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To: County Board Supervisors  
From: Greg Brockmeyer  
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The Department of Administration continues to make progress on the County's goals of racial equity and inclusion and sustainability. This memo describes the Department's accomplishments with respect to those goals.

Over the past year, the Department has worked with the Office for Equity and Inclusion (OEI) in order to improve and enhance the County's ability to run affirmative action reports. DOA worked with OEI to specify the kinds of information sought and how that information would be displayed. As a result, the process for running these reports has been improved.

In February, DOA began requiring hiring managers to hold a meeting with the Director of Administration and OEI before a Request to Fill an M-Class Manager would be approved. The objective of these meetings is to review the demographic composition of the workforce, ensure the minimum qualifications are appropriate for the position, and discuss strategies for ensuring a diverse applicant pool.

Consistent with DOA's Equity Plan, Employee Relations continues to ask Departments to verify that the minimum qualifications for positions are accurate as Departments recruit for vacancies.

Over the course of the next year, DOA is planning to update the Alternative Selection process for the recruitment of selected positions. This policy update should assist County Departments with efforts to diversify their workforce. Additionally, DOA plans to work with the Office for Equity and Inclusion in order to develop additional reporting capacity.

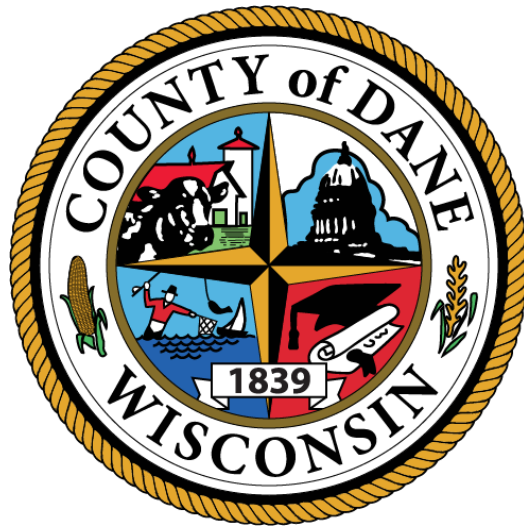
With respect to Sustainable Operations, the Department continues to make improvements. Facilities Management continues to replace old water fixtures with water saving ones (toilets and faucets) as fixtures wear out. Facilities Management also replaces fluorescent lighting with LED lighting. Information Management continues to replace devices with EnergyStar compliant ones. Additionally, scanning of documents and workflow modifications continue to reduce the use of paper documents.

The Department has also implemented a number of projects over the past year that are consistent with the goals of Sustainability. Facilities Management requested and received a SMART Fund grant to install auto-flush toilets. These fixtures are expected to further reduce water over the existing low-flow fixtures. Facilities Management is in the process of rebuilding the chillers in the City-County Building. This rebuild is expected to reduce energy and funding spent on cooling the City-County Building. Facilities Management installed a new

condenser and evaporation coil at the Consolidated Foods Facility. Additionally, the Badger Prairie Need Network building is the process of receiving a new roof.

The Department is also in the process of remodeling several of its spaces in order to operate more efficiently and effectively. Several spaces are being remodeled in the City-County Building in order to support the Division of Information Management. The improved space for the Division will reduce the amount of space needed for the server room and will conserve energy needed to support the County's IT infrastructure. Similarly, the Department is working on remodel of the Printing and Service Division. Finally, the 2019 budget requests funding for planning of a remodel of the Employee Relations and Administration space of the 4<sup>th</sup> floor of the City-County Building.

This budget request also includes a funding request from a number of additional projects that are consistent with the goals of the Sustainable Operations plan. Facilities Management has requested funding for a major caulking project of the City-County Building. This is expected to significantly conserve heating and cooling costs for the City-County Building.



