MEAP, etc. DVR will need to take care in studying existing data, identifying where there are data gaps, and focus solely on those gaps.
- These data needs and systems could overwhelm DVR and other workgroups. Keep in mind that most of the DEI Action Plan goals/strategies/steps include their own data collection components. DVR will need to ensure that all data collection efforts involve collaboration across workgroups/teams, do not duplicate efforts, and do not impede DEI progress moving forward. While it was a suggestion to form a DEI Data Collection Workgroup that would focus on data support for all DEI Action Plan goals/strategies/steps, DVR will make use of the Dashboard Team and may add some additional members to support this work.
- Data collection efforts can be expensive. There is risk in data collection efforts surpassing DVR budget and time limitations.

Communications Plan for Steps 1-4 (Capture consumer feedback, Consumer listening session, Data collection collaboration with WRC, Review/improve data collection systems)

- Quarterly Dashboard team updates on DEI activities to the DEI Council.
- Creation of consolidated data dashboards for internal agency access.
- Creation and distribution (to staff and consumers as needed) results of survey/study findings. Transparency is important whenever it is possible.

KPIs and Evidence of Success for Steps 1-4 (Capture consumer feedback, Consumer listening session, Data collection collaboration with WRC, Review/improve data collection systems)

- Improvement in consumer experience metrics.
- Improvement in consumer communication findings in the next CSNA.
- Improvement in successful case closes, as DVR addresses problem issues and inequity.



Responsibilities for Steps 1-4 (Capture consumer feedback, Consumer listening session, Data collection collaboration with WRC, Review/improve data collection systems)

- These tasks will be overseen by the DVR **Dashboard team**, which will make use of DVR's data experts as needed to complete the work.

NOTE: Most strategies/steps of the DEI Action Plan have a data component. Should a **DEI Data Workgroup** be formed, this workgroup should aim to support all DEI initiatives involving data work. (DVR will need to make use of an existing resource, DVR's Dashboard Team)

Resources Steps 1-4 (Capture consumer feedback, Consumer listening session, Data collection collaboration with WRC, Review/improve data collection systems)

- Study CSNA, E3 Project, and MEAP data collection efforts to consolidate data and ensure new data collection complements these efforts and doesn't duplicate efforts. RRG suggests reaching out to the researchers who conducted the CSNA to gather transcripts of their meetings with consumers of color to see what information can be gleaned from those interviews beyond what was reported in the CSNA report.
- Utilize DVR Quality Assurance and Program Evaluation staff to assist with data gathering and analyzing data.
- Study the Youth Data Initiative as a model of investigating services to identify discrepancies in service availability, success rates, etc.
- Technological resources might be required in the form of data dashboard creation and increased bandwidth.

RRG Team Change Management Support Needs Steps 1-4 (Capture consumer feedback, Consumer listening sessions, Data collection collaboration with WRC, Review/improve data collection systems)

Possible options to:

- Assist the DVR Dashboard Team and DEI Council with data collection and systems design as needed.

Overlap/Intersection with other DEI Action Plan Goals or Strategies Steps 1-4 (Capture consumer feedback, Consumer listening session, Data collection collaboration with WRC, Review/improve data collection systems)

As data collection and metrics tracking was a strong component of nearly every goal/strategy, there is tremendous overlap here.

A good question to ask of the workgroups moving forward is this: Would it be better to have one DEI Data Workgroup serve in the role to support all DEI initiatives across the agency, or to allow Workgroups to consider data needs/systems as they tackle their work.

Goal 1. Create an Equitable Consumer Experience. Strategy 4: DVR will revise its Service Provider/Partner Contracting Systems to ensure greater DEI accountability

Goal 1 (Equitable Consumer Experience). Strategy 4 (Service Provider DEI Accountability). Step 1 – Service Provider outcome data dashboard: DVR will work to build a more data-centric lens to Service Providers by updating the Dashboard with information regarding job placement type, wage/salary range, etc. by various demographics and sharing the data (with a possible training component) with Service Providers to make them aware of what the data show and how they can use the data.

The goals of this work include: bringing more data mindfulness to Service Providers, supplying all Service Providers with the data they need to accurately assess the consumer experience of underrepresented groups, encouraging Service Providers to use the data to set expectations and goals, to lead to stronger data collection in the future, and to help DVR and Service Providers to gain a more in-depth understanding of the consumer experience.

Priority Level + Timeline Notes for Step 1 (Service Provider outcome data dashboard)

When will this happen and what is the priority level?

- August 1, 2023

Potential Barriers for Step 1 (Service Provider outcome data dashboard)

- A potential risk here is that the dashboard could be updated but may not be used by Service Providers. To mitigate this risk, training on how to use and apply the data will be key.
- A barrier is that less data exists for consumers that are unplaced (i.e., unsuccessfully closed cases). DVR will need to think of outside the box ways to document the experience of these individuals, for example looking at how long cases are open as a proxy for lower levels of service provided, investigating, and conducting quality assurance reviews on unsuccessfully closed cases, etc.

Goal 1 (Equitable Consumer Experience). Strategy 4 (Service Provider DEI Accountability). Step 2 – DEI Service Agreement requirements: DVR will continue to develop proposal, bid, and service agreement requirements and systems to describe provider requirements. Some examples provided in the planning session included asking service providers to provide detail on how they serve underrepresented populations, their community connections with diversity-centered groups, the training they've taken on with DVR and/or the training/initiatives they've provided independently to their employees/teams, their organization's DEI statements, etc. A component of this work would include developing a rubric that would allow DVR's contract specialist and service provider vetting teams to properly assess and score these components.



Priority Level + Timeline Notes for Step 2 (DEI Service Agreement requirements)

When will this happen and what is the priority level?

- Finalize service provider/service agreement DEI components by May 1, 2024, in time for the 2024–2026 agreement effective July 1, 2024. Determine topics to consider, scope, and type of approach, presenting recommendations to DWD Office of Legal Council by Summer/Fall 2023.

Potential Barriers for Step 2 (DEI Service Agreement requirements)

- Whenever new assessment components are built, there is the risk of creating systems without creating appropriate grading and scoring systems. Care will need to be taken to building a rubric for procurement to use.

Goal 1 (Equitable Consumer Experience). Strategy 4 (Service Provider DEI Accountability). Step 3 – DEI Training for Service Providers:

DVR will develop training on DEI-related topics that can be supplied to Service Providers in quarterly or biannual service provider meetings and/or be a part of WDA-level meetings. Goals of these ongoing trainings would be to (1) ensure that the trainings were recorded (following DWD policies on recorded trainings) so they could be made accessible to other employees and new hires, and (2) to create pre-/post-training evaluation systems and tools to measure and assess change.

