

State of Wisconsin
Office of the State Public Defender
Equity and Inclusion Plan
January 1, 2024 to December 31, 2026

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Introduction

The Equity and Inclusion Plan of the State Public Defender is very much aligned with our vision, mission, and values. The SPD is proud of its mission and its vision. Mission statement: *The mission of the Wisconsin State Public Defender is to zealously represent clients, protect constitutional rights, and advocate for an effective and fair criminal justice system. Our commitment is to treat our clients with dignity and compassion.* Vision statement: *The Wisconsin State Public Defender Office will lead the way in protecting justice for all.* We are an agency that represents clients who have lacked a voice in the criminal justice system much like the individuals in society who have lacked a voice because of systemic racism and implicit bias. We assist underserved communities throughout Wisconsin in criminal justice proceedings, appeals, and help them to seek pardons with the Governor's office. We are also committed to working with the legislature on criminal justice reform issues that overwhelmingly affect people of color (POC) in our state.

That being said, we understand the need to further develop a mission and vision statement that articulates the importance of diversity, equity, and inclusion to the continued excellence of OSPD. This is one of our EI cultural strategies and we will be including this statement in the mission and vision statements on the OSPD's public website as well as our internal website

SPD welcomes how equity and inclusion goals will add value to the areas of recruitment, retention, and agency culture and we look forward to the opportunity to make needed changes to our organization. Within our area of recruitment, it is imperative that we strive to cultivate and acquire a workforce that's diverse—and not just across racial lines, but across all marginalized, underrepresented, and underserved communities—and fully support that workforce. We believe the benefits range from diverse teams building more equitable work environments to superior performance in comparison to a more homogeneous workforce. A well-designed recruitment protocol will mitigate structural and interpersonal biases in order to establish diverse teams and ultimately save considerable time and money for our agency. In the process there are valuable lessons as take-aways to foster a more inclusive and equitable workplace that help teams thrive. In addition, it's critical that retention efforts promote equity and inclusion at all levels of our agency, particularly as the workforce continues to change and become more competitive. If employees feel they are at a disadvantage compared to other employees, they may leave for employers who demonstrate more commitment to equitable policies and an inclusive culture. This is especially true for our attorney classification which has an extremely high turnover rate at the current time. Lastly, it's clear that equity and inclusion has many benefits to the workplace. When employees trust that they will be treated fairly regardless of race, gender, sexual orientation, etc. they will be more likely to share their experiences and incorporate this diversity into their everyday work lives. With an inclusive and diverse workforce SPD will be more adaptive and creative in our decision-making processes and agency procedures. This in turn will benefit the agency's success.

SPD was able to gather employees throughout the state to plan our course of action to make the EI plan a reality. We started out with looking at the demographics of our agency and talked about our past efforts in AA/EEO. From there we talked about how to make a real difference in the agency and how it was going to take a commitment from leadership as well as the team. We met multiple times to discuss the best options moving forward. Since our plan is quite robust, the implementation timeline will be an ongoing process with targeted completion dates of our strategic/work plan ranging from January 2024 through December of 2026.

Because of confidentiality issues SPD was not able to ask any of our current or past clients to join our EI development team.

The E&I planning and development team, including our subject matter expert met over multiple months. Our goals were straightforward, we first needed to ensure our team had knowledge, an understanding, and competency regarding E&I and our goals. We went over our workforce metrics and discussed how to use these metrics to initiate, monitor, and report on our goals. We then talked about and agreed on the strategies to achieve our goals over the next two years.

**Office of the State Public Defender
Equity and Inclusion Commitment Letter**

The Office of the State Public Defender hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

The Office of the State Public Defender is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. The Office of the State Public Defender 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 Office of the State Public Defender's commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs, wherever it's appropriate, to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodations will be provided, as requested, to employees and applicants with disabilities.

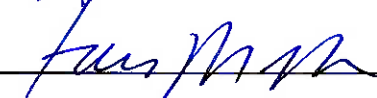
The Office of the State Public Defender has developed and is committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and the Office of the State Public Defender pledges its best good faith efforts to achieve the goals identified in the Equity and Inclusion Plan. I expect each manager, supervisor, and employee of the Office of the State Public Defender to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. The Office of the State Public Defender 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 Office of the State Public Defender website or at the Human Resources office.

We look forward to working with the Division of Personnel Management, 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.

