

Equity Assessment of Dane County Workforce Development Data, Practices, and Policies from 2018-2022

Dane County Board of Supervisors

Project Team: Kao Lee Yang, Liliana Keomanivong Teniente, Natalia Borowska,
Sam Schneider, Tyler Williams, and Willem Weigel

Project Scope

Report Focus

Qualitative and quantitative analysis of diversity, equity, and inclusion (DEI) in the Dane County government workforce

Research Question

What is the current state of equity and diversity in recruitment, hiring, promotion, and retention of Dane County's government workforce?

DEI in Dane County

What is DEI in Dane County?

- A workforce that is representative of the community they serve
- The first step toward advancing racial equity and social justice is creating a diverse and equitable workforce

GARE's 2015 Racial Equity Analysis of Dane County

- Departmental Racial Equity Plans

RESJ's 2016 Equity Assessment

- Racial Equity Tool

Analysis of Equity Plans

Review of 25 Departmental Equity Plans using RESJ's "Racial Equity Tool"

1. Proposal and Desired Outcomes
2. Data
3. Community Engagement
4. Racial Equity
5. Implementation Plan
6. Accountability and Evaluation

	Proposal & Desired Outcomes	Data	Community Engagement	Racial Equity	Implementation Plan	Accountability & Evaluation
County Board	✓	✓	✓	✓	✓	✓
Clerk of Courts	✓	✓	✓	✓	✓	✓
Sheriff's Office	✓	✓	✓	✓	✓	✓
Department of Administration	✓	✗	✓	✓	✓	✓
Department of Waste & Renewables	✓	✗	✓	✓	✓	✓
Emergency Management	✓	✗	✓	✓	✓	✓
Human Services	✓	✗	✓	✓	✓	✓
UW - Extension	✓	✗	✓	✓	✓	✓
District Attorney	✓	✗	✓	✓	✓	✗
Land & Water Resources	✓	✗	✓	✓	✗	✓
Medical Examiner	✓	✗	✓	✓	✗	✓
Planning & Development	✓	✗	✓	✓	✗	✓
Public Health Madison & Dane County	✓	✗	✓	✓	✗	✓

	Proposal & Desired Outcomes	Data	Community Engagement	Racial Equity	Implementation Plan	Accountability & Evaluation
Airport	✓	✗	✗	✓	✗	✓
Alliant Energy Center	✓	✗	✓	✓	✗	✗
Corporation Counsel	✓	✗	✓	✓	✗	✗
Juvenile Court Program	✓	✗	✓	✓	✗	✗
Public Safety Communications	✓	✗	✓	✗	✗	✓
Treasurer	✓	✗	✓	✗	✓	✗
Veterans Services	✓	✗	✓	✗	✓	✗
Family Court Services	✗	✗	✓	✓	✗	✗
Register of Deeds	✓	✗	✗	✗	✓	✗
County Clerk	✓	✗	✗	✗	✗	✗
Henry Vilas Zoo	✗	✗	✓	✗	✗	✗
Library Service	✗	✗	✓	✗	✗	✗

Equity Plan Findings

Departmental Equity Plans

- Common Structure and Vision
- Variety in quality and robustness
 - Use of Evaluation Metrics and Contextual Evidence
 - Specificity
 - Retention is less of a Priority
- Inconsistent Updating

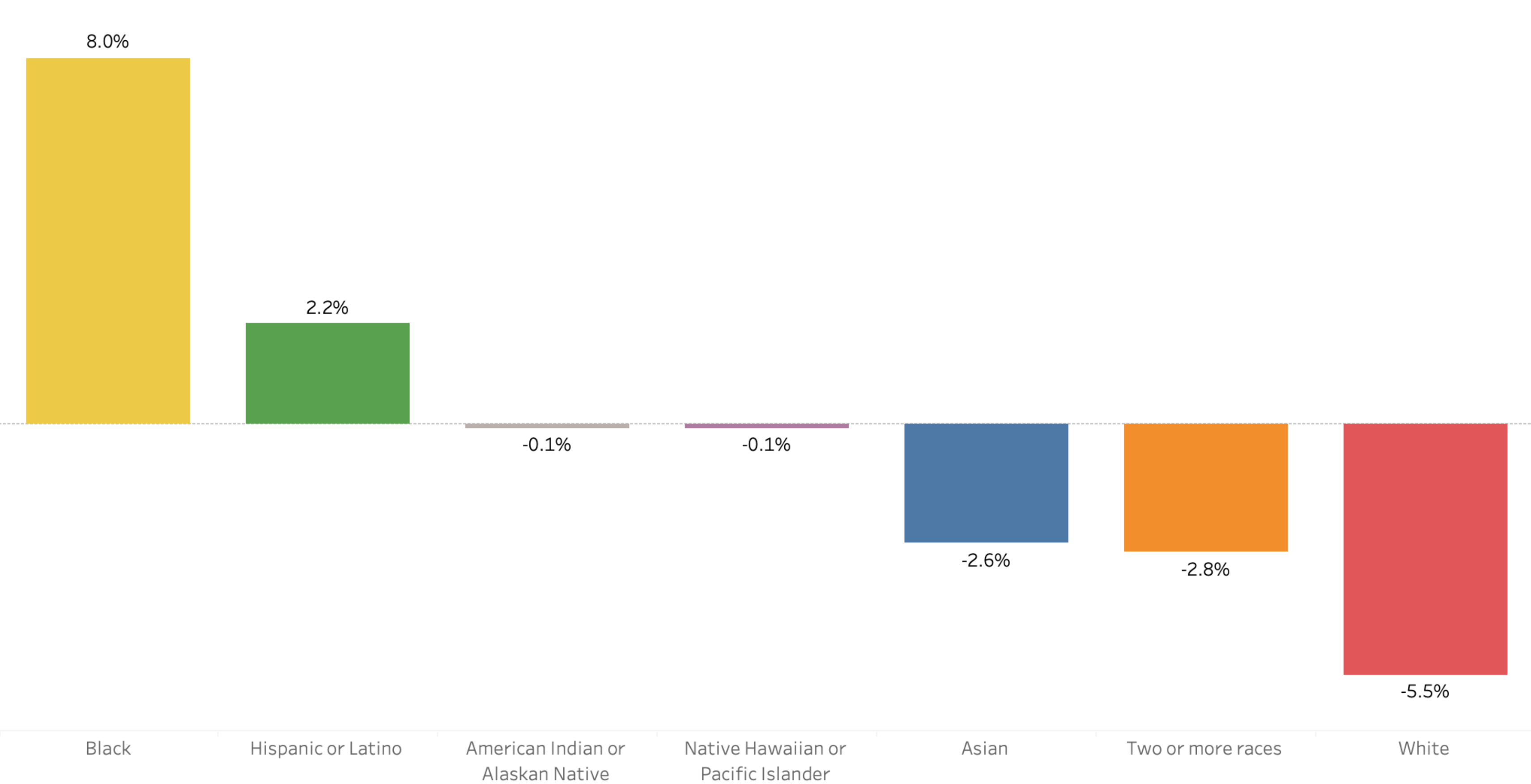
Analysis of Personnel

- Data was received from the Dane County Division of Information Management
- We compare the Dane County government workforce to Dane County's working age population
- Also examine demographics by department and Equal Employment Opportunity (EEO) category

