

Department Workforce Diversity Plan



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I. Department Contact Information

WORKFORCE DIVERSITY PLAN

Department:

Submitted By:

Director:

Title:

Fiscal Year:

Date:

II. OEO Statement

It is my pleasure to provide the following Workforce Diversity Plan template to your department. It is our hope that this document makes developing a plan that is *comprehensive* and *effective* more attainable. With this plan, our goal is to provide your department with the resources it needs to make the State of Missouri a more diverse and inclusive place to work.



The Workforce Diversity Plan sets direction for achieving a workplace that is more diverse and inclusive while recognizing current and future challenges.

The departments within the Executive Branch of government are required ([Executive Order 10-24](#)) to prepare and submit a revised Workforce Diversity Plan by September 30th of each year.

Please do not hesitate to reach out to the Office of Equal Opportunity with any questions you may have.

Office of Equal Opportunity
301 W. High St, HST Room 630
Jefferson City, MO 65101

(573)751-8130
oeo@oa.mo.gov
oeo.mo.gov

Thank you,

Corey D. Bolton
Director, Office of Equal Opportunity
State Equal Employment Opportunity Officer

III. Terms and Definitions

Diversity – involving people from a **range of different** social and ethnic backgrounds, genders, sexual orientations and abilities

Inclusion – an environment that recognizes and **encourages differences** by effectively utilizing the talents, skills and **perspectives** of every employee

(Racial or Ethnic) Minority – The smaller part of a group. A group within a country or state that differs in race, religion, or national origin from the dominant group. According to EEOC guidelines, minority is used to mean four particular groups who share a race, color, or national origin.

These groups are:

- American Indian or Alaskan Native: A person having origins in any of the original peoples of North America, and who maintain their culture through a tribe or community.
- Asian or Pacific Islander: A person having origins in any of the original people of the Far East, Southeast Asia, India or the Pacific Islands. These areas include, for example, China, India, Korea, the Philippine Islands, and Samoa.
- Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- Black: A person having origins in any of the black racial groups of Africa.
- White: A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Two or More refers to people who chose more than one of the six race categories.

The many peoples with origins in Europe, North Africa, or the Middle East make up the dominant white population. Of course, many more minority groups can be identified in the American population. However, they are not classified separately as minorities under EEO law. It should be noted that women are not classified as a minority. However, they have experienced the same kind of systematic exclusion from the economy as various minorities. Thus, they are considered as having “minority status” as far as the law is concerned.

1. INTRODUCTORY STATEMENTS

The following section is intended to allow your department to outline its diversity & inclusion **(D&I) vision, goals, challenges and commitments**. The individual initiatives that have been taken or are planned to increase D&I in your department will then be outlined in later sections. *This section should tell the audience where your department finds itself on its D&I journey, and that the department knows where it has been and where it wants to go.*

A. Diversity & Inclusion Mission/Vision Statement

If your department has a D&I Statement, please provide it here.

B. Identified Diversity & Inclusion Challenges

Please provide the broad challenges your department has identified in achieving the above statement. (Possible areas include D&I in recruitment, retention, promotion, partnerships, leadership, communication, etc.)

C. Diversity & Inclusion Commitment(s)

Please provide your department's most recent statement on its support for diversity & inclusion, if applicable. A statement from the department's director would also be applicable. These commitments can be both internal or to external stakeholders.

D. Statement from Department Diversity & Inclusion Council

If your department has a council that addresses the topic of diversity & inclusion, please allow them to make a statement on their mission here. Also applicable would be any employee resource groups (ERGs) that address the needs of diverse communities within your department.

E. Success Stories

In this section, celebrate broader goals that your department has accomplished over the last year in the area of D&I. (increased representation of an underrepresented group, hiring on a new D+I professional, increased satisfaction on a departmental D+I survey, etc.)

2. FOUNDATION

The following section addresses individual items from the **State of Missouri's Workforce Diversity Continuum, Stage 1: Foundation**. Please review the continuum for the broader context and importance of these items. This section contains responsibilities that executive agencies are subject to in order to promote workforce diversity.

A. Equal Employment Opportunity (EEO) and Workforce Diversity Statement

Please provide your department's policy statement that addresses EEO and Workforce Diversity, which is required by [EO 10-24](#), Article V.

B. ADA Statement

Please provide a statement on your department's efforts to uphold the ADA (Americans with Disabilities Act) and related [EO 19-16](#).

C. Utilization and Availability Analysis

Please provide your department's utilization and availability analysis, as outlined in [EO 10-24](#), Article V.

D. Workforce Data

Please provide your department's workforce demographic data for the previous fiscal year, including (1) the racial & ethnic diversity reported by your department, (2) the diversity of gender reported by your department, (3) the number of individuals with disabilities reported by your department, and (4) any other dimensions of diversity voluntarily reported by your department such as age, religion, national origin, veteran status, LGBTQ affiliation, etc.