Katie York
Acting State Public Defender
Date: 12/11/23

Signature:  _____

Faun Moses
Date: 12/11/23

Signature:  _____

Workforce Analysis

The State Public Defender (SPD) strives to make Equity and Inclusion a priority, a goal, a value, a differentiator, a part of organizational culture, and, at the same time, a focused area for improvement. On the one hand, a focus on diversity, equity and inclusion is important to build a workplace that is representative of the state of Wisconsin. On the other hand, our investment in equity and inclusion has a deep relationship to the clients we serve, most of whom are people of color who live under the poverty level.

One thing is clear from everything we have seen over the years and everything we are continuing to learn today - problems with equity and inclusion are often systemic in nature. They cannot be solved by one-off programs and policies. SPD needs a comprehensive approach that looks at equity and inclusion across the organization as a whole. HR may lead the effort, but this is an organization-wide undertaking. As this workforce analysis shows, data and analytics need to play a key role in this endeavor, providing the ability to identify where there are gaps, prioritize areas for action, and enable ongoing measurements of progress.

In reviewing and comparing SPD's general demographics (Q4 - 2021 & 2022), SPD is currently comprised of 59.5% women, 17.2% of the workforce has identified as a minority (American Indian, Asian, Black, Hispanic or Pacific Islander), 50.3% are 40 years old or older, 5.4% have self-identified as disabled, 4.4% are veterans, and 19.4% have 20 years or more of State employment.

	SPD CY2021 - Q4	SPD CY2022 - Q4	Enterprise CY2021 - Q4	Enterprise CY2022 - Q4
% Female	60.9%	59.5%	51.8%	52.0%
% Male	39.1%	40.5%	48.2%	48.0%
% Minority	18.2%	17.2%	17.1%	17.5%
% 40 years old +	49.9%	50.3%	63.6%	63.3%
% Disabled	3.8%	5.4%	5.9%	8.7%
% Veteran	3.4%	4.4%	8.5%	8.2%

Years of Service				
0-9	63.8%	66.4%	57.1%	57.5%
10-19	16.8%	15.4%	20.4%	21.2%
20-29	13.4%	12.4%	17.6%	16.7%
30+	6.0%	5.9%	4.8%	4.5%

The percentage of staff who have identified as a minority, self-identified as disabled, and veterans have increased since CY2019 Q4 and CY2020 Q4 demographic data. While these numbers are encouraging, data alone cannot be the end of this analysis. That is why one of the SPD Culture Strategies indicates that we will “implement and administer periodic culture surveys to all employees in order to gather information on current SPD culture beliefs”. While the SPD increases in the demographic data mentioned above is promising, SPD underperformed in both the disabled and veterans’ categories in the fourth quarter for both 2021 and 2022. The fourth quarter 2021 data indicated the enterprise was composed of 5.9% disabled employees and 8.5% veterans; while the 2022 data indicated the enterprise was composed of 8.7% disabled employees and 8.2% veterans.

Another focus of the SPD’s Equity and Inclusion Plan is increasing retention among all classifications. The data below shows that the SPD has high turnover rates among the attorney and legal secretary classifications. These two positions make up 75% of the positions within SPD. SPD recognizes the importance of retention and has specifically addressed this in our retention strategies which includes conducting “stay surveys” with all employees after one year to identify “engagement influencers, stay factors, and exit triggers” and “review the SPD onboarding process and make additions and changes in order to ensure new employees are set up for success”. These strategies are based on feedback from our EI committee and are based on the numbers below, but reach into the “why” more than the numbers can show.

	As of 12/31/21	As of 12/31/22	Notes
Total Positions	582	592	Excludes LTE and surplus positions
Total Attorney	348	355	Includes all Attorney & Attorney Supervisor positions
Total Legal Secretary	90	88	Excludes Legal Associate & Legal Secretary Supervisor positions
Other Positions	144	149	All other positions
Turnover			

Total Termed EEs	105	107	Excludes LTE and surplus positions
Termed Attorneys	68	69	Includes all Attorney & Attorney Supervisor positions
Termed Legal Secretaries	21	18	Excludes Legal Associate & Legal Secretary Supervisor positions
Other positions	16	20	All other positions
Turnover %	2021	2022	
Overall	18.04%	18.07%	
Attorney	19.54%	19.44%	
Legal Secretary	23.33%	20.45%	

A study done by Rutgers University, states:

The “occupational stress” suffered by those tasked to fulfill constitutional guarantees of the right to counsel regardless of the ability to pay is a too-often neglected consequence of the inequities of the justice system, the study argued. The authors of the study called it the “stress of injustice.”