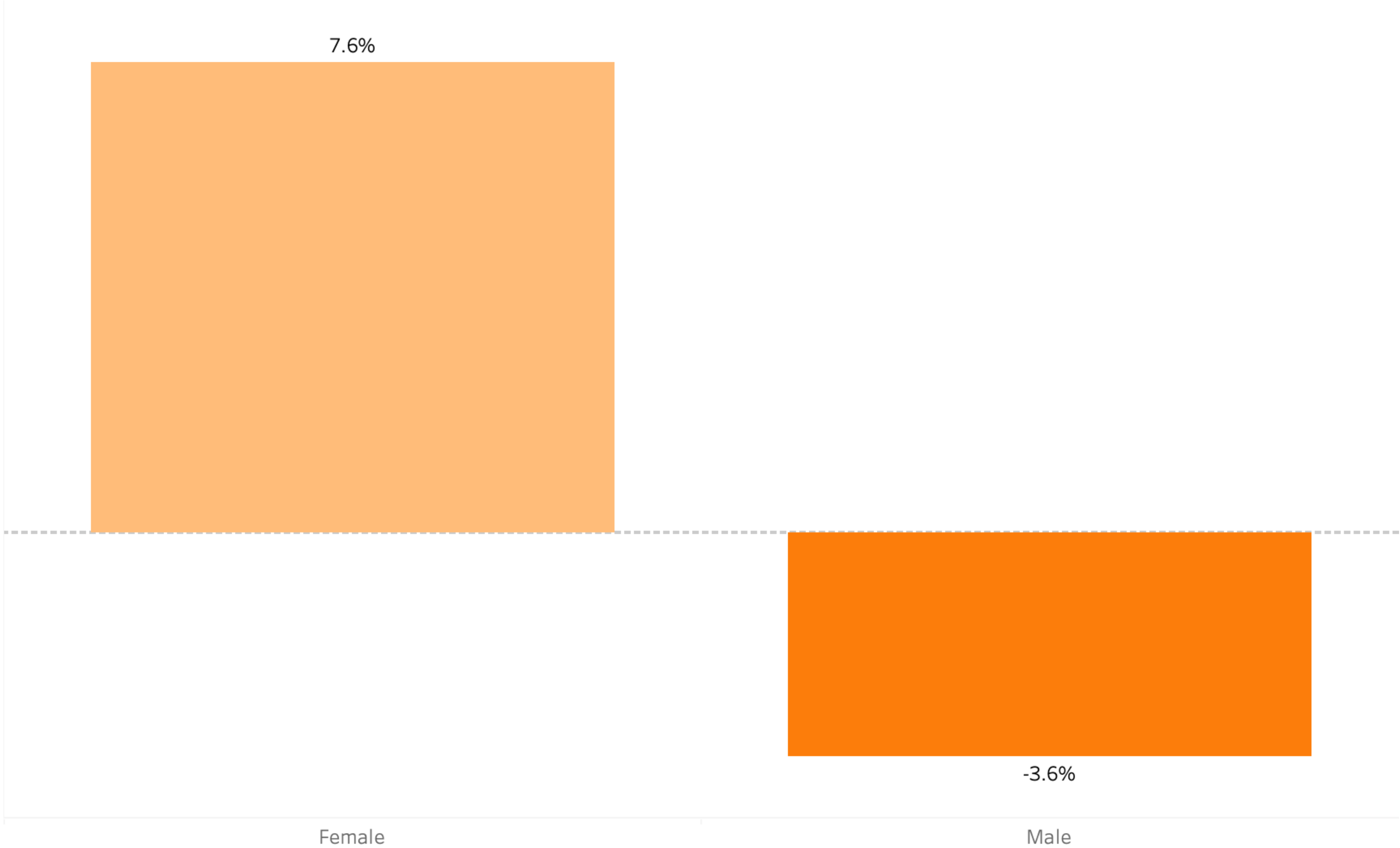
Current State of Employees

- Assess trends that make the Dane County Government workforce look more like the overall Dane County working population
- Plot changes in the percentage of personnel by race, gender, and EEO category

