

State of Wisconsin Public Service Commission



Equity and Inclusion Plan

January 1, 2024 – December 31, 2026

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I. Glossary of Acronyms and Terms

Acronyms

“AA” stands for Affirmative Action

“CMT” stands for Commission Management Team

“CO” stands for Commissioners’ Office

“DA” stands for Division Administrator

“DBOM” stands for Division of Business Operations & Office Management

“DEI” stands for Diversity, Equity, and Inclusion

“EEO” stands for Equal Employment Opportunity

“EHRM” stands for Executive Human Resources Manager

“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

“Action item” means a specific activity undertaken to implement a strategy for achieving a goal.

“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.

“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.

“Agencywide Efforts Subcommittee” (aka Agencywide Efforts) is a subcommittee of the IDEAS Council that is responsible for developing surveys to gauge employee interests.

“Correspondence Subcommittee” (aka Correspondence) is a subcommittee of the IDEAS Council that is responsible to draft and publish ongoing correspondence, including newsletters and emails on behalf of the Council, with final approval by the Communication Advisor.

“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: Department of Administrations (DOA) Bureau of Equity and Inclusion

“EI Plan Subcommittee” (aka Equity and Inclusion Advisory Committee) is a subcommittee of the IDEAS Council that acts as the project team responsible for developing goals, action items, timelines and performance metrics for the agency’s Equity and Inclusion Plan. This subcommittee is coordinated by Policy Advisor and includes EIO.

“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: DOA’s Bureau of Equity and Inclusion

“Equity and Inclusion Advisory Committee” (aka EI Plan Subcommittee) is a subcommittee of the IDEAS Council that acts as the project team responsible for developing goals, action items, timelines and performance metrics for the agency’s Equity and Inclusion Plan. This subcommittee is coordinated by the Policy Advisor and an IDEAS staff member, and includes EIO.

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

“IDEAS Council” is a committee made up of Public Service Commission employees that advises the appointing authority concerning DEI programs designed to ensure equal opportunity to all employees, applicants for employment and clients of the agency. This committee includes the EIO and Policy Advisor, who are designated as non-voting members.

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

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

“Key Performance Indicator” means a metric used to measure the progress of the actions taken to reach the goal.

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

“Metric” means the qualitative information that is tracked and measured to determine the degree or level of progress toward a planned or expected outcome.

“Outcome” means the desired result from the implementation of a specific action.

“Outreach Subcommittee” (aka Outreach) is a subcommittee of the IDEAS Council that is responsible for planning outreach to other organizations for events and networking.

“Policy Advisor” means the PSC’s Director of Employee Engagement that works directly with the EI Officer, with assistance from IDEAS Council, to implement EI Plan goals and action items.

“Presentations Subcommittee” (aka Presentations) is a subcommittee of the IDEAS Council that is responsible for providing annual presentations to agency divisions, hosting brown bags or lunch and learns, and coordinating and hosting roundtable discussions for agency employees.

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

“Workplan” means the detailed actions for each strategy in the agency’s equity and inclusion plan.

II. 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.


Agency Appointing Authority:

Rebecca Cameron Valcq, Chairperson

(608) 267-7897

Rebecca.Valcq@wisconsin.gov

Signature/Date:



12/7/2023

Equity and Inclusion Officer:

Regina Howard

(608) 266-0208

Reginam.Howard@dot.wi.gov

Signature/Date:



12/07/2023

Date of submission to the Division of Personnel Management's Bureau of Equity and Inclusion:
Each individual or group listed below contributed to the development of the plan.

Planning Team Members:

- Milena Bernardinello, Program & Policy Supervisor
- Christian Borchardt, Public Utility Auditor-Senior
- Andrew Eiter, Public Utility Rates Analyst-Senior
- Kyle Feltes, Environmental Analysis & Review Specialist-Advanced
- Shiann Herr, Intern
- Regina Howard, Region 1 Equity and Inclusion Officer (Non-voting member)
- Brittany Larson, Program & Policy Analyst-Advanced
- Johanna Lathrop, Program & Policy Analyst-Advanced
- Jason Stevenson, Public Utility Rates Analyst-Senior
- Tyler Tomaszewski, Environmental Analysis & Review Specialist-Advanced
- Alecia Waupoose, Executive Staff Assistant
- Elizabeth Wheeler, Executive Assistant

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

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
- Regina Howard, Region 1 Equity and Inclusion Officer

- Laurice Lincoln, Bureau of Equity and Inclusion Director

III. Equity and Inclusion Commitment Letter

The Wisconsin Public Service Commission (PSC) 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.

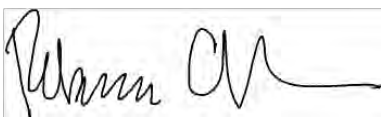
The PSC is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. The PSC recognizes that equal employment opportunity is a legal, organizational, and economic necessity in order to maximize the quality and diversity 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 PSC'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 accommodation will be provided, as requested, to employees and applicants with disabilities.

The PSC has developed and committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and the PSC 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 PSC to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. The PSC 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 PSC'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, Chairperson

Signature/Date:  12/7/2023

Equity and Inclusion Officer Name: Regina Howard, Equal Employment Opportunity Program Officer

Signature/Date:  12/07/2023

IV. 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 Agency 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.
- Provide 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 on agency equity and inclusion programs, initiatives, and policies.

Name of individual responsible:

Name: Rebecca Cameron Valcq

Title: Chairperson

Email: Rebecca.Valcq@wisconsin.gov

Phone: (608) 267-7897

Equity and Inclusion Officer

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

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This 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 Equal Employment Opportunity (EEO) and Affirmative Action (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 12 hours of equity and inclusion-related training annually.
- Participates in and advises the agency's Equity and Inclusion Committee (also known as the PSC IDEAS Council) as a non-voting member.
- Reviews policies, procedures, and practices and recommends changes to the Executive Human Resources Manager.

Name of individual responsible:

Name: Regina Howard

Title: EEO Program Officer

Email: Reginam.Howard@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 EEO Program Officer and equity and inclusive professionals. The Executive Human Resources Manager:

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

Name of individual responsible:

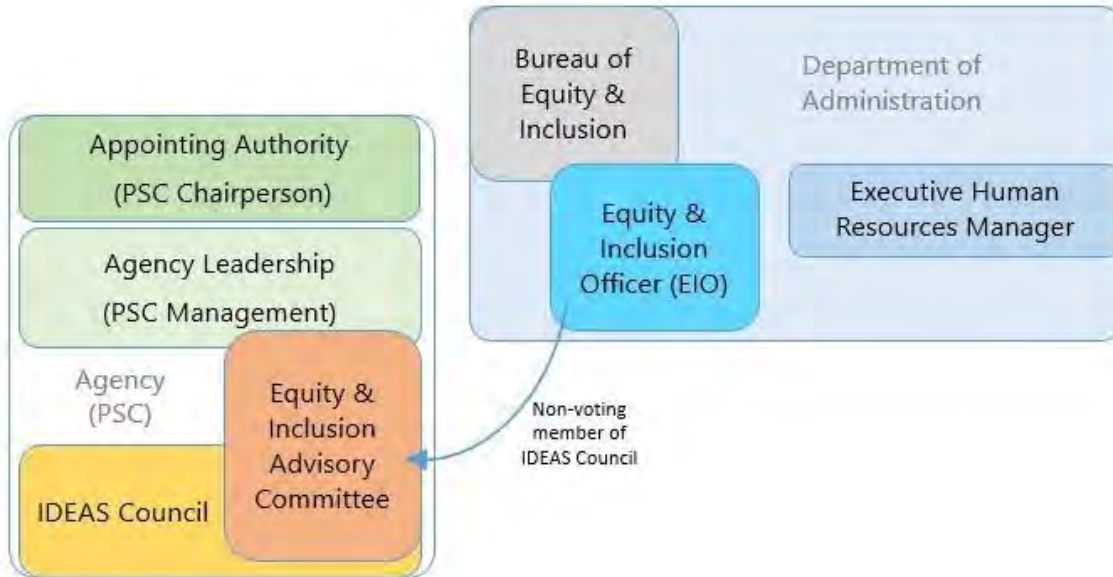
Name: Katie Wheelock

Title: Executive Human Resources Manager

Email: Katiee.Wheelock@Wisconsin.gov

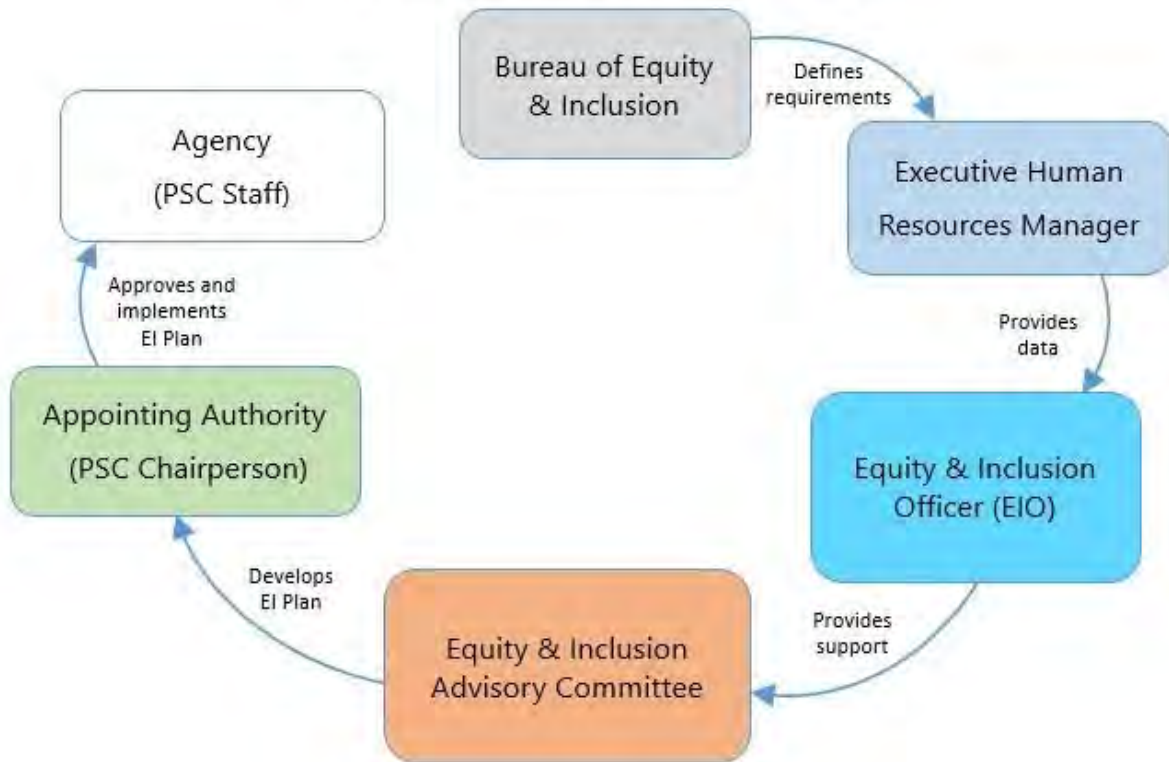
Phone: 608-261-8078

Equity & Inclusion Organization Chart



This chart summarily identifies the key players (individuals within groups within agencies) in developing and implementing the 2024-2026 Equity and Inclusion 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 2024-2026 Equity and Inclusion Plan was developed and commenced (not necessarily communication flows in various strategy and goal implementations).

