

State of Wisconsin Public Service Commission



Equity and Inclusion Plan

January 1, 2021 – June 30, 2023

Table of Contents

I.	Glossary of Acronyms and Definitions	page 3
II.	Acknowledgments	page 5
III.	Commitment Letter	page 6
IV.	Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan	page 7
V.	Equity and Inclusion Organization Chart	page 10
VI.	Equity and Inclusion Plan Development Workflow	page 11
Equity and Inclusion Plan		
VII.	Equity and Inclusion Plan Table of Contents	page 11
VIII.	Introduction	page 13
IX.	Workforce Analysis Summary	page 14
X.	Agency Goals, Strategies, Metrics to Advance Equity and Inclusion	page 16
XI.	Internal/External Communication of Equity and Inclusion Plan	page 20
XII.	Agency Monitoring	page 21

Glossary of Acronyms and Definitions

Acronyms

- “AA” stands for Affirmative Action
- “DOA” stands for Department of Administration
- “DEI” stands for Diversity, Equity and Inclusion
- “EEO” stands for Equal Employment Opportunity
- “EI” stands for Equity and Inclusion
- “EIAC” stands for Equity and Inclusion Advisory Committee
- “EIO” stands for Equity and Inclusion Officer
- “HR” stands for Human Resources
- “IDEAS” stands for Inclusion, Diversity, Equity, Awareness, Service
- “PSC” stands for Public Service Commission

Definitions

- “Agency” means the Public Service Commission.
- “Agency leadership” means agency supervisors, managers and executive leadership.
- “Agency appointing authority” means the Public Service Commission Chairperson, or any other person authorized by the Public Commission Chairperson, constitution or statutes, to appoint subordinate staff in the agency.
- “Affirmative action” means specific actions in employment designed and taken to ensure equal opportunities, avoid perpetuation of systemic discriminatory practices and eliminate disparity between the proportion of members of racial and ethnic, gender or disabled groups in job groups and the proportion of those same members in the relevant labor pool.
- “Commission” means the Public Service Commission.
- “Diversity” means the varied identities and characteristics that distinguishes individuals or groups. It includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, and language. It also encompasses a wide range of attributes that we bring to the workplace including our values, beliefs, experiences, backgrounds, and behaviors that frame how we see the world and engage with others. (Source: The DOA’s Bureau of Equity and Inclusion)
- “Diversity, Equity and Inclusion Committee” means the project team responsible for developing goals, action items, timelines and performance metrics for the agency’s Equity and Inclusion Plan.
- “EI Professional” means any Human Resources employee with training in responding to agency EEO issues or requests, to include, EEO harassment, reasonable accommodation, discrimination, diversity, and affirmative action.
- “EI Officer” means the Equity and Inclusion Officer (also known as the EEO Program Officer). See Section IV for more details about this position’s roles and responsibilities.
- “Employee” means any employee of the Public Service Commission.
- “Equity” is the fair treatment, access, opportunity, and advancement for all. Equity also refers to fair and just practices, policies, and systems, based on a recognition of individual and group differences and barriers that disproportionately impact underserved and underrepresented individuals. (Source: The DOA’s Bureau of Equity and Inclusion)

“Equity and Inclusion Advisory Committee” means a committee made up of Public Service Commission employees that advises the appointing authority concerning programs designed to ensure equal opportunity to all employees, applicants for employment and clients of the agency. Within the Public Service Commission, this committee is known as the IDEAS Council.

“Executive leadership” means agency administration, which includes the Commission Chair, Commissioners, Chief of Staff and Administrators.

“Inclusion” means the active and intentional cultivation of an environment in which everyone feels welcomed, respected, supported, valued, and empowered to fully engage. (Source: The DOA’s Bureau of Equity and Inclusion)

“Job group” means a set of job classifications combined on the basis of similarity in responsibility, pay range and nature of work.

“Legal Counsel” means legal representatives employed by PSC and/or DOA.

“Representative employee and stakeholder group” means all employees of the Public Service Commission and any other individuals affected by this plan.

Acknowledgments

We have reviewed and firmly endorsed the content of this Equity and Inclusion Plan. We are committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. By formally integrating equity and inclusion values and practices into existing processes, the agency-wide internal Equity and Inclusion Plan enables monitoring progress and measuring results.