When it comes to training provided, some suggestions made in early Action Planning exploration include the following: awareness building about systemic racism and barriers associated with systemic racism, providing training on how to use the Dashboard and how to integrate DEI data and a DEI lens into Service Provider work, microaggressions and cultural awareness, trust-building and rapport building with consumers from communities of color, Trauma Informed Care training (similar to TIC training provide through MEAP), DEI mission building and/or DEI statement creation.

Priority Level + Timeline Notes for Step 3 (DEI training for Service Providers)

When will this happen and what is the priority level?

- September 2024

Communications Plan for Steps 1-3 (Service Provider DEI data outcome dashboard, DEI Service Agreement Requirements, DEI Training for Service Providers)

- Monthly/Quarterly Dashboard Team and Contract Specialist Staff and updates to the DEI Council.
- Creation of expanded data dashboard for internal agency access AND service provider access.
- Reporting of training evaluation metrics to DEI Council.

KPIs and Evidence of Success for Steps 1-3 (Service Provider DEI data outcome dashboard, DEI Service Agreement Requirements, DEI Training for Service Providers)

- Pre-training to post-training measured change for Service Providers participating in training opportunities.



- Improvement in consumer experience metrics in the next CSNA.
- Marked increased DEI-related buy-in and support from service providers.
- Improvements in successful case closes, wages earned for consumers in underrepresented communities.

Responsibilities for Steps 1-3 (Service Provider DEI data outcome dashboard, DEI Service Agreement Requirements, DEI Training for Service Providers)

Step 1 - Service Provider DEI data outcome dashboard

- Oversight by Dashboard Team

Step 2 - DEI Service Agreement Requirements

- Oversight by DVR staff involved in contracts and procurement (Bureau of Management Services, Program Development Section)

Step 3 - DEI Training for Service Providers

- Oversight by DVR Training Officer, with collaborative assistance of the Service Provider Advisory Committee and WDAs

Resources for Steps 1-3 (Service Provider DEI data outcome dashboard, DEI Service Agreement Requirements, DEI Training for Service Providers)

Step 1 - Service Provider DEI data outcome dashboard

- Existing DVR data that has been gathered but is currently not being displayed in the dashboard.
- Service providers, as resources to help improve the quality of data presented in the dashboard.

Step 2 - DEI Service Agreement Requirements

- DVR Contract Specialist, Quality Assurance, and Program Evaluation staff along with DWD procurement staff's expertise in building rubrics and assessment systems for the procurement process (both proposals and bids)

Step 3 - DEI Training for Service Providers

- Utilize the resource of DVR's Training Officer.
- Utilize a Statewide Service Provider meeting structure as a vehicle to provide ongoing training (statewide service provider meetings currently in development).
- Utilize DVR's current systems for recording trainings and offering them as a resource for service providers.
- Utilize DVR's assessment and quality teams to build systems to evaluate the effectiveness of trainings.

RRG Team Change Management Support Needs for Steps 1-3 (Service Provider DEI data outcome dashboard, DEI Service Agreement Requirements, DEI Training for Service Provide)

Possible options to:

- Consult with Procurement as needed to review rubrics and evaluation systems
- Provide support in looking at the metrics to be gathered through Service Provider training



Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-3 (Service Provider DEI data outcome dashboard, DEI Service Agreement Requirements, DEI Training for Service Providers)

Given that service providers engage at the local level, work will need to be done to ensure WDA-level DEI planning devotes attention to this component.

Goal 1 Create and Equitable Consumer Experience. Strategy 5: DVR will expand its DEI Training offerings for all employees

Goal 1 (Equitable Consumer Experience). Strategy 5 (Staff DEI Training).

Step 1 – Audit/collection of current DEI trainings/resources: DVR will conduct an audit of current training plan and training resources, assessing all the existing DEI trainings options (offered by DVR and offered through Cornerstone, TIC through MEAP) and gathering a comprehensive list of other training options that have been suggested to staff in the past (i.e., TedTalks, YouTube videos, referenced articles or courses, and other online content). Furthermore, this audit will review GAR information regarding recommended/completed trainings to establish DVR's training baseline and gaps.

This audit feeds two goals: (1) to help DVR's Training Officer to build a DEI-focused plan (see Task 2) and (2) to gather a comprehensive set/list of trainings that can be made available to DVR staff and WDAs in SharePoint and on the DVR website.

Priority Level + Timeline Notes for Step 1 (Audit/collection of current DEI trainings/resources)

When will this happen and what is the priority level?

- Within one year of launching Action Plan – approximately March 1, 2024

Goal 1 (Equitable Consumer Experience. Strategy 5 (Staff DEI Training).

Step 2 (DEI Training Plan): DVR will build a DEI-focused training plan.

Priority Level + Timeline Notes for Step 2 (DEI Training Plan)

When will this happen and what is the priority level?

- Within one year of launching Action Plan – approximately March 1, 2024

Goal 1 (Equitable Consumer Experience) Strategy 5 (Staff DEI Training).

Step 3 - Build DEI Foundational training series: Build a DEI Foundational Series of trainings and training options. This foundational series should include an onboarding component, DEI Foundations course(s) (including topics such as inclusive leadership, critical thought around DEI understanding, allyship, dealing with microaggressions, unconscious bias, etc.), and more advanced DEI training options for those coming into the series with a stronger DEI baseline.



It is important that DEI Foundations and other DEI training be interactive and involve role play and practice whenever possible. Also, trainings should provide employees with tangible and actionable examples of how they can incorporate DEI learning into their work at DVR. Further, trainings should discuss many elements of DEI -- race, gender, rural/urban experiences, socioeconomics, sexual orientation, etc. Existing DEI trainings should also be reviewed these best practices and revised as needed.

The GAR system can be used to assess an employee's starting point and to assign training. Another idea for a tiered training system would be to create an assessment tool that would allow employees to identify where they need to begin. DVR will need to give some thought as to the training that should be mandatory and the training that would be optional. Both the GAR and Cornerstone can be used to track employee training and learning time. Along the way, DVR should be mindful of how these trainings can be evaluated and connected with KPIs and metrics, addressing the question "how is this training making an impact and leading to change?"

Priority Level + Timeline Notes for Step 3 (Build DEI foundational training series)

When will this happen and what is the priority level?

- To be completed by March 30, 2024

Goal 1 (Equitable Consumer Experience). Strategy 5 (Staff DEI Training).