V. Equity and Inclusion Plan 2024-2026

a. Introduction

The Public Service Commission's (PSC) mission is to ensure safe, reliable, affordable, and environmentally responsible utility services and equitable access to telecommunications and broadband services in Wisconsin.

The PSC 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.

The PSC's core values are:

- Inclusion
- Diversity
- Equity
- Awareness
- Service

The Equity and Inclusion Plan (EI Plan) closely aligns with the agency's values. The goals and strategies included in the EI Plan are meant to help foster an inclusive environment across the agency, while supporting diversity in the workplace and allowing employees to fully develop and contribute their individual skills in meeting the needs of the agency's diverse customer base. The PSC considers and balances diverse perspectives and endeavors to protect the public interest, environment, public health, and welfare. The PSC's staff is comprised of 159 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:

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

In compliance with Chapter 230, the PSC's Diversity, Equity, and Inclusion Committee, also known as the IDEAS Council, formed a diverse group of employees from across the agency to serve as the agency's Equity and Inclusion Advisory Committee (EIAC). The committee meets throughout the year to determine areas of improvement and to recommend goals to the Chairperson related to recruitment, retention, and agency culture.

To continue compliance with Chapter 230, PSC's EIAC met throughout the summer of 2023 to recommend updates to the existing EI Plan for the 2024-2026 term. Through more discussions, small group meetings and data analysis throughout the autumn of 2023, the EIAC finalized recommendations and presented them to the Commissioners' Office (CO) for consideration and approval.

b. Equity and Inclusion Plan 2020-2023 Accomplishments

The IDEAS Council and EIAC plan to continue to work toward promoting equity and inclusion. However, the IDEAS Council would also like to recap our accomplishments and work in 2021 and 2022. As seen below, the IDEAS Council worked on several goals in the EI Plan and continued collaboration and education within and outside of the agency.

Equity and Inclusion Plan

The IDEAS Council made great strides toward the EI Plan goals. IDEAS worked with Region 1 to establish two tiers of mandatory Diversity, Equity, and Inclusion (DEI) training for all Region 1 agency staff and supervisors. The Committee also worked with the Division of Business Operations and Office Management (DBOM) to establish specific trainings for agency supervisors including “Trauma Informed Care,” “Coaching Approach,” and a three-part Diversity Equity and Inclusion Training” and to create a BIAS training for interview panels, which will be mandatory for all staff on interview panels in 2023. IDEAS and DBOM began piloting a Peer Mentoring Program in 2022, and IDEAS Council members have been mentors to 5 new PSC employees as of the drafting of this document. In 2023, the IDEAS Council will get final approval to formally introduce the PSC Mentoring program, and will update its training and evaluation methods in the upcoming EI Plan term.

Collaboration and Education

Recent IDEAS Council sponsored events:

- **March 10, 2021:** Lunch and Learn to discuss the “BIAS is a Four Letter Word” webinar,
- **April 21, 2021:** Deaf Culture and American Sign Language, presented by Billy Mauldin,
- **October 28, 2021:** Brown Bag to discuss the YWCA Racial Justice Summit Conference,
- **June 15, 2022:** Brown Bag Tribal Affairs Presentation with Professor Dennis Dresang,
- **August 8, 2023:** Unconscious Bias Training with Derek Mosely, Director of Lubar Center at Marquette University.

YWCA Racial Justice Summit

Several members of the IDEAS Council attended the [YWCA Racial Justice Summit](#) from June 23rd to 24th in 2021, September 28th to 30th in 2022 and from October 3rd to 5th in 2023.

Hill Farms Diversity Celebration

The Wisconsin Department of Transportation’s (WisDOT) Affirmative Action Advisory Committee (AAAC), as well as the Department of Administration (DOA), Department of Financial Institutions (DFI), Department of Safety and Professional Services (DSPS), Employee Trust Funds (ETF), Higher Educational Aids Board (HEAB), and the PSC hosts a Diversity Celebration in the Hill Farms Office Building annually that the IDEAS Council regularly promotes and participates in. Although no celebration was hosted in 2021, it had occurred in 2022 and 2023:

- The 2022 celebration was held on September 13th, and IDEAS Council members and PSC staff had put up 3 displays with representatives for the depicted cultures. The Menominee Nation, Polynesian, and Indonesian cultures were represented at individual booths. 16 PSC staff members were reported to have attended in-person.
- The 2023 celebration was held on July 19th, and IDEAS Council members had helped represent the Menominee Nation at a dedicated educational booth. Commissioner Huebner also spoke publicly commending the efforts and importance of diversity. 26 PSC staff members were reported to have attended, 4 of which had attended virtually.

Outreach Subcommittee

IDEAS School Supply Drive

In August of 2022, the IDEAS Council's Outreach Subcommittee revived a past effort to collect school supplies and funds annually to donate to the local Crestwood Elementary School. Physical supplies and

monetary donations were hand-delivered by Council members on August 29, 2022 and again on September 1, 2023.

UW-Whitewater Special Olympics Summer Games

The Outreach Subcommittee had announced an effort to organize volunteers among PSC employees to aid with events at the Special Olympics Summer Games in June of 2023. One member of PSC staff who had heard through the announcement had volunteered for 6 hours.

Projected Outlook

In addition to the annually occurring School Supply Drive, efforts are being made to organize new outreach events above and beyond EI Plan goals. Future events may include singular opportunities such as the UW-Whitewater-hosted Special Olympics event, or recurring events such as an “Adopt a Family” drive, toy donation drive, or food drive for a local food bank during the winter holiday season.

c. Workforce Analysis Summary

As part of the workforce analysis process, the PSC’s EIAC reviewed the following datasets:

- Agency Employee Demographics (December 2018, 2019, 2020, 2021, 2022, and August 2023)
- Demographic Information by Agency (Q3 CY 2019 – Q3 CY 2023)
- Employee Satisfaction Survey Results (PSC 2019, 2020, 2021, and 2022)
- Exit Interviews (2020-2022)
- Statewide Utilization Report 2017, 2020, and 2023
- Written Hiring Reasons Report (FY 2015 – FY 2022)

Results and Caveats

Analysis was performed on the State of Wisconsin Written Hiring Reasons by State Agencies (Annual) reports for fiscal years 2015 – 2022¹ to find trends in hiring practices as they relate to demographic information at the PSC as well as across the state. Table 1 includes a summary from those reports of the hiring numbers for permanent positions of veteran² and Affirmative Action (AA) group³ hires⁴. The table represents a comparison of PSC hiring trends and hiring trends seen across all state agencies.

¹ Annual reports accessed at: [Division of Personnel Management Equity and Inclusion Reports \(wi.gov\)](#)

² “Veteran” includes veterans and spouses of veterans.

³ “AA Group” includes persons with disabilities, persons who identify with one or more racial and/or ethnic minority group, and persons who identify as women.

⁴ Summarized from Written Hiring Reasons Reports FY2015-FY2022.

Table 1 – Summary of State of Wisconsin Written Hiring Reasons Report Data 2015-2022

		2015		2016		2017		2018		2019		2020		2021		2022	
		PSC	State	PSC	State	PSC	State	PSC	State	PSC	State	PSC	State	PSC	State	PSC	State
Total Hires (#)	#	20	3457	19	3289	10	4045	19	4414	19	4819	23	3955	30	4390	31	3045
Total Veteran & AA Group Hires~	#	2	784	3	775	2	1089	0	1162	13	3359	13	2568	16	3074	26	2292
	%	10%	23%	16%	24%	20%	27%	0%	26%	36%	70%	57%	65%	53%	70%	84%	75%
Veterans & Spouses of Veterans	#	0	272	1	273	0	357	0	405	0	422	0	395	1	429	0	249
	%	0%	8%	5%	8%	0%	9%	0%	9%	0%	9%	0%	10%	3%	10%	0%	8%
Persons with Disabilities	#	2	25	0	12	0	18	0	13	0	26	0	13	0	5	16	528
	%	10%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	30%	0%	0%	52%	17%
Racial Ethnic Minorities	#	0	292	2	265	2	379	0	228	4	1084	5	768	7	1010	6	618
	%	0%	8%	11%	8%	13%	9%	0%	5%	21%	22%	22%	19%	23%	23%	19%	20%
Women	#	0	195	0	225	0	335	0	516	12	2667	10	1966	11	2397	18	1760
	%	0%	6%	0%	7%	87%	8%	0%	12%	63%	55%	44%	50%	37%	55%	58%	58%
Total Non Veteran & Non-AA Group Hires*	#	18	2673	16	2514	8	2956	19	3252	4	1323	8	1260	13	1199	5	736
	%	90%	77%	84%	76%	80%	73%	100%	74%	21%	27%	35%	32%	43%	27%	16%	24%
Not Indicated^	#	-	-	-	-	-	-	-	-	2	137	2	127	1	117	0	17
	%	-	-	-	-	-	-	-	-	11%	3%	9%	3%	3%	3%	0%	1%

~Total veterans and AA group employee hires identified in one or more of the veteran and/or AA groups.

*Total non-Veterans and non-AA group employee hires.