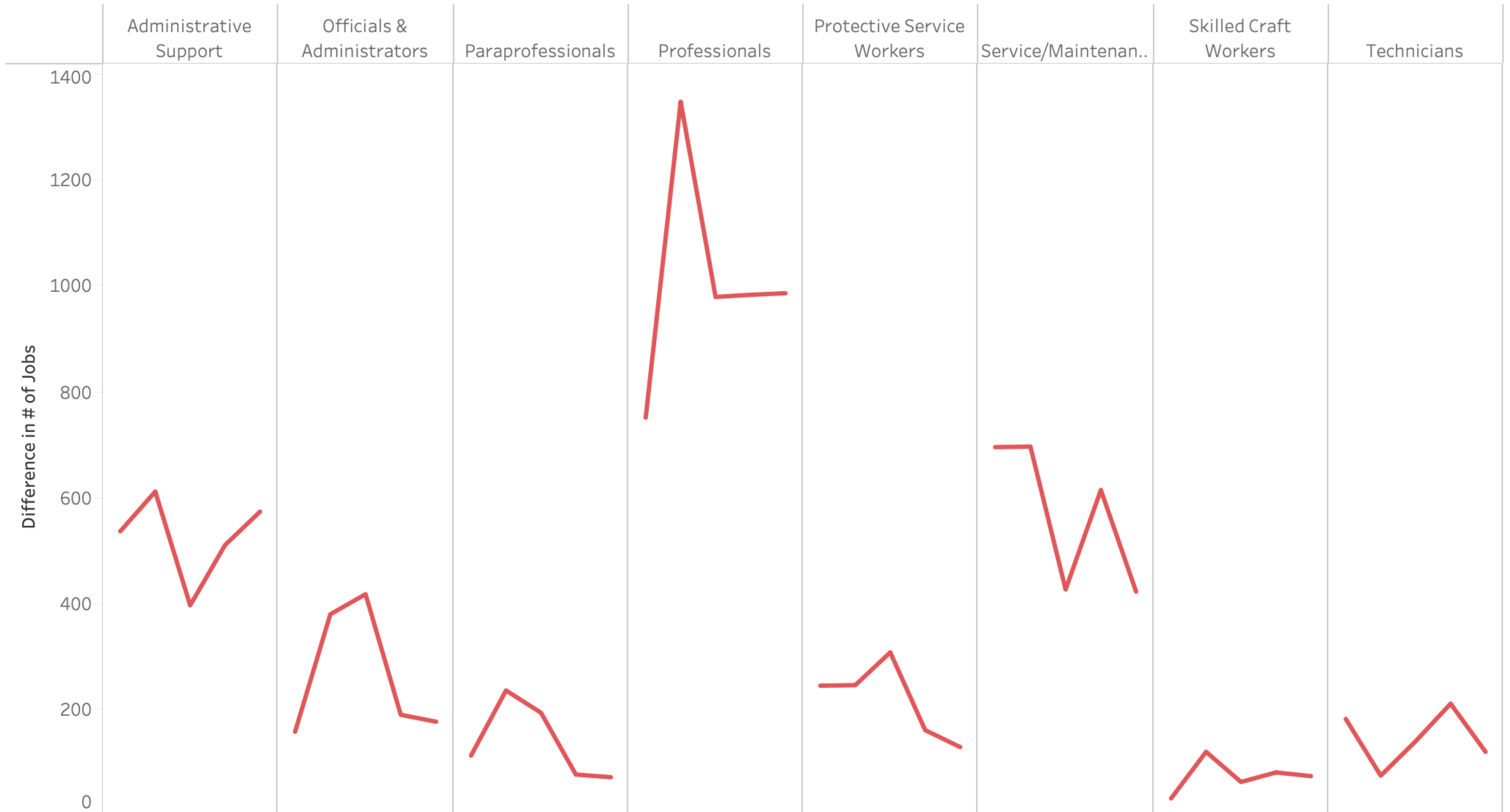
Difference in Percentage of Dane County Government Employees By Race Compared to Dane County's Overall Working Population (2022)



Difference in Percentage of Dane County Government Employees By Gender Compared to
Dane County's Overall Working Population
(2022)

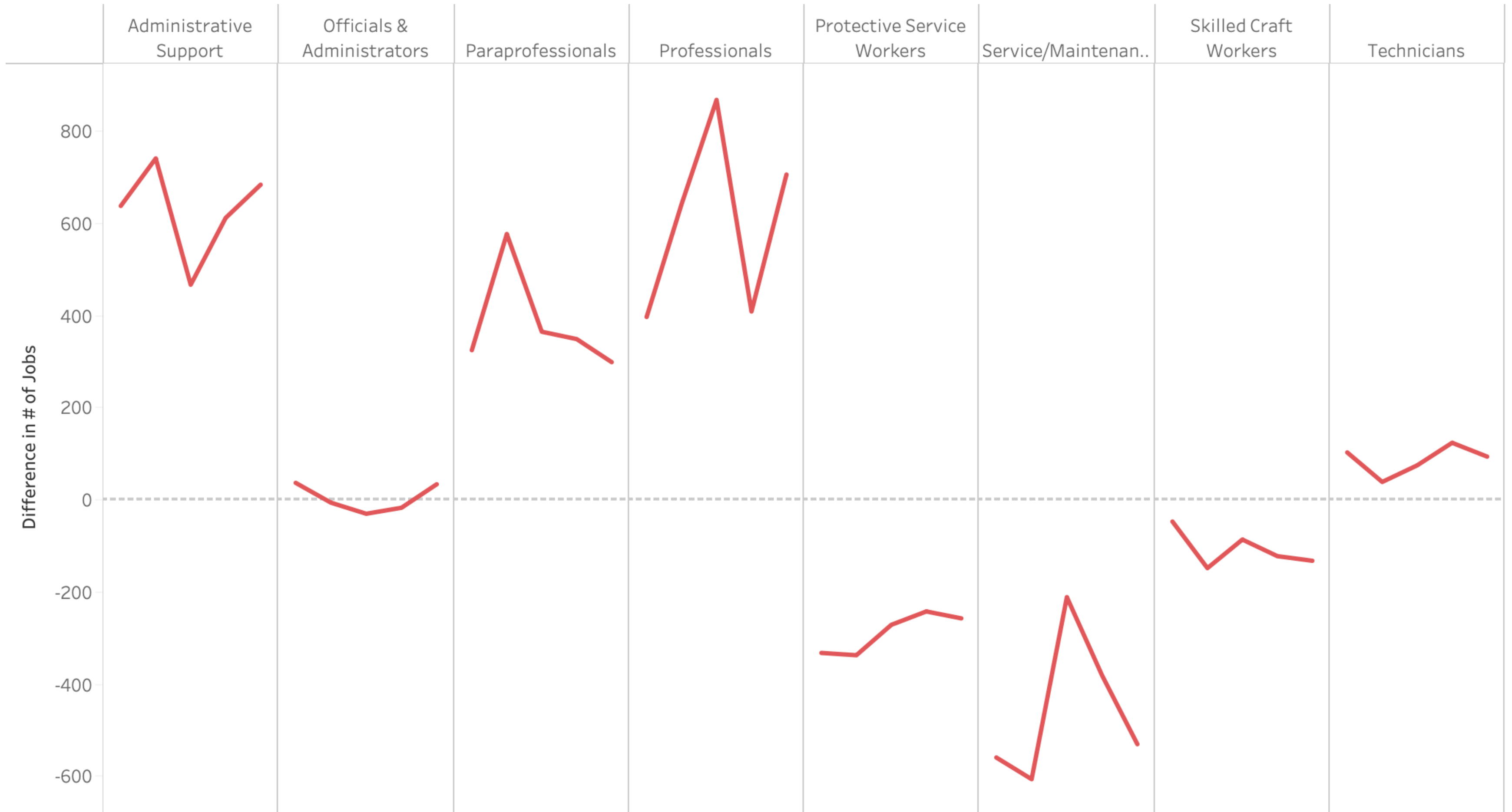


Difference in Dane County Government Jobs Between White and Non-white Personnel By EEO Category (2018-2022)



Difference in Dane County Government Jobs Between Female and Male Personnel By EEO Category

(2018-2022)