Step 4 – DEI Mission into CNST: Build DEI mission/vision exercises and training into DVR's existing Comprehensive New Staff Training (CNST), so that DEI is a part of the employee onboarding experience. The DEI mission and vision created by the DEI Council could help to guide this work, as new employees could explore their shared vision/mission for DEI work. A key to this onboarding work is to embed the WHY for DEI.

Priority Level + Timeline Notes for Step 4 (DEI mission into CNST)

When will this happen and what is the priority level?

- To be completed by November 30, 2023

Goal 1 (Equitable Consumer Experience). Strategy 5 (Staff DEI Training).

Step 5 - DEI job aids/toolkit: Build quick and easily accessible DEI job aids to provide simple and straight-forward instruction and training to staff, toolkit concept or development of DEI section in Information Center.

Priority Level + Timeline Notes for Step 5 (DEI job aids/toolkit)

When will this happen and what is the priority level?

- To be completed by March 30, 2024

Potential Barriers for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/toolkit)

- "Time isn't a luxury" -- DVR needs to be mindful of employee time when it comes to building plans and training requirements and help employees to find ways to bring these trainings into their existing schedules.



- Budget is a clear barrier -- While funds for the current FY are set, DVR will need to consider the resources needed to properly plan for and implement this Strategy and consider increasing the budget to allow for external trainers to assist.
- DEI training has the potential to be perceived by employees as heavy or triggering. DVR will need to build up risk mitigation plans in this realm to ensure that employees are supported as they take on this challenging work.
- There is a risk in DVR building a plan that does not allow for enough WDA-level flexibility and decision making -- and vice versa, a plan with too little structure that might leave space for WDAs to avoid training. To mitigate these risks, training expectations need to be clearly made to WDAs and guidance provided to help them determine what training might be most beneficial for their teams.
- Relying too heavily on SharePoint was identified as a risk, as many employees do not feel comfortable using SharePoint as a resource. To mitigate this risk, DVR should consider building a more accessible landing page (perhaps on the DVR website) with resources, as well as providing SharePoint training so that employees have more confidence using it as a resource.
- A possible risk of this work is in creating DEI overwhelm and offering too many options. To mitigate this risk, DVR needs to create a clear learning path for leaders, employees, and WDAs to follow to focus and guide their learning and DEI experience.
- Some employees might push back against DEI training. To mitigate this risk, DVR will need to explore the push-back that they might receive and build a communications strategy to meet that pushback. Messaging should be focused on explaining WHY DEI work is necessary and important, and DVR will need to be prepared to stay the course regardless of pushback.

Communications Plan for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/toolkit)

- A Communications Plan will be built to determine effective messaging and promotion of DEI training initiatives. Messaging should be mindful to address the WHY? For employees -- explaining why the training is being done, SLT's approval for the training, the needs assessment and action planning work that spurred the training plan, the workgroups involved, the business case for DEI at DVR, etc.

KPIs and Evidence of Success for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/toolkit)

- Improvement in experience and engagement metrics for consumers from communities of color, as gathered from the CSNA study and consumer exit survey data.
- Improvement in employee culture and DEI engagement data as gathered in the DWD Employee Experience survey and/or the ERG Survey.
- Decrease in DEI-related complaints from consumers from underrepresented groups.
- Increase in training completion rates via GAR reports and Cornerstone tools.

Responsibilities for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/tookit)

- DVR's Training Officer will lead this initiative, with support of the DEI council and other volunteers to assist with generation of topics, etc.
- This is a strong area for the RRG/Hasil Consulting team to assist with in terms of providing audit assistance and Change Management help and support.
- Given the limitations of having one Training Officer take on this work, DVR should consider expanding the training budget to allow for external trainers to lead training and/or create a training-of-trainers system to expand training resources within DVR.
- Given that the "Building a Diverse Workforce" workgroup will also be working on job/description aids, perhaps the job aids described here could be something they take on as well – will need more information from the DWD workgroup.

Resources for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/tookit)

- DVR already has a nice set of training resources in the form of Cornerstone, DEI training resource lists, and current trainings. The challenge will be pulling all of these together and ensuring that they can be easily accessed by employees and that WDAs have guidance on how to implement.
- Because the DEI Training Audit will lead to a SharePoint collection of DEI training resources and tools, utilize staff that are well-versed in SharePoint to create this and provide instruction. Identified SharePoint experts are: Jim, TJ, and Sam.
- The RRG/Hasil team can be seen as a resource in this realm, assisting as needed to help with change managements a resource in this realm, assisting as needed to help with change management.

RRG Team Change Management Support Needs for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/tookit)

Possible options to:

- Assist DVR Training Officer with the Training Audit
- Assist in the creation of a DEI-focused Training Plan
- Identify the basic structure of the Foundational Series and help DVR to identify qualified trainers to build these

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-5 (Audit/collection of current DEI trainings/resources, Create DEI Training Plan, Build DEI foundational series, DEI Mission in CNST, DEI job aids/tookit)

Several goals/strategies will require training components. Work will need to be done to identify which training can be provided informally by leaders and managers, and which training needs to be formalized and built into the official DEI Training Plan



Goal 1 Build an Equitable Consumer Experience. Strategy 6: DVR will build a Strategic External Communications Plan designed to foster better connections and a higher level of communication with consumers.

Goal 1 (Equitable Consumer Experience). Strategy 6 (Consumer Communication Plan). Step 1 – Build a Consumer Workgroup creation plan: Explore options for building a Consumer Workgroup, create a plan for doing so. The idea of building a Consumer Workgroup has come up in other planning sessions/areas within the "Create an Equitable Consumer Experience" goal. Given the number of risks/potential barriers for this process, DVR will need to first explore options for this Workgroup, particularly discussing consumer roles and time required. This exploration should lead to the creation of a plan for building the Workgroup, at which point this Action Plan should be revised to include those details.

Priority Level + Timeline Notes for Step 1 (Build Consumer Workgroup creation plan)

When will this happen and what is the priority level?

- Finalize the Consumer Workgroup Creation Plan by March 30, 2024

Potential Barriers for Step 1 (Build Consumer Workgroup creation plan)

- Consumer time and commitment to the workgroup is a potential barrier, and DVR should consider whether compensation could be provided, or if Consumer time would be considered volunteered time or perhaps framed as work experience for consumers who are interested in advocacy-based careers/roles. Of note -- previous consumer engagements (such as the WDA #2 E3 study) were funded through specific funding initiatives. DVR may need to seek specific funding to compensate for time, mileage, meals, etc. to make the Consumer Workgroup a reality. Further, in terms of commitment, DVR will need to take the time to build out the "why" for consumers.
- Both DVR and Consumers will need to contribute time to organize and run any type work Consumer Workgroup or Advisory Groups. As with other project components, DVR should consider the time and resources of its staff as they work toward these goals.
- A possible barrier is in having access to consumers to assemble a diverse, equitable, and inclusive group. DVR will need to explore options for gathering a diverse range of consumer candidates for the work. One suggestion from Action Planning sessions was to ask counselors for recommendations and giving consumers the opportunity to apply for the group.