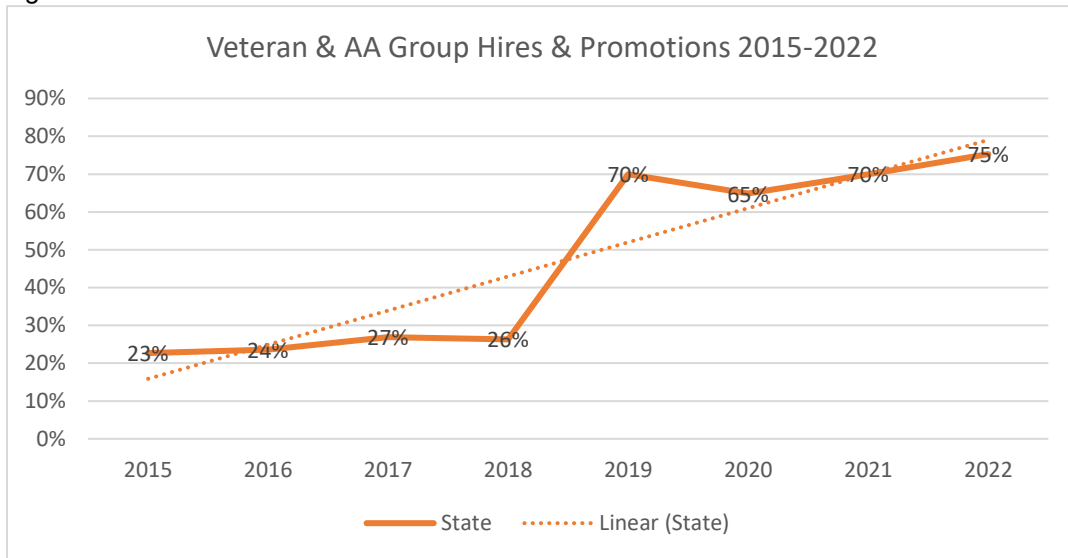
^Total number of employee hires that did not disclose their race/ethnicity, making it undetermined if they belong to an AA group. ~ +

* + ^ = Total Hires.

-“Not Indicated” values were integrated into Total Non Veteran & Non-AA Group Hires during this reporting period.

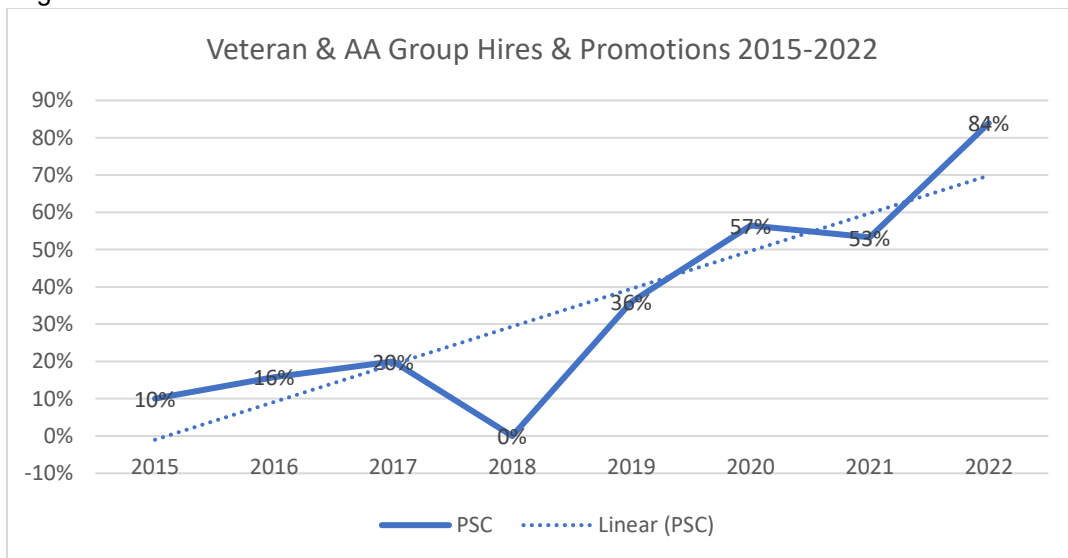
The percentage values in the table are the result of dividing each disaggregated group value by the total amount of hires at the PSC and across the entirety of state agencies studied. Since fiscal year 2015, the state as a whole has increased its percentages of veteran and AA group hires from 23 to 75 percent (see Figure 1).

Figure 1



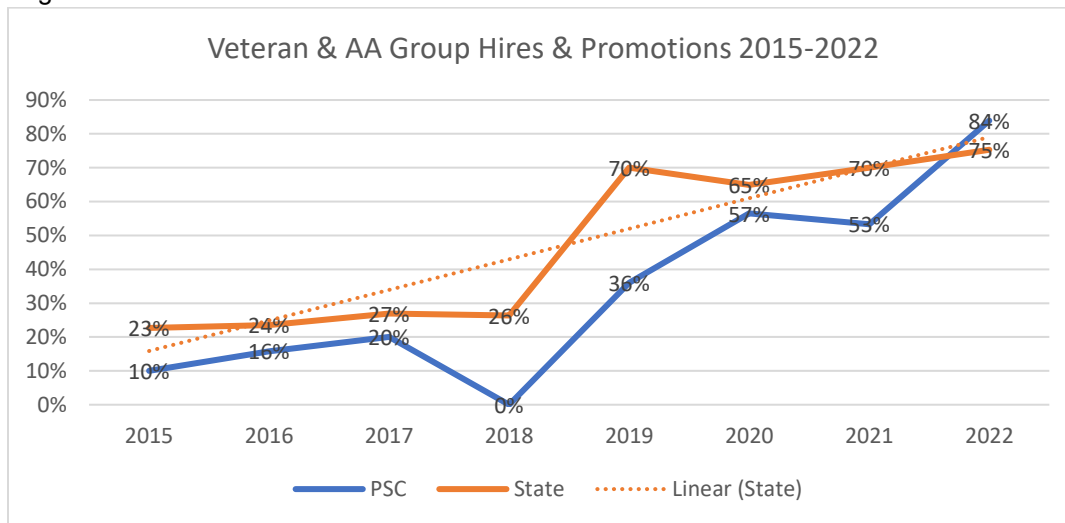
The PSC has experienced a similar overall increasing trend from 10 to 84 percent since fiscal year 2015 (see Figure 2).

Figure 2



In comparison, the PSC surpassed the state percentage of veteran and AA group hires in the most recent study (see Figure 3).

Figure 3



Despite these significant increases, diverse recruitments in ethnicity, gender, and race are only marginally reflected in the overall retention demographics of the PSC’s permanent employees over time (see Figure 4). Disability and veteran status are not collected in this agency demographic data and the number of veteran and spouses of veteran employees has remained approximately the same since 2019⁵ (3-5 employees). Therefore, while perspectives from persons with disabilities offer several benefits of diversity, this spike in the overall diverse hiring and promotion is not reflected in all other demographic areas studied. It should be noted though, that the percentage of Wisconsin residents that identify as persons with disabilities is 11.7 percent⁶, and 15.4 percent of PSC’s workforce is made of employees who identify as persons with disabilities⁷. Therefore, the PSC representation of this AA group proportionally exceeds that of the state’s demographics.

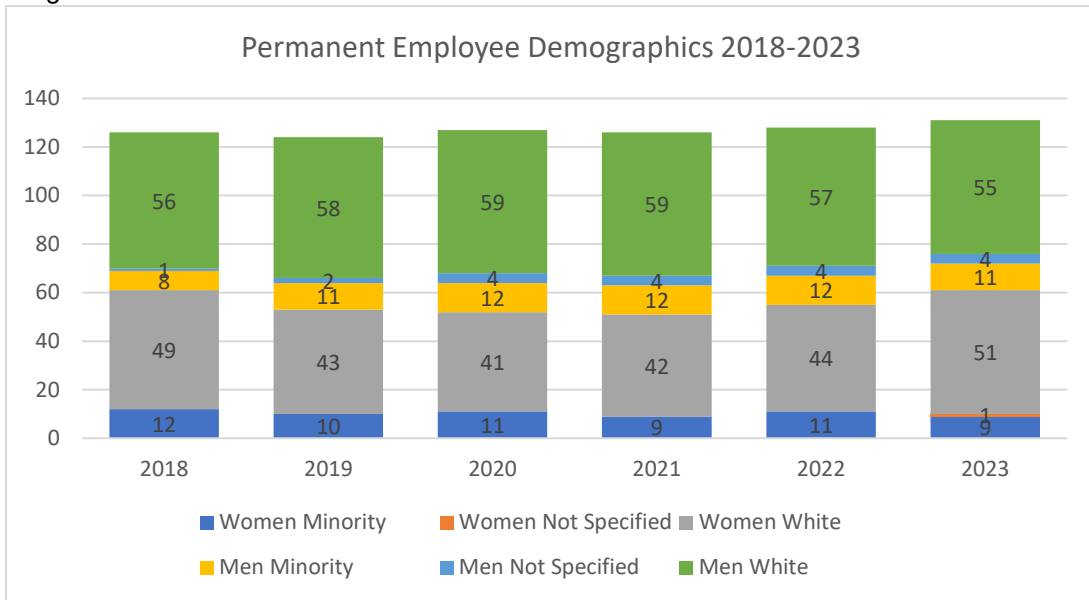
Between December 2018 and the most recent employee demographic data capture, the number of women employed at the Commission has remained the same, despite decreasing in racial ethnic diversity by 25 percent (3 employees). In the same time period, the number of men employed has increased by 8 percent (5 employees). This increase includes 3 additional employees who identify as minorities, which is a 38 percent increase in racial or ethnic diversity of men.

⁵ Veteran status data gathered from [Demographic Information by Agency \(quarterly\)](#) from Q3 CY 2019 – Q3 CY 2023.