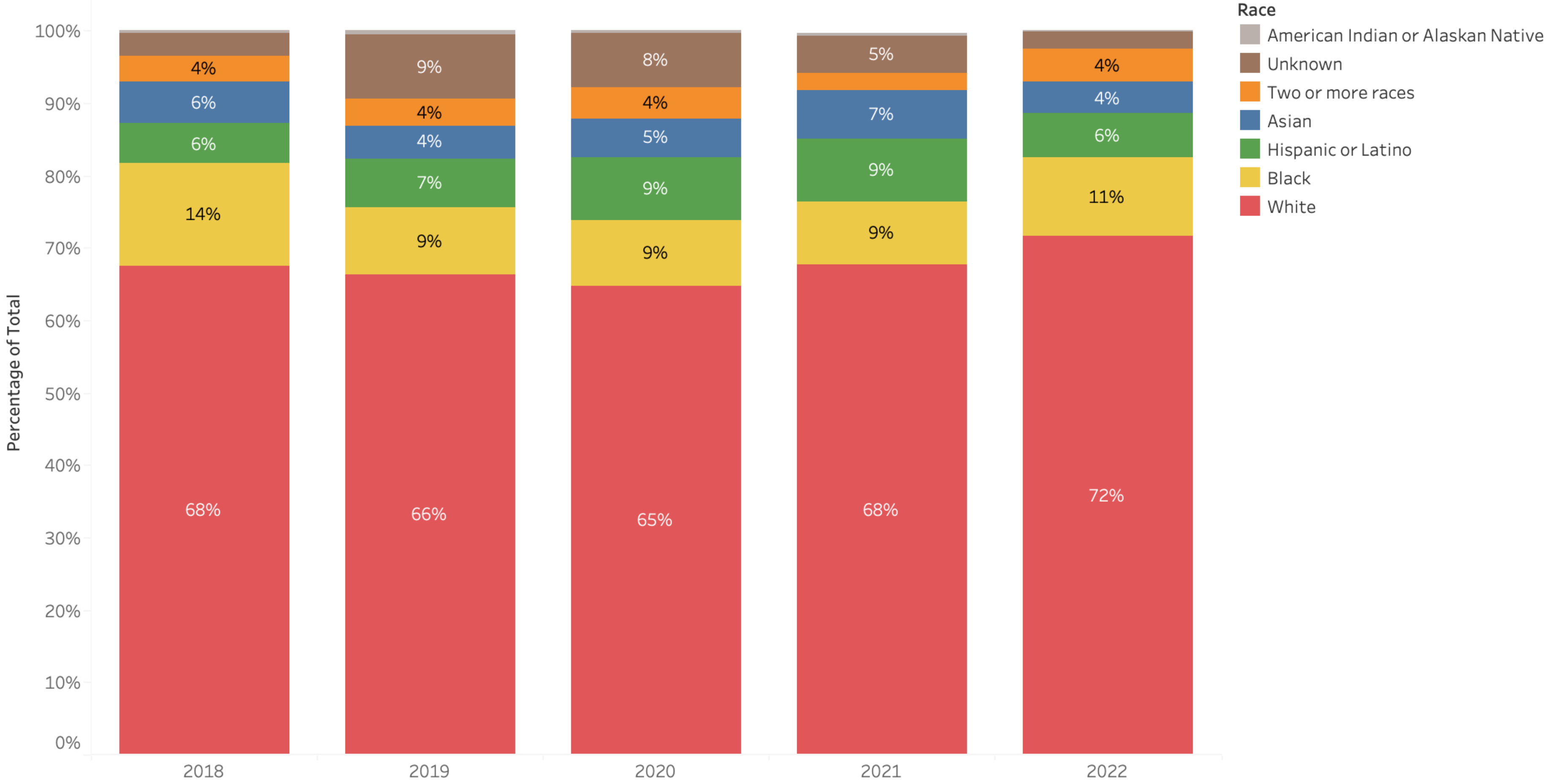


New Hires

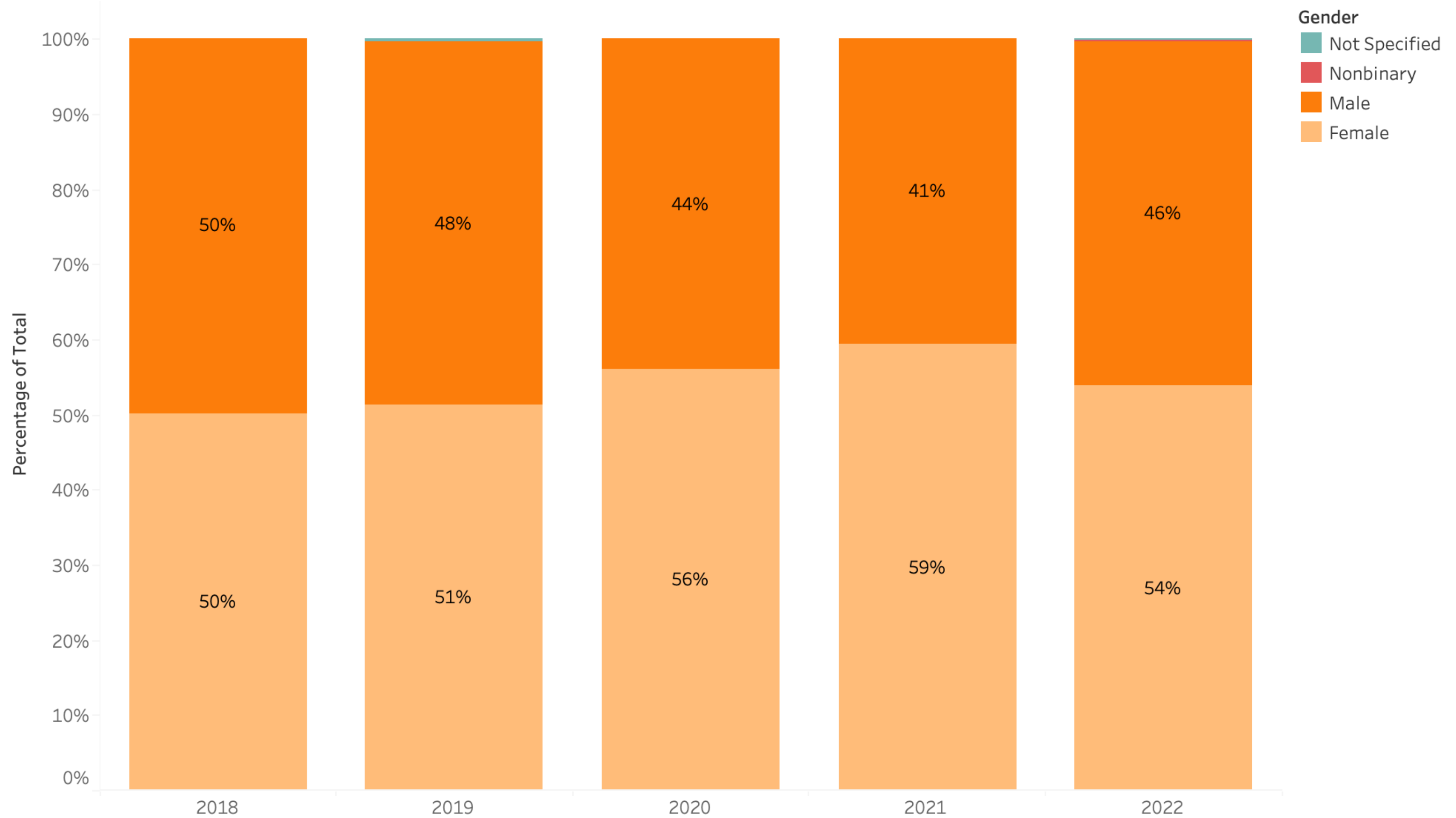
- Crucial to assess new hires as they influence the existing composition of workers
- Plot changes in the percentage of personnel by race, gender, and EEO category

