

WAUKESHA COUNTY, WISCONSIN

EQUAL EMPLOYMENT OPPORTUNITY
&
DIVERSITY AND INCLUSION
2023 PLAN

July 1, 2023 – June 30, 2024



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INTRODUCTION

The 2023 – 2024 Diversity and Inclusion Plan (The Plan) is a working document which sets forth steps to be taken during July 1, 2023 – June 30, 2024 in implementing the Equal Employment Opportunity Policy and the Diversity and Inclusion Policy and Standards of Waukesha County. It will be reviewed annually, and, if necessary, modified to address the changing needs within the County organization.

County Profile

Waukesha County employs approximately 1350 full-time and part-time employees. In addition, throughout the year the County also employs seasonal and temporary staff. The County provides a wide variety of services which include human services, law enforcement, circuit court, public works, parks and recreation, and other administrative and fiscal related governmental services. The organizational chart is attached in Exhibit A.

County Equal Employment Opportunity Statement

Waukesha County is committed to equal opportunity and nondiscrimination in employment, and to actively implement all Federal, State and County Equal Employment Opportunity laws, policies, plans, rules, regulations and ordinances. The County recognizes and accepts its important leadership role in providing for equal employment/service opportunities for minorities, women, and persons with disabilities. It is the express policy of Waukesha County to promote equal employment opportunity among all who are employed by Waukesha County and who seek employment with Waukesha County.

County Diversity Statement

Waukesha County is committed to building a diverse staff through employment and promotion to ensure a high-achieving workforce by reflecting human diversity, recognizing and developing the talents of everyone, and improving opportunities for minorities, women, persons with disabilities and other protected groups. Waukesha County embraces and celebrates human diversity, including innovative views and ideas, and provides an inclusive and flexible work environment that values differences, treats applicants and employees with respect and dignity, and motivates employees to do their best. Providing County citizens with a diverse workforce, reflective of the County's composition, will enhance the vision and mission of the County.

Standards of Service Excellence

Waukesha County's mission is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs in a courteous and fiscally prudent manner. To aid us in our overall mission, Waukesha County has identified and outlined standards of service excellence. Standards of Service Excellence are reflected throughout our operations, strategic plans, and overall approach to the delivery of services.

Who is Covered in this Diversity and Inclusion Plan?

This Equal Employment Opportunity and Diversity and Inclusion Plan covers *all* employees of Waukesha County.

SUMMARY OF 2022-23 PLAN YEAR NEW HIRES AND SEPARATIONS

Waukesha County hired 303 new full-time employees in the plan year which ended on June 30, 2023. Seventy-three (73) individuals were minorities, which represents a 24.09% (5.18% change) minority hire rate. The County hired 35 Black, 29 Hispanic, 7 Asian and 2 American Indian employees. This represents a hire rate of 11.55% for Black, 9.57% for Hispanic, 2.31% for Asian and .66 % for American Indian employees in the County. One hundred seventy-eight (178) of the 303 new hires are females. This represents 58.7% (-3.1% change) female hires for this plan year.

Waukesha County had 241 full-time individuals separate their employment with the County in the plan year ending June 30, 2023. Forty-five (45) of these individuals were minorities. This represents 18.67% (4.24% change) of the total separations. The breakdown of the minority separations is 33 Black, 9 Hispanic, 2 Asian and 1 American Indian.

RESPONSIBILITY FOR DIVERSITY AND INCLUSION PLAN

All employees share in the responsibility to ensure that the County's Diversity and Inclusion Plan is successful.

The Human Resources Manager has been designated as the EEO Coordinator and has overall responsibility for implementation of this Plan. The Human Resources Manager has been given the authority, resources, support, and access to the executive staff to execute this assignment. Specific responsibilities include, but are not limited to:

1. Developing policy statements, diversity plans and programs, and internal and external communications.
2. Assisting in the identification of problem areas.
3. Assisting management in arriving at solutions to problems.
4. Designing and implementing audit systems that measure effectiveness of the Plan, indicate where remedial action is necessary, and measure how goals and objectives are being met.
5. Serving as liaison between the County and enforcement agencies.
6. Serving as liaison between the County and community organizations concerned with employment of protected group members.
7. Keeping management informed of the latest developments in equal opportunity and diversity.

Ensuring the effectiveness of the Plan is a shared responsibility. Outlined below are some of those shared responsibilities.

A. Department of Administration Human Resources Division

1. Ensure that the job application format contains only job-related questions.
2. Ensure that job announcements include only job-related information and all advertisements contain the designation "EEO."
3. Review the County's Human Resources policies and procedures on a regular basis in order to identify and correct any policy or procedure or practice which may be discriminatory.
4. Make available information on the selection process to all applicants.
5. Ensure all grievances and complaints are processed on a timely basis and that the process and procedure is consistent with the union contract and the County's non-represented grievance procedure.
6. Prepare and file the EEO-4 Report as required by the Equal Employment Opportunity Commission (EEOC).
7. Analyze the composition of the workforce by department and classification using EEO categories and provide to department heads.
8. Work with the County Executive and department heads in the implementation of The Plan.