⁶ [2019 State Report for County-Level Data: Prevalence | Annual Disability Statistics Compendium \(disabilitycompendium.org\)](#)

⁷ [Workforce Analysis - Employee Demographics CY2023 Q3 - Distinct Count.xlsx \(wi.gov\)](#)

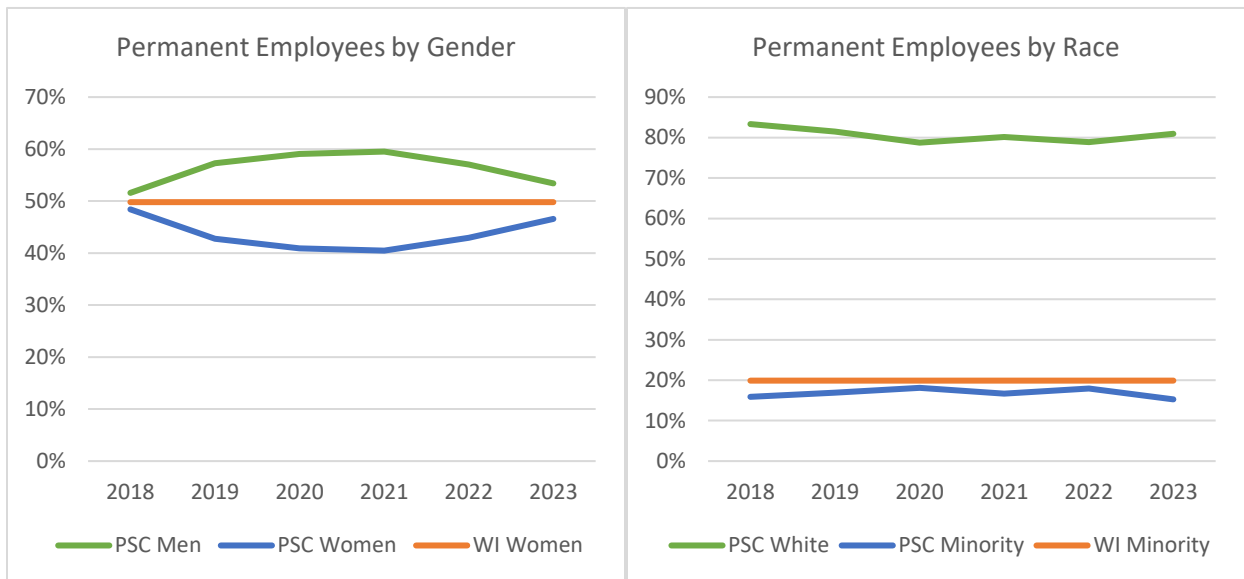
Figure 4^{8,9}



It is worth noting how the total percentages of these demographics have evolved in comparison to the demographic makeup of the citizens of the State of Wisconsin in these categories. The PSC's number of men to women has fluxuated since 2018, but has remained in a range that does not reflect the gender demographics of Wisconsin. State of Wisconsin population estimate has remained at approximately 50 percent women since 2018 (see Figure 5). Also, while PSC has gotten close to being representative of the State of Wisconsin population in race, it has historically fallen short (see Figure 6).

Figure 5

Figure 6



⁸ For the purposes of clarifying inconsistent terminology across cited reports, the words “females” and “women” are interchangeable.
⁹ Gender identity data collection for PSC employees did not include options in addition to men or women.

Another gap in representation at the PSC that can be observed over the last several years is that of workforce utilization. The Wisconsin Statewide Utilization reports¹⁰ workforce availability of women and minorities across all job groups with the State of Wisconsin. Employee demographic data was pulled from the most recent pay period of each year since 2018 and compared with appropriate workforce utilization in the previous and most recent Wisconsin Statewide Workforce Utilization reports. These comparisons are reflected in Table 2 for employees identified as women and Table 3 for employees identified as racial ethnic minorities. Job groups that fall under the threshold of appropriate utilization percentages are highlighted in red.

¹⁰ [Division of Personnel Management Equity and Inclusion Reports \(wi.gov\)](#)

Table 2 – Summary of Employee Demographics at Public Service Commission 2018-2023 (Women)

Job Group	Job Group #	2023			2022			2021			2020			2019			2018		
		# of Filled Positions	# of Women	% of Women	# of Filled Positions	# of Women	% of Women	# of Filled Positions	# of Women	% of Women	# of Filled Positions	# of Women	% of Women	# of Filled Positions	# of Women	% of Women	# of Filled Positions	# of Women	% of Women
Administrative Support	195	10	10	100%	9	9	100%	7	7	100%	10	9	90%	10	9	90%	10	9	90%
Administrators/Senior Executives	001	9	7	78%	10	6	60%	10	6	60%	8	5	63%	8	5	63%	9	4	44%
Architect & Engineers	028	18	2	11%	18	1	6%	17	3	18%	17	4	24%	18	4	22%	19	6	32%
Architect/Engineer Supervisors	005	2	1	50%	2	2	100%	2	0	0%	1	0	0%	2	0	0%	0	0	NA
Business & Program Area Supervisors	003	4	2	50%	4	3	75%	2	1	50%	2	1	50%	3	2	67%	3	3	100%
Business Professionals	020	1	1	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	2	2	100%
Environmental Specialists	050	5	2	40%	4	1	25%	5	1	20%	6	2	33%	6	2	33%	6	2	33%
Fiscal	016	31	14	45%	28	9	32%	30	10	33%	32	10	31%	31	13	42%	26	15	58%
Inspectors, Investigators and Compliance	025	4	1	25%	4	1	25%	5	2	40%	4	2	50%	5	4	80%	5	4	80%
IS Professionals	043	14	4	29%	12	4	33%	12	4	33%	12	4	33%	11	3	27%	11	3	27%
Legal Professionals and Paralegal	119	9	3	33%	8	3	38%	9	4	44%	9	3	33%	7	2	29%	8	2	25%
Mid-Level Supervisors	002	7	2	29%	8	3	38%	6	2	33%	5	2	40%	5	2	40%	6	3	50%
Planning Policy and Research	044	15	9	60%	15	8	53%	17	9	53%	16	8	50%	14	6	43%	20	7	35%
Program Specialist	019	2	2	100%	4	3	75%	3	1	33%	4	1	25%	3	0	0%	0	0	NA
Service, Quality, Control & Compliance Supervisors	010	1	1	100%	1	1	100%	0	0	NA	0	0	NA	0	0	NA	0	0	NA
Unclassified	900	14	7	50%	13	7	54%	14	6	43%	14	6	43%	13	7	54%	13	4	31%
TOTAL		146	68	47%	141	62	44%	140	57	41%	141	58	41%	137	60	44%	138	64	46%

Table 3 – Summary of Employee Demographics at Public Service Commission 2018-2023 (Racial Ethnic Minorities)

Job Group	Job Group #	2023			2022			2021			2020			2019			2018		
		# of Filled Positions	# of Minorities	% of Minorities	# of Filled Positions	# of Minorities	% of Minorities	# of Filled Positions	# of Minorities	% of Minorities	# of Filled Positions	# of Minorities	% of Minorities	# of Filled Positions	# of Minorities	% of Minorities	# of Filled Positions	# of Minorities	% of Minorities
Administrative Support	195	10	2	20%	9	3	33%	7	1	14%	10	1	10%	10	1	10%	10	1	10%
Administrators/Senior Executives	001	9	1	11%	10	1	10%	10	1	10%	8	1	13%	8	1	13%	9	0	0%
Architect & Engineers	028	18	6	33%	18	6	33%	17	5	29%	17	6	35%	18	4	22%	19	3	16%
Architect/Engineer Supervisors	005	2	1	50%	2	1	50%	2	0	0%	1	0	0%	2	0	0%	0	0	NA
Business & Program Area Supervisors	003	4	1	25%	4	1	25%	2	0	0%	2	0	0%	3	0	0%	3	1	33%
Business Professionals	020	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	2	0	0%
Environmental Specialists	050	5	0	0%	4	0	0%	5	0	0%	6	0	0%	6	0	0%	6	0	0%
Fiscal	016	31	0	0%	28	0	0%	30	3	10%	32	5	16%	31	5	16%	26	7	27%
Inspectors, Investigators and Compliance	025	4	2	50%	4	2	50%	5	2	40%	4	2	50%	5	3	60%	5	2	40%
IS Professionals	043	14	4	29%	12	4	33%	12	4	33%	12	3	25%	11	3	27%	11	2	18%
Legal Professionals and Paralegal	119	9	1	11%	8	1	13%	9	1	11%	9	1	11%	7	1	14%	8	2	25%
Mid-Level Supervisors	002	7	1	14%	8	1	13%	6	1	17%	5	1	20%	5	1	20%	6	1	17%
Planning Policy and Research	044	15	1	7%	15	2	13%	17	2	12%	16	2	13%	14	2	14%	20	1	5%
Program Specialist	019	2	0	0%	4	1	25%	3	1	33%	4	1	25%	3	0	0%	0	0	NA
Service, Quality, Control & Compliance Supervisors	010	1	0	0%	1	0	0%	0	0	NA	0	0	NA	0	0	NA	0	0	NA
Unclassified	900	14	1	7%	13	2	15%	14	3	21%	14	3	21%	13	2	15%	13	1	8%
TOTAL		146	21	14%	141	25	18%	140	24	17%	141	26	18%	137	23	17%	138	21	15%

As of August 2023, the PSC workforce was comprised of the following percentages of women¹¹ and minorities in permanent positions in the job groups depicted below. Job groups that exhibit underutilization by having percentages less than the total state workforce availability for women and ethnic minorities are highlighted.¹²

Several job groups at PSC, including architects and engineers, business and program area supervisors, environmental specialists, fiscal, IS professionals and legal professionals and paralegals, are underutilized by women. Due to the small size of PSC's workforce, in several cases recruitment of one or two more women would bring a job group into a utilization percentage that meets or exceeds the total state workforce availability. However, the largest opportunities for improvements in recruitment for women lie in the fiscal and IS professional job groups, where PSC would require its current number of women to increase by four in both job groups to meet total state workforce availability.

It may be worth noting that PSC well exceeds total state workforce availability in administrative support, where number of women exceeds state workforce availability by eight. Further, while the PSC lacks utilization in mid-level supervisors, the number of women administrators/senior executives exceeds state workforce availability by 31 percent (3 employees).

Four job groups at PSC, including administrators/senior executives, business professionals, environmental specialists and fiscal, are underutilized by ethnic minorities. Due to the small size of PSC's workforce, in several cases recruitment of one more ethnic minority would bring a job group into a utilization percentage that meets or exceeds the total state workforce availability. However, the largest opportunity for improvements in recruitment for minorities lie in the fiscal job group, where PSC would require its current number of minority employees to increase by four to meet total state workforce availability.