Appointing Authority:

Rebecca Cameron Valcq, Commission Chairperson

(608) 267-7899

Becky.CameronValcq@wi.gov

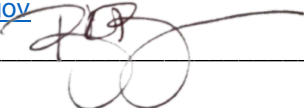
Signature/Date: *Rebecca Cameron Valcq* 12/02/2020

Equity and Inclusion Officer:

Brenda Brewer

(608) 266-0208

brendak.brewer@dot.wi.gov

Signature/Date:  12/02/2020

Date of submission to DPM/BEI: 12/02/2020

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

Planning Team Members:

- Dewi Abral, Executive Staff Assistant
- Cade Bauer-Showers, Executive Staff Assistant
- Milena Bernardinello, Information Systems Data Services-Senior
- Kayleigh Chiono, Program and Policy Analyst-Advanced
- Claire Curley, Accountant-Journey
- Eric Esser, Administrator
- Kara Koonce, Legal Counsel
- Gillian Lilliehorn, Executive Staff Assistant
- Denise Schmidt, Administrator
- Olivia Shanahan, Grants Specialist-Advanced
- Colter Sikora, Information Systems Data Services-Senior
- Jason Stevenson, Public Utility Auditor-Senior
- Carrie Templeton, Chief of Staff
- Tyler Tomaszewski, Environmental Analysis Review Specialist-Advanced
- Evan Uphoff, Public Service Engineer-Senior
- Brenda Brewer, Region 1 Equity and Inclusion Officer (non-voting IDEAS Council member)

(All the above individuals are members of the Commission's Equity and Inclusion Advisory Committee, which includes all members of the IDEAS Council)

Contributors and other subject matter experts consulted:

- Randy Sarver, Region 1 Executive Human Resources Manager
- Travis Dillon, Region 1 Human Resources Program Officer
- Jim Brown, Region 1 Human Resources Information Systems
- Brenda Brewer, Region 1 Equity and Inclusion Officer

Equity and Inclusion Commitment Letter

The Wisconsin Public Service Commission hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, ethnicity, sex, pregnancy, sexual orientation, gender identity, religion, national origin, age, disability, genetic information, military service, arrest and/or conviction record, use or non-use of lawful products off the employer's premises during non-working hours, political affiliation or marital status.

The Public Service Commission is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. The Public Service Commission recognizes that equal employment opportunity is a legal, organizational, and economic necessity in order to maximize 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, project, limited-term, volunteers, interns, and work-study personnel.

As part of the Public Service Commission's commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs, wherever it's appropriate, to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodations will be provided, as requested, to employees and applicants with disabilities.

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

We look forward to working with the Division of Personnel Management's Bureau of Equity and Inclusion to implement our policies and programs in efforts to correct the present effects of past discrimination and to build a motivated and skilled workforce that is reflective of the population we serve.

Agency Head Name: Rebecca Cameron Valcq, Commission Chairperson

Signature/Date: Rebecca Cameron Valcq 12/02/2020

Equity and Inclusion Officer Name: Brenda Brewer, EEO Program Officer

Signature/Date:  12/02/2020

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency Appointing Authority carries the overall responsibility for establishing an Equity and Inclusion Plan, including goals, timetables, and compliance with all federal and state laws and regulations. The Appointing Authority:

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an Equity and Inclusion Plan to implement strategies that will comply with affirmative action, equity and inclusion requirements, build an infrastructure and culture committed to equity and inclusion, and incorporate equity and inclusion throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the Equity and Inclusion Plan to review equity and inclusion-related data, recommend opportunities for improvement, and provide 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 Equity and Inclusion Advisory Committee (also known as the PSC IDEAS Council) on agency equity and inclusion programs, initiatives, and policies.

Name of individual(s) responsible

Name: Rebecca Cameron Valcq

Title: Commission Chairperson

Email: Becky.CameronValcq@wi.gov

Phone: (608) 267-7899

Equity and Inclusion Officer

The Equity and Inclusion Officer or designee as delegated by the Equity and Inclusion Officer, 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 goals of the agency's Equity and Inclusion Plan.
- Keeps the agency head and agency leadership at various organizational levels informed of equity and inclusion-related developments, progress, and potential concerns.
- Ensures communication and dissemination of the Equity and Inclusion Plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains an internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This 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 EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives.