9. Identify, with the assistance of department heads, employment practices which inhibit the objectives of equal treatment, equal opportunity and diversity and develop workable solutions to rectify problem areas.
10. Evaluate employment and selection procedures for job-relatedness, validity and effectiveness, identifying and eliminating any artificial barriers to employment on a timely basis.
11. Evaluate, review, and revise as necessary the Diversity and Inclusion Plan.

B. County Executive

1. Require that each Waukesha County department affirm its commitment to implement policies and procedures in compliance with the Diversity and Inclusion Plan.
2. In the event of non-compliance with this Diversity and Inclusion Plan and its goals, direct those departments not in compliance to comply in a timely manner.
3. Include as a portion of the Department Head's annual performance review, a discussion on what efforts were made in the prior year to ensure compliance with this EEO and Diversity Policy.

C. Department Heads

1. Take a leadership role in embracing and promoting workforce diversity in the County.
2. Take responsibility for maintaining a workplace free of discrimination.
3. Cooperate with the County Executive in all matters relating to EEO and diversity and inclusion and their responsibilities under these policies.
4. Ensure compliance by staff with all Federal, State and County EEO laws, policies, plans and ordinances.
5. Assist Human Resources in the development, monitoring, and evaluation of the County's Diversity and Inclusion Plan.
6. Communicate with the County Executive and Human Resources Manager regarding complaints of discrimination and assist in the development and implementation of positive action to correct said problems and situations.
7. Support an employee who comes forward with a discrimination complaint.
 - Ensure the employee knows the department will take the matter seriously.
 - Obtain basic information and facts.
 - Advise employee that you will inform County management so that the matter can be investigated fully and completely.
 - Contact someone from Human Resources, Risk Management, or Corporation Counsel's Office so the issue may be reviewed.
 - Ensure the employee that retaliation in any form as a result of them bringing a matter to the attention of management will not be tolerated.

D. Supervisors

1. Take a leadership role in embracing and promoting workforce diversity in the County.
2. Take responsibility for maintaining a workplace free of discrimination.
3. Cooperate with the County Executive in all matters relating to diversity and EEO.
4. Ensure compliance by staff with all Federal, State and County EEO laws, policies, plans and ordinances.
5. Communicate with the County Executive and Human Resources Manager any issues or barriers to diversity and inclusion and assist in the development and implementation of positive action to correct said situations.
6. Assist Human Resources in the development, monitoring, evaluation, and implementation of the County's Diversity and Inclusion Plan.
7. Ensure selection decisions and the application of personnel policies and practices are consistent with the Diversity and Inclusion Plan and the EEO Policy.
8. Ensure their employees do not engage in the discrimination or harassment of any employee who may be hired, transferred, or promoted as a result of the County's commitment and efforts to implement this policy.
9. Be supportive of employees who report a discrimination complaint:
 - Ensure the employee feels supported and understands you will take the matter seriously
 - Obtain basic information and facts
 - Advise employees that the supervisor will inform County management so that the matter can be investigated fully and completely
 - Contact someone from Human Resources, Risk Management, or Corporation Counsel's Office so the issues may be reviewed.

E. Employees

1. Support the concept of diversity including maintaining a workplace free of discrimination.
2. Treat each employee fairly without regard to his/her protected status (e.g. race, gender, disability, ethnicity)
3. Notify any of the following in a timely manner if the employee believes he/she was a subject of discrimination: employee's supervisor, manager, department head, a supervisory employee in any other County department including the County Executive, or a member of the Human Resources Division professional staff, so the matter can be investigated and handled in an appropriate manner.
4. Cooperate during an investigation by providing information regarding an act of alleged discrimination and provide sufficient detail to allow appropriate follow-up.

PUBLICATION OF THE DIVERSITY AND INCLUSION PLAN

A. Internal Distribution

1. The Plan will be made available to all management staff, employees, elected officials, union officials, members of the Waukesha County Board of Supervisors and members of other boards and committees.
2. On a periodic basis, the Plan will be reviewed with executive, managerial and supervisory personnel along with instruction on EEO related laws and regulations.
3. The “Equal Opportunity is the Law” poster along with other mandated employment posters will be displayed in locations accessible to employees and the public.
4. The Plan and EEO policy shall be communicated to all employees at new hire orientation and will be posted on the Waukesha County Internet and Intranet sites.