Table 4 – Summary of Employee Demographics at Public Service Commission 2023 (Women and Minorities)

Job Group	# of Filled Positions Currently in the Agency	# of Women	% of Women	Availability for Women (%)	# of Minorities	% of Minorities	Availability for Minorities (%)
Administrative Support	10	10	100%	17%	2	20%	15%
Administrators/Senior Executives	9	7	78%	47%	1	11%	12%
Architect & Engineers	18	2	11%	27%	6	33%	9%
Architect/Engineer Supervisors	2	1	50%	22%	1	50%	9%
Business & Program Area Supervisors	4	2	50%	60%	1	25%	13%
Business Professionals	1	1	100%	51%	0	0%	12%
Environmental Specialists	5	2	40%	46%	0	0%	12%
Fiscal	31	14	45%	55%	0	0%	10%
Inspectors, Investigators and Compliance	4	1	25%	46%	2	50%	11%
IS Professionals	14	4	29%	52%	4	29%	11%
Legal Professionals and Paralegal	9	3	33%	48%	1	11%	8%
Mid-Level Supervisors	7	2	29%	55%	1	14%	11%
Planning Policy and Research	15	9	60%	48%	1	7%	11%

¹¹ Gender identity data collection for utilization did not include options in addition to men or women.

¹² Based on percentages given in the DOA [2023 State Underutilization Report and 2020 State Underutilization Report](#).

Program Specialist	2	2	100%	56%	0	0%	13%
Service, Quality Control & Compliance Supervisors	1	1	100%	48%	0	0%	12%
Unclassified	14	7	50%	No Data	1	7%	No Data

Additionally, the PSC participates in the Employee Satisfaction Survey annually, which identifies how staff feel about the work environment and being treated fairly in the workplace. The results from the most recent four surveys show that the percentage of employees who took the survey and agree or strongly agree the PSC has a work environment where every person is respected has increased from 77 to 85 percent over the last four surveys. The percentage has remained the same at 88 percent for employees who feel their work environment is one where diverse cultures are accepted. Also, the percentage of employees that feel they are treated fairly by PSC management has steadily increased from 73 to 87 percent over the last four surveys.

Table 5 – Summary of Employee Satisfaction Survey Results at Public Service Commission 2019-2022

Survey Questions	Percent of E'es* who Agree or Strongly Agree (people count of 87 surveyed)	Percent of E'es* who Agree or Strongly Agree (people count of 101 surveyed)	Percent of E'es* who Agree or Strongly Agree (people count of 93 surveyed)	Percent of E'es* who Agree or Strongly Agree (people count of 82 surveyed)
	2022	2021	2020	2019
My work environment is one where every person is respected.	85% (74)	80% (81)	81% (75)	77% (63)
My work environment is one where diverse cultures are accepted.	88% (77)	84% (85)	84% (78)	88% (72)
I am treated fairly by PSC management.	87% (76)	84% (85)	80% (74)	73% (60)

*PSC employees who submitted a survey.

Without a sample size of the entire agency, these results could reveal two possibilities. The PSC's total permanent employee numbers average approximately 127 (see Figure 4 for source of averaged totals). The percentages of the total PSC workforce who have taken the survey has fluctuated between 2019 and 2022 at 66, 73, 80, and 68 percent, respectively. Therefore, along with the underutilization statistics shown above, there is a possibility that the survey did not include anyone of racial and/or ethnic diversity, and the opinion of a majority of white men or all genders racialized as white may mask the opinions of those who are intersectionally marginalized. If the sample size was representative of the actual demographic makeup of the PSC when it comes to racial ethnic diversity the trends tell us that employee opinion in these three areas has generally improved. However, information gathered from the short answer question responses revealed feedback that was highly critical of the PSC's culture and lack of diversity. Despite the amount of positive feedback regarding employee satisfaction, the PSC is still experiencing a gap in satisfaction regarding agency culture, which may be a barrier to retention in itself.

Another informational obstacle that the equity and inclusion planning process has experienced involves specific demographic recruitment data that HR is currently unable to retrieve from the State of Wisconsin Government Job Site system. If the EIAC were able to extract and analyze recent and current applicant flow data, the PSC may be able to gain more insight on whether, and to what extent, the hiring process and panels are a barrier to meet or exceed appropriate utilization metrics for the PSC.

Ultimately, while it could be argued improvements have been made in areas of recruiting, particularly for women and persons with disabilities, it appears the PSC is still experiencing a gap in retaining people of veteran status and/or racial and/or ethnic diversity. The primary recruitment goal of the PSC has been to meet or exceed workforce availability demographics as laid out in the Wisconsin Statewide Utilization

Report. In addition to continued focus on diverse recruiting, more effort must be made to retain employees of racial and/or ethnic diversity. One approach EAC chose in investigating how to create an inclusive environment was to analyze information provided by employees who left the agency. EAC analyzed exit interview data for 24 employees that left the PSC from 2020 to 2022. Approximately two thirds of the employees interviewed stated they left the PSC due to unsatisfactory compensation and/or low or no advancement opportunities.

Approximately one quarter of employees interviewed left due to poor agency culture and/or work conditions. While Employee Satisfaction Survey data qualifies some criticisms of the lack of equity and inclusion in PSC's agency culture, we have no clear information on what specific measures could be taken to make the agency a more equitable and inclusive environment. One possible way to gain useful input would be conducting an anonymous short answer survey focused on what and how particular aspects of the PSC agency culture could be changed or what elements could be integrated to create a more equitable and inclusive environment to each employee's particular identity. If the questions are centered on proposed improvements to equity and inclusion rather than exclusively criticisms, then more precise measures could be identified and implemented to improve agency culture, and therefore retention metrics.

d. Goals and Strategies/Action Items

The CO reviewed the recommendations from the agency’s DEI Committee and approved the following overarching goals for the PSC’s internal EI 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 on diversity.

Work Plan	Overarching Goals	Strategies or Action Items to Achieve Goals
Recruitment	Increase diversity in the agency’s workforce with focus on minorities and women to meet or exceed state workforce availability and representative of the ratepayers we serve.	<ol style="list-style-type: none"> 1. Increase outreach to diverse professional organizations that actively include minorities and/or veterans and/or women who specialize in job groups that are applicable to PSC regarding job opportunities. 2. Provide EI Plan goals to screening and interview panel members prior to recruitment process. 3. Require unconscious bias and best interview panel practices training to screening and interview panel members prior to recruitment. 4. Require increased training of supervisors on DEI-related topics. 5. Require annual EI Plan update for all staff.
Retention	Alleviate turnover by increasing new employee awareness of workplace protocol, processes, and key contact individuals to foster a welcoming work environment where all employees feel a sense of belonging.	<ol style="list-style-type: none"> 1. Continue to develop and implement a meaningful Peer Mentorship Program (PMP). 2. Conduct evaluation of PMP. 3. Analyze responses to annual Employee Satisfaction Survey results for feedback for improvement of ongoing and development of future EI Plan goals.
Agency Culture	Continue to develop and expand a training curriculum to enhance employee understanding of DEI-related topics.	<ol style="list-style-type: none"> 1. Develop and implement a DEI-related training curriculum above and beyond what is required. 2. Develop and administer a brief survey to obtain employee thoughts on content for each DEI-related training and presentation. 3. Hold debriefing sessions after each training deadline and presentation session.

e. 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 Plan Goal: Increase diversity in the agency’s workforce with focus on minorities and women to meet or exceed state workforce availability and representative of the ratepayers we serve.

Rationale: Agency-specific information from the underutilization report shows the PSC is underutilized in some job groups. Since there is a low number of positions available at the agency in many of the job groups, it may be more of a challenge for the PSC to increase percentages of women and minorities to levels that technically fall within appropriate utilization range. Regardless, the agency is still committed to optimizing diversity in our workforce. There are certain job groups that are staffed with few or no minorities or women, and the agency feels that employing more minorities and women in these job groups will help better represent and serve the diverse population of Wisconsin. Through outreach strategies listed below, the Commission hopes to optimally diversify the candidate pools for all, especially underutilized, job groups. Further, through providing additional DEI-related materials, trainings and presentations for all supervisors and employees, the PSC hopes to eliminate the effect of unconscious bias in interview panels and diversify our workforce to utilization levels consistent with the state’s recorded workforce availability and population demographics.

Recruitment Goal – Strategies or Action Items	Specific Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
1. Increase outreach to diverse professional organizations that actively include minorities and/or veterans and/or women who specialize in job groups that are applicable to PSC regarding job opportunities.	1a. Identify underutilized job groups in updated workforce analysis. ¹³	Increase in the number diversity-related professional groups that receive notifications of job opportunities.	Outcome: Increased presence of applicants in the hiring process who identify as minorities and/or veterans and/or women. Metric: Percentage of applicants who identify as minorities and/or women in recruitment data meets or exceeds workforce availability metrics in Statewide Utilization Report, and percentage of veteran applicants meets or exceeds Wisconsin population demographics.	1a. EIAC and Policy Advisor	1a. 1 st Friday of February, annually
	1b. Identify applicable professional groups based on underutilized job groups.			1b. Outreach, Policy Advisor and Commission Management Team (CMT)	1b. 1 st Monday of May, annually
	1c. Create/update mailing list for each job group that includes applicable professional groups. ¹⁴			1c. Outreach, Region 1 HR Policy Advisor and Equity and Inclusion Officer (EIO)	1c. 1 st Monday of June, annually
	1d. Post positions to applicable mailing list as needed.			1d. Region 1 HR, Policy Advisor and EIO	1d. Ongoing (starting with first underutilized job group position)

¹³ See Workforce Analysis section for table format and the August 2023 results (Table 4). Request latest demographic information pivot table from Executive Human Resources Manager.

¹⁴ Prioritize job group(s) that include open Commission positions and are underutilized.