- 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 twelve (12) hours of equity and inclusion-related training annually.
- Participates in and advises the agency's Equity and Inclusion Advisory Committee (also known as the PSC IDEAS Council) as a non-voting member.
- Reviews policies, procedures, and practices and recommends changes to the Executive HR Manager.

Name of individual responsible

Name: Brenda Brewer

Title: EEO Program Officer

Email: brendak.brewer@dot.wi.gov

Phone: (608) 266-0208

Equity and Inclusion Designee/Professional

The EI designee/professional is responsible for assisting with the implementation of the equity and inclusion plan efforts within Region 1 HR. The EI designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Assists in the development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency 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, the disabled veteran's program, etc.
- Ensures communication and dissemination of EI Strategic Plan, policy and program information, and employee access to the plan and related policies.
- Assists the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities in attaining equity and inclusion goals and objectives.
- Attends equity and inclusion and agency supervisory training annually, as required.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

Name of individual responsible

Name: Brenda Brewer

Title: EEO Program Officer

Email: brendak.brewer@dot.wi.gov

Phone: (608) 266-0208

Executive Human Resources Manager

The Executive Human Resources Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the Equity and Inclusion Officer and EI professionals. The Executive Human Resources Manager:

- Maintains effective working relationships with the agency Equity and Inclusion Officer and designees.
- Provides leadership to Human Resources staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion principles.
- Ensures the hiring managers and supervisors work effectively with the Equity and Inclusion Officer to develop and execute the Equity and Inclusion Plan.
- Provides the Equity and Inclusion Officer and any designees with the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of individual responsible