Percentage of Dane County Government New Hires By Race

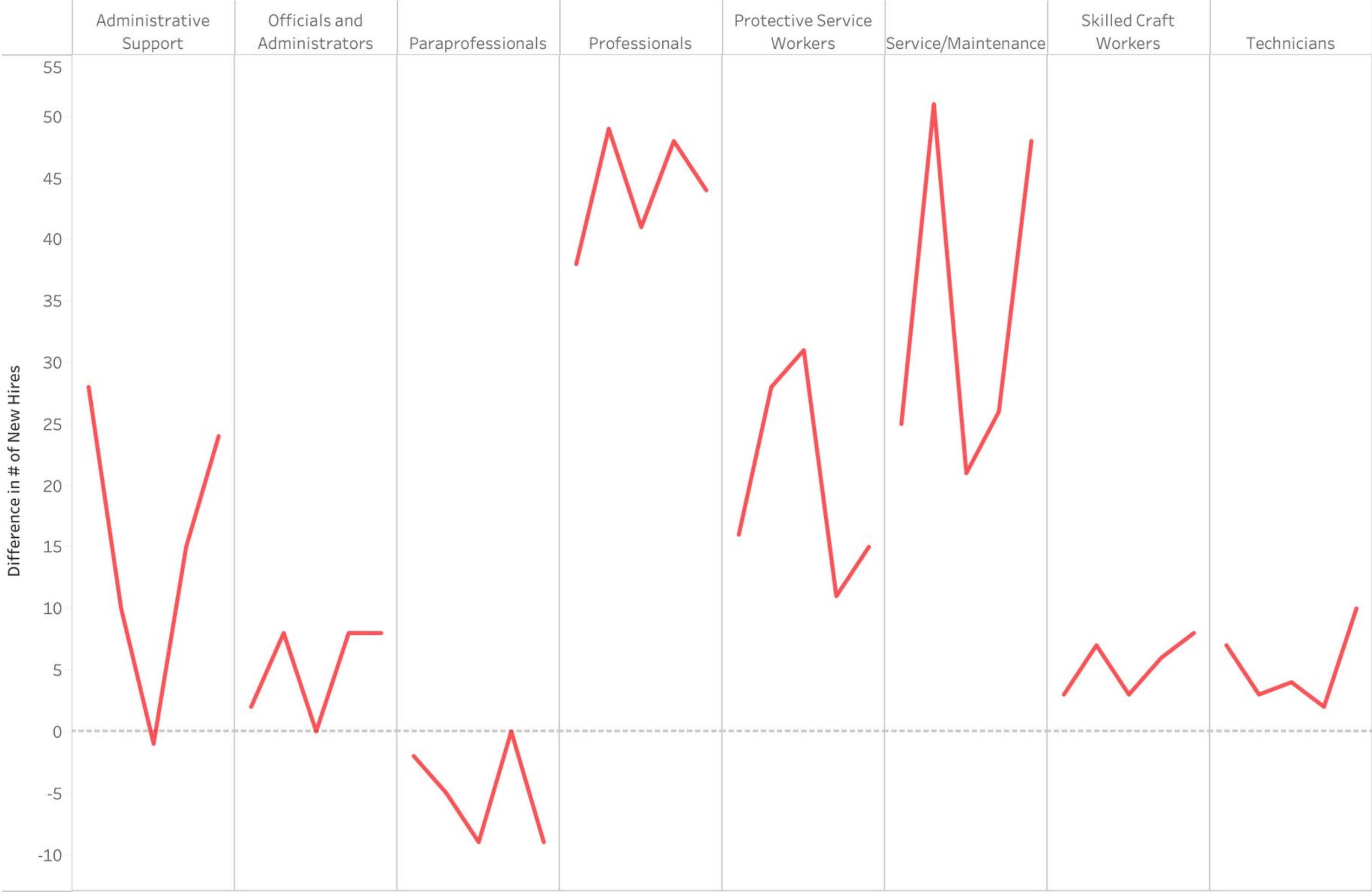
(2018-2022)