Recruitment Goal – Strategies or Action Items	Specific Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
2. Provide EI Plan goals to screening and interview panel members prior to recruitment process.	<p>2a. Develop a handout and points for consideration related to the EI Plan and hiring goals.</p> <p>2b. Provide handout to screening/hiring panel members.</p>	Meetings are held to develop the handout, and the handout is delivered to panel members.	<p>Outcome: Increased panel member awareness of EI hiring goals, disproportionate staffing and how unconscious bias may influence the selection process.</p> <p>Metric: Percentage of applicants who identify as minorities and/or women in recruitment data meets or exceeds workforce availability metrics in Statewide Utilization Report, and percentage of veteran applicants meets or exceeds Wisconsin population demographics.</p>	<p>2a. EIO and Region 1 HR</p> <p>2b. EIO and Region 1 HR</p>	<p>2a. 1st Monday of February, annually</p> <p>2b. Ongoing (for every panel member every recruitment they participate in)</p>
3. Require unconscious bias and best interview panel practices training to screening and interview panel members prior to recruitment.	<p>3a. Identify existing online training modules regarding unconscious bias and best interview panel practices.</p> <p>3b. Ensure all screening and interview panel members have participated in the training prior to participating in the screening/hiring process.</p> <p>3c. Create and maintain a database to track all completed interview panel trainings.</p>	Trainings are made available on a regular basis to all panel members.	<p>Outcome: Increased panel awareness of unconscious bias and how it influences the selection process. Also, increase in the number of target group candidates being selected to fill positions.</p> <p>Metric: Percentage of applicants who identify as minorities and/or women in recruitment data meets or exceeds workforce availability metrics in Statewide Utilization Report, and percentage of veteran applicants meets or exceeds</p>	<p>3a. EIO and Policy Advisor</p> <p>3b. EIO and Policy Advisor</p> <p>3c. Policy Advisor</p>	<p>3a. 1st Monday of February, annually</p> <p>3b. Ongoing (start with first recruitment).</p> <p>3c. Ongoing (start with first recruitment).</p>

Recruitment Goal – Strategies or Action Items	Specific Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
			Wisconsin population demographics.		

Recruitment Goal – Strategies or Action Items	Specific Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
<p>4. Require increased training of supervisors on DEI-related topics.</p>	<p>4a. Require all supervisors to attend three (3) additional EI-related trainings annually.</p> <p>4b. Hold an annual meeting for all supervisors with Region 1 HR, EIO, to discuss EI topics, in a training on new topics, followed by open discussion format.</p> <p>4c. Create a database to track all completed trainings.</p> <p>4d. Maintain database to track all completed trainings.</p>	<p>Meetings are held to discuss DEI trainings, and completion status for supervisors can be seen in the tracker.</p>	<p>Outcome: Increased supervisory awareness of EI hiring goals, disproportionate staffing and unconscious bias. Also, increase in the number of target group candidates being selected to fill positions.</p> <p>Metric: Percentage of applicants who identify as minorities and/or women in recruitment data meets or exceeds workforce availability metrics in Statewide Utilization Report, and percentage of veteran applicants meets or exceeds Wisconsin population demographics.</p> <p>Completed trainings recorded in tracker.</p>	<p>4a. Region 1 HR, EIO, Policy Advisor and CMT</p> <p>4b. Region 1 HR, EIO, Policy Advisor and CMT</p> <p>4c. Region 1 HR, EIO, Policy Advisor and CMT</p> <p>4d. Policy Advisor</p>	<p>4a. June 30, annually</p> <p>4b. June 30, annually</p> <p>4c. June 30, 2024</p> <p>4d. Ongoing (Starting June 30, 2024)</p>

Recruitment Goal – Strategies or Action Items	Specific Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
5. Require annual EI Plan update for all staff.	5a. Develop and deliver a presentation of EI Plan progress or training on specific diversity topics to entire agency. 5b. Hold a general open table discussion on diversity, equity and inclusion, facilitated by the appropriate HR representative(s).	Presentations subcommittee works with Commissioner's Office to schedule the presentation. Meetings are held to discuss delivery leading up to annual presentation.	Outcome: Increased staff awareness of DEI-related issues and agencywide DEI initiatives in the EI Plan. Metric: Percentage of applicants who identify as minorities and/or women in recruitment data meets or exceeds workforce availability metrics in Statewide Utilization Report, and percentage of veteran applicants meets or exceeds Wisconsin population demographics.	5a. Presentations, Commissioner's Office, CMT, Agency Staff 5b. Region 1 Commissioner's Office, CMT, Agency Staff	5a. June 30, annually 5b. September 30, annually

Associated Training	<ul style="list-style-type: none"> • Strategic planning for those involved in development of recruitment plan. • Interview Panel Best Practices training for screening/hiring panel member. • Unconscious Bias training for screening/hiring panel members. • Moving Beyond Compliance training module.
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Retention Plan Goal: Alleviate turnover by increasing new employee awareness of workplace protocol, processes, and key contact individuals to foster a welcoming work environment where all employees feel a sense of belonging.

Rationale: Employees may be more inclined to stay at the PSC if they feel their identity is accepted and embraced. One way to foster this sense of belonging is an effective welcoming to new employees and guided acclimation to PSC policy, processes and procedures. In the previous EI Plan term the EIAC attempted to develop a PMP that aimed to alleviate turnover by increasing new employee awareness of workplace culture goals. The piloted program has served as a means for new employees to receive and provide feedback about the PSC's culture and processes. The mentors have served as a resource to a new employee regarding things such as agency protocols, guidance for advancement within the PSC, the correct individual(s) to approach within the agency for specific needs, etc. The mentors are also meant to serve as a confidential source for the mentee to discuss potentially sensitive issues with, if they did not wish to approach management or Human Resources. This program has also aimed to provide our agency with a better understanding of the experience of new employees. While some actions of the piloted PMP were not successfully implemented or documented, the word of mouth from participants of the piloted PMP has been resoundingly positive. It appears that enabling new employees to develop a thorough understanding of the agency's culture, processes and protocols during the onboarding process has and will continue to help employees to be more engaged at the workplace and feel like a valued member of the workforce. The

PSC's PMP will continue to be developed with more precise documentation metrics to build upon our agency's retention goal. Further, employee satisfaction is important to the PSC and requires ongoing monitoring. PSC plans to continue administering the annual Employee Engagement Survey and analyzing the results of questions focused on equity and inclusion to inform potential updates to EI Plan strategies.

Retention Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
1. Continue to develop and implement a meaningful PMP.	1a. Identify PMP fundamentals (purpose, goals, scope, etc.).	Actions have been consistently discussed and worked on at IDEAS Council	Outcome: Improve staff relations across divisions and provide additional avenues of obtaining information for new staff.	1a. EIAC	1a. 1 st Monday of March, annually
	1b. Develop PMP application process/screening criteria for mentors from an EI perspective.	Monthly Meetings and input from stakeholders (CMT and Staff) has been collected in the process.	Metric: Employee retention rates increase, and turnover rates decrease. Employee advancement/promotion rate increase for staff involved in the program.	1b. EIAC	1b. 1 st Monday of June, annually
	1c. Develop PMP orientation and assignment processes from an EI perspective.	Agency Staff have been offered opportunity to mentor new hires, CMT have approved volunteers, mentors are being assigned to mentees, and check-ins are occurring.		1c. EIAC	1c. 1 st Monday of September, annually
	1d. Develop PMP evaluation documents.			1d. EIAC	1d. 1 st Monday of September, annually
	1e. Put out call for PMP mentors.			1e. EIAC and CMT	1e. 1 st Monday of September, annually
	1f. Select PMP mentors.			1f. Policy Advisor, EIO and CMT	1f. 1 st Monday of November, annually
	1g. Conduct PMP orientation.			1g. Policy Advisor, EIO and CMT	1g. 1 st Monday of November, annually
	1h. Assign PMP mentors to mentees.			1h. Policy Advisor, EIO and CMT	1h. Ongoing (starting December 2, 2024)
	1i. Bi-weekly PMP check-ins (first six months), monthly check-ins (remainder of year)			1i. Mentors and Mentees	1i. Ongoing (starting December 2, 2024)

Retention Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
2. Conduct evaluation of PMP	<p>2a. Collect completed PMP evaluation sheets.</p> <p>2b. Evaluate all completed PMP participant feedback surveys for successes and areas for improvement.</p> <p>2c. Develop new goals/strategic plans to advance specific DEI-related goals based on PMP feedback.</p> <p>2d. Report insights from PMP in 2027-2029 EI Plan</p>	<p>Data has been consistently collected from PMP participants over the life of the program to give insights on how to improve the program and employee retention.</p>	<p>Outcome: Alterations to the PMP that reflect the needs and wants of participating staff.</p> <p>Metric: Employee retention rates increase, and turnover rates decrease. Employee advancement/promotion rate increase for staff involved in the program.</p>	<p>2a. Policy Advisor and EIO</p> <p>2b. EIAC, DBOM DA</p> <p>2c. Policy Advisor, EIO, DBOM DA</p> <p>2d. Policy Advisor, EIAC</p>	<p>2a. Ongoing (After 1, 3, 6, and 12 months of each assignment)</p> <p>2b. Ongoing (Every 6 months starting June 2, 2025)</p> <p>2c. 2nd Monday of September, annually</p> <p>2d. September 7, 2026</p>
3. Analyze responses to annual Employee Satisfaction Survey results for feedback for improvement of ongoing and development of future EI Plan goals.	<p>3a. HR compiles Employee Engagement Survey results and shares with Commissioner's Office and IDEAS Council.</p> <p>3b. Develop new goals/strategic plans to advance specific DEI-related goals based on Employee Engagement Survey responses.</p> <p>3c. Integrate Employee Engagement Survey feedback into new goals/strategies annually into EI Work Plan.</p>	<p>Internal meetings are held to review and analyze employee responses.</p> <p>A clear understanding is gained regarding EI-related retention gaps.</p>	<p>Outcome: Tailored EI Work Plan that includes current goals or strategies based on input from staff. Staff have some quantifiable evidence that shows PSC's progress to making the agency a diverse environment.</p> <p>Metric: Employee retention rates increase, and turnover rates decrease, for employees that are veterans and/or belong to one or more AA groups.</p>	<p>3a. Region 1 EHRM</p> <p>3b. EIAC</p> <p>3c. EIAC</p>	<p>3a. 2nd Monday of January, annually</p> <p>3b. 1st Monday of March, annually</p> <p>3c. 1st Monday of June, annually</p>

Associated Training	1. Training/orientation for program participants on roles and expectations, effective communication strategies and relationship-building techniques.
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Agency Culture Goal: Continue to develop and expand a curriculum to enhance employee understanding of DEI-related topics.