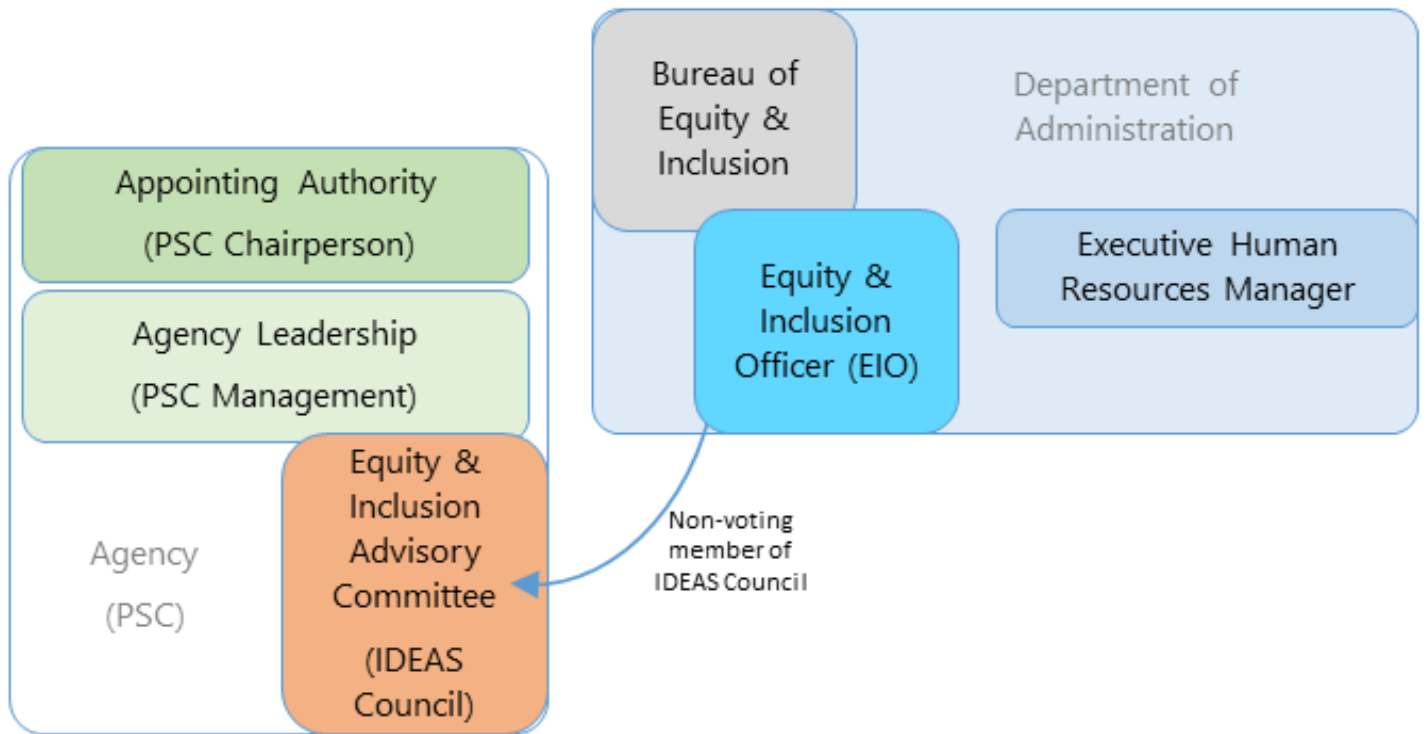
Name: Randy Sarver

Email: randy.sarver@dot.wi.gov

Title: Executive Human Resources Manager

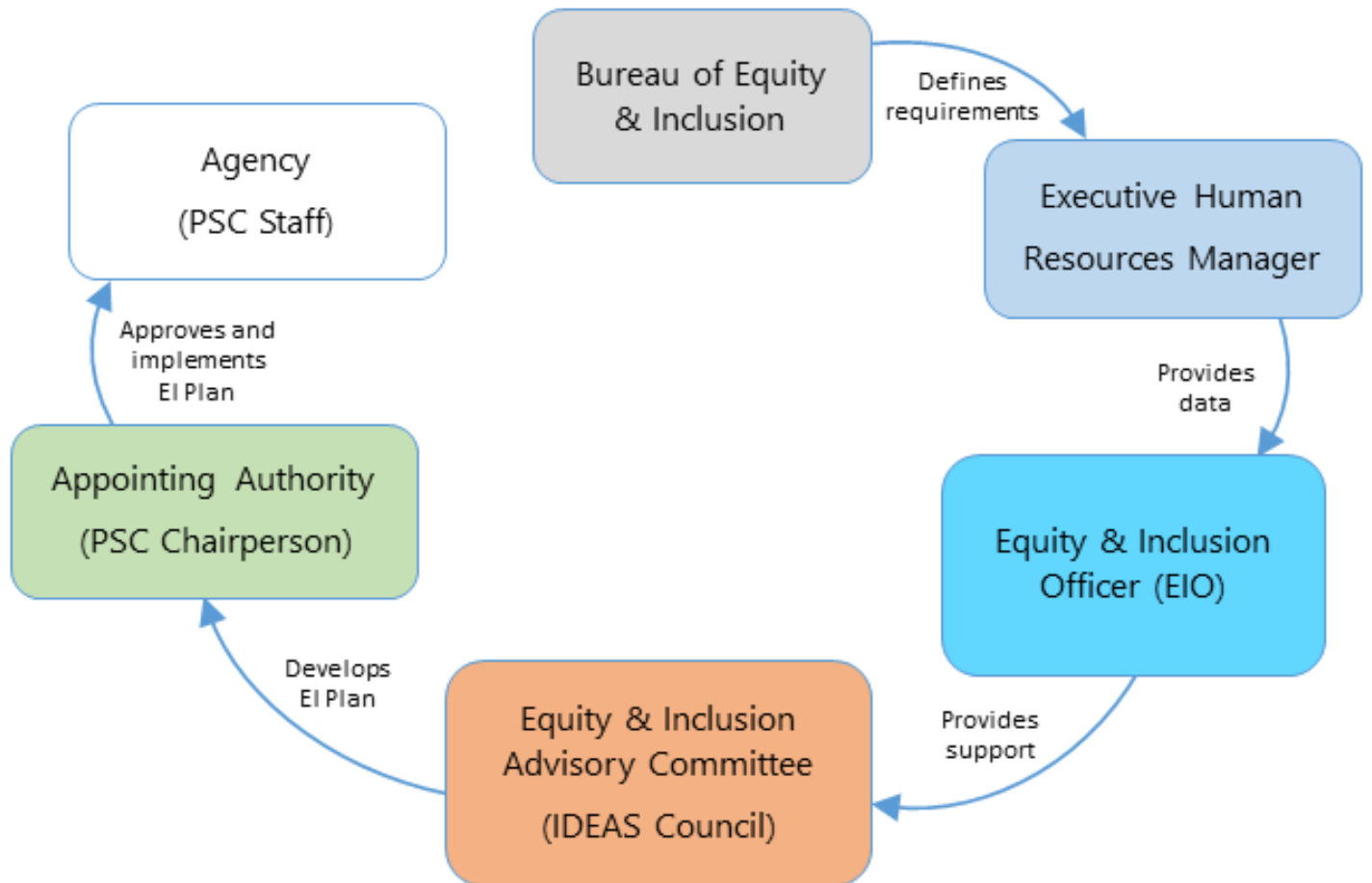
Phone: (608) 266-0507

Equity & Inclusion Organization Chart



This chart summarily identifies the key players (individuals within groups within agencies) in developing and implementing the 2020 EI Plan as well as their hierarchy/authority in the process (not necessarily flow of all communications).

Equity & Inclusion Plan Development Workflow



This chart summarily depicts the overall process through which the 2020 EI Plan was developed and commenced (not necessarily communication flows in various strategy and goal implementations).

Equity and Inclusion Plan

Table of Contents

I.	Introduction	page 13
II.	Workforce Analysis Summary	page 14
III.	Agency Goals, Strategies, Metrics to Advance Equity and Inclusion	page 16
IV.	Internal/External Communication of Equity and Inclusion Plan	page 20
V.	Agency Monitoring	page 21

Equity and Inclusion Plan

Introduction

The Public Service Commission's mission is to oversee and facilitate the efficient and fair provision of quality utility services in Wisconsin. The Public Service Commission ensures safe, reliable, affordable, and environmentally responsible utility services and equitable access to telecommunications and broadband services.

The Public Service Commission recognizes that recruiting and retaining a diverse workforce and fostering an inclusive work environment are foundational for achieving its mission and best serving the diverse population it serves.

In accordance with its core values, the Public Service Commission supports diversity in the work place, allowing employees to fully develop and contribute their individual skills in meeting the needs of the agency's diverse customer base. The Public Service Commission considers and balances diverse perspectives and endeavors to protect the public interest, environment, and public health and welfare.