# Equity and Inclusion Plan

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Dane County – Department of Administration

**October 2016**

## Table of Contents

How To Read This Document .....	2
Chart of Strategies .....	4
<b>Organizational Commitments</b>	
Develop Performance Measures to Further the Department’s Focus on Equity .....	5
Develop Methods to Increase Diversity of Individuals on Hiring Panels .....	7
Develop Template for Equity Work .....	8
<b>Leadership Development</b>	
Develop a Mentoring Program .....	9
<b>Program Innovation</b>	
Social Media Strategy.....	10
Review Minimum Requirements .....	11
Continue to Redact Names during Recruitment.....	12
Develop External Job Board .....	13
<b>Collaboration</b>	
Work with OEI on SoftwareAcquisitions.....	14
Assist OEI with redeveloping its website .....	15
<b>Resource Mobilization</b>	
Commitment to Equity Training for Employees and Managers .....	16

## How to Read This Document

This document identifies actions the Department of Administration plans to pursue regarding efforts to improve all forms of equity and inclusiveness. Equity and inclusion strategies are designed to advance Dane County's relevance, viability, and impact among county employees and customers we serve. Equity and Inclusion Planning helps to ensure that everyone can access and thrive in Dane County. In our effort to strengthen collaboration among county employees and agencies that provide services for the county we put into action our core belief that in a county that is diverse, we are stronger when we are inclusive and our county services are accessible to all.

The document is organized into five major concepts: Organizational Commitment, Leadership Development, Program Innovation, Collaboration, and Resource Mobilization. These concept-categories describe areas of opportunity for working toward a more inclusive and equitable approach to county administration.

### Organizational Commitment

These strategies describe actions the Department of Administration will take to imbed equity and inclusion in Departmental operations. Dane County Administration provides core services necessary for the operation of county government. Strategic planning, staff structuring, and advocacy throughout county departments establishes a map for successfully achieving diversity and inclusion goals across county departments.

### Leadership Development

Providing service to a rapidly changing community requires culturally competent employees, contractors, and purchase of service providers, who reflect the community and understand and embrace diversity. A commitment to recruitment and leadership development works to ensure Dane County's relevance and strengthens our ability to address critical social issues and future challenges.

### Program Innovation

Developing a framework to support diverse, underserved, and isolated communities involves innovation that responds to specific local goals and needs. This includes developing new programs and evaluating existing ones for equity, inclusivity, and cultural relevancy. These strategies create programs that build awareness of cultural bias build cross-cultural understanding. Being aware of social trends and community needs and developing responsive programs helps to strengthen our connection to the community.

### Collaboration

Involving local partners within and outside of County government enables us to do more as a team than we can do alone with an effort to increase outreach and impact. Partnerships among County Departments, local businesses, and purchase of service agencies helps us work more effectively while connecting us to new and changing communities. Sharing resources allows us to access tools and competencies that complement and enhance our programs and services reach broader county goals for sustainability. These strategies describe how the Department of Administration will work to foster this kind of collaboration.

### **Resource Mobilization**

These strategies describe how the Department will dedicate resources to equity and inclusiveness. A framework for increasing inclusiveness and equity requires resources in order to ensure that framework can make meaningful progress.

## Chart of Strategies

AREA OF OPPORTUNITY	TIER 1 (BEGINNING)	TIER 2 (EMERGING)	TIER 3 (ADVANCING)
<b>Organizational Commitment</b>			
Develop Performance Measures to Further the Department’s Focus on Equity	DOA is beginning to work on this item		
Develop Methods to Increase Diversity of Individuals on Hiring Panels	DOA is beginning to investigate this item		
Develop Template for Equity Work			DOA has completed this document and is working on how to best share the document and assist other Departments
<b>Leadership Development</b>			
Develop a Mentoring Program	DOA has begun researching potential options	DOA has participated in the Boys and Girls Club internship program	
<b>Program Innovation</b>			
Social Media Strategy	DOA is beginning to investigate this item		
Review Minimum Requirements		DOA is beginning to explore how to communicate equity as part of this process	
Continue to Redact Names during Recruitment		DOA will investigate how to further limit implicit bias in this area	
Develop External Job Board	DOA is beginning to work on this item		
<b>Collaboration</b>			
Work with OEI on Software Acquisitions	DOA is beginning to work on this item		
Assist OEI with redeveloping its website	DOA is beginning to work on this item		
<b>Resource Mobilization</b>			
Commitment to Equity Training for Employees and Managers	DOA is beginning to work on this item		

## Organizational Commitment – Develop Performance Measures to Further the Department’s Focus on Equity

Initiative at a Glance	
Person Responsible/Lead:	Administration
Supporting Individuals and Organizations	All Divisions
Target Timeframe:	Within 1-2 years

### Description

Under this initiative, the Department will set goals for organizational improvement, define how to measure those goals, and create a tracking and reporting structure to measure progress towards the organization’s goals. Under this performance management strategy, the Department would incorporate equity and inclusiveness within that performance management strategy and by extension, in our programs and operations.