Rationale: During the previous EI Plan term, the PSC has selected presenters who are subject matter experts in EI-related topics, such as deaf culture and tribal affairs, to provide in-house education to employees. The PSC has also offered informal debriefing sessions following agencywide EI training to help employees discuss and process the information in a safe space. The PSC would like to continue to develop and expand an EI training curriculum to enhance and gauge 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
1. Develop and implement a DEI-related training curriculum above and beyond what is required.	1a. Develop and administer a survey to gauge DEI topic interest/need to Commission staff. 1b. Identify relevant DEI training topics, presenters and appropriate/feasible frequency of trainings and presentations. 1c. Secure approval and funding for DEI trainings and presentations. 1d. Hold DEI presentation.	Meetings are held regarding survey, and staff are being assigned tasks to book topics/presenters and frequency of training presentations are being determined and approved.	Outcome: Increased staff exposure to DEI-related subject matter. Metric: Employee retention rates increase, and turnover rates decrease, for employees that are veterans and/or belong to one or more AA groups.	1a. Agencywide Efforts, Policy Advisor, DBOM DA 1b. Policy Advisor, EIAC 1c. Policy Advisor 1d. Presentations and Policy Advisor	1a. 1 st Monday of April, annually 1b. 3 rd Monday of April, annually 1c. 1 st Monday of May, annually (for first set of presentations, then periodically as needed) 1d. 1 st Monday of July, annually
2. Develop and administer a brief survey to obtain employee thoughts on content for each DEI-related training and presentation.	2a. Develop a single set of relevant questions to get general feedback for each DEI training and presentation. 2b. Get post-training/presentation survey content approved. 2c. Administer post-training/presentation survey.	Increased understanding of staff's previous knowledge and grasp of new information on DEI topics and issues.	Outcome: EIAC can identify gaps in staff knowledge and to determine the nature of future trainings and presentations that would be most beneficial to agency cultural diversity. Metric: Employee retention rates increase, and turnover rates decrease, for employees that are veterans and/or	2a. Agencywide Efforts and Policy Advisor 2b. Commissioner's Office, CMT and Region 1 HR 2c. Agencywide Efforts and Policy Advisor	2a. 1 st Monday of April, annually 2b. 3 rd Monday of April, annually 2c. Following each training deadline and presentation session.

Agency Culture Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
	2d. Integrate feedback into continued search for DEI trainings.		belong to one or more AA groups.	2d. EIAC and Policy Advisor	2d. Following each training deadline and presentation session.
3. Hold debriefing sessions after each training deadline and presentation session.	3a. At least one IDEAS Council member will facilitate discussion following each presentation.	Debriefing sessions are being scheduled to follow each training deadline and presentation session.	<p>Outcome: Increased staff understanding of significance and meaning of each training and presentation. Ability to discuss and better understand subject matter would increase awareness and encourage diverse agency culture.</p> <p>Metric: Employee retention rates increase, and turnover rates decrease, for employees that are veterans and/or belong to one or more AA groups.</p>	3a. Presentations	3a. Same day, following each training deadline and presentation session.

Agency Culture Goal – Strategies or Action Items	Actions	Key Performance Indicators	Outcome/Metric	Responsible Staff/Office	Targeted Completion Date
4. Annual IDEAS survey seeking specific feedback for improvement of ongoing and development of future EI Plan goals.	4a. Develop relevant questions to include in annual IDEAS Survey regarding ongoing and future EI Plan goals.	Questions regarding agency staff's feedback on EI Plan initiatives included in annual IDEAS Survey, and new goals/strategies are implemented to improve agency culture.	Outcome: The EIAC becomes aware of staff feedback and able to specifically address concerns. Staff taking the survey are able to express which aspects of the EI plan goals need improvement, or which are seen to have made an impact. Additional goals are added to the EI plan.	4a. Policy Advisor, EIAC	4a. 1 st Monday of April, annually
	4b. Get questions for IDEAS Survey approved.			4b. DBOM DA and Region 1 Human Resources	4b. 1 st Monday of April, annually
	4c. Administer IDEAS Survey.			4c. Agencywide Efforts, DBOM DA and Region 1 Human Resources	4c. 1 st Monday of April, annually
	4d. Develop new goals/strategies based on results of IDEAS Survey.			4d. EIAC, CMT, CO	4d. Quarterly EI Plan Progress Meeting following close of survey.
	4e. Integrate feedback into new goals/strategies annually into EI Work Plan.			4e. Policy Advisor, EIAC	4e. Quarterly EI Plan Progress Meeting following 4d.
			Metric: Employee retention rates increase, and turnover rates decrease, for employees that are veterans and/or belong to one or more AA groups.		

Associated Training	<ol style="list-style-type: none"> 1. Training for IDEAS Council members on facilitating sensitive discussions. 2. IDEAS training library
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f. Communication of Equity and Inclusion Plan

For the EI Plan to be effective, PSC management, employees, external customers, and stakeholders need to be aware of its existence and contents. Anyone with questions or concerns regarding the EI Plan will have the opportunity to provide feedback in various platforms such as surveys, meetings, and be directed to contact relevant IDEAS Council leaders or Director of Employee Engagement in partnership with the Region 1 EIO, who will address them promptly.

Internal Communication Approach

Please note: Strategies are numbered for reference only; no priority or importance are implied.

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
1. Post the EI Plan on the PSC's intranet site.	1a. Receive confirmation of new EI Plan being approved.	EI Plan is posted on agency's intranet site and access is	All necessary stakeholders are notified of the approval and location of the EI	1a. CO and EIAC	1a. Upon final EI Plan approval

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
	<p>1b. Notify PSC's intranet administrators of the updated plan.</p> <p>1c. Upload EI Plan to intranet.</p> <p>1d. Confirm EI Plan is posted with feedback contact on agency's intranet site and link is functioning.</p>	increased for PSC Staff to view.	Plan to demonstrate the PSC's support of diversity, equity, and inclusion.	<p>1b. EIAC</p> <p>1c. Office Management Specialist and Policy & Program Analyst</p> <p>1d. EIAC, Office Management Specialist, and Policy & Program Analyst</p>	<p>1b. Within one week of EI Plan approval.</p> <p>1c. Within two weeks of being notified of EI Plan approval.</p> <p>1d. Once posted on intranet.</p>
2. Inform PSC employees about the new EI Plan including the executive summary once finalized.	<p>2a. Receive confirmation of new EI Plan being approved.</p> <p>2b. PSC Chair notifies agency of new EI Plan via email with who to contact within the IDEAS Council.</p>	PSC Chair and EA are promptly notified, and an email is sent agency wide increasing awareness and access of EI Plan for agency staff.	All necessary stakeholders are notified of the approval and location of the EI Plan to demonstrate the PSC's support of diversity, equity, and inclusion.	<p>2a. CO and EIAC</p> <p>2b. PSC Chair</p>	<p>2a. Upon final EI Plan approval</p> <p>2b. Within two weeks of being notified of EI Plan approval.</p>

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
<p>3. Include an article that reports progress on the EI Plan in each IDEAS Council newsletter.</p>	<p>3a. Develop an EI Plan Status article to be included in the IDEAS Council newsletter.</p> <p>3b. Publish article in IDEAS Council newsletter including who to contact within IDEAS with feedback.</p> <p>3c. When feedback is received, it will be reviewed and analyzed by the relevant IDEAS subcommittees.</p>	<p>Increased awareness and access of EI Plan for agency staff and opportunity to provide feedback.</p>	<p>An informative article is published in the newsletter on EI Plan goals, initiatives, and progress. The article will further raise awareness on the PSC's support of DEI.</p>	<p>3a. EIAC</p> <p>3b. Correspondence</p> <p>3c. EIAC and Correspondence</p>	<p>3a. Quarterly (Starting April 1, 2024)</p> <p>3b. Quarterly (Starting April 1, 2024)</p> <p>3c. Within two weeks of receiving feedback</p>

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
<p>4. Provide short surveys following EI Plan presentations, webinars, emails, and newsletters.</p>	<p>4a. Develop relevant questions for surveys to gauge interest and perspective from participants or recipients of presentations, webinars, emails, and newsletter.</p> <p>4b. Get questions approved.</p> <p>4c. Administer surveys.</p> <p>4d. Review and analyze survey results.</p> <p>4e. Integrate feedback into new presentations, webinars, email content, and newsletter content.</p>	<p>Increased feedback from agency staff to improve presentations, webinars, emails, and newsletter.</p>	<p>IDEAS becomes aware of staff feedback and able to specifically address concerns. Staff taking the survey are able to express which aspects of the presentations, webinars, emails, and newsletters need improvement, or which are seen to have made an impact. Additional goals are added to or expanded in the EI plan.</p>	<p>4a. Agencywide Efforts, Presentations, and Policy Advisor.</p> <p>4b. DBOM Division Administrator (DA) and Policy Advisor</p> <p>4c. Agencywide Efforts, Policy Advisor, DBOM DA</p> <p>4d. Agencywide Efforts, Presentations and Policy Advisor.</p> <p>4e. Agencywide efforts, Presentations and Policy Advisor.</p>	<p>4a. 60-90 days before the survey is to be administered.</p> <p>4b. 30-60 day before the survey is to be administered.</p> <p>4c. Within 1-7 business days of presentations. Feedback contact information will be provided within Email and newsletter.</p> <p>4d. Within 30-60 days of receiving results.</p> <p>4e. Within 90 days of analyzing survey results.</p>

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
<p>5. Include a link to the EI plan in the agency's Employee Handbook and New Employee Orientation materials.</p>	<p>5a Receive confirmation of new EI Plan being approved.</p> <p>5b. Notify Office Management Specialist when new EI Plan is approved.</p> <p>5c. Update EI Plan link in Employee Handbook and New Employee Orientation materials.</p> <p>5d. Notify EIAC when Employee Handbook and New Employee Orientation materials are updated.</p>	<p>Increased awareness of EI Plan to current and new staff. PSC gains a reputation as a diverse and inclusive employer, which in turn increases in the number of target group applicants.</p>	<p>All necessary stakeholders are notified of the existence and location of the EI Plan to demonstrate the PSC's support of diversity, equity, and inclusion. Increasing the awareness of the EI Plan to new hires will increase the positive adverse effect throughout the PSC.</p>	<p>5a. CO and EIAC</p> <p>5b. EIAC</p> <p>5c. Office Management Specialist</p> <p>5d. Office Management Specialist</p>	<p>5a. Upon final EI Plan approval.</p> <p>5b. Within one week of final EI Plan approval.</p> <p>5c. Within two weeks of final EI Plan approval.</p> <p>5d. Within one week of completion.</p>
<p>6. Nondiscrimination and equal opportunity statements and posters will be prominently displayed and available in areas frequented by and accessible to employees by the Office Management Specialist to include:</p> <ul style="list-style-type: none"> • Equal Employment Opportunity is the Law • Employee Rights under the Fair Labor Standards Act • The Americans with Disabilities Act Notice to the Public 	<p>6a. Confirm all posters are current and are visible to Commission workforce and external stakeholders.</p> <p>6b. If updates occur, contact authorized vendor for updated posters.</p>	<p>Increased awareness and access to Nondiscrimination and equal opportunity statements and posters for workforce and external stakeholders. PSC gains a reputation as a diverse and inclusive employer, which in turn increases in the number of target group applicants.</p>	<p>Providing current and visible access to nondiscrimination and equal opportunity statements and posters demonstrates the PSCs commitment to supporting DEI resulting in improving the culture, and retention. With an improved culture and retention, more diverse applicants will apply to available job postings.</p>	<p>6a. EIAC</p> <p>6b. Policy Advisor and HR Region 1</p>	<p>6a. 1st Monday of June, 1st Monday of December, annually</p> <p>6b. As needed.</p>