The Public Service Commission's staff is comprised of 139 employees, consisting of auditors, accountants, engineers, rate analysts, attorneys, planners, research analysts, economists, consumer analysts, consumer specialists, court reporters and paraprofessional and administrative support personnel in the following divisions and offices:

- Business Operations and Office Management Division
- Digital Access, Consumer and Environmental Affairs Division
- Energy Regulation and Analysis Division
- Water Utility Regulation and Analysis Division
- Office of General Counsel
- Commissioners' Office

In compliance with Executive Order 59, the Public Service Commission formed a diverse group of employees from across the agency to serve on the agency's Diversity, Equity and Inclusion Committee. This committee met throughout the spring and summer of 2020 to recommend goals to the Chairperson related to recruitment, retention and agency culture. The committee also discussed their experiences at the Commission and what they have seen in other organizations that facilitated a diverse and inclusive culture.

Through discussions, small group meetings and data analysis, the committee finalized recommendations and presented them to the Chairperson for consideration and approval.

Workforce Analysis Summary

As part of the workforce analysis process, the DEI Committee reviewed the following datasets:

- 2020 Agency employee demographics
- 2020 Agency employee service status information
- 2020 State Underutilization Report
- 2019 Agency employee exit interview responses
- 2019 Employee satisfaction survey results

Results and Caveat

As presented in the below table, on January 1, 2020 the Public Service Commission workforce (total 139 employees) was comprised of the following percentages of women and minorities in permanent positions in the below job groups.