This “stress of injustice” is a factor that may be less evident to those working in administration and not on the front lines, although the stress is universal to all positions. Therefore, the EI committee has committed to “implement a peer support program to ensure employees have a trusted source in which to go to express concerns” per our retention strategies.

The Equity, Diversity, and Inclusion Advisory Committee incorporated actions into the strategic work plan to address the following feedback and key observations:

- Concerns regarding the lack of diversity in the Appellate Division.
- The number of staff who resign within the first two years of employment.
- High general turnover rates across the agency.
- Retention challenges.
- With 42 offices across the State, the inability of all employees to have someone trusted to talk with about concerns or issues.
- Staff discussed ways to help support recruitment and retention of a diverse workforce.
- Ensuring new employees are set up for success (onboarding).

Based on the quantitative and qualitative information referenced above, the committee prioritized the goals, strategies, and actions as a means for objectively assessing SPD’s status and making improvements going forward. Key actions in each area relate to increasing education and awareness

as well as communicating, both internally and externally, SPD's long-term commitment to promoting an equitable, diverse, and inclusive workplace.

**Equity and Inclusion Strategic Plan
Office of the State Public Defender
Goals and Strategies**

Each agency should identify broad goals from its workforce analysis to address barriers in the advancement of equity and inclusion in each of the equity and inclusion focus areas (Recruitment, Retention, and Agency Culture). Once those goals are identified, the agency planning, and development team will identify strategies to address the barriers. Each strategy chosen is included in the agency EI work plan.

Overarching Goals for EI	Strategies to Achieve Goals
<p>Recruitment Goals</p> <p>The agency will actively address hiring disparities across all underutilized job classification.</p>	<ul style="list-style-type: none"> • Review and assess policies and procedures for potential bias in recruitment and selection, including promotions, and remove barriers to diversity, equity, and inclusion. • Set strategic diversity hiring goals and measure progress throughout the process.
<p>Completed Recruitment Goals</p>	<ul style="list-style-type: none"> • Developed a bias and equity tool that will help EI stakeholders evaluate the strategies developed in the Strategic Plan. • Developed a statement to be included in all recruitments that articulates the interconnectivity between the agency mission/vision and EI.
<p>Retention Goals</p> <p>The agency will implement informed programs to assess and enhance the retention and advancement of underrepresented staff.</p>	<ul style="list-style-type: none"> • Conduct “stay surveys” with all employees after one year to identify engagement influencers, stay factors, and exit triggers • Implement a peer support program to ensure employees have a trusted source in which to go to express concerns • Review the OSPD onboarding process and make additions and changes in order to ensure new employees are set up for success • Investigate success potential of telecommuting/workplace flexibility in order to leverage all employees’ strengths
<p>Agency Culture Goals</p>	<ul style="list-style-type: none"> • Develop key metrics to assess employee retention, turnover, and advancement

<p>The agency will communicate a clear and convincing message that diversity, equity, and inclusion are inextricably linked to the Vision and Mission of the OSPD</p>	<p>across all classifications; share metrics and trends with all employees annually.</p> <ul style="list-style-type: none"> • Chronicle the history of diversity, equity, and inclusion initiatives and milestones within OSPD. Create a section on the OSPD intranet site as the central repository for current and former diversity, equity, and inclusion-related reports (e.g., agency climate surveys, action plans, stay surveys). • Create and maintain a section on the OSPD intranet site as the central repository for current and former diversity, equity, and inclusion-related reports (e.g., agency climate surveys, action plans, stay surveys). • Dedicate a section of the New Employee Orientation process to inform and educate new employees about the EI mission of the agency. • Implement and administer periodic culture surveys to all employees in order to gather information on current OSPD culture beliefs.
<p>Completed Agency Culture Goals</p>	<ul style="list-style-type: none"> • Developed a statement that articulates the importance of diversity, equity, and inclusion to the continued excellence of OSPD. Include this statement in the mission and vision statements on the OSPD's public website.

Equity and Inclusion Strategic Plan - Work Plan

The agency work plan represents the strategies and actions for the agency EI Plan. Each strategy identified to meet agency equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action implemented is part of the process to achieve specific strategic

outcomes. The comprehensive selection of actions to support the strategy may be short-term or long-term actions. Key Performance Indicators (KPI's) gauge the progress of the actions taken to reach the desired outcome. KPI's provide clarity to the process for reaching short-term and long-term goals and allows teams to focus on efforts that fall short and require attention immediately to stay on track. KPI's support the monitoring and continuous improvement activities of the strategic plan. Agencies should also list associated training identified to support the implementation for each focus area.