E. Identification of Problem Areas and Proposed Actions and Timelines

Per [EO 10-24](#), please identify your department's D+I problem area(s), making sure to include proposed actions and timelines to address each area. This may or may not be addressed in Section 1, Part B of this plan.

F. Departmental Recruiting Practices to Diversify Workforce

Per [EO 10-24](#), please provide a description of current departmental recruiting practices to diversify your workforce, and procedures to ensure all tests for employment and promotion are nondiscriminatory.

G. Training

Please provide the training needs identified by your department that cover discrimination, sexual harassment, cultural and workforce diversity. Per [EO 10-24](#), these trainings must occur periodically. In addition, please provide your department's plans to address those needs.

3. PLANNING

The following section addresses individual items from the **State of Missouri's Workforce Diversity Continuum, Stage 2: Planning**. Please review the continuum for the broader context and importance of these items. This section addresses what your department can be doing to learn about your specific D&I journey - where your department currently is and where your department can be.

A. Surveys

Please provide a description of any surveys your department conducted over the last fiscal year that address diversity & inclusion (can include the Quarterly Pulse Survey), and how your department plans to use the results to make improvements accordingly.

B. D&I Officer

If applicable, please provide the following information: (1) if your department has a D&I Officer, or other team member(s) that has/have paid time specifically to address issues of diversity & inclusion within your department, (2) what the responsibilities of the team member(s) are, and (3) what the goals of the team member(s) are for the coming fiscal year.

C. D&I Council

If applicable, please provide the following: (1) if your department has a D&I Council, (2) what its responsibilities are or what accomplishments it has had in the last fiscal year, and (3) what the goals of the council are for the coming fiscal year.

D. Using Departmental Workforce Data

Please provide departmental takeaways from the Workforce Data in Part 2, Section C of this plan, as well as any plans and timetables to mitigate diversity gaps within your department.

E. Affirmative Action Plan

If your department has an affirmative action plan, please provide a summary here (in addition to attaching the document itself).

4. Engaging, Retaining and Sustaining

The following section addresses individual items from the **State of Missouri's Workforce Diversity Continuum, Stages 3, 4 & 5: Engaging, Retaining and Sustaining**. Please review the continuum for the broader context and importance of these items. This section of the plan will be divided into **4 parts: D&I in Recruitment, Retention, Sustainability and Leadership**. Each section will include your department's (1) long-term goal in that area, (2) a survey of relevant practices to achieve that goal, and (3) the timetable and responsible parties to reach that goal.

A. Recruitment

The following subsection addresses recruitment practices that have been shown to further D&I in organizations. These practices can contribute to the state of Missouri's broader D&I goal of building a workforce that reflects the diversity of the citizens we serve.

Long Term Goal: *Please provide your department's long term goal to improve D&I in recruitment. What is the timeframe to achieve this goal? (1 year, 2 years, 5 years, etc.)*

Relevant Practices: *Please indicate which of the following practices related to this area that your department currently engages in.*

- ☐ Collect diversity data of our department's applicants
- ☐ Identify gaps in the diversity of our department's applicant pool
- ☐ Conduct applicant surveys that address diversity & inclusion
- ☐ Ensure all job descriptions are compliant and nondiscriminatory, while also promoting D+I in our department

- ☐ Identify diverse organizations where our department can conduct outreach and recruitment
- ☐ Brand department to reflect the diversity of our citizens
- ☐ Make paid internship opportunities available
- ☐ Use strategic hiring initiatives for minorities, people with disabilities and veterans to promote a diverse workforce
- ☐ Seek referrals from members of underrepresented groups
- ☐ Ensure those involved in the hiring process are aware of unconscious bias **and** actively combat biases

Timetable: *What does your department plan to achieve in the coming fiscal year in this area?*

Q1
Q2
Q3
Q4

Responsible Parties:

Q1
Q2
Q3
Q4

Additional Comments on D&I in Recruitment - *Please provide any additional comments or initiatives in this area not listed above.*

B. Retention

The following subsection addresses practices that have been shown to help organizations retain a diverse workforce. These practices can help your department achieve a more inclusive workplace where those with diverse backgrounds feel respected and valued.

