

# 2023 NASPEs AWARD

## *Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program*

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

---

### PROGRAM INFORMATION

Program Title: Equity and Inclusion Results and Accountability (EIRA) State: WI

Contact Person: Laurice Lincoln

Contact's Title: Director, Bureau of Equity and Inclusion

Agency: Department of Administration

Mailing Address: 101 E. Wilson St., 4th Floor P.O. 7855, Madison WI 53707-7855

Telephone: 608-266-3017

E-mail: Laurice.lincoln@wisconsin.gov

---

### NOMINATOR INFORMATION

Nominator: Laurice Lincoln Title: Director, Bureau of Equity and Inclusion

State: WI Agency: Department of Administration

Telephone: 608-266-3017

E-mail: laurice.lincoln@wisconsin.gov

---

#### ALL SUBMISSIONS MUST:

- Meet all eligibility requirements
- Meet deadline requirements
- Include a complete nomination packet
- Conform to all copyright laws

# 2023 NASPEs AWARD

## *Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program*

### **DETAILS**

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

This program is a monitoring and accountability program designed to promote and advance equity and inclusion efforts. The program reviews agency compliance regarding state standards and agency fidelity to the implementation of best practices that promote diversity, inclusion and belonging.

2. How long has this program been operational (month and year)?

This program was rolled out in January of 2022. Agencies participated throughout the year to review their strategic planning progress and intersections of EI principles into agency operations and workforce planning.

3. Why was this program created? (What problem[s] or issues does it address?)

The program was developed to support Executive Order (EO) #59 of the WI Governor. The Governor, in that order, required all state agencies to develop and implement EI Strategic Plans. The EO also required the Bureau of Equity and Inclusion to monitor those plans and to provide training, guidance, and support for the successful execution of agency's plans and the advancement of equity and Inclusion in the state's workforce.

4. Why is this program a new and creative method?

The program is new because if not only reviews and acknowledges compliance with affirmative action and equal employment opportunity standards it provides a pathway for agencies to achieve outcomes by creating a pathway to implementing high quality EI practices. This program supports agencies in understanding where their efforts may be falling short in achieving desired outcomes and how to correct course and move on to the positive side of the tipping point to behavior and operational change.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology, and staff already in place.)

The startup cost for the program centered around reimbursement for mileage because the monitoring visits at each agency were onsite. The staff conducted the visits in teams of two. The first year of planning required about 40 hours of training for all the staff involved in the process to ensure reliability in the monitoring review. Development of the materials was completed by staff in the bureau and reviewed by unpaid consultants and other HR professionals. Costs were minimal but the rewards unmeasurable in increasing skill and competence. Increase agency engagement and commitment to the work and a change in

#### **ALL SUBMISSIONS MUST:**

- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

# 2023 NASPEs AWARD

## *Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program*

climate for EI Professionals that staff expressed new awareness in the value of their work to the workforce.

6. What are the program's operational costs?

Staff time to participate in the day long process onsite at the agencies. The monitoring program asked that various employees and HR staff to participate in discussions, providing feedback and reviewing with the monitoring team practices and process in place to support the workforce in understanding, applying and fostering EI principles in their work.

7. How is this program funded?

Budgeting for staff mileages reimbursement. This was our only additional cost.

8. Did this program originate in your state? Yes

9. Are you aware of similar programs in other states? Yes

If yes, how does this program differ?

I am aware of programs in other states that monitor results as well as compliance around K-12 education, early education, and disabilities services. This monitoring program is different in that it is specific for measuring and monitoring accountability to EI strategic planning and EI advancement in the workforce.

