



DIVERSITY AND INCLUSION PLAN



DANE COUNTY EMERGENCY MANAGEMENT



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Message from the Director



It is with great pleasure that we present the Dane County Emergency Management Agency's Diversity and Inclusion Plan. Creating and utilizing a diverse and inclusive workforce is one of our top priorities for our Department and a mission that is imperative for Dane County.

This plan is intended to provide a structure to build an inclusive work environment that leverages diversity in order to achieve mission goals and business objectives. Emergency Management will continue to provide an environment that encourages open communications, and empowers employees with the support and resources that they need to grow and advance as well as to support our vital mission. The successful implementation of our objectives, goals, and tactics within the plan require coordination across our department as a whole.

On behalf of Dane County Emergency Management Leadership, we would like to give thanks to our employees and encourage everyone to take an active role in both creating and supporting a diverse and inclusive work environment. Our efforts and hard work will enable us to maximize our collective potential and become successful in achieving our mission.





Dane County Executive, Joe Parisi



On behalf of Dane County Emergency Management Leadership, we would like to introduce Dane County Executive, Joe Parisi. Mr. Parisi was elected as County Executive in 2011, after spending six years in the State Assembly and eight years as a Dane County Clerk.

Mr. Parisi's priority is to ensure that everyone in our community has access to the opportunity to succeed. He has a deep commitment and involvement with the Emergency Operations Center.





Diversity and Inclusion Policy Statement

Our mission is important to Dane County, as well as the entire nation. Emergency Management employees are the key to ensure that ideals, responsibility, and values of our Agency are realized to the fullest capacity.

Diversity is the foundation which reflects to society that we serve, as well as generates and encourages new approaches and innovation to accomplishing our goals. As a team, we play a role in supporting a diverse and inclusive workforce by showing respect and integrity with and for each other.

We want to continue to promote a culture that embraces diversity and allows both current and future employees an opportunity to reach their highest potential. Skills, characteristics, experiences, and talents all broaden the range of approaches to Emergency Management's work. Let's take on the challenge to be ahead of the curve in reflecting the diverse fabric of our society.

Dane County Emergency Management is very much committed to the equal opportunity for all people, no matter the age, race, color, religion, disability, sex, or national origin. To ensure we achieve our goal, we must reaffirm our committal to promote inclusiveness and diversity within our workforce.

I am fully committed and support this policy to provide an environment that embraces and values the potential and contributions of every member of our team. I expect each team member, whether manager, supervisor or employee to work together to show our commitment to our core values of respect, honor, and devotion.

Charles A. Tubbs
Director, Dane County Emergency Management





Executive Summary

As the Emergency Management landscape continues to evolve, our mission is becoming more complex. We have a mission that demands for a diverse workforce to understand and respond to the various communities and survivors that we serve. We are committed to become stronger in diversity and inclusion, and recognize that it is critical to preparation for preventing, responding to and recovering from all hazardous situations.

The Dane County Emergency Management Diversity and Inclusion Plan creates a framework for our action to strengthen diversity, inclusion, and our workforce capabilities. This plan is the result of a collaboration with our views and valued excerpts from the content within the FEMA Diversity and Inclusion Plan.





Goals and Objectives

Dane County Emergency Management plans to integrate the below goals and objectives into our plan to establish a more diverse and inclusive environment

Goals and Objectives:

1. Recruit a diverse and highly capable workforce.

Proactively recruit candidates that are qualified at all levels, and whom have diverse backgrounds, experiences, education, and skills. Enhance the selection and assessment practices to support the hiring of those candidates. Strengthen the infrastructure and processes in order to support both the employment and retention of candidates with disabilities.

2. Build a work environment which promotes inclusion.

Build the work environment up to maximize individuals and collective potential and productivity. Strengthen engagement within employees to cultivate an inclusive culture. Enhance internal communications allowing the engagement of the workforce. Ensure all employees have equal access to career development opportunities.

3. Build a sustained leadership commitment to a diverse and inclusive department through data, education, and accountability.

Expand on leadership and accountability for managing diversity and inclusion across the department. Educate the workforce to convey a culture of inclusion. Implement tools and processes to assess progress toward diversity and inclusion goals as well as enable data-driven decision making.





What is Diversity and Inclusion?

Diversity refers to both the differences and similarities in individuals, as well as their collective characteristics which make up Emergency Management's workforce. Inclusion refers to the work environment and culture within our organization.