Communications Plan for Step 1 (Build Consumer Workgroup creation plan)

- While this task is still in exploration mode, open communication and exchange of ideas should flow from the DEI Council, SLT, and WDAs



Goal 1 (Equitable Consumer Experience). Strategy 6 (Consumer Communication Plan). Step 2 – Build Communication plan:

Build a Communications Workgroup, which would assess the current state of communications in DVR and build a Communications Plan designed to better inform and educate the public about DVR's services and communicate/engage consumers and potential consumers. This Communications Needs Assessment will aim to build an outreach plan by mapping out current communications systems and structures, understand how WDAs are communicating with and engaging consumers, and understand how a better system/structure could be created to track presentations, outreach, education, etc. WDA-level involvement in this assessment and planning would be key. As part of this assessment and planning, TJ would work with DWD Communications to explore possible options for use of social media, paid community education opportunities, etc.

Priority Level + Timeline Notes for Step 2 (Build Communication Plan)

When will this happen and what is the priority level?

- To be completed by July 30, 2024

Potential Barriers for Step 2 (Build Communication Plan)

- As with other states, staff time and resources limitations apply. Given that WDAs are already being asked to contribute to other workgroups and DEI work, DVR should consider whether every WDA must be involved in this work, or if the work could begin with collaboration across DVR and all WDAs and then continue being led by DVR.
- A potential barrier could be the level of WDA support and buy-in for the work, which will require them to aid in the communications mapping process, provide detailed information on how they currently communicate with consumers, and take on additional communications tasks.
- A potential barrier is getting a diverse group of voiced in the work. The communications work to come should include engagement from a diverse group of individuals across the state in terms of race, age, role, etc.
- DWD's Communications policies and restrictions might provide a barrier to rolling out the type of communications strategies requested at the local level.

Communications Plan for Step 2 (Build a Communication Plan)

- The Communications Workgroup (SLT and DVR's Communications and Policy Advisor) will build their own systems for communication
- Monthly updates to the DEI Council

KPIs and Evidence of Success for Step 1 and 2 (Build Consumer Workgroup Creation Plan and Build a Communication Plan)

- Creation of a Consumer Workgroup and Strategic Communications Plan should ultimately lead to a better, more engaging, more equitable consumer experience, which would ideally show in improved engagement and communication data in the CSNA.
- Increased Consumer engagement and communication will lead to increased enrollment, more successful outcomes, and fewer unsuccessfully closed cases.

Responsibilities for Step 1 and 2 (Build Consumer Workgroup Creation Plan and Build a Communication Plan)

Step 1 - Build Consumer Workgroup Creation Plan

- DVR's SLT, the DEI Council, and WDAs need to be involved in the process of exploring this idea.

Step 2 - Build a Communication Plan

- DVR's Communications and Policy Advisor would lead this initiative, with the help of SLT and the DEI Council

Resources for Step 1 and 2 (Build Consumer Workgroup Creation Plan and Build a Communication Plan)

Step 1 - Build Consumer Workgroup Creation Plan

- DVR should look to WDA #2's previous focus group work and consumer feedback work as a model on how to explore this idea.

Step 2 - Build a Communication Plan

- DVR's Communications and Policy Advisor is a current resource, as are WDA leaders who have knowledge of how consumer communications currently works/functions at a local level.
- The E3 study and the CSNA both gathered significant data regarding communications, engagement, and community partnerships at the WDA-level. Those data could be explored to identify WDAs where communication is thriving and those needing more support.

RRG Team Change Management Support Needs for Step 1 and 2 (Build Consumer Workgroup Creation Plan and Build a Communication Plan)

Step 1 - Build Consumer Workgroup Creation Plan

Possible options to:

- Support this initiative by researching and exploring possible models
- Build a possible limited feedback engagement (for example creation of a consumer survey, or building communications-related questions that could be included in an Exit Interview process).
- Provide focus group/qualitative research services similar to what was done in WDA 2)

Step 2 - Build a Communication Plan

Possible options to:

- Assist with the creation of a WDA communications survey tool and analyzing the findings
- Serve as a general partner in the needs assessment/strategic planning process as would be helpful

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Step 1 and 2 (Build Consumer Workgroup Creation Plan and Build a Communication Plan)

Step 1 - Build Consumer Workgroup Creation Plan

The creation of a Consumer Workgroup should be viewed as something that directly applies to ALL components of Goal #1: Address Consumer Inequity.



Step 2 - Build a Communication Plan

As each goal/strategy will require use of effective communications strategies, the Communications Workgroup should consider how it can support the work of all DEI initiatives

GOAL #2: Build a Diverse Workforce

DVR will build a more diverse workforce at all levels, one that is reflective of consumers and provides stronger language support to non-English speaking consumers.

Goal 2 Build a Diverse Workforce Strategy 1: DVR will take the lead in reviewing and revising its hiring strategy in order to make it more accessible, transparent, and flexible; to ensure that DVR's recruitment reach is wide enough to encourage more diverse applicant pools; and to ensure that DVR has built the infrastructure required to hire more bilingual counselors.

Goal 2 (Build a Diverse Workforce). Strategy 1 (Review hiring process).

Step 1 - Create workgroup to review hiring practices: Form a workgroup to carefully review existing DWD HR hiring and job promotion policies and strategies from a DVR lens and identify how these policies and practices can become better aligned with DVR's mission and vision. Further, the workgroup should do a deep dive into interview pool and hiring data. In doing this work, it is suggested that the workgroup first reach out to staff to gather insights on the policies/strategies that are particularly inaccessible, inflexible, or difficult to navigate. This work should consider the efforts/findings of DWD's Hiring Workgroup to ensure that work is aligned and is not duplicated.

Priority Level + Timeline Notes for Step 1 (Create workgroup to review hiring practices)

When will this happen and what is the priority level?

- To begin upon creation of a DEI Council Charter.

Potential Barriers for Step 1 (Create workgroup to review hiring practices)

- As this task is intended to be led by DVR rather than HR, there is the potential risk of targeting policies/strategies that simply cannot be changed due to state protocol. RRG suggests periodic review of findings with HR to ensure the Workgroup is on the right track.
- Given that DWD has also formed a Hiring Workgroup, there is a risk of misalignment and duplicating efforts. To mitigate this risk, we suggest having a member of the DWD workgroup either join DVR's workgroup or exchange monthly reports.