Long Term Goal: *Please provide your department's long term goal to improve D&I in retention.*

Relevant Practices: *Please indicate which of the following practices related to this area that your department currently engages in.*

- ☐ Include training and discussion of D&I in the onboarding phase
- ☐ Facilitate a mentoring program for diverse segments of the workforce
- ☐ Provide professional development and education related to D&I
- ☐ Build a feedback loop for concerns related to D&I

- ☐ Develop and implement strategies to review personnel practices to identify and eliminate discriminatory practices
- ☐ Support one or more Employee Resource Group(s)
- ☐ Support a departmental Diversity & Inclusion Council
- ☐ Celebrate various diversity groups within our workforce
- ☐ Conduct bystander intervention training that addresses D&I
- ☐ Administer exit interviews that address D&I to identify areas for improvement

Timetable: *What does your department plan to achieve in the coming fiscal year in this area?*

Q1
Q2
Q3
Q4

Responsible Parties:

Q1
Q2
Q3
Q4

Additional Comments on D&I in Retention – *Please provide any additional comments or initiatives in this area not listed above.*

C. Sustainability

The following subsection addresses practices that have been shown to help organizations sustain D&I efforts. These practices can help ensure that D&I efforts reach the entirety of your department's workforce and that progress continues to move forward.

| | |
|--|---|
| <p>Long Term Goal: <i>Please provide your department's long term goal to improve the sustainability of D&I in your department.</i></p> | |
| <p>Relevant Practices: <i>Please indicate which of the following practices related to this area that your department currently engages in.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Integrate and align D&I within department strategic plan <input type="checkbox"/> Administer additional training in D&I to managers and supervisors <input type="checkbox"/> Incorporate D&I into employee reviews as a core value and metric <input type="checkbox"/> Conduct focus groups that create solutions and gather feedback on D&I issues <input type="checkbox"/> Communicate department D&I efforts transparently | <ul style="list-style-type: none"> <input type="checkbox"/> Regularly benchmark your department's efforts against other similar organizations <input type="checkbox"/> Cultivate openness, inclusivity and psychological safety <input type="checkbox"/> Amend department strategies based on changing outcomes and circumstances <input type="checkbox"/> Develop and implement strategies to assess department communication practices to ensure inclusiveness (<i>job descriptions, graphics, customer materials, etc.</i>) <input type="checkbox"/> All areas within the department are included in D&I conversations and are accountable for developing initiatives that incorporate diversity management into their processes. |
| <p>Timetable: <i>What does your department plan to achieve in the coming fiscal year in this area?</i></p> <p>Q1 Q2 Q3 Q4</p> | <p>Responsible Parties:</p> <p>Q1 Q2 Q3 Q4</p> |

Additional Comments on Sustainability of D&I - *Please provide any additional comments or initiatives in this area not listed above.*

D. Leadership

The following subsection addresses the role that D&I plays in leadership & promotion, as well as leadership's accountability, commitment and involvement regarding diversity & inclusion efforts in your department.

| | |
|--|--|
| <p>Long Term Goal: <i>Please provide the long term goal your department's leadership has to improve its commitment to D&I. (including the projected timeframe)</i></p> | |
| <p>Relevant Practices: <i>Please indicate which of the following practices related to this area that your department currently engages in.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Convene with our department's D&I Council to discuss their thoughts and experiences concerning possible initiatives <input type="checkbox"/> Designate a D&I Officer with paid time to address D&I issues <input type="checkbox"/> Collect data on the diversity at various salary levels within our department to address diversity gaps in leadership positions <input type="checkbox"/> Regularly report D&I plan and progress to OEO <input type="checkbox"/> Assess the accessibility of goods and services department provides, as well as any barriers to employment in the department | <p><i>Does/Has department leadership within the last fiscal year...</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Made a commitment statement to promoting diversity and inclusion within the department? <input type="checkbox"/> Actively sought out both positive and negative feedback on the topic of D&I in the department? <input type="checkbox"/> Integrated D&I into its strategic plan and messaging? <input type="checkbox"/> Promoted increased diversity and inclusion in leadership and better access to advancement opportunities for diverse individuals? <input type="checkbox"/> Supported employee initiatives related to D&I? <input type="checkbox"/> Reviewed department demographic data, including the diversity of the applicant pool, new hires, current workforce and department leadership? |
| <p>Timetable: <i>What does your department plan to achieve in the coming fiscal year in this area?</i></p> <p>Q1 Q2 Q3 Q4</p> | <p>Responsible Parties:</p> <p>Q1 Q2 Q3 Q4</p> |

Additional Comments on D&I and Leadership - *Please provide any additional comments or initiatives in this area not listed above.*

5. Additional Comments

The following section provides your department space to discuss **(A)** any additional goals, initiatives or plans not discussed in the above sections; **(B)** any setbacks or challenges your department has identified not discussed in the above sections, and **(C)** any successes your department would like to share. There is also a section to provide **(D)** any additional feedback your department wishes to share with OEO.

A. Please discuss any additional goals, initiatives or plans your department has here:

B. Please discuss any additional setbacks or challenges your department has identified here:

C. Please discuss any additional successes your department would like to celebrate here:

D. Please provide any feedback for the Office of Equal Opportunity (OEO) here:

What should your department do with this plan:

- 1. Celebrate the successes.**
- 2. Learn from the setbacks.**
- 3. Make this plan available to your team.**
- 4. Revisit and address your department's D&I goals regularly.**
- 5. Use this plan as your guide.**