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Review and assess policies and procedures for potential bias in selection and recruitment, including promotions, and remove barriers to diversity, equity, and inclusion.	Committee members in the Policy & Procedure Group will review all OSPD recruitment policies and procedures using a bias equity tool.	Committee members will determine if there are any barriers to E&I within our policies and procedures and suggest any needed changes.	100% of the agency's recruitment policies and procedures will be reviewed and make needed changes.	E&I Committee	April 2024
Set strategic diversity hiring goals and measure progress throughout the process.	Working in conjunction with agency HR team, Committee members will review demographics of current employee base and set goals for next three years.	Committee members will meet once a quarter to analyze changes in employee demographics and determine if agency is meeting goals in appropriate timeframe	Diversity hiring goals will match the demographics of statewide demographics in regards to POC/Non-POC/veterans/persons with disabilities.	E&I Committee	April 2024

Completed Recruitment	Actions	KPI	Outcome/Metric	Responsible staff/office	Completed Date

Strategies									
Develop a statement to be included in all recruitments that articulates the interconnectivity between the agency mission/vision and EI.	Committee members will analyze the agency mission and vision statements and develop a statement that will be included in all recruitments. This statement serves to inform applicants	Committee members will work in conjunction with agency leadership to ensure E&I is prioritized and partnered with the mission and vision of the agency	All recruitments will include commitment to E&I goals of the agency expressed by agreed upon statement.	E&I Committee	November 2021				
Develop a bias and equity tool that will help EI stakeholders evaluate the strategies developed in the Strategic Plan.	Committee members will develop an equity and inclusion tool to evaluate racial impacts on practices, policies, and processes within the recruitment area.	Committee members will research EI tools that have proven successful for other organizations and align with the OSPD EI plan.	EI tool will be developed by the assigned committee and approved by the entire committee in the first half of 2021.	E&I Committee	June 2021				

Associated Recruitment Staff Training

Continued training on Implicit Bias, Racial Bias Discussion Circles

Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
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Conduct "stay surveys" with all employees after one year to identify engagement influencers, stay factors, and exit triggers	Committee members will research and develop stay survey and/or in-person questions and meet monthly to develop, implement and analyze stay surveys	Review results of the survey to address identified engagement influencers, stay factors, and exit triggers	All employees will be asked to complete a stay survey within 1 month of their 1-year anniversary of OSPD employment and make changes based upon feedback to increase retention	E&I Committee	June 2025
Implement a peer support program to ensure employees have a trusted source in which to go to express concerns	Committee will develop a peer support program to include representatives from across all regions and meet monthly to develop, implement and launch a peer support program	Obtain feedback from employees regarding implantation of peer support program.	Employees indicate peer support program provides them with a trusted source in which to express concerns	E&I Committee Employee Representatives	December 2024
Review the OSPD onboarding process and make additions and changes in order to ensure new employees are set up for success	Committee and manager representatives will review and implement changes to the onboarding process and suggest additions and changes as needed.	Obtain feedback from new employees regarding changes to the onboarding process.	New employees indicate they are set up for success through feedback.	E&I Committee Manager Representatives Employee Representatives	June 2024
Investigate success potential of telecommuting/workplace flexibility in order to leverage all employees' strengths	Committee will develop proposed telecommuting/workplace flexibility policy	Committee will meet to discuss current telecommuting/workplace flexibility practices and develop a proposed policy for leadership review	Proposed telecommuting/workplace flexibility policy will be drafted for leadership review	E&I Committee Executive Leadership	June 2024