The figure below defines diversity and inclusion, and was adapted from OPM, in order to establish a shared understanding of these two terms.



Figure 1: What is Diversity and Inclusion?



The Value of Diversity and Inclusion for Emergency Management:

Emergency Management is rapidly evolving and increasing in complexity, which allows for a higher level of readiness and capability. The communities that we serve are growing in diversity. In order to provide a higher quality of responsive community service, our department requires a workforce that reflects our society, which is composed of the best and highest levels of talent. A diverse workforce would provide this through varied perspectives, skills, and backgrounds. Inclusion enables us to maximize our performance by taking advantage of the diversity among the workforce.

Emergency Management is committed to achieving its diversity and inclusion vision: to build an inclusive environment that includes levels of diversity to achieve mission goals and business objectives, as well as to maximize the potential of all individuals within our organization.

By making this commitment, Emergency Management recognizes that our supervisors, leaders, and employees play a critical role in understanding and executing the steps in order to make this vision come to life. Individuals within our department demonstrate respect and integrity with and for one another across all aspects of daily work.



Diversity and Inclusion Goals:

Workforce Diversity

Recruit from a qualified group of diverse, potential applicants in order to secure a high performing workforce that is drawn from all parts of society.

Workplace Inclusion

Create a culture within Emergency Management that encourages fairness, collaboration, and flexibility which enables individuals to contribute to their highest potential as well as further their retention.

Sustainability:

Create a structure and strategy to allow leaders to have the ability to manage diversity, measure results, be accountable, and perfect their approaches on the basis of results of any information collected in order to create and sustain a culture of inclusion.



Diversity and Inclusion Goal 1:

Workforce Diversity - Recruit a Diverse Workforce With High Capabilities

Emergency Management currently is the home to many talented individuals who showcase their high levels of integrity and work ethic. As a department, we intend to continue to nurture and develop the potential of current employees, as well as to recruit other potential candidates from a diverse society. As a whole, we will provide an accessible and adaptable workplace in order to attract and retain employees from diverse backgrounds.

The table below outlines both objectives and tactics that will allow Emergency Management to achieve this goal.

Objectives:	Tactics:
Recruit qualified individuals whose diverse backgrounds, education, skill, and experience will allow our mission to thrive.	Implement targeted recruitment strategies as well as outreach activities that would allow us to reach diverse and underrepresented populations. Analyze the flow of applicants and promotion data to identify and eliminate barriers within the recruitment and selection process.
Enhance the assessment practices and selection process to support the hiring of highly qualified, diverse candidates.	Modify the selection and assessment practices in order to minimize barriers. Educate staff on special hiring authorities and programs that support selecting and hiring a more diverse workforce.
Strengthen the infrastructure and process in order to support employment and retention of individuals, including those with disabilities.	Use internal resources and external outreach networks to recruit highly qualified individuals as well as those with disabilities. Build an accessible and adaptable workforce that fully accommodates employees with disabilities.



Improve the outreach and awareness of roles in emergency management to the younger demographic.	Being active and participating in college and high school career fairs, as well as other informative events in the community.
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Diversity and Inclusion Goal 2:

Build a Work Environment That Promotes Inclusion

Workplace Inclusion is about building an environment that embraces diversity and empowers employees on all levels. Inclusion is driven by employee engagement, which encompasses a large range of factors, such as career development opportunities, and the effectiveness of internal communications. The goals, tactics, and objectives on the next page describe how we plan to build an inclusive environment. In order to establish this, we must increase the participation in programs that build cultural awareness and appreciation of diversity, as well as to strengthen the communication across our agency.