Goal 2 (Build a Diverse Workforce). Strategy 1 (Review hiring process).

Step 2 - Revise DVR hiring procedures: Use the perspective gathered from Task/Step 1, to revise DVR's hiring procedures that can be controlled at the division level, specifically:

(1) Standardizing DVR's approach to filling roles to ensure the system is understandable and predictable, with a specific goal of building trust in equitable consistency. Some ideas include the following: considering whether a position has to open for transfer first, shifting to a phone screen system, and not limiting the number of individuals invited to interview.



(2) Building a better job posting template, ensuring that the format is welcoming and accessible, that DEI-centered language is included, and that all postings specify what skills are trainable-vs-required

(3) Crafting interview questions that are more conversational and ensure that there is at least one DEI-related interview question in the standard questions used.

Priority Level + Timeline Notes for Step 2 (Revise DVR hiring procedures)

When will this happen and what is the priority level?

- To be completed by July 2024.

Potential Barriers for Step 2 (Revise DVR hiring procedures)

- New policies and standards can often be created, but not be followed. Ensure that new policies and standards are easy for all to understand and consistently apply. Further, the Workgroup should expect for policy revision and fine-tuning after these have been tested in the field and build protocols for monitoring and updating protocols based off early feedback.
- Likewise, policies/documents can quickly become outdated. DVR will need to build systems for regular review of hiring/promotion materials built.

Goal 2 (Build a Diverse Workforce). Strategy 1 (Review hiring process).

Step 3 - Comprehensive recruitment strategy: Use the perspective gathered from Task/Step 1 to revise DVR's job posting/recruitment strategy, specifically:

(1) Developing a more comprehensive strategy to disseminate job postings and interview tips at the state-level and at the WDA-level to diverse partners, diverse university groups, and diverse communities -- for example, including multicultural centers, LGBTQ+ groups, Latino Employment Organizations, etc.

(2) Building a social media strategy for posting jobs and promoting recruitment activities

Priority Level + Timeline Notes for Step 3 (Comprehensive recruitment strategy)

When will this happen and what is the priority level?

- To be completed by July 2024.

Potential Barriers for Step 3 (Comprehensive recruitment strategy)

- A risk in this step is not sufficiently engaging DVR/DWD communications in any social media/external communications strategy.

Goal 2 (Build a Diverse Workforce). Strategy 1 (Review hiring process). Step 4 - Build

talent pipeline: Explore and build protocols for two entry-level and/or "foot-in-the-door" groups via:

(1) apprenticeship opportunities for entry-level roles,

(2) internship opportunities for VR positions in general (not just VRC),

(3) strategies to make interns better aware of jobs and internal resources.



Priority Level + Timeline Notes for Step 4 (Build talent pipeline)

When will this happen and what is the priority level?

- To be completed by July 2025.

Potential Barriers for Step 4 (Build talent pipeline)

- It was mentioned in our Goal Kickoff session that the State's Apprenticeship Program was encountering barriers and problems. It will be important for DVR to collaborate with the State's program and learn from their trial-and-error.

Goal 2 (Build a Diverse Workforce). Strategy 1 (Review hiring process).

Step 5 - Increase bilingual staff: Increase (1) the number of staff eligible for DVR's bilingual add-on, (2) the amount paid to bilingual staff, and (3) the numbers of bilingual positions available to fill.

Priority Level + Timeline Notes for Step 5 (Increase bilingual staff)

When will this happen and what is the priority level?

- Immediate need to initiate, with the understanding that increasing these might take time.

Potential Barriers for Step 5 (Increase bilingual staff)

- There is some confusion about how this process is supposed to be used. (DVR's Bureau of Consumer Services managers can work with WDA Directors on this process).
- State Compensation rules apply.

Communications Plan for Steps 1-5 (Create workgroup to review hiring practices, Revise DVR hiring procedures, Comprehensive recruitment strategy, Build talent pipeline, Increase bilingual staff)

- Quarterly updates to the DEI Council and inform DVR members of the DWD Hiring Workgroup
- Ongoing communication with HR leaders to ensure proper collaboration and alignment
- Bring applicant pool and hiring metrics into DVR's existing Data Dashboard
- Ongoing communication to DVR staff regarding key policy changes

KPIs and Evidence of Success for Steps 1-5 (Create workgroup to review hiring practices, Revise DVR hiring procedures, Comprehensive recruitment strategy, Build talent pipeline, Increase bilingual staff)

- Establish baseline of hiring and promotion data from HR-gathered metrics.
- Increase in all applicants, particularly diverse applicants. Review quarterly.
- Increased diversity in interview pools
- Increase in bilingual hires
- Increase in employees who begin working for DVR as an apprentice or intern and then transition to full-time employment



- Increase in engagement in response to job postings promoted online, via email, and via social media (i.e., email open rates, click rates, likes/social media engagement, etc.)

Responsibilities for Steps 1-5 (Create workgroup to review hiring practices, Revise DVR hiring procedures, Comprehensive recruitment strategy, Build talent pipeline, Increase bilingual staff)

Ideally, this Workgroup would consist of HR representation (from DWD and/or local office hiring managers), a representative of each WDA, and other interested staff members. Ideally, this workgroup would include a representative of DWD's hiring workgroup.

NOTE: Much of this work is similarly aligned with Goal 2 (Build a Diverse Workforce) -- Strategy 2 (Promotion/Retention) and with Goal 3 (Building Safe Space/Safe Reporting). DVR could consider forming one bigger Workgroup that would be able to take on these three HR-related/employee goals/strategies. There is an opportunity to form a general **Employees/Workforce Workgroup**.

Resources for Steps 1-5 (Create workgroup to review hiring practices, Revise DVR hiring procedures, Comprehensive recruitment strategy, Build talent pipeline, Increase bilingual staff)

- DWD HR and Local-level hiring managers will serve as primary resources for this work, with the Communications lead supporting when it comes to external communications.
- In Kickoff Exploration, the following individuals were identified as additional resources (and possible workgroup members): Jim D at CNST, Kay S, and individuals who are in positions available for advancement (CO, Adv VRC, and Managers).
- It was identified that the DWD Mentor Program would also be a resource, with the intention to improve this initiative, rather than build something entirely new.
- In researching counselor apprenticeships, look into California's CSAVR model.
- Another resource for investigating research options: Staff from DWD's Bureau of Apprenticeship Standards

RRG Team Change Management Support Needs for Steps 1-5 (Create workgroup to review hiring practices, Revise DVR hiring procedures, Comprehensive recruitment strategy, Build talent pipeline, Increase bilingual staff)

Possible options to:

- Assist workgroup as they begin their review
- Provide consultation and feedback on job posting templates and interview questions
- Employee survey support as needed to fine-tune questions, develop demographics questions, analyze data, etc.