B. External Distribution

1. Waukesha County is an equal opportunity employer and this will continue to be noted in all recruitment and advertising.
2. The County will expand on its list of diversity related contacts and will provide a summary of the plan and policy to these contacts.
3. Prospective employees will have access to the Plan on the County Internet – Employment Opportunities page. A copy will also be posted and available in the Human Resources Office and upon request.
4. The Plan will be made available to any interested citizen or group. The Human Resources staff will continue to make itself available to provide information to individuals or groups upon request.

DEVELOPMENT AND EXECUTION OF ACTION ORIENTED PROGRAMS

Waukesha County recognizes its Diversity and Inclusion Plan requires ongoing commitment and effort. Action steps have been identified which will lay the foundation for future growth and development.

Outlined below are the specific tasks and responsibilities that will be undertaken during this plan year. These are shared responsibilities and require the commitment and efforts of individuals throughout the County.

1. Management Responsibility

The ultimate success of diversity efforts will depend upon the level of commitment by management to achieve our objectives. Managers at all levels will be held accountable for the results of hiring and retention efforts in the area of diversity, just as they are held accountable for their other managerial responsibilities.

2. Outreach

- The County places an emphasis on outreach efforts. The goal is to increase the number of qualified minority and female applicants and thereby demonstrate a continued commitment in addressing the underutilization of minority groups throughout Waukesha County.
- The County will continue to attend job fairs with the goal of promoting information on County jobs to all populations.
- Outreach efforts will continue with minority organizations with the goal of establishing effective relationships and achieving an understanding of the County and our employment opportunities.
- The County developed recruitment information designed to communicate employment opportunities including the process for applying. The information can be shared and distributed to organizations.
- Where appropriate, the County will advertise in local media outlets that have minority and female audiences.
- The County will maintain its relationships with college and university career centers who in turn can share recruitment opportunities with enrolled minority and female students, and alumni.

3. Recruitment and Selection

- The Diversity and Inclusion and EEO Policy Statements will be posted on the County Internet and Intranet websites and will be made available upon request. Departments will be asked to include EEO statements on any recruitment notices or communications they publish.
- The Human Resources staff will continue to review the recruitment and selection policy and procedure to ensure that the policy, practice, or procedure does not have

a negative impact on the recruitment and selection of minority or female candidates.

- Classification specifications will be reviewed on a regular basis to ensure the criteria is job specific and relevant to the position.
- All classification specifications will be made available to the public and posted on the employment website.
- Information on the County's online application process will continue to be provided to all citizen and community groups that request the information. Where appropriate, these groups will be added to the contact list.
- All advertisements will continue to contain the County's equal opportunity employer statement.
- The County Human Resources webpage will be reviewed and updated to improve diversity and inclusion information.
- The EEO and Diversity Plan and policy will be reviewed with each new hire as part of the New Employee Orientation presentation.
- Human Resources will meet with department managers and supervisors who engage in high volume hiring to review and discuss their selection processes.

4. Promotional Opportunity

- Managers and supervisors will continue to balance the use of promotional opportunities and outside recruitment efforts when considering candidates for employment.
- When minority or female employees are interviewed for a promotion and are not selected, supervisors will be encouraged to provide them valuable feedback for non-selection, when requested.
- The County will review historical data on promotional activities to determine if there are barriers for advancing minority or female employees.

5. Analysis of Compensation Programs

- Waukesha County will analyze its compensation data on an annual basis to determine if any gender-, race-, or ethnicity-based disparities exist. Prompt, corrective action will be taken to address any disparities that have been identified in its analysis.

6. Training

- We support our employees' efforts to receive further training and education through our County continuing education programs. The County will promote the Tuition Assistance program.
- The County will provide EEO and Diversity training to department heads, managers, supervisors and others involved in the recruitment, selection and retention efforts.
- The EEO and Diversity Plan and policy will be distributed and reviewed with each new supervisor and manager as part of the New Supervisor Orientation program.

7. Monitoring of Diversity and Inclusion Plan

- Human Resources will review applicant flow data, especially for job groups which have been determined to be underrepresented.
- The County conducts an annual performance evaluation audit; this audit will be expanded to include a sample of evaluations for minority employees to ensure there are no unintended or inappropriate actions or ratings.
- The County will evaluate employee terminations and specifically review the reasons for minority employees leaving employment with the County.
- The exit interview process includes specific questions about diversity and inclusion. Human Resources will monitor exit survey results and take prompt action when necessary.
- New Hire reports will be prepared on an annual basis and reviewed with department heads and key management staff.
- EEO complaints or grievances filed by applicants or employees will be reviewed to determine if any trends or patterns exist.

CONCLUSION

The Diversity and Inclusion Plan summarizes Waukesha County's involvement in activities and strategies to continually promote equal opportunity in employment during the current year and beyond. It is our hope and expectation we will accomplish the goals and objectives set for in this Plan through the hard work and dedication of all the employees of this County.

EXHIBIT A

WAUKESHA COUNTY ORGANIZATIONAL CHART