Diversity and Inclusion Goal 2:
Build a Work Environment That Promotes Inclusion

Objectives:	Tactics:
<p>Strengthen employee engagement to create and keep an inclusive culture.</p>	<p>Implement and develop strategies for employee engagement. (put together fun & inclusive activities for the departments to gather with each other, and share a part of their cultures with everyone to get better acquainted on a more personal level.)</p> <p>Support the participation in internal employee resource groups.</p> <p>Promote the use of special observations to highlight the importance of diversity and cultivate cultural awareness.</p> <p>Recognize efforts to increase diversity and inclusion.</p>
<p>Build a work environment that maximizes the collective and individual potential and productivity.</p>	<p>Administer employee orientation and onboarding programs for new employees and leaders.</p> <p>Enhance or create mentoring programs for employees at all levels.</p>
<p>Ensure all employees have equal access to opportunities for career development.</p>	<p>Identify and eliminate any barriers to participation within leadership development programs.</p> <p>Create and implement strategies that provide equal access to developmental opportunities across all levels of the organization.</p>
<p>Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top priority for Emergency Management.</p>	<p>Proactively communicate the importance of diversity and inclusion in order to promote engagement across the workforce.</p> <p>Provide regular updates have an annual review/discussion with staff to share with the workforce on Emergency Management’s thoughts, and progress toward the Diversity & Inclusion Plan goals. to the workforce on Emergency Management’s progress toward Diversity and Inclusion Plan goals.</p>



Diversity and Inclusion Goal 3:

Build Sustained Leadership Commitment to a Diverse and Inclusive Emergency Management Through Accountability, Data, and Education

Sustainability focuses on building and maintaining the accountability structures and processes necessary to strengthen diversity as well as to institutionalize an inclusive work environment across our department. Effective leadership, education, and evaluation are all equally important parts of accountability.

To build on the success of this plan, Emergency Management needs to establish a clear direction, as well as draw out the lines of authority to connect our department with others. Through regular monitoring and reporting of relevant data and progress, we can stay on track in accomplishing our goals. Finally, tailored training will assist us to build competencies in diversity and inclusion at all levels.

Objectives:	Tactics:
Expand leadership as well as accountability for managing diversity and inclusion across Emergency Management.	Compose or update compositions to clarify leadership, member and group roles and responsibilities. Establish office ownership for annual diversity social events Assess leaders' performances based on diversity and inclusion outcomes.
Implement tools and processes to track progress toward diversity and inclusion goals and to enable data-driven decision making.	Launch automated tools to track employee diversity representation and targets. Report and assess progress against incremental diversity and inclusion goals.
Educate the workforce to institutionalize a culture of inclusion.	Implement annual diversity and inclusion training for all employees. Have discussions every four months on how to address the language and special needs barriers that we face. & including individuals from those communities to participate to get their input.



Achieving Results:

For the success of this Diversity and Inclusion Plan, effective implementation is critical. Supervisors shall maintain accountability for each of the plan's objectives, while working with colleagues as appropriate in order to advance our objectives and supporting tactics within the plan.

The Diversity and Inclusion Plan provides the guidance needed for implementing and assessing progress made toward achieving the goals and objectives within this plan.



Emergency Management Diversity and Inclusion Roles and Responsibilities:

Employees at all levels play an important and critical role in building a diverse and inclusive department.

The table below summarizes the responsibilities outlined in the Emergency Management Diversity and Inclusion Plan.

Responsibilities:

Oversee diversity and inclusion across Emergency Management, by ensuring that organizational systems, policies, and procedures all support our department's vision as well as to ensure they are integrated within our operations.

Oversee the implementation of the Emergency Management Diversity and Inclusion Plan to include the following: advising the department on diversity and inclusion issues, providing leadership and direction, assessing progress on the plan and updating the plan on an annual basis, work with leadership roles to properly resource the plan tactics, communicating the priorities of the plan and the progress to the workforce, and ensuring the overall accountability for diversity and inclusion across Emergency Management.

Support leadership roles in implementing this plan by coordinating action and tracking the progress made, and monitoring actions taken for planning activities.

Provide direction and leadership in achieving plan goals by establishing policies and procedures which support the plan objectives and ensuring compliance with the Equal Employment Opportunity laws and federal reporting requirements.

Provide direction and support in achieving plan goals by leading the workforce planning and data analysis, hiring, training and onboarding of employees, recognition and awards, metrics programming, communication planning, and implementation of processes and policies.



Shared Roles and Responsibilities:

The table below outlines shared roles and responsibilities among Emergency Management.

Roles:	Responsibilities:
Managers and Supervisors	<p>Oversee and support the Emergency Management Diversity and Inclusion Plan, including all visions, goals and ideas, along with facilitating the alignment with any other internal initiatives.</p> <p>Implement the Diversity and Inclusion Plan by fostering employee engagement, making sure all members of staff have equal access to career development opportunities and cultivating a work environment that is inclusive and promotes diversity principals.</p>
Employees	<p>Recognize and respect all backgrounds and perspectives of others. Work collaboratively across Emergency Management and support our department in working toward a more diverse and inclusive environment.</p>

