

Wisconsin Technical College System (WTCS) Board Equity and Inclusion Plan

January 1, 2021 to June 30, 2023

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Acknowledgments

We have reviewed and firmly endorse this Equity and Inclusion plan for the Wisconsin Technical College System (WTCS) Board. We are committed to ensuring equal employment opportunity, freedom from discrimination and affirmative action in compliance with state and federal laws and state policy. By formally integrating equity and inclusion values and practices into existing processes, the Equity and Inclusion Plan enables progress and results to be measured by the agency.

Appointing Authority:

Dr. Morna K. Foy
System President

Signature: *Morna K. Foy* Date: Feb 14, 2022
morna.foy@wtcssystem.edu

Equity and Inclusion Officer:

Brenda Powles
608-267-9745

Signature: *Brenda Powles* Date: Feb 14, 2022
Brenda Powles (Feb 14, 2022 16:01 CST)
brenda.powles@wtcssystem.edu

Date of submission to DPM/BEI:

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

Implementation Team Members:

Brandon Trujillo, WTCS Policy Advisor

Lenard Simpson, WTCS Education Director for Incarcerated & Re-Entry Populations

Colleen Larsen, WTCS Education Director for Student Success

Brenda Powles, WTCS Human Resources Manager

Contributors and other subject matter experts consulted:

WTCS Executive Team

Laurice Lincoln, Department of Administration, Division of Personnel Management

Wisconsin Technical College System (WTCS) Board

Equity and Inclusion Commitment Letter

The Wisconsin Technical College System (WTCS) Office, the administrative agency of the WTCS Board, hereby reaffirms its commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

WTCS is firmly committed to adhering to state and federal laws and state policy pertaining to equal employment opportunity and affirmative action. WTCS recognizes that equal employment opportunity is a legal, organizational, and economic necessity in maximizing the quality and diversity of the state's workforce. This commitment is extended to all job applicants and employees in every type of position, including unclassified, classified, Limited-Term Employment (LTE) and interns.

As part of its commitment to this process, WTCS intends to apply equity and inclusion principles to all employment policies, procedures and programs, wherever appropriate, to ensure equal employment opportunity and freedom from discrimination in recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff and termination processes. Reasonable accommodation will be provided, when requested, for employees and applicants with disabilities.

WTCS has developed and is committed to maintaining this written Equity and Inclusion Plan. This plan has my full support and WTCS pledges its commitment to achieving the goals identified in the plan. I expect each manager, supervisor and employee to aid in the implementation of this plan and be accountable for complying with its objectives. WTCS will maintain a monitoring and reporting system to ensure compliance with equity and inclusion mandates. The plan will be available for review on the WTCS website or on the agency's shared drive.

We look forward to working with the DOA Division of Personnel Management, Bureau of Equity and Inclusion, to implement policies and programs that address the lasting effects of past discrimination, and to build a motivated and skilled workforce that is reflective of the population we serve.

Agency Head Name: Dr. Morna K. Foy
Agency Head Title: System President

Signature: *Morna K. Foy*

Date: Feb 14, 2022

Affirmative Action Officer Name: Brenda Powles

Signature: *Brenda Powles*
Brenda Powles (Feb 14, 2022 16:01 CST)

Date: Feb 14, 2022

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority, WTCS, has overall responsibility for establishing an Equity and Inclusion Plan, including goals, timetables, and compliance with all federal and state laws and regulations. The appointing authority:

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an equity and inclusion plan to implement strategies that comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to equity and inclusion, and incorporate equity and inclusion throughout the agency's work and public service.
- Engages a team of employees in the planning and development process for the Equity and Inclusion Plan, which includes reviewing equity and inclusion related data, recommending opportunities for improvement, and providing support and shared ownership of agency strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provides professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Enrichment and Diversity Committee (EDC) on agency equity and inclusion programs, initiatives, and policies.