Associated Retention Staff Training

EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Develop key metrics to assess employee retention, turnover, and advancement across all classifications; share metrics and trends with all employees annually	Research and develop tools to analyze retention, turnover and advancement. Key metrics will be developed and analyzed by the committee bi-monthly	Compare key metrics to identify progress related to retention turnover and advancement across all classifications	Retention, turnover and advancement will be analyzed on a bi-monthly basis to create a better understanding of barriers to retention, turnover, and advancement across all classifications. Metrics and trends will be shared with employees via the OSPD intranet annually.	E&I Committee	December 2024
Chronicle the history of diversity, equity, and inclusion initiatives and milestones within OSPD. Create and maintain a section on the OSPD intranet site as the central repository for current and former diversity, equity, and inclusion-related reports (e.g., agency climate surveys, action plans, stay surveys).	E&I history will be compiled and published to the OSPD's intranet site-Dashboard.	Committee members will initially meet monthly to chronicle history and then bi-annually to maintain E&I tab on the OSPD intranet site.	E&I tab will be created and maintained on the OSPD's intranet site.	E&I Committee Communications Specialist	December 2025
Dedicate a section of the New Employee Orientation (NEO) process to inform and educate new employees about the EI mission of the agency.	Develop and present EI mission in NEO	Confirm information is presented at NEO about EI mission of the agency	All new employees will receive information regarding OSPD's EI mission in NEO	E&I Committee Affirmative Action Officer	June 2024
Implement and	Research and	Committee member will	Culture survey will be	E&I Committee	December

administer periodic culture surveys to all employees in order to gather information on current OSPD culture beliefs	develop effective culture surveys and administer OSPD wide and meet monthly to develop, implement and administer culture survey	then meet annually to review information received from survey.	developed and implemented to all OSPD employees annually. Information received will be reviewed and shared with appropriate managers and Executive Leadership to determine whether changes are needed based upon results.	Executive Leadership	2024
Update eForms to allow for increased gender identity for clients.	Add changes to eForms and administer changes OSPD wide.	Committee members to develop plan on how to incorporate selection of pronouns and gender identity into eForms. Committee members will then work with IT to ensure changes are feasible and user-friendly.	New eForm will be developed and implemented for all clients across OSPD.	E&I Committee Information Technology team	January 2024

Completed EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Develop a statement that articulates the importance of diversity, equity, and inclusion to the continued excellence of OSPD. Include this statement in the mission and vision statements on the OSPD's public website	Develop an EI statement that is in alignment with the OSPD's mission and vision	Committee members will meet to develop an EI statement	EI statement will be developed and published to the OSPD's public website	E&I Committee	August 2021

Associated Recruitment Staff Training

Communication Plan

A diverse and multigenerational workforce can be a challenge to reach. Using just one form of communication to reach leadership, management, employees, and outside stakeholders won't meet the needs of our inclusivity goal. SPD must ensure our internal and external communications adopt a multichannel approach to better engage with all of our audience. Our communication plan has two main goals:

- The agency's Equity and Inclusion Plan is available to all employees on the agency's internal website at <http://intranet.opd> or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- A physical copy of the Agency's Affirmative Action Plan will be available to employees at the following address: 17 S. Fairchild Street-5th Floor, Madison, WI 53707.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

All internal stakeholders will be asked to read, understand, support, and help fulfill the goals of the plan.

Communication	Communication Channel	Responsible Party	Audience	Timeline
Announcement of Completion of Plan	E-mail SPD Newsletter	Katie York-Acting State Public Defender	SPD Leadership, management, staff, board members and contractors (All SPD Staff)	January/February 2024
Equity and Inclusion Plan	Intranet (internal) Public Internet site (external)	Communications Specialist/HR Staff	All SPD Staff Clients, criminal justice partners, public (external)	January/February 2024
Monthly Newsletter Article supporting E&I goals	SPD Newsletter E-mail Intranet	E&I Committee Members	All SPD Staff	Newsletter is produced monthly-Begin March 2025
E&I Dashboard <ul style="list-style-type: none"> • Metrics • Plan progress 	Intranet (internal)	E&I Officer-Faun Moses	All SPD Staff	Updated quarterly - begin July 2024

<ul style="list-style-type: none"> • Demographics • Survey Results 							
E&I interconnectivity statement to SPD mission and vision	Intranet (internal) Public Internet site (external) Job Postings (external)	Communications Specialist/HR Staff	All SPD Staff Public Applicants			Completed	
Employee Feedback-Stay Survey	E-mail	HR Staff	SPD Staff (one year anniversary)			When complete-duration of plan	
Leadership Update Meetings	Virtual or in-person meetings	E&I Officer-Faun Moses	Acting State Public Defender-Katie York Administrative Services Director-Sara Ward-Cassady Legal Counsel-Nicholas Smith HR Director-Garth Maletic E&I Officer-Faun Moses			Quarterly	
Peer Support Program	E-mail Intranet	E&I Committee Members	All SPD Staff			When complete-duration of plan	
Change of Mission and Vision Statement	Intranet (internal) Public Internet site (external)	E&I Committee Members	All SPD Staff			Completed	
Culture Surveys	E-mail Intranet	E&I Officer-Faun Moses	All SPD Staff			Duration of Plan	

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 Program, including goals, timetables, and compliance with all federal and state laws and regulations. The Appointing Authority:

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an equity and inclusion action plan to implement strategies that will comply with equity and inclusion, and incorporates 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 E&I plan to review equity and inclusion related data, recommends opportunities for improvement, and provides 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 (E&I) programs, initiatives, and policies.