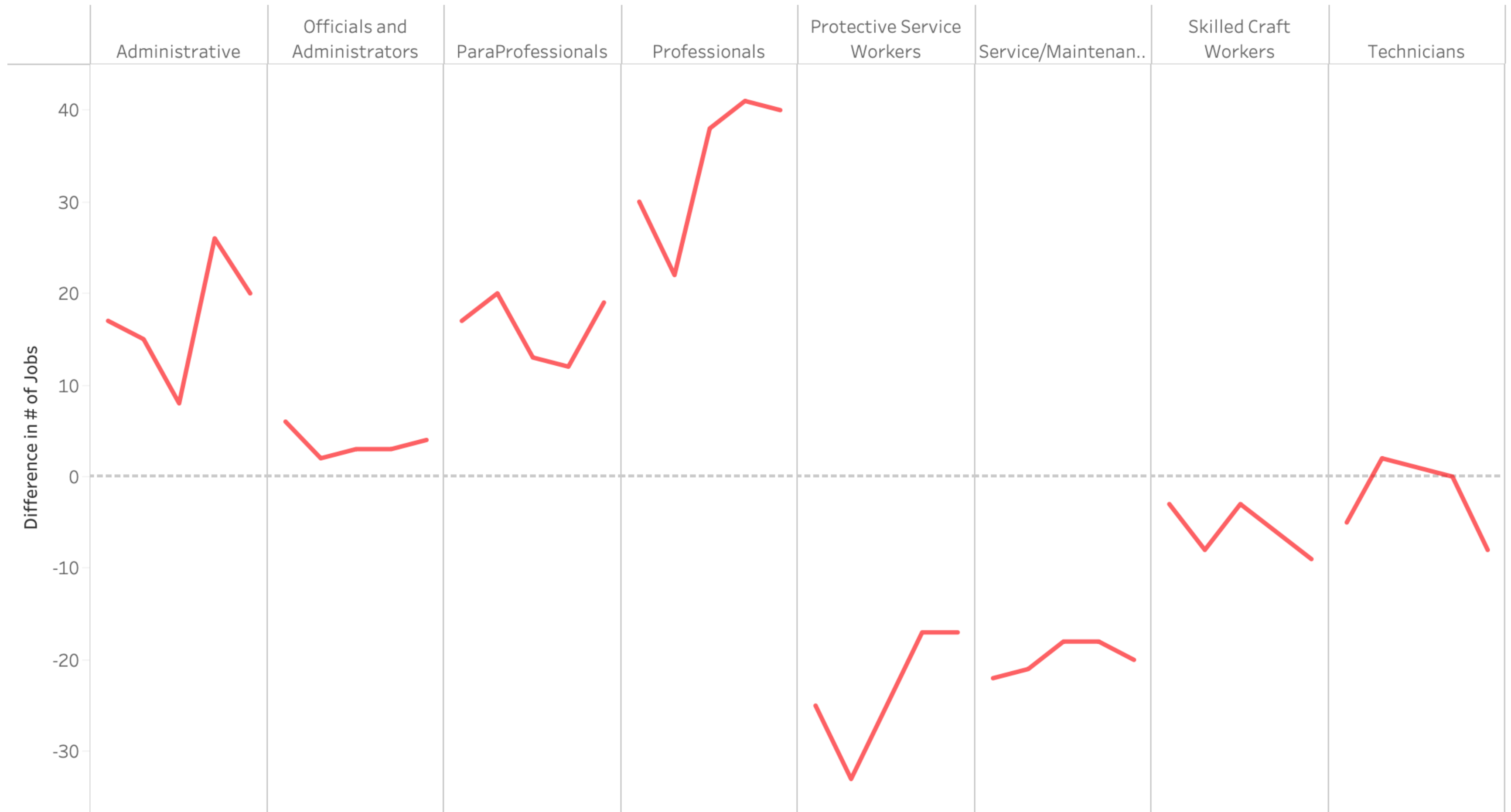
Percentage of Dane County Government New Hires By Gender (2018-2022)



Difference in Dane County Government New Hires Between White and Non-White Personnel By EEO Category (2018-2022)



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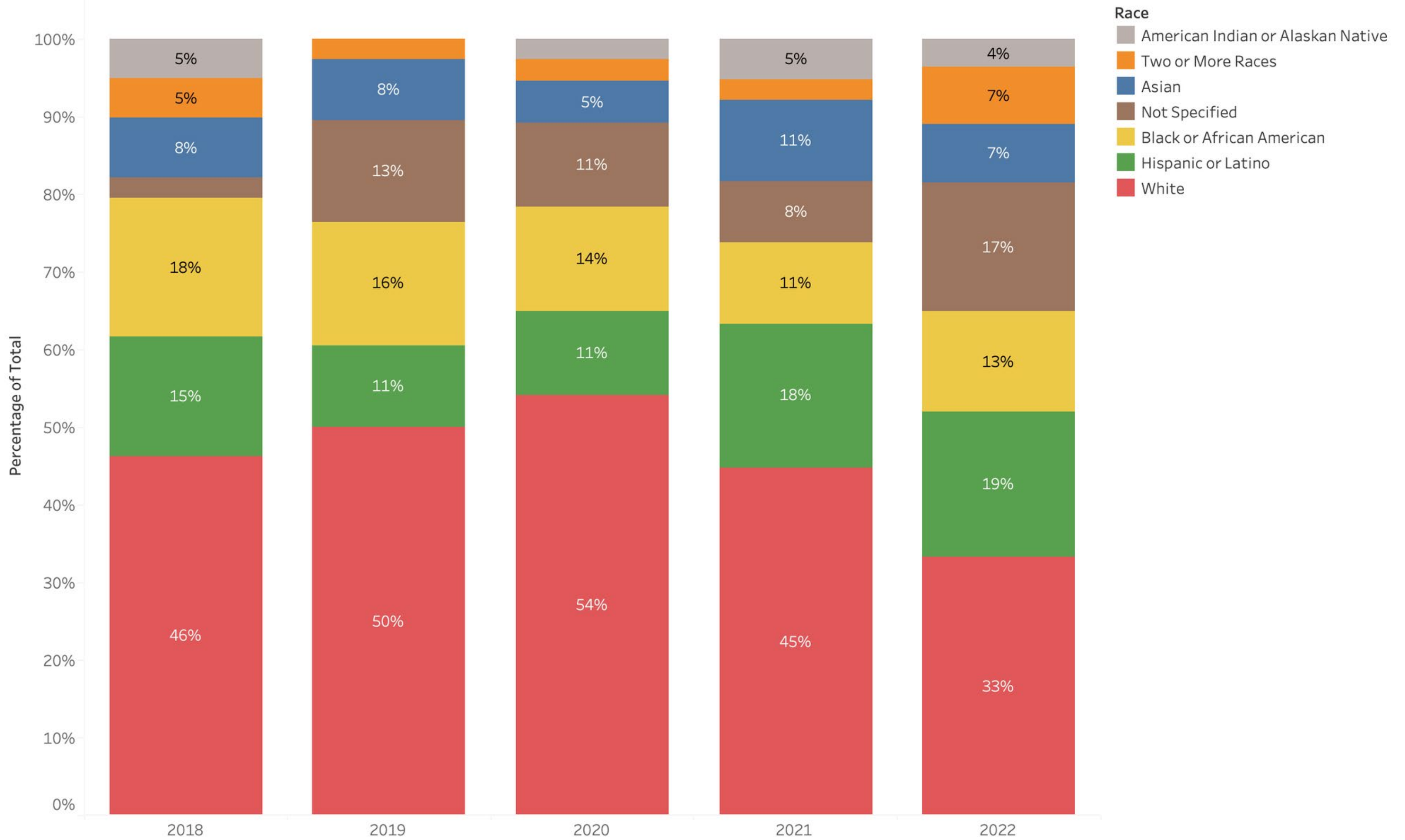