Name of individual(s) responsible

Name: Morna K. Foy Title: President

Email: morna.foy@wtcsystem.edu Phone: 608-266-1770

Equity and Inclusion Officer

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

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of equity and inclusion developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with agency leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities.

- Ensures compliance to meet state and federal requirements, which includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform and job-related, and that personnel decision-making processes adhere to Equal Employment Opportunities and Affirmative Action principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's program, the W-2 program, and others.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion and agency supervisory training annually.
- Participates in and advises the agency's Enrichment and Diversity Committee (EDC) as a non-voting member.

Name of individual(s) responsible

Name: Brenda Powles

Title: Human Resources Manager

Email: Brenda.Powles@wtcsystem.edu

Phone: 608-267-9745

Human Resources (HR) Manager

The HR Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies. The HR Manager:

- Provides leadership to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion and principles.
- Ensures that hiring managers and supervisors work effectively to execute the Equity and Inclusion Plan.

Name of individual(s) responsible

Name: Brenda Powles

Title: Human Resources Manager

Email: Brenda.Powles@wtcsystem.edu

Phone: 608-267-9745

Introduction

The mission of WTCS is to *deliver skills training that recognizes the rapidly changing educational needs of residents to keep current with the demands of the workplace*. The System aims to accomplish this mission through work that reflects four values: Innovation, Collaboration, Inspiration, and Transformation. To accomplish its mission and stay aligned with its vision, WTCS must hire and retain a diverse workforce with the expertise and an array of perspectives necessary to understand the context of colleges across the state. While WTCS has made strides in the past to increase diversity and inclusion, the work has not been based on a formal assessment or part of a coordinated, strategic plan. This Equity and Inclusion Plan details goals and action steps to foster a more inclusive climate for current and future employees.

This plan was created by a team that was selected by the agency's President. The lead on the team was Brandon Trujillo who is a Policy Advisor. The other members of the team included Lenard Simpson (Education Consultant), Colleen Larsen (Education Consultant) and Brenda Powles (HR Manager and EI Officer). Initial meetings were conducted with WTCS Executive Leadership to discuss the goals and development of the plan. The four person team worked together to create an Equity and Inclusion Survey with the goal of identifying issues of recruitment, retention, and agency culture within WTCS. The survey was conducted in August of 2020. After review from WTCS Executive Leadership, the WTCS Equity and Inclusion Survey Report was released to the agency in September 2020. A question and answer session was held shortly after the release of the report. The goals outlined in this plan are based on the results of the survey and the workforce analysis. The timelines outlined in the goals section are based on workload and plausibility of attaining goals. The agency will utilize WTCS Executive Leadership, agency staff, outside stakeholders and WTCS Human Resources to accomplish the goals of the plan.

Workforce Analysis Summary

WTCS has 52 employees. Most job groups in the agency have 3 or less employees in them. There is not a significant sample size to analyze data based on most job groups at WTCS. However, WTCS employees in the Education and Training Job Group (106), make up 44% of all employees so analysis can be conducted on this job group. This job group has underutilization, statewide, for minorities and women. WTCS is not underutilized for women. WTCS is slightly underutilized for minorities in this job group, with the state availability at 13.2% and WTCS at 12.5%. Therefore, WTCS has a goal of working to recruit more minorities into this job group when openings become available.

A Diversity, Equity, and Inclusion Survey was conducted to assess recruitment, retention, and culture.

The survey results were used to develop the plan to implement strategies that comply with equal employment opportunity and affirmative action requirements, and that build an infrastructure and culture committed to equity and inclusion.

The survey identified a number of positives, including the following statements with which staff agreed or strongly agreed:

- the office is a great place to work (93%)
- they are included in the office (85%)
- they trust their colleagues (90%)
- leadership sets the tone for office culture (93%)
- the office is making strides to improve the culture (90%).