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
7. Release quantitative results of the Employee Satisfaction Survey to all PSC staff.	7a. Human Resources (HR) compiles results and shares with Commissioner's Office and IDEAS Council. 7b. Results are delivered to staff via email.	Employee Satisfaction Survey results are discussed and made available to agency staff.	Staff have some quantifiable evidence that shows PSC's progress to making the agency a diverse environment.	7a. Region 1 Executive Human Resources Manager 7b. DBOM DA	7a. 2 nd Monday of January, annually 7b. 3 rd Monday of January, annually

g. External Communication Approach

Please note: Strategies are numbered for reference only; no priority or importance are implied.

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
1. Post the EI Plan on the PSC's public internet site in a PDF document. <ul style="list-style-type: none"> Alternative formats will also be considered upon request. 	<p>1a. Receive confirmation of new EI Plan being approved.</p> <p>1b. Notify internet administrators of the updated plan.</p> <p>1c. Post the EI Plan on internet site.</p> <p>1d. Confirm and notify EI Plan is posted on agency's internet site and link is functioning.</p>	Increased awareness and access of EI Plan to workforce and external stakeholders. PSC gains a reputation as a diverse and inclusive employer.	Increased accessibility and visibility for the agency's efforts in diversifying its workforce and striving for an inclusive agency culture. Increased interest in job recruitment postings for members of AA groups.	<p>1a. CO and EIAC</p> <p>1b. EIAC</p> <p>1c. Agency's Internet Administrators</p> <p>1d. Agency's Internet Administrators and EI Plan Subcommittee</p>	<p>1a. Upon final DEI approval</p> <p>1b. Within one week of EI Plan approval.</p> <p>1c. Within two weeks of EI Plan approval.</p> <p>1d. Once posted on internet site.</p>
2. Post announcement about the approval of the EI Plan on the PSC's LinkedIn webpage.	<p>2a. Receive confirmation of new EI Plan being approved.</p> <p>2b. Notify the Communications Director when new EI Plan is approved.</p> <p>2c. EI Plan is posted to Commission's LinkedIn webpage.</p>	Increased awareness and access of EI Plan to workforce and external stakeholders. PSC gains a reputation as a diverse and inclusive employer.	Increase external stakeholder and prospective employee awareness of the agency's efforts in creating a diverse, equitable, and inclusive work environment.	<p>2a. Secretary's Office and EIAC</p> <p>2b. EIAC</p> <p>2c. Communications Director</p>	<p>2a. Upon final DEI approval</p> <p>2b. Within the week of EI Plan approval</p> <p>2c. Within two weeks of EI Plan approval.</p>
3. Nondiscrimination and equal opportunity statements and posters will be prominently displayed and available in areas frequented by and accessible to members of the public.	<p>3a. Confirm all posters are current and are visible to workforce and external stakeholders.</p> <p>3b. If updates occur, contact authorized vendor for updated posters.</p>	Increased awareness and access of EI Plan to workforce and external stakeholders.	Increase external stakeholder and prospective employee awareness of the agency's efforts in creating a diverse, equitable, and inclusive work environment.	<p>3a. EIAC</p> <p>3b. EIAC and HR Region 1</p>	<p>3a. January and December annually.</p> <p>3b. As updates occur.</p>

Strategies or Action Items	Actions	Key Performance Indicators	Desired Outcome	Responsible Staff/Office	Targeted Completion Date
<p>4. Include in PSC job recruitment postings: "In addition to our generous employee benefits, we strive for inclusivity and celebrate different religious holidays and cultural observances and provide flexibility for utilizing paid time off for such celebrations."</p>	<p>4a. Include commitment statement in request in all job recruitment postings.</p> <p>4b. Confirm commitment statement in request in all job recruitment postings.</p>	<p>Increased awareness and access of Commission's commitment to equal opportunity to workforce and external stakeholders.</p>	<p>Increased interest in job recruitment postings for members of AA groups that would add diversity to the PSC if hired. Increased culture improvement and retention.</p>	<p>4a. CMT</p> <p>4b. DBOM DA, Policy Advisor, and HR Region 1</p>	<p>4a. At the submission of all job recruitment posting requests.</p> <p>4b. At the posting of all job recruitment postings.</p>
<p>5. Include in PSC job descriptions that reads "Diversity, equity, and inclusion are core values of WI State Government. We are committed to building and sustaining an inclusive and equitable workplace environment for all employees. We believe every member on our team enriches our diversity by exposing us to a broad range of ways to understand and engage with the world, identify challenges, and to discover, design and deliver solutions." and in the Knowledge, Skills, and Abilities section:</p> <ul style="list-style-type: none"> • Demonstrated commitment to valuing diversity and contributing to an inclusive workplace environment. • Proven ability to collaborate with a wide range of individuals with varying backgrounds to work together for a common purpose to achieve business goals. 	<p>5a. Include commitment statement in request in all job descriptions.</p> <p>5b. Confirm commitment statement is required in all new and active job descriptions.</p>	<p>Increased awareness and access of PSC's commitment to equal opportunity to workforce and external stakeholders. PSC gains a reputation as a diverse and inclusive employer.</p>	<p>Increased interest in job recruitment postings for members of AA groups. Increased culture improvement and retention.</p>	<p>5a. CMT</p> <p>5b. DBOM DA, Policy Advisor, and HR Region 1.</p>	<p>5a. Duration of the position.</p> <p>5b. Duration of the position.</p>

h. Implementation Plan

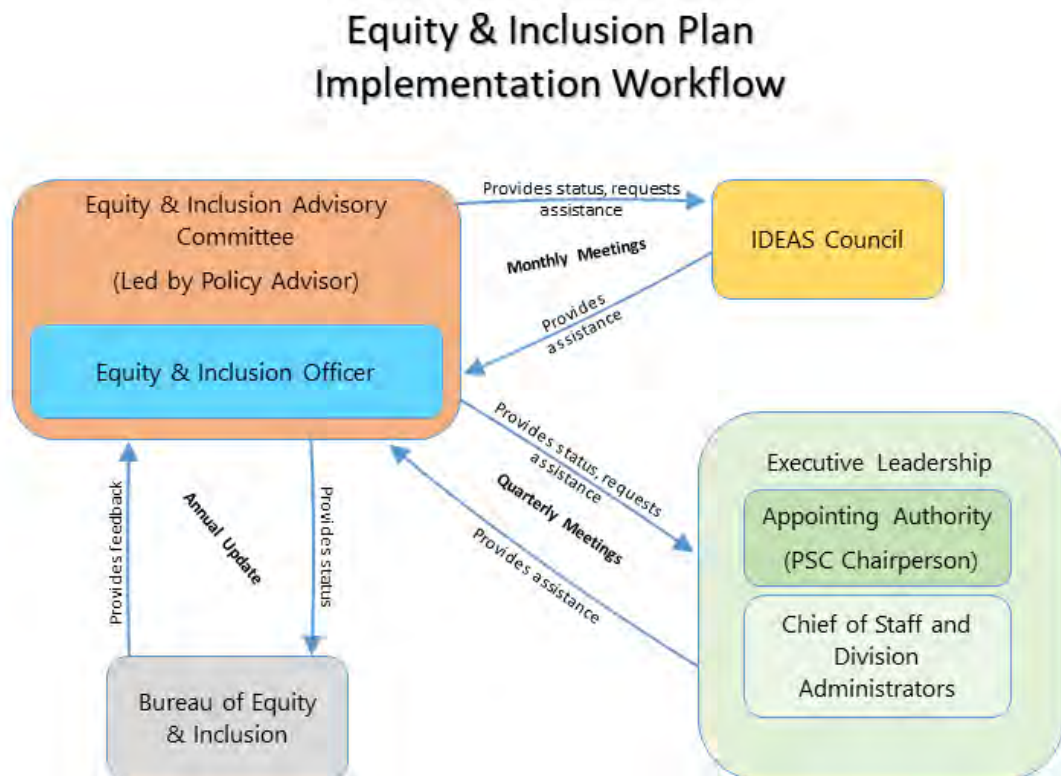
To ensure execution of EI Plan actions, the PSC will monitor and measure progress toward the plan's goals over the 2024-2026 term via spreadsheet tracker system (EI Plan Tracker), which will be managed by the Policy Advisor, co-coordinator of the EIAC, and the Chair of IDEAS Council.

The EIAC will review and report progress to the IDEAS Council Chair with the EI Plan Task Tracker on a regular basis and provide updates to the IDEAS Council at monthly meetings. This will also serve as an opportunity for EIAC to request assistance from IDEAS Council membership with EI Plan tasks for upcoming deadlines.

IDEAS Council leadership will brief executive leadership¹⁵ on a quarterly basis regarding EI Plan progress, accomplishments, and goals. This will also serve as an opportunity for IDEAS Council to request assistance from Executive leadership in EI task delegation if upcoming deadlines cannot be met by current IDEAS Council membership. Division Administrators will keep management teams apprised of EI Plan progress and needs following quarterly meetings.

The EIO will provide progress updates to the Human Resources Manager on no less than an annual basis (according to the State fiscal year cycle).

Tracking and analysis of recruitment and retention issues will also be conducted by the EIO and any other relevant parties.



This chart summarily depicts the key players in ensuring that the 2024-2026 EI Plan is implemented.

¹⁵ Excluding non-Chair position Commissioners to avoid potential violation of Wis. Stat. 277.50 Ex parte communications in contested cases.