Job Group	Number of Positions Available in the Agency	Number of Women	Percentage of Women	Number of Minorities (all genders)	Percentage of Minorities (all genders)
Administrators/Senior Executives	10	7	70.0%	1	10.0%
Mid-Level Supervisors	5	2	40.0%	1	20.0%
Business Supervisors	3	2	66.7%	0	0.0%
Architect Engineer Supervisors	2	0	0.0%	0	0.0%
Fiscal	31	13	41.9%	5	16.1%
Program Specialist	4	1	25.0%	0	0.0%
Business Professionals	1	1	100.0%	0	0.0%
Inspectors, Investigators and Compliance	5	4	80.0%	3	60.0%
Architects and Engineers	20	5	25.0%	4	20.0%
IS Professionals	12	3	25.0%	3	25.0%
Policy, Planning and Research	14	6	42.9%	2	14.3%
Environmental Specialists	6	2	33.3%	0	0.0%
Legal Professionals	8	3	37.5%	1	12.5%
Administrative Support	10	9	90.0%	1	10.0%
Unclassified	8	3	20.0%	2	25.0%

The 2020 service status analysis of the agency's 139 employees found that 70.5% of the Public Service Commission's workforce is comprised of employees with fifteen (15) years or less seniority.

Data contained in the 2020 State Underutilization Report shows agency-specific information. The analysis shows the Public Service Commission is not considered to be underutilized for any positions. However, the agency is small and there are fewer positions available at the agency for many of the job groups. Education level and specific skills required for each job group were not evaluated.

The 2019 exit survey dataset shows that ten (10) of the fourteen (14) employees (71%) who departed the Public Service Commission in 2019 had ten (10) years or less seniority. Exit survey responses and anecdotal data showed the top reasons for leaving were salary, lack of advancement, strained workplace relationships, and workplace stress.

In November 2019, PSC conducted an agency-wide employee satisfaction survey, which solicited feedback from employees regarding mission and performance measures, job satisfaction, work environment, communication and respect, training and employee engagement and satisfaction. Survey responses showed employees had the highest level of satisfaction in the following areas:

Category	Satisfaction Percentage
Good working relationship with coworkers	98%
Understanding of how job provides value to customers	95%
Actively engaged in teamwork and collaboration	92%

Survey responses showed employees had the lowest level of satisfaction in the following areas:

Category	Satisfaction Percentage
Opportunities for advancement	31%
Wages and benefits are competitive with the market	36%
Active participation in training opportunities for personal development	59%

Goals and Strategies/Action Items

The Chairperson reviewed the recommendations from the agency’s DEI Committee and approved the following overarching goals for the Commission’s internal Equity and Inclusion Plan. Each goal has several strategies or action items identified to assist in achieving the goals. The goals, strategies and action items represent the dedicated work of the committee and align with the agency’s value of Diversity.

Overarching Goals	Strategies or Action Items to Achieve Goals
<p>Recruitment Goal:</p> <p>Increase diversity in the agency’s workforce.</p>	<ul style="list-style-type: none"> • Gather demographic data of candidates throughout the applicant flow process. • Gather up-to-date data regarding the current demographics of PSC’s workforce. • Conduct an analysis to determine where certain groups of candidates may be exiting the application and selection processes. • Review and make improvements to policies and protocols related to the recruitment and screening processes.
<p>Retention Goal:</p> <p>Alleviate turnover by increasing new employee awareness of workplace protocol, processes and key contact individuals.</p>	<ul style="list-style-type: none"> • Develop a peer mentoring program that pairs a new employee with a more senior employee as part of the onboarding process. • Develop strategies to facilitate coaching, mentoring and guidance for professional development/advancement for employees.
<p>Agency Culture Goal:</p> <p>Enhance employee understanding of EI-related topics to solidify active commitment to an equitable and respectful workplace.</p>	<ul style="list-style-type: none"> • Develop a training curriculum that includes mandatory baseline training for all employees. • Develop and provide additional optional EI-related training for employees to further expand their knowledge and understanding. • Conduct facilitated discussions regarding perspectives, takeaways, feelings and provide other feedback regarding training topics/presentations.

Work Plan

The below tables summarize the work plan efforts for each strategy and action item. Any associated training that may be needed to implement the work plan is identified under each work plan.

Recruitment Goal: Increase diversity in the agency's workforce.

Rationale: Agency-specific information from the underutilization report shows the Commission is not considered to be underutilized for any positions. However, there are still certain job groups that are staffed with few or no target group members. Although these job groups are not classified as underutilized by the Commission, the agency feels that having a more diverse population of employees in these job groups will help better represent and serve the diverse population of Wisconsin.