The survey also identified the following areas for improvement:

- 32% strongly disagreed/disagreed that all employees are treated equitably in the office
- 31% strongly agreed/agreed that holding grudges is accepted as a part of office culture
- 32% strongly agreed/agreed that they feel they have been the subject of gossip at the office
- 34% strongly disagreed/disagreed that the office complaint process is trustworthy and effective
- 39% feel there is inequity regarding assigned tasks
- 33% feel there is inequity regarding access to information
- 41% do not feel comfortable filing a complaint
- 73% have experienced a colleague being condescending
- 43% strongly disagreed/disagreed that they could voice a contrary opinion without fear of negative consequences
- 46% strongly agreed/agreed that they are uncomfortable voicing their concerns with leadership.

The work group identified areas of concern based on survey responses for which 25% or more of the staff reported a negative experience or observation. Through analysis of both quantitative and qualitative data, five themes were identified which established plans and goals for the Equity and Inclusion/Affirmative Action Plan. These 5 themes were **Communication, Trust, Collaboration, On-boarding and Compensation, and Staff Diversity.**

Equity and Inclusion Strategic Plan

Wisconsin Technical College System (WTCS) Goals and Strategies

Each agency should identify broad goals from its workforce analysis to address barriers in the advancement of equity and inclusion in each of the equity and inclusion focus areas (Recruitment, Retention, and Agency Culture). When goals have been identified, the agency planning, and development team will identify strategies to address barriers. Each strategy chosen is included in the agency Equity and Inclusion Plan.

Overarching Goals for Equity and Inclusion	Strategies to Achieve Goals
Recruitment Goal <i>The agency will purposefully address diversity in recruitment.</i>	<ul style="list-style-type: none">• Assess policies and procedures for potential bias in selection and remove barriers to diversity, equity, and inclusion.• Increase outreach to recruit diverse applicants.• Assure that all people involved in the recruiting process receive unconscious bias training.
Retention Goal <i>The agency will continuously improve its climate of inclusion to retain a diverse work group.</i>	<ul style="list-style-type: none">• Continuously improve onboarding process.• Promote an understanding of the state compensation structure.• Foster a culture of inclusion as expected operational practice.
Agency Culture Goal <i>The agency will promote a culture that values diversity, advocates for equity, and systematically engages inclusion.</i>	<ul style="list-style-type: none">• Continue to cultivate a culture of respect and trust between all WTCS staff.• Identify and address barriers to diversity, equity, and inclusion within the office culture.

Equity and Inclusion Strategic Plan – Workplan

The workplan represents Equity and Inclusion Plan strategies and actions. Each strategy to meet equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action is part of the process to achieve specific outcomes. Actions to support the strategy may be short-term or long-term. Key Performance Indicators (KPIs) measure progress toward desired outcome. KPIs provide clarity for reaching short-term and long-term goals, allowing teams to focus in areas that fall short and require immediate attention to stay on track. KPIs also support monitoring and continuous improvement activities. Agencies should list associated training identified to support the implementation for each focus area.

Morna Foy and Brenda Powles met in November 2021 to review EI Plan Goals and target dates. Some dates were adjusted as documented below.

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Assess policies and procedures for potential bias in selection and remove barriers to diversity, equity, and inclusion.	The agency will review recruitment policies and practices and update and document changes, as necessary.	Quarterly review 25-30% of policies related to the selection process.	100% of the agency's selection processes and policies will be reviewed.	HR Manager and WTCS Staff	December 2021 Update: July 2022
Increase outreach to recruit diverse applicants.	Identify and use media outlets (social media) to recruit diverse applicants. Connect with diverse community organizations.	Track where applicants heard about position to measure effectiveness of social media outlets used. Annual 3-5% increase in applicant recruitment.	2% increase in diverse applicants. Develop a relationship with 2 new community organizations.	HR Manager and WTCS Staff	June 30, 2023
Assure that all people involved in the recruiting process have received	Provide annual unconscious bias training to all involved in recruitments	Employees are be required by the Agency President to have unconscious bias training	HR Manager will track who receives the training and when. 100% of staff participating in recruiting	HR Manager WTCS President	January, 2022