Promotions

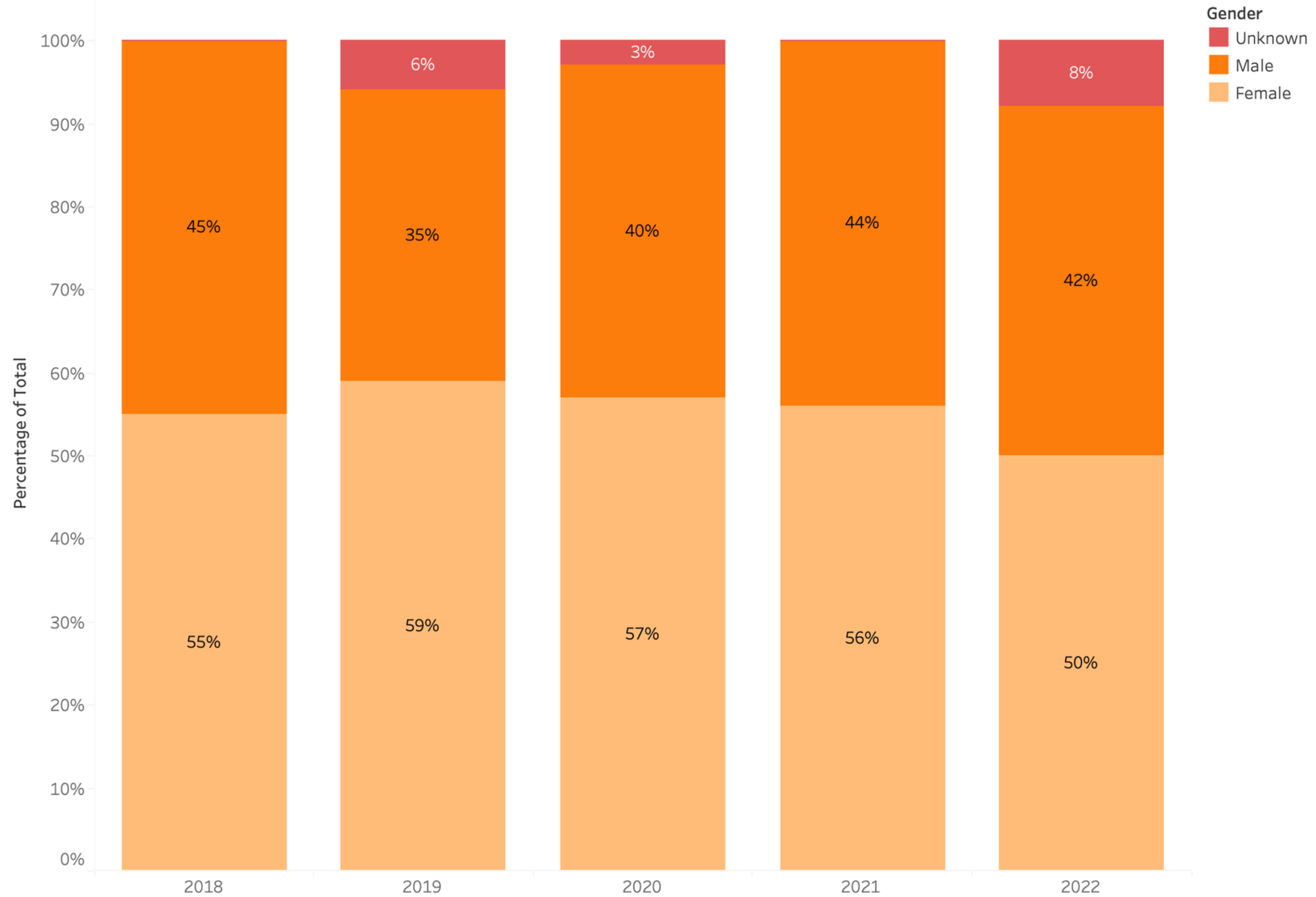
- Crucial to assess new promotions as they influence upward mobility within an institution
- Plot changes in the percentage of personnel by race and gender

Dane County Government Promotions By Race

(2018-2022)



Dane County Government Promotions By Gender (2018-2022)



Do Promotion Practices Differ Based on Equity Plan Rankings?

We compared the number of promotions given in the top 5 scoring departments with the bottom 5 scoring departments.

- Promotion practices differed between top 5 and bottom 5 scoring departments
- Important because promotions can be an important tool for retention
- This finding may be due to a number of reasons outside the scope of our project
 - Types of available positions
 - Equity plans may have been updated recently
 - Other practices for retention that are not captured through promotion practices alone