### Implementation Steps

The Department of Administration will meet with the Division Units to begin work on a Performance Management strategy. Divisions will develop core measures for DOA Services and how to track those measures. Measures related to equity and inclusiveness will be an integral part of the measures that are developed.

The Department of Administration offers many different kinds of services. Services range from accounting and payroll to the operation of consolidated foods. The Department of Administration does not currently have a performance management strategy. The development of a performance management strategy will take some time to establish measures and develop the method of tracking progress on those measures.

Depending on the amount of measures tracked, additional staffing resources may be needed to completely operationalize the performance management strategy. Additionally in order to properly track the measures, the Department may need to purchase or develop a software solution.

### Benefits

Establishing a performance management strategy helps enable organizations to make wise business decisions. This initiative would articulate the goals and the direction for the Department of Administration.

### Costs

Costs depend on the kind of resources needed to operationalize the project once it is completed. Additional staff time may be needed to collect the measures and organize reports on the progress made with respect to the established goals. It may be possible to absorb this responsibility within current resources.



Similarly, some kind of software may be needed to collect data and track the defined measures. It may be possible to purchase this software with existing resources. It may also be possible to develop this software with existing resources.

## Organizational Commitment – Develop Methods to Increase Diversity of Individuals on Hiring Panels

Initiative at a Glance	
Person Responsible/Lead:	Employee Relations
Supporting Individuals and Organizations	Office For Equity and Inclusion
Target Timeframe:	Within 1 – 2 years

### Description

Employee Relations encourages departments to use diverse panels in scoring applications for county employment and in interview panels. Under this initiative, the department will enhance that request by developing recommendations to increase the diversity of individuals on grading and interview panels. Additionally, the Department might collect additional information in order to assess and make improvement to current policies.

### Implementation Steps

Employee Relations will work with the Office for Equity and Inclusion in order to determine the best method to proceed with improvements to our current policy. Other groups may be consulted for recommendations on how Dane County can make its scoring and interview panels more diverse.

### Benefits

Collecting recommendations on how to increase the amount of diverse individuals involved in the hiring process will improve efforts to recruit a more diverse staff.

### Costs

Existing staff time could be used to complete this action item. Additional resources may be needed if the County has to solicit individuals from other employers to ensure the participation of individuals of color and women on grading and hiring panels.

## Organizational Commitment – Develop Template for Equity Work

Initiative at a Glance	
Person Responsible/Lead:	Administration
Supporting Individuals and Organizations	Office of Equity and Inclusion
Target Timeframe:	Immediately available

### Description

All county departments are currently working on developing an equity and inclusion plan. Under this initiative, DOA worked with the Office For Equity and Inclusion to develop an equity plan. It is anticipated that this plan will help other county departments and will standardize the County's equity work across departments.

### Implementation Steps

The structure of this report was developed in consultation with the Office For Equity and Inclusion. It is hoped that other departments can adapt the structure of this report when developing their own equity and inclusion plans.

Beyond following the structure of this report, DOA could work with Office For Equity and Inclusion to coordinate with other departments to ensure that equity is consistent across all departments. The template will be evaluated and updated regularly to ensure it meets the needs of all county departments.

### Benefits

Creating a common structure for equity plans will allow all county departments to approach their planning process in a uniform manner. This should make it easier for all Departments to be transparent and accountable in developing and reporting on their equity plans.

### Costs

Existing staff time was used to produce this report. No additional costs are needed for other departments to adapt this framework at this time.

## Leadership Development – Develop a Mentoring Program

Initiative at a Glance	
Person Responsible/Lead:	Administration
Supporting Individuals and Organizations	Office for Equity and Inclusion
Target Timeframe:	Within 2 -3 Years

### Description

The Department of Administration will research options for establishing a mentorship program. The Department intends to develop a mentoring program that will facilitate leadership development and address retention issues. The program will focus on new employees and will provide appropriate resources toward those individuals in order to further the county's commitment to recruit and retain a diverse workforce.