Recruitment Goal – Strategies or Action Items	Specific Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Obtain historical demographic data for each step of the applicant flow process and up-to-date workforce demographic data to identify and implement recruitment process improvements.	IDEAS Council determines the scope of data needed for analysis.	IDEAS Council requests necessary data from HR.	HR provides requested data to IDEAS Council.	PSC IDEAS Council	March 31, 2021
	IDEAS Council performs a meaningful analysis of the applicant flow data.	IDEAS Council determines the up-to-date demographic data needed to complement the applicant flow data.	IDEAS Council develops an employee demographic questionnaire and submits it to the Chairperson, Legal Counsel and HR for review/approval.	Region 1 EIO Chairperson Legal Counsel Region 1 HR	June 30, 2021
	HR sends out agency-wide questionnaire to employees and houses responses and analysis results.	HR compiles analysis results.	Analysis results are shared with IDEAS Council.		September 30, 2021
	IDEAS Council develops strategic plan to advance specific EI-related recruitment goals.	Goals/strategic plan submitted to Chairperson and HR for approval.	Implementation of specific EI-related recruitment plan.		June 30, 2022

Associated Training	<ul style="list-style-type: none"> Strategic planning for those involved in development of recruitment plan.
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Retention Goal: Develop a peer mentoring program.

Rationale: The employee satisfaction survey and exit interviews both showed lack of advancement opportunities within the agency was a prime employee concern. Developing a peer mentoring program aims to alleviate turnover by increasing opportunities for new employees to network and receive guidance on how to advance within the agency. The program will also serve as a means for new employees to receive and provide feedback about the Commission's protocols, processes and policies, which will help the agency better understand the experience of new employees. Enabling new employees to develop a thorough understanding of the agency's processes and protocols, as well as guidance on networking and how to best develop an internal plan for career growth during the onboarding process will boost employee investment in the agency, which should increase employee retention.

Retention Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Develop a peer mentoring program to offer increased networking opportunities and guidance on how to advance within the agency.	Identify program fundamentals (purpose, goals, scope, etc.).	Internal meetings are conducted to identify program fundamentals.	Program fundamentals are identified.	PSC IDEAS Council	December 31, 2021
	Develop program orientation and assignment processes.	Internal meetings are conducted to develop an orientation program/assignment process.	An orientation program/assignment process is developed.	PSC Management and Supervisors Region 1 HR	December 31, 2021
	Develop application process/screening criteria for mentors.	Send out communication to solicit volunteers to be mentors.	Mentors are selected.	Region 1 HR Region 1 HR Training Staff	December 31, 2021 May 1, 2022
	Conduct program orientation.	All mentors attend orientation and are educated regarding the importance of understanding individual differences.	100% mentor participation in orientation.		June 30, 2022
	Pilot the peer mentoring program.	Assign mentors to mentees.	New employees receive opportunities to network and guidance on how to advance within the agency.		July 1, 2022
	Conduct regular check-ins with program participants 1, 3, 6 and 12 months following assignment.	Participant feedback is evaluated for successes and areas needing improvement.	Program adjustments are made based on participant feedback.		Ongoing, as necessary

Associated Training	<ul style="list-style-type: none"> Training/orientation for program participants on roles and expectations, effective communication strategies and relationship-building techniques.
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Agency Culture Goal: Ensure and enhance employee knowledge and awareness of equity and inclusion topics.

Rationale: The employee satisfaction survey also showed one of the main areas needing improvement is the opportunity for employees to participate in training for personal development. Prior to the pandemic, the Commission was in the process of selecting presenters who are subject matter experts in EI-related topics, such as Islamophobia, to provide in-house education to employees. The Commission would like to continue to develop and expand an EI training curriculum to enhance employee understanding of EI-Related topics.