unconscious bias training.	(rater or interviewer).	prior to participating in the recruitment process.	process have received training annually.		
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Associated Recruitment Staff Training	<ul style="list-style-type: none"> • Train all hiring managers on the WTCS recruitment procedure. • Unconscious bias training. • Recruiter training on applicant barriers.
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Retention Strategies	Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Continuously improve onboarding process.	Create peer to peer mentoring process.	50% has agreed or has been trained as a peer mentor.	Provide evaluation to new employees regarding their onboarding experience. 75% of new employees considered peer to peer mentoring of value to their onboarding experience.	Management and the Professional Development team	January 2023
Promote an understanding of the state compensation structure.	Bring in a trainer from DOA Compensation to train staff on the WI Compensation Plan.	100% of staff have been trained regarding the WI Compensation Plan.	Annual survey of training feedback indicates a staff understanding of compensation process.	HR Manager	November 2021
Foster a culture of inclusion as expected operational practice.	Expect and evaluate employee cultural competency.	Include culture competency criteria in the annual performance evaluation.	100% of staff will be evaluated annually on cultural competency.	WTCS management	December 2020

Associated Retention Staff Training	<ul style="list-style-type: none"> • Train all staff on Wisconsin Compensation structure
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Culture Strategies	Actions	KPI	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Continue to cultivate a culture of respect and trust among all WTCS staff.	Create a Respectful Workplace Policy and include the Complaint procedure. Train staff on the policy and procedure.	100% of staff have been trained on the policy and complaint procedure.	An evaluation of the training indicates that 75% of staff trust the validity of the complaint process.	WTCS Management	September 2022
Identify and address barriers to diversity, equity, and inclusion within the office culture.	Use an independent 3 rd party to facilitate staff conversations of the Climate Survey results and implications.	Summary of the staff qualitative assessment of office culture and climate.	Modify or adjust execution of the actions in the Equity and Inclusion plan.	WTCS DEI Team DPM Facilitators	February 2021

Associated Culture Staff Training	<ul style="list-style-type: none"> • Training on Respectful Workplace Policy and Complaint Procedure.
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Communication and Dissemination of Equity and Inclusion Plan

Initial Roll Out

- Agency Appointing Authority will share Equity and Inclusion Plan during All-Staff.
- Agency Appointing Authority will share final plan with the WTCS Board, with timing to be coordinated with rollout calendar.

Internal Communications

- The plan will be made available to all employees on the “Agency Resources” shared drive.
- A print copy of the plan will be provided upon request. In addition, the agency will make the plan available in alternative formats upon request.
- New WTCS employees will receive a copy of the plan during onboarding.
- Nondiscrimination and equal opportunity statements will be prominently displayed and available in areas frequented and accessible to employees, including the agency website.

External Communications

- The plan will be available on the agency’s website: <https://www.wtcsystem.edu/>.
- A print copy of the plan will be provided upon request. In addition, the agency will make the plan available in alternative formats upon request.
- A physical copy of the plan will be available to contractors, vendors, and members of the public upon request.
- The agency’s website, letterhead, publications and job postings will include the statement “an equal opportunity employer” and “individuals in all categories legally protected from discrimination are strongly encouraged to apply.” The agency will also assure diversity is emphasized in imagery included in publications and marketing materials.
- Nondiscrimination and equal opportunity statements will be prominently displayed and available in areas frequented by and accessible to members of the public. Examples of displays include:
 - Equal Employment Opportunity is the Law
 - Employee Rights Under the Fair Labor Standards Act
 - Americans with Disabilities Act Notice to the Public

Agency Monitoring

With the assistance of the Equity and Diversity Officer, the Enrichment and Diversity Committee (EDC) will monitor plan progress, with monitoring a standing agenda item for EDC meetings. The EDC committee will review the plan quarterly and if there are goals not being addressed, the Equity and Inclusion Officer will contact the responsible party.

The Equity and Inclusion Officer will maintain communication with DPM regarding plan implementation progress.