10. How do you measure the success of this program?

Successful monitoring is measured quantitatively but the number of agencies that participate in the process. The number of agencies that are able to make effective changes in their EI implementation resulting in measurable changes and outcome achievement. Decrease in the number of underutilized positions for marginalized groups. Reductions in turnover for those groups and an increase in reported employee wellbeing and positive outlook on the workforce and their work unit. Reduction in discrimination and harassment complaints and improvement in promotional and leadership opportunities for marginalized groups. Qualitative measures of success are improvements in communication, increased employee engagement and reported increase in employee satisfaction. Reported improvements in morale and reductions in stress and mental health concerns. Successful implementation of the EI Strategic plans impacts the workforce positive thought the employee lifecycle. Monitoring for result provides leadership that is adaptable, focused on planning continuous improvement opportunities and employee success.

11. How has the program grown and/or changed since its inception?

The program was rolled out in 2022. From that initial rollout and completions we have developed better scheduling tools, identified additional training for the monitoring staff, refined our reporting of results to the agencies. Added additional questions and eliminated some that were easily accessed from system reports. We have also added a required overview

### **ALL SUBMISSIONS MUST:**

- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

# **2023 NASPEs AWARD**

*Eugene H. Rooney, Jr. Award Nomination*

*Innovative State Human Resource Management Program*

of the process by agency leadership and the scheduling of a debriefing and discussion to go over the results.

**ALL SUBMISSIONS MUST:**

- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

Wisconsin Bureau of Equity and Inclusion  
Program summary 2023 submission,  
Innovative State Human Resource Management Program

The Bureau of Equity and Inclusion (BEI) **Equity and Inclusion Results and Accountability (EIRA)** guidelines is a monitoring program and resource to support state agencies in improving equity and inclusion advancement in the state's workforce, human resource operations, policy and program development, and service delivery. The following core principles guide the **EIRA** monitoring process:

1. Developed of the EIRA process is in partnership with our EI partners and state agencies.
2. The EIRA process will be transparent and responsive to the EI needs and expectations of the agencies of Wisconsin.
3. The EIRA process drives improved outcomes for all state agencies, state employees, and the general public receiving services from state agencies.
4. The EIRA process ensures the protection of equitable consideration of state employees and potential employees regardless of sex, gender, age, disability, race, ethnicity, language, socioeconomic status, or veteran status.
5. The EIRA process provides divergence motivations, improvement supports and recommendations, and interventions based on each agency's unique strengths, progress, challenges, and needs.
6. The EIRA process encourages agencies to direct their resources to have the most significant positive impact on outcomes and the advancement of equity and inclusion.

The monitoring program reviews compliance indicators and fidelity to best practice indicators adapted specifically for Equity and Inclusion advancement. The monitoring program also assesses the readiness of an agency for change and recommends skill building and competencies specific to improving readiness for EI advancement. The monitoring process is an onsite visit for agencies with 50 or more full-time employees and a self-assessment for agencies with less than 50.

The goal of BEI monitoring compliance indicators is to ensure that state agencies are meeting the requirements of both federal and local regulations. BEI's monitoring approach is outcome-oriented and aligned with federal and state regulations and BEI Equity and Inclusion standards. BEI measures compliance against a state target of 100%. The monitoring process also reviews the agency's capacity to support change that leads to desired outcomes. The coordination of resources, development of infrastructure to support effective professional development, alignment of organizational structures and leadership, and use of instructional practices shown to improve developmental, and behavioral outcomes (Fullen, 2005; Massell, 1098; O'Day, Goetz, & Floden, 1995).

Essential components for this work as identified by the National Center for Systemic Improvement:

1. **Stakeholder engagement**, 2. **Data-based decision making**, 3. **Alignment**, and 4. **Leadership**.

These components are described on a scale of 1 – 5, with five being the highest level of fidelity to practice. Each monitoring team uses this scale to review and measure the quality of best practice implementation. EI p practices that rate a three or higher on the scale have the best possibility of positive outcomes.

Components of the agency monitoring process Includes: Review and assessment of EI goal progress, evaluation of EI compliance activities, review and evaluation of EI Practices, EEO and AA compliance determination, review of assessment of required Respectful Workplace policies, recruitment file review, and the complaint process and file review.

The monitoring meeting is an interactive, contextual, and reflective process to engage all participants.