Agency Culture Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
Continued development of an EI training curriculum that supports a respectful and inclusive workplace and ongoing research and analysis to create an overall effective program.	<p>Identify training topics, presenters and frequency of trainings</p> <p>Develop a brief pre-training questionnaire to obtain employee demographic information and knowledge level of training topic prior to participation.</p> <p>Offer post-training debriefing sessions to gather employee feedback.</p> <p>Develop a general post-training questionnaire to be used following all trainings to gauge what the attendee knew beforehand and what insight they gained from the training.</p> <p>Conduct training effectiveness evaluation.</p>	<p>Employee feedback regarding training topics is solicited.</p> <p>IDEAS Council meets to determine information needed to gauge employee knowledge by demographic group.</p> <p>IDEAS Council holds safe-space debriefing session after each training presentation to gather participant feedback.</p> <p>IDEAS Council meets to determine questionnaire information needed to gauge training effectiveness.</p> <p>Internal meetings are conducted to analyze employee questionnaire responses.</p>	<p>At least three training topics/presenters are identified and training curriculum is offered to employees.</p> <p>Questionnaire is developed and approved by Legal Counsel, Commissioner's Office and Region 1 HR.</p> <p>Employee feedback is memorialized so trainings can be adjusted as necessary.</p> <p>Questionnaire is drafted and submitted to Legal Counsel, Commissioner's Office and HR for approval and use.</p> <p>Adjustments to trainings are made in accordance with feedback.</p>	<p>IDEAS Council</p> <p>DBOM Administrator</p> <p>Chairperson</p> <p>Legal Counsel</p> <p>Communications Officer</p> <p>Region 1 HR</p>	<p>June 1, 2021</p> <p>After training presentation dates are set and prior to each training session.</p> <p>Same day, following each training session.</p> <p>Questionnaire developed by June 1, 2021.</p> <p>Questionnaire will be sent between 45 and 90 days post-training to gauge employee retention of knowledge.</p> <p>Ongoing, as necessary.</p>

Associated Training	<ul style="list-style-type: none"> • Training for IDEAS Council members on facilitating sensitive discussions.
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Communication of Equity and Inclusion Plan

For the Equity and Inclusion Plan to be effective, agency management and employees need to be aware of its existence and contents. Information about the Equity and Inclusion Plan will be communicated internally by the following methods:

- The Chairperson will ensure the plan will be posted on the Commission's intranet site.
- The Chairperson will send an email to all employees outlining the plan and informing employees where they may find the plan on the Commission's intranet site.
- The plan will be published in the IDEAS Council newsletter.
- The Region 1 Executive HR Manager or EEO Program Officer will share the plan with Division Administrators and their management teams at upcoming management meetings.
- The EEO Program Officer will ensure that nondiscrimination and equal opportunity notices are prominently displayed in an area that is accessible and frequented by all employees.

This Equity and Inclusion Plan has an internal focus only. In its current form, it is not designed to apply to any other entity outside of the Public Service Commission. However, in order to communicate the Commission's commitment to all members of the community and other stakeholder groups, it is important to make the Equity and Inclusion plan available to external customers and stakeholders as well. Information about the Equity and Inclusion Plan will be communicated externally by the following method(s):

- The Chairperson will ensure the plan will be posted on the Commission's public internet site.
- The Chairperson will ensure the plan will be posted on the Commission's Facebook page.
- The EEO Program Officer will ensure that nondiscrimination and equal opportunity notices are prominently displayed in areas that are frequented by and accessible to the public.

Anyone with questions or concerns regarding the Equity and Inclusion Plan will be directed to the Region 1 Equity and Inclusion Officer, who will address them promptly.

Agency Monitoring

The Public Service Commission will monitor and measure progress toward the plan's goals. The Equity and Inclusion Officer will review progress of the plan on a semi-annual basis. If there are areas where implementation of plan strategies are not progressing as planned, Human Resources will work with the necessary parties to identify any barriers to plan progress and develop an action plan to overcome those barriers.

The EEO Program Officer will provide progress updates to the Human Resources Director, Chairperson and the Department's Equity and Inclusion Advisory Committee on a semi-annual basis (according to the State fiscal year cycle). Updates will include information on how and where feedback regarding the plan and its process may be provided and will be published on the agency's intranet and internet sites.

Division Administrators will be kept apprised of these updates by the Equity and Inclusion Officer on a semi-annual basis. Administrators will be responsible for sharing those updates with their respective management teams. Updates will include information on how and where feedback regarding the plan and its process may be provided.

Tracking and analysis of recruitment and retention issues will also be conducted by the Equity and Inclusion Officer and any other relevant parties on a semi-annual basis.