### Implementation Steps

The Department has taken some initial steps in order to setup a mentoring program: First, the Department has used an internship program with the Boys and Girls Club to expand its current services. This effort will provide a useful insight in how future mentoring programs might proceed. Second, the Department has recently sent staff to attend a conference on mentoring programs in the workplace.

In the near-term, the Department will research effective mentoring programs in the public sector. Specifically, DOA will be looking for examples of programs in other local governments and for key areas for a program to focus. DOA will also consult with department heads for suggestions on what kinds of mentoring are needed in each department. DOA will also consult with OEI for recommendations about how to structure effective mentoring programs. DOA will also investigate how best to connect its employees with mentorship programs that are organized by outside agencies or professional associations.

DOA will present the research to appropriate stakeholders for further guidance on how to enact a mentoring program.

### Benefits

Developing a program to promote a diverse group of emerging leaders will lead to more diversity in management positions in the Department of Administration and across County Departments. Mentoring programs have also been shown to increase retention efforts.

### Costs

No additional resources are needed to conduct the research into developing a program. A key aspect of the research is to determine cost estimates, once recommended programs are developed.

## Program Innovation – Social Media Strategy

Initiative at a Glance	
Person Responsible/Lead:	Employee Relations
Supporting Individuals and Organizations	County Executive, Information Management
Target Timeframe:	Within a year

### Description

Dane County does not use social media to advertise its positions. Under this initiative, Employee Relations will work with the County Executive’s office and the Office for Equity and Inclusion to develop a social media strategy for advertising on-going recruitments. The strategy would define which social media networks to use, which account, how frequently posts are made, etc.

### Implementation Steps

Employee Relations, the Office For Equity and Inclusion, and the County Executive’s office will work cooperatively to establish the strategy. The meeting will define what media services, how frequently, how those services will be setup, and what kind of staff time is available to attend to this policy.

After the policy is determined, Employee Relations will work with Information Management in order to determine how to implement the policy: Would software make the process work better? Which staff members need access to the social media sites on the county’s IT network? Etc.

### Benefits

Individuals are increasingly using social media to learn about information, including job openings. The County needs to be available in that space if it wants to reach out to a broader group of people.

### Costs

If software is identified as necessary to implement the policy, Employee Relations may need to acquire a social media management software license.

## Program Innovation – Review Minimum Requirements

Initiative at a Glance	
Person Responsible/Lead:	Employee Relations
Supporting Individuals and Organizations	All County Departments
Target Timeframe:	Immediate and On-going

### Description

As a part of the current recruitment process, Employee Relations asks departments to verify if the class specification and position description is still accurate. Under this proposal, Employee Relations will strengthen that direction to departments in order to ensure that the minimum qualifications in position descriptions are truly necessary.

### Implementation Steps

No additional steps are necessary because this process is on-going. A reminder email to all department heads may be a part of this action item.

Further, DOA will meet with the Office for Equity and Inclusion in order to determine the best methods in order to strengthen this requirement.

### Benefits

This process ensures that Departments are not asking for more requirements than are necessary for the position. Writing class specifications and position descriptions with more education than necessary make it difficult for all people to apply to the position.

### Costs

There are no additional costs for this action item.

## Program Innovation – Continue to Redact Names during Recruitment

Initiative at a Glance	
Person Responsible/Lead:	Employee Relations
Supporting Individuals and Organizations	All County Departments
Target Timeframe:	Immediate and on-going

### Description

As a part of the current recruitment process, Employee Relations redacts names and other personal identifying information of candidates for employment during the grading process. Under this initiative, the department will continue this process and investigate other ways of limiting bias in examinations.

### Implementation Steps

No additional steps are necessary because this process is already on going. A reminder email to all department heads may be a part of this action item. An evaluation of the effectiveness of this initiative and other ways of limiting bias during recruitment may be necessary as well.

### Benefits

This process ensures, to the extent possible, that bias is removed from the exam scoring process. The goal of this process is to ensure that our recruitment process is more inclusive.

### Costs

There are no additional costs for this action item.