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-5 (Create workgroup to review hiring practices, Revise DVR hiring procedures, Comprehensive recruitment strategy, Build talent pipeline, Increase bilingual staff)

There is overlap with Goal #3: Building Safe Spaces/Safe Reporting



Goal 2 Build a Diverse Workforce. Strategy 2: DVR will work to build stronger systems for promoting and retaining staff, working to ensure that all DVR employees have the skills and equitable experience in seeking advancement in the agency.

Goal 2 (Build Diverse Workforce). Strategy 2 (Staff promotion/retention).

Step 1 - Review promotion strategies:

Form a workgroup to carefully review existing DVR/DWD strategies for:

- * Advertising promotion/advancement opportunities
- * Providing/Promoting professional development/career coaching services
- * Mentoring and coaching employees in an equitable and systematic way
- * Assessing employees' professional goals and clearly communicating the path to achieving those goals
- * Identifying employees who are interested in advancement and those who are not in this work, consider dusting off DVR's Succession Plan/Sustainability Plan that was built after the National Rehabilitation Leadership Institute (NRLI) training, which could be a good model that could be modified with a DEI lens.

Priority Level + Timeline Notes for Step 1 (Review promotion strategies)

When will this happen and what is the priority level?

- Within 2months (May 1, 2023)

Potential Barriers Step 1 (Review promotion strategies)

- There is a risk in focusing too much on advancement/promotion at the state-level and not enough on advancement/promotion systems and practices at the local level. We suggest carefully study of how each WDA takes on advancement and promotion within local offices.

Goal 2 (Build Diverse Workforce). Strategy 2 (Staff promotion/retention).

Step 2 - Build career advancement knowledge: Create materials to better communicate career advancement requirements and opportunities -- for example, providing HR FAQs (specifically aimed at myth busting) and tips and build official position profiles that are accessible, up-to-date, and helpful. Profiles can help to educate current employees on the job opportunities available at DVR, communicate minimum qualifications for each position, and inform employees on how they can receive consultation on how to apply. Further, finding a means to make these profiles visible to employees.

Priority Level + Timeline Notes for Step 2 (Build career advancement knowledge)

When will this happen and what is the priority level?

- Within 4 months (July 1, 2023)



Potential Barriers for Step 2 (Build career advancement knowledge)

- When a task involves simplifying language and making documents more accessible, there is the risk of doing the work without properly testing the documents on a live audience of likely users. We suggest using front-line staff as reviewers for providing feedback on early drafts of these profiles.
- Likewise, policies/documents can quickly become outdated. DVR will need to build systems for regular review of hiring/promotion materials built.

Goal 2 (Build Diverse Workforce). Strategy 2 (Staff promotion/retention).

Step 3 - Clearly communicated advancement opportunities: In tandem with Strategy 1 work, ensure that all job postings for promotion/advancement positions are accessible and clearly communicated to existing employees.

Priority Level + Timeline Notes for Step 3 (Clearly communicated advancement opportunities)

When will this happen and what is the priority level?

- To be completed by July 2024.

Potential Barriers for Step 3 (Clearly communicated advancement opportunities)

- There is the risk of duplicating efforts here. We would suggest either dual-workgroup collaboration here, OR the formation of one workgroup to take on both strategies 1 and 2 for Goal 2.

Goal 2 (Build Diverse Workforce). Strategy 2 (Staff promotion/retention).

Step 4 - Explore/start mentorship program: Explore different mentorship and/or strategic career coaching options that DVR might adopt. After careful review, build and launch a mentorship/coaching program for DVR employees.

Priority Level + Timeline Notes for Step 4 (Explore/start mentorship program)

When will this happen and what is the priority level?

- Mentorship program to be launched no later than July 2026.

Potential Barriers for Step 4 (Explore/start mentorship program)

- RRG's staff interviews unearthed inconsistencies in how staff were invited to the previous leadership academy and other leadership opportunities. DVR will need to make sure they do not make the same mistake in building these mentorship/coaching opportunities. DEI should be kept in mind from start to finish. A common barrier in creating mentorship programs targeting diverse individuals is that management/leadership is often not as diverse as the pool of employees interested in receiving mentors. DVR will need to consider how to build a program in which leaders of color are not asked to provide too much time and emotional labor to the process.



Communications Plan for Steps 1-4 (Review promotion strategies, Build career advancement knowledge, Clearly communicated advancement opportunities, Explore/start mentorship program)

- Quarterly updates to the DEI Council
- Ongoing communication with HR leaders to ensure proper collaboration and alignment
- Bring retention and advancement metrics into DVR's existing Data Dashboard
- Ongoing communication to DVR staff regarding key hiring policy changes

KPIs and Evidence of Success for Steps 1-4 (Review promotion strategies, Build career advancement knowledge, Clearly communicated advancement opportunities, Explore/start mentorship program)

- Establish baseline of hiring and promotion data from HR-gathered metrics.
- Increase in the number of current employees of color who apply for promotion opportunities. Review quarterly.
- Increase in the interview scores of employees of color.
- Increase in the number of employees of color who attend DWD/DVR-provided career development training opportunities.
- Increase diversity within management.

Responsibilities for Steps 1-4 (Review promotion strategies, Build career advancement knowledge, Clearly communicated advancement opportunities, Explore/start mentorship program)

Promotion/Retention:

Ideally, this Workgroup would consist of HR representation (from DWD and/or local office hiring managers), a representative of each WDA, and other interested staff members.

NOTE: Much of this work is similarly aligned with Strategy #2 (Promotion/Advancement) and with Goal #3 (Building Safe Space/Safe Reporting). DVR could consider forming one bigger Workgroup that would be able to take on these three HR-related/employee goals/strategies. There is an opportunity to form a general **Employees/Workforce Workgroup**.

Resources for Steps 1-4 (Review promotion strategies, Build career advancement knowledge, Clearly communicated advancement opportunities, Explore/start mentorship program)

- Refer to past Succession Plan build after the NRLI training as a resource to early thought in this arena
- Refer to DWD's Hiring Workgroup to ensure alignment
- Look to regional HR departments to ideas and best practices

RRG Team Change Management Support Needs for Steps 1-4 (Review promotion strategies, Build career advancement knowledge, Clearly communicated advancement opportunities, Explore/start mentorship program)

Possible options to:

- Assist workgroup as they begin their review



- Provide consultation and feedback on documents/resources created
- Research and explore mentorship options to be considered by the Workgroup

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-4 (Review promotion strategies, Build career advancement knowledge, Clearly communicated advancement opportunities, Explore/start mentorship program)

There is overlap with Goal #3: Building Safe Spaces/Safe Reporting

GOAL 3: Build Safe Spaces, Safe Communications, and Safe Reporting for DVR staff

DVR will build mechanisms for safe spaces, safe communication, and safe reporting to create a culture in which employees are comfortable sharing with leadership and management.