Terminations and Retirement

Terminations

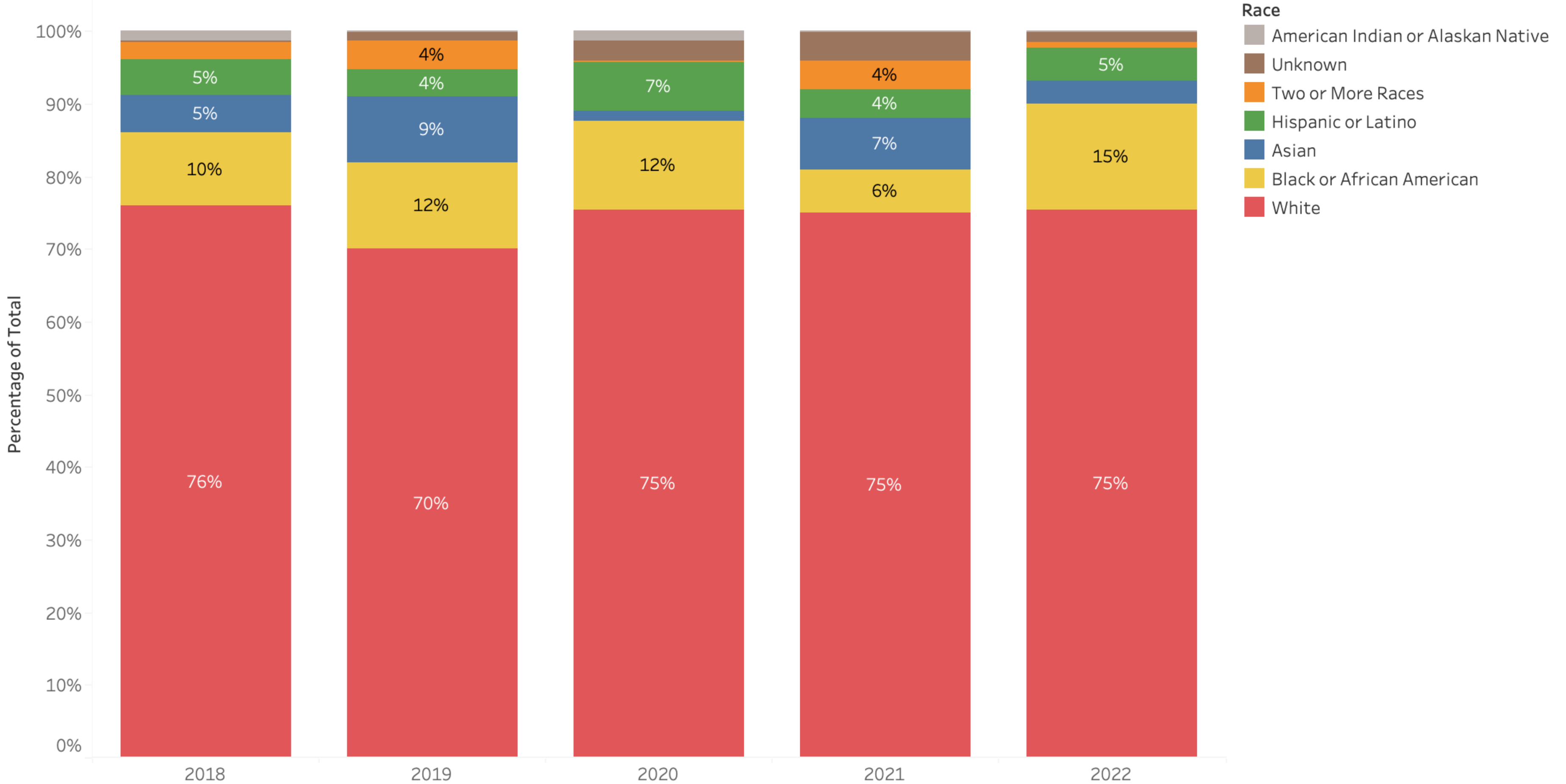
- Voluntary, Involuntary or Retired

Retirement

- Recent retirements
- Employees eligible for retirement within ten years

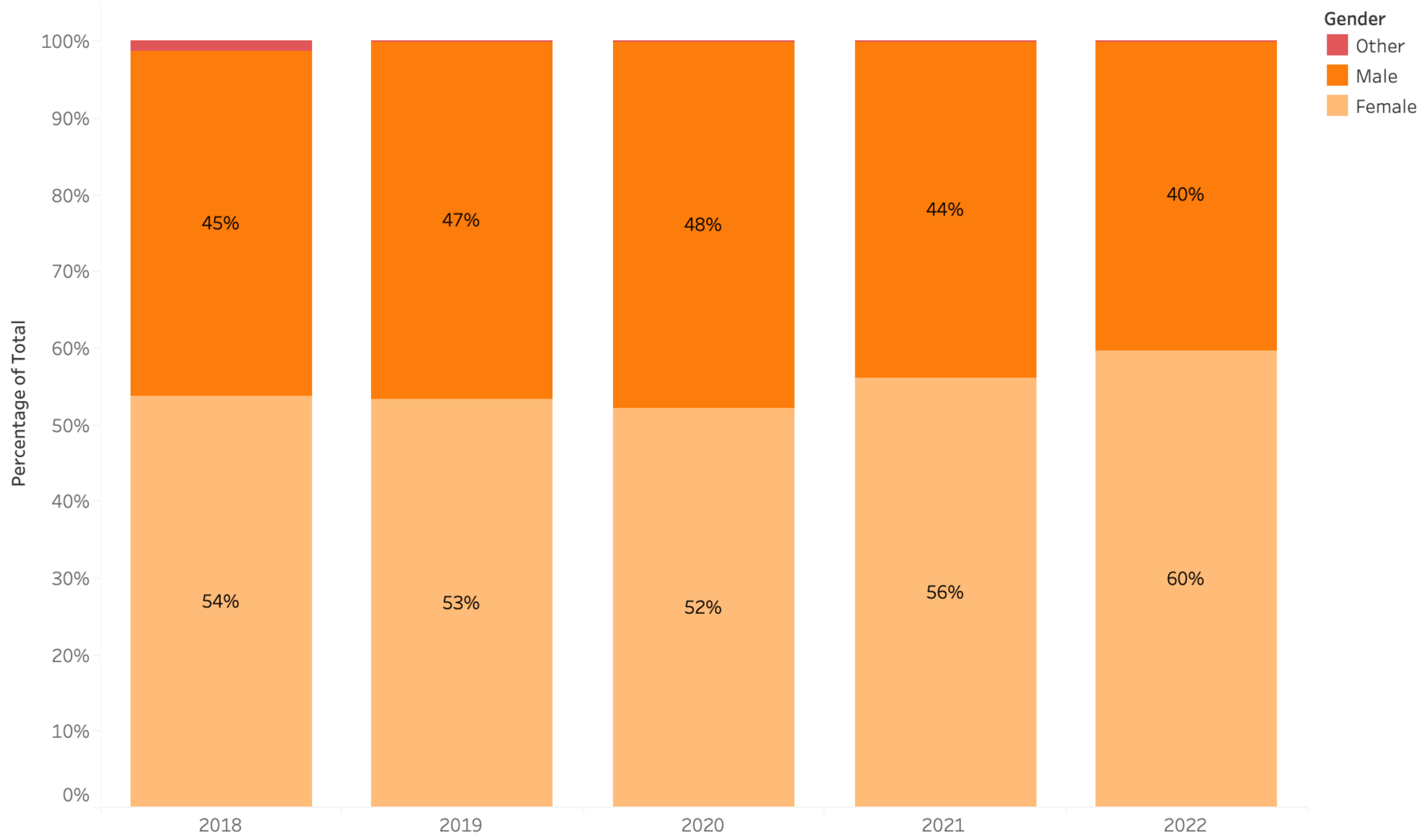
Dane County Government Voluntary Terminations By Race

(2018-2022)



Dane County Government Voluntary Terminations By Gender

(2018-2022)



Terminations by Age

Termination Category	2018	2019	2020	2021	2022
Retired	65.2	64.1	62.1	59.7	60.7
Voluntary	43.5	40.7	39.5	37.8	36.6
Involuntary	44.9	43.5	39.2	34.6	38.5
Other	61.0	56.0	65.0	55.7	49.0
Average	53.9	51.0	51.7	46.4	46.4

Recommendations

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- Develop department -specific recruitment activity plans

W o r k f o r c e D e v e l o p m e n t

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Workforce Development

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- Provide more resources to smaller departments in promotion practices



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- Conduct an analysis of positions that have a large number of anticipated retirements and develop career pathways
- Evaluate remote work policies to improve the current termination and retention trends

Q & A

All Recommendations

- Data-Driven DEI decisions and goals
- Require yearly public updates to Departmental Equity Plans
- Develop Departmental Equity Plan standards
- Develop department - specific recruitment activity plans
- Create pathways to diversify professional role employees
- Focus on demographic representation for Asian-identifying employees
- Provide more resources to smaller departments in promotion practices

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