## Program Innovation – Develop External Job Board

Initiative at a Glance	
Person Responsible/Lead:	Information Management
Supporting Individuals and Organizations	Office For Equity and Inclusion
Target Timeframe:	1-3 years

### Description

The Office for Equity and Inclusion frequently receives notices of job openings from members of the public. Those notices are posted on a bulletin board outside of the County Executive's office. Under this initiative, the Division of Information Management would work to develop an electronic job board so that all members of the community could see this information, without needing to come to the fourth floor of the city-county building.

### Implementation Steps

The Office for Equity and Inclusion and Information Management will need to arrange a meeting to define the project, the project scope, and the appropriate timetable for the project. That meeting would define how long the project would take to develop and implement. It is possible that additional resources may be needed for staff time or technology, depending upon other competing priorities.

### Benefits

This item will assist the Office for Equity and Inclusion with one of its primary initiatives. At the same time, this item will broaden the services offered by the Office for Equity and Inclusion.

### Costs

It is possible that this project could be completed with additional staff time. However, additional resources may be necessary.



## Collaboration – Work with OEI on Software Acquisitions

Initiative at a Glance	
Person Responsible/Lead:	Purchasing & Information Management
Supporting Individuals and Organizations	Office for Equity and Inclusion
Target Timeframe:	1 -2 years

### Description

The Office for Equity and Inclusion would like to acquire software to assist with its contract compliance mission. Under this initiative, the Department would provide assistance to OEI in procuring software that would address OEI's needs.

### Implementation Steps

The Department of Administration will assist the Office For Equity and Inclusion in defining its needs and designing the appropriate procurement process. Scoping out the technical requirements, products available, and procurement methods will take some time.

### Benefits

The proposed software solutions will make OEI work more efficiently and effectively.

### Costs

There is no cost to collaboration. There will likely be additional costs once this software is selected.

## Collaboration – Assist OEI with redeveloping its website

Initiative at a Glance	
Person Responsible/Lead:	Information Management
Supporting Individuals and Organizations	Office of Equity and Inclusion
Target Timeframe:	Within a year

### Description

Since creating the new Office for Equity and Inclusion, the new organization has not yet received a website update. Under this initiative, the Department would work with OEI to develop a new website. A new website is key to assisting OEI develop a virtual office to extend its services.

### Implementation Steps

Information Management will arrange a meeting with the Office for Equity and Inclusion to start a new project to revise/create OEI's website. That meeting will define the scope of the project, establish a timetable, and other important pieces of information during the project.

Following the meeting, Information Management will assign staff to develop this website. Information Management will work closely with the Office for Equity and Inclusion during the planned redesign of the County's website.

### Benefits

The Office for Equity and Inclusion does not currently have a website. Creating one will increase visibility about the Office and its work, as well as creating a virtual space for equity work across county departments.

### Costs

Existing staff time by the Information Management web team should be sufficient to address this project. If it is not, additional resources may be required to complete this project.

## Resource Mobilization – Commitment To Equity Training for Employees and Managers

Initiative at a Glance	
Person Responsible/Lead:	Employee Relations
Supporting Individuals and Organizations	Office For Equity and Inclusion
Target Timeframe:	Within 1 - 2 years

### Description

Providing managers and employees an opportunity to participate in equity training is an essential component in creating a culture among the workforce that embraces diversity. In order to do so in the most effective manner possible, the Department of Administration will evaluate a number of potential training options by sending key DOA staff members to additional equity trainings. Based upon the evaluation of the different training options, Employee Relations will determine how best to implement additional equity training opportunities for all county managers and employees.

### Implementation Steps

The Department of Administration will find an appropriate training provider and arrange for key staff members to attend this training event. Two training options have been identified. The department would need to identify the funds to support the training and identify a workable time and location. The Department of Administration will also work with employees, Employee Group Representatives and other interested stakeholders on how to expand training opportunities for all employees.

### Benefits

Some DOA staff members have participated in previous equity trainings. Under this action item, the Department would expand the number staff members who are included in the equity trainings. An evaluation of additional training options may lead to the formulation of a robust and consistent equity training policy for all employees.

### Costs

One option is to have staff sign up for a course offered through the training initiatives provided by the City of Madison. Another option is to contract with the YWCA to provide a targeted course for DOA staff. Both options would approximately require \$1,000.