Name of individual(s) responsible

Name: Katie York
Email: yorkk@opd.wi.gov

Title: Acting State Public Defender
Phone: (608) 266- 7125

Equity and Inclusion Officer

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

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of E&I developments, progress, and potential concerns.
- Ensures communication and dissemination of 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 internal monitoring, auditing, and reporting to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform and job-related, and that personnel decision-making processes adhere to EEO and AA principles.

- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's programs, W-2 program, the disabled veteran's program, etc.
- 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 and agency supervisory training annually.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual(s) responsible

Name: Faun Moses
Email: mosesf@opd.wi.gov

Title: Appellate Division Director
Phone: (608) 266-8374

Equity and Inclusion Designee/Professional

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

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Assists in development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's program, W-2 program, the disabled veteran's program, etc.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assist the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic equity and inclusion goals and objectives.
- Attends equity and inclusion and agency supervisory training annually.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the American with Disabilities Act (ADA).

Name of individual(s) responsible

Name: Maggie Wild
Email: wildm@opd.wi.gov

Title: HR Specialist-Senior
Phone: (608) 264-8578

Executive HR Manager/HR Manager

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

- Maintains effective working relationships with agency EIO officers and designees.
- Provides leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion and principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of individual(s) responsible
Name: Garth Maletic
Email: maleticg@opd.wi.gov

Title: HR Manager
Phone: (608) 266-9448

Monitoring of the Equity and Inclusion Plan

The specific goals, strategies, initiatives, and actions presented in this plan evolved from the work of the Equity and Inclusion Committee as well as the support from agency leadership. The implementation of the Equity and Inclusion Plan will be monitored by the Equity and Inclusion Committee, and Human Resources.

As the goals and strategies for this plan take shape, the successful and meaningful integration of diversity, equity, and inclusion into the SPD culture will be achieved. Following the adoption of this plan, the real work begins: re-envisioning programs, developing policies and processes, and creating the infrastructure that will allow SPD to successfully create a culture of diversity, equity, and inclusion. Critical to the success of this plan, the Equity and Inclusion Committee will meet quarterly to discuss accountability of members and updates on goals. Quarterly updates will then be shared on the SPD Equity and Inclusion Dashboard located on our intranet.

Acknowledgment

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 Equity and Inclusion Plan enables progress and results to be measured agency-wide.

Appointing Authority:
Full Name: Katie York

Signature/Date:

Title: Acting State Public Defender
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12/11/23

Equity and Inclusion Officer:
Full Name: Faun Moses

Signature/Date:

Title: Appellate Division Director
Email: mosesf@opd.wi.gov

 12/11/23

Date of submission to DPM/BEI: 12/6/23

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

Implementation Team Members (2021 Plan):

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Tina Fisher	-Equity and Inclusion Officer
Margaret Johnson	- Assistant State Public Defender-Trial Division
Colleen Marion	- Assistant State Public Defender-Appellate Division
Nancy McLean	-Human Resources Manager
Faun Moses	-Regional Attorney Manager
Angela Singh	-Accountant
Chandru Solraj	-IS Data Services Specialist
Eileen Virnig	-Paralegal

Implementation Team Members (2024 Plan):

Faun Moses	- Appellate Division Director
Garth Maletic	- Human Resources Manager
Gina Pruski	- Training Manager
Amanda Scholze	- Regional Office Administrator – Trial Division
Maggie Wild	- Human Resources Specialist
Katie York	- Deputy State Public Defender
Kim Reske	- Regional Office Administrator – Trial Division
Brianna Vaughn	- Paralegal – Appellate Division
Justin Heim	- Trainer
Stephanie Johnson	- Assistant State Public Defender – Trial Division
Kara Rolf	- Assistant State Public Defender – Trial Division
Charles Valdes	- Public Defender Investigator – Trial Division
Savannah Weinstock	- Client Services Specialist – Trial Division

