

AREA OF OPPORTUNITY	TIER 1 (BEGINNING)	TIER 2 (EMERGING)	TIER 3 (ADVANCING)
Organizational Commitment			
Work with OEI to develop performance measures to further departments focus on equity	DCEM is beginning to work on this item		
Increase diversity on hiring panels	DCEM beginning to investigate this item		
Broaden Equity and inclusion work plan template	Quarterly review work plan implementation		
Develop equity and inclusion framework for Emergency Management			
Leadership Development			
Continue and develop an intern/mentoring program	Participating in the Boys and Girls Club internship program and Americore intern program		
Participation in Dane County and City of Madison Employee Relations Supervisory Training			
Identify Promotional Opportunities/Career ladder possibilities			
Review job categories for bilingual employment opportunities			
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Program Innovation			
Social media strategy presence/strategy	DCEM is beginning to investigate this item		
Review all requirements		DCEM is beginning to explore how to communicate equity as part of this process	
Continue to redact names during recruitment		DCEM will investigate how to further limit implicit bias in this area	
Develop external partners for employment and internships	Attending job fairs, service club presentations, school visits		

Collaboration			
Work with OEI on software acquisitions What? By when?	DCEM is beginning to work on this item		
Participate and lead community neighborhood discussions and events			
Initiate community needs assessment for power outages			
Professional Training and Development through local, statewide, and national training exercise			
Resource Mobilization			
Commitment to equity training for employees and managers	DCEM is beginning to work on this item		
Brand and Visibility			
Enhancing website to include supportive statements on equity and inclusion			
Developing education and understanding of the role of Emergency Management			