Goal 3 Build Safe Spaces/Communications/Reporting. Strategy 1: DVR will build safe, transparent process and systems for reporting

Goal 3 (Safe space/communications/reporting). Strategy 1 (Transparent reporting process). Step 1 - Review current reporting system/process: Work with Human Resources to explore and understand current reporting systems in terms of (1) how these reporting systems work, (2) what HR suggests being reported and to whom, (3) what the report follow-up protocol and process look like, and (4) what training currently exists to discuss reporting and reporting systems. This action plan discussion made clear that reporting protocols and systems are relatively unknown by many employees. This step would help the DEI Council to fully understand the current reporting systems and their limitations.

Priority Level + Timeline Notes for Step 1 (Review current reporting system/process)

When will this happen and what is the priority level?

- 3-6 months after initiation of the workgroup September 1, 2023

Goal 3 (Safe space/communications/reporting). Strategy 1 (Transparent reporting process). Step 2 - Create reporting system resources: With the information gathered in Task/Step 1, build a reporting flowchart that clearly outlines and shows the relationships between reporting systems, and provides guidance on how to report various problems/issues and the staff members at DVR and DWD who are to receive reports. This work should also include creation of systems to document problems/issues as the Workgroup/HR deems is necessary.

Priority Level + Timeline Notes for Step 2 (Create reporting system resources for staff)

When will this happen and what is the priority level?

- 6-9 months from initiation of the workgroup – approximately October 1, 2023-December 1, 2023

Goal 3 (Safe space/communications/reporting). Strategy 1 (Transparent reporting process). Step 3 - Educate staff on use of reporting system: Build supporting materials to communicate both the HOW and the WHY of this work to employees, helping employees to better understand how they can use these systems and why this work is necessary.



Priority Level + Timeline Notes for Step 3 (Educate staff on use of reporting system)

When will this happen and what is the priority level?

- 9-10 months from initiation of the workgroup – approximately November 1, 2023-January 1, 2024

Potential Barriers for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

- Given the sensitive nature of reporting, the biggest risks to this work will be in building systems/materials that do not comply with state/federal laws and HR-identified best practices for protecting employees and their rights or building systems that do not make employees feel safe in reporting.
- There is risk that systems/materials can be built, but if poorly communicated, will go the way of current reporting systems which are not clearly understood.
- There is risk in building amazing systems but having a workforce (particularly management) that does not have the skills and training to properly implement them with thoughtfulness, sensitivity, and care.
- Because HR's involvement will be a necessity for this work, there is risk that they will not have the time or resources to assist as needed.

Communications Plan for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

NOTE: Building strong communications will be a key component of this strategy -- ensuring the managers are well-informed of the flow-chart and the systems that exist, ensuring that employees understand the reporting options and protocols available to them, building messaging that fosters a sense of safety in reporting, and detailing to employees WHY this work is being done.

- Monthly updates to the DEI Council
- Communications and training materials for managers
- Informational materials and training for employees

KPIs and Evidence of Success for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

- Increase in informal/formal reports as employees gain an understanding of their rights to report. Further, an increase in documentation around reporting.
- Improvement in Employee Survey and ERG Survey metrics regarding perceived employee safety, belief in feedback/reporting systems, and leadership follow-up of reporting problems.

Responsibilities for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

- **Reporting Workgroup** (*Note, to encourage efficiency and unified efforts, we suggest the formation of one Employee-Centered DEI Workgroup which would take on Hiring, Promotion/Retention, and Reporting tasks. DVR is going to start by using DVR Administrative Staff to support the DEI Action Plan Goal 2 and 3



- To bring success to these efforts, the involvement of DWD Human Resources will be key.

Resources for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

- HR will be a tremendous resource for this Strategy, as they are familiar with current systems and the sensitive nature of this work. HR should be seen as a resource for information and a key partner in vetting the materials/systems created through this work.
- The ERG could be a resource for this work as well, providing feedback on materials created and systems designed.

RRG Team Change Management Support Needs for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

Step 1 - Review current reporting system/process

- RRG could help to facilitate these discussions or gather this information through a series of interviews if needed

Step 2 - Create reporting system resources

- RRG can offer to research and explore other similar flowchart systems.

Step 3 - Educate staff on the use of the reporting system

- RRG can provide communication consulting and support as needed.

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-3 (Review current reporting system/process, Create reporting system resources, Educate staff on the use of the reporting system)

Intersection with "Build a diverse workforce" workgroups.

Goal 3 Build Safe Spaces/Communications/Reporting. Strategy 2: DVR will train managers and leaders on how to receive complaints/feedback, and respond/act appropriately

Goal 3 (Safe space/communications/reporting). Strategy 2 (Manager Training).

Step 1 0 Manager education on reporting process: Once the flowchart and supporting materials are completed (see strategy above), these should be shared with managers and WDAs so that they can clearly understand the system in place, help employees understand reporting systems, and be better prepared to support employees who report problems/issues. Managers and WDAs should become knowledgeable in knowing how to move direct problem/issue reports to the next appropriate level, whatever level that might be. Managers and WDAs should help to roll out the flowchart and supporting materials as needed to employees. We suggest devoting specific training time to this topic, as well as having these systems/protocols come up as reminders/refreshers as needed to ensure proper change management, gather feedback, answer questions, and ensure that the systems are being used. Building this topic into employee and manager onboarding systems would build efficiency in the future.

Priority Level + Timeline Notes for Step 1 (Manager education on report process)

When will this happen and what is the priority level?

- Within one year of launching the strategy work – approximately March 1, 2024

Goal 3 (Safe space/communications/reporting). Strategy 2 (Manager Training).

Step 2 - Manager training on difficult conversations: Provide training to managers and leaders on the topic of "managing difficult conversations" or similar training that would allow managers to practice and build skills in the area of having difficult conversations, receiving feedback, knowing how to be an advocate/ally for employees in need, and creating safety for employees.

Priority Level + Timeline Notes for Step 2 (Manager training on difficult conversations)

When will this happen and what is the priority level?

- Within one year of launching the strategy work – approximately March 1, 2024

Goal 3 (Safe space/communications/reporting). Strategy 2 (Manager Training).

Step 3 - Support system for managers: Build mechanisms for managers and leaders to request support as needed. This will be a key to helping to build managers' skills and knowledge in this arena.

Priority Level + Timeline Notes for Step 3 (Support system for managers)

When will this happen and what is the priority level?

- Within one year of launching the strategy work – approximately March 1, 2024



Potential Barriers for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

- Again, given the sensitive nature of reporting, the biggest risks to this work will be in building systems/materials that do not comply with HR-identified best practices for protecting employees and their rights or building systems that do not make employees feel safe in reporting.
- Again, there is a risk that systems/materials can be built, but if poorly communicated, will go the way of current reporting systems which are not clearly understood.
- As with the first strategy, there is risk in building amazing systems, but having a workforce (particularly management) that does not have the skills and training to properly implement them with thoughtfulness, sensitivity, and care.
- Additional training could be perceived as a nuisance to employees. DVR will need to ensure that employees are provided paid time for this training.
- A risk for any reporting system is that employees might perceive

Communications Plan for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

- Training provided to managers and WDA leaders, with feedback gathered to address early issues and improve the systems.
- Ongoing communication with managers on how to roll out and support the systems.
- Ongoing management support and communication as they practice new skills.
- (If possible) quarterly HR reports to the DEI Council to discuss the progress they might be seeing on their end.

KPIs and Evidence of Success for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

- Increase in informal/formal reports as employees gain an understanding of their rights to report.
- Improvement in Employee Survey and ERG Survey metrics regarding perceived employee safety, belief in feedback/reporting systems and leadership follow-up of reporting problems.
- Positive feedback and metrics associated with managers' comfort in using and communicating these systems.

Responsibilities for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

- Reporting Workgroup*

NOTE: Much of this work is similarly aligned with Goal #2: Building a Diverse Workforce. DVR could consider forming one bigger Workgroup that would be able to take on these three HR-related/employee goals/strategies. There is an opportunity to form a general Employees/Workforce Workgroup. DVR is going to start by using DVR Administrative Staff to support the DEI Action Plan Goal 2 and 3.

- To bring success to these efforts, the involvement of DWD Human Resources will be key.
- WDA/local support of this work will also be key.



Resources for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

- HR will be a tremendous resource for this Strategy, as they are familiar with current systems and the sensitive nature of this work. HR should be seen as a resource for information and also a key partner in vetting the materials/systems created through this work.
- Managers/Leaders will need to devote time to making this strategy work. Employees will need training time to learn these systems as well.
- DVR's Training Officer can be a resource in helping to secure/implement Managing Difficult Conversations training and/or other training needed.

RRG Team Change Management Support Needs for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

Step 1 - Manager education on reporting process

- RRG can build feedback surveys that might correspond to these roll-out initiatives.
- RRG can provide consultation and support about ongoing tracking and documentation

Step 2 - Manager training on difficult conversations

- Should RRG provide assistance with building the DEI Training Plan, this training could be integrated into that.

Step 3 - Support system for managers

- Provide ongoing support as needed to troubleshoot problems that arise.

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-3 (Manager education on reporting process, Manager training on difficult conversations, Support system for managers)

Intersection with "Build a diverse workforce" workgroup, training workgroups, and other WDA-level initiatives



Goal 3 Build Safe Spaces/Communications/Reporting. Strategy 3: DVR will work with the current ERG/Affinity Group and future ERGs/Affinity Groups to define and create their space

Goal 3 Safe spaces/communications/reporting). Strategy 3 (Define ERG/Affinity Groups). Step 1 - Investigate ERG/Affinity group structures: With ERG feedback and ideas, DVR leadership will investigate various ERG/Affinity group structures and purposes to identify possible models to propose to the ERG. In this investigation/exploration, it will also be important to assess whether additional ERG/Affinity Groups might be beneficial to the agency (e.g. LGBTQ+ group, a veteran group, etc.) and explore how new groups might be easily formed if employee groups have the interest to do so. Key in this exploration should be a search for models that benefit group members, encourage ally opportunities, engage/develop members, and give members a voice in the agency's DEI efforts.

Priority Level + Timeline Notes for Step 3 (Investigate ERG/Affinity group structures)

When will this happen and what is the priority level?

- Within 6 months from Action Plan launch: approximately September 1, 2023

Goal 3 Safe spaces/communications/reporting). Strategy 3 (Define ERG/Affinity Groups). Step 2 - Establish DVR's ERG structure: DVR will work with the existing ERG to present options and support the work to revise the group's structure/function as needed.

Priority Level + Timeline Notes for Step 2 (Establish DVR's ERG structure)

When will this happen and what is the priority level?

- Within 6 months from Action Plan launch: approximately October 1, 2023

Goal 3 Safe spaces/communications/reporting). Strategy 3 (Define ERG/Affinity Groups). Step 3 - Support the ERG: In ongoing fashion through the life of this 5-year plan, the DEI Council and Workgroups will need to address how to best leverage the knowledge and insight of the ERG, without asking too much of them in terms of DEI-related emotional labor, expanded responsibilities, and/or unpaid time. Further, should the ERG choose to continue to contribute to DEI work in the agency, all parties will need to make sure that efforts aren't duplicated.

Priority Level + Timeline Notes for Step 3 (Supporting the ERG)

When will this happen and what is the priority level?

- Ongoing

Potential Barriers for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

- A potential risk is that DVR could guide the current ERG to a model that does not fit their specific interests or needs. To mitigate this risk, we suggest asking ERG



members to complete an anonymous survey offering feedback and ideas on what they would like to see in their ERG/Affinity Group model, what they think about different structure options, and how DVR could better support the group.

Communications Plan for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

- We suggest the ERG determine its own communications strategy in this work.

KPIs and Evidence of Success for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

- Should future surveys allow for data analysis by demographics categories, a measurement of success would be increased engagement of employees from underrepresented groups.

Responsibilities for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

- ERG plus members of SLT on the ERG would be ideal to lead this work

Resources for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

- We suggest a literature/study review of current ERG models and practices, and leaning into national/global ERG Networks, such as the Global ERG Network, for continued growth, exchange of ideas, and growth of the community.

RRG Team Change Management Support Needs for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

- Hasil Consulting, would be ideal partners for ongoing change management support.

Overlap/Intersection with other DEI Action Plan Goals or Strategies for Steps 1-3 (Investigate ERG/Affinity group structures, Establish DVR's ERG structure, Support the ERG)

Overlap/Intersection with foundational DEI Council/Structure work when it comes to establishing the role the ERG is to play in the work ahead.

