



MILWAUKEE COUNTY'S DIVERSITY, EQUITY & INCLUSION BENCHMARKS

This benchmark form accompanies the Maturity Model and serves as guidelines to determine if your department and/or division is maturing on your diversity, equity, and inclusion (DEI) journey. As the benchmarks were developed to assess Milwaukee County as a whole on its DEI journey, some of the benchmarks may not apply to your specific department or division.

COASTING

- No method of measurement on diversity, equity, and inclusion (DEI) effectiveness.
- No organizational structure, policy, or budget for DEI.
- No one in organization has formal responsibility for DEI.
- Following baselines from mandatory compliance.
- Lack of organization-wide standards — very siloed and departmentalized.

CREATING

- DEI is simply an additional duty of human resources or another assigned department.
- Diversity networks and DEI committees might exist, but they have no real power, influence, or resources.
- Subject-matter experts are involved in necessary changes from a compliance perspective.
- Processes and best practices are crafted.
- Organizational culture is promoted and understood as the type of organization we aspire to be.
- Organizational values are communicated and promoted.
- Identifying inconsistencies within the organization and developing strategy to address them.
- Focus on marketing DEI internally.
- Accountability measures are created and promoted.
- Metrics for evaluation and assessment of DEI effectiveness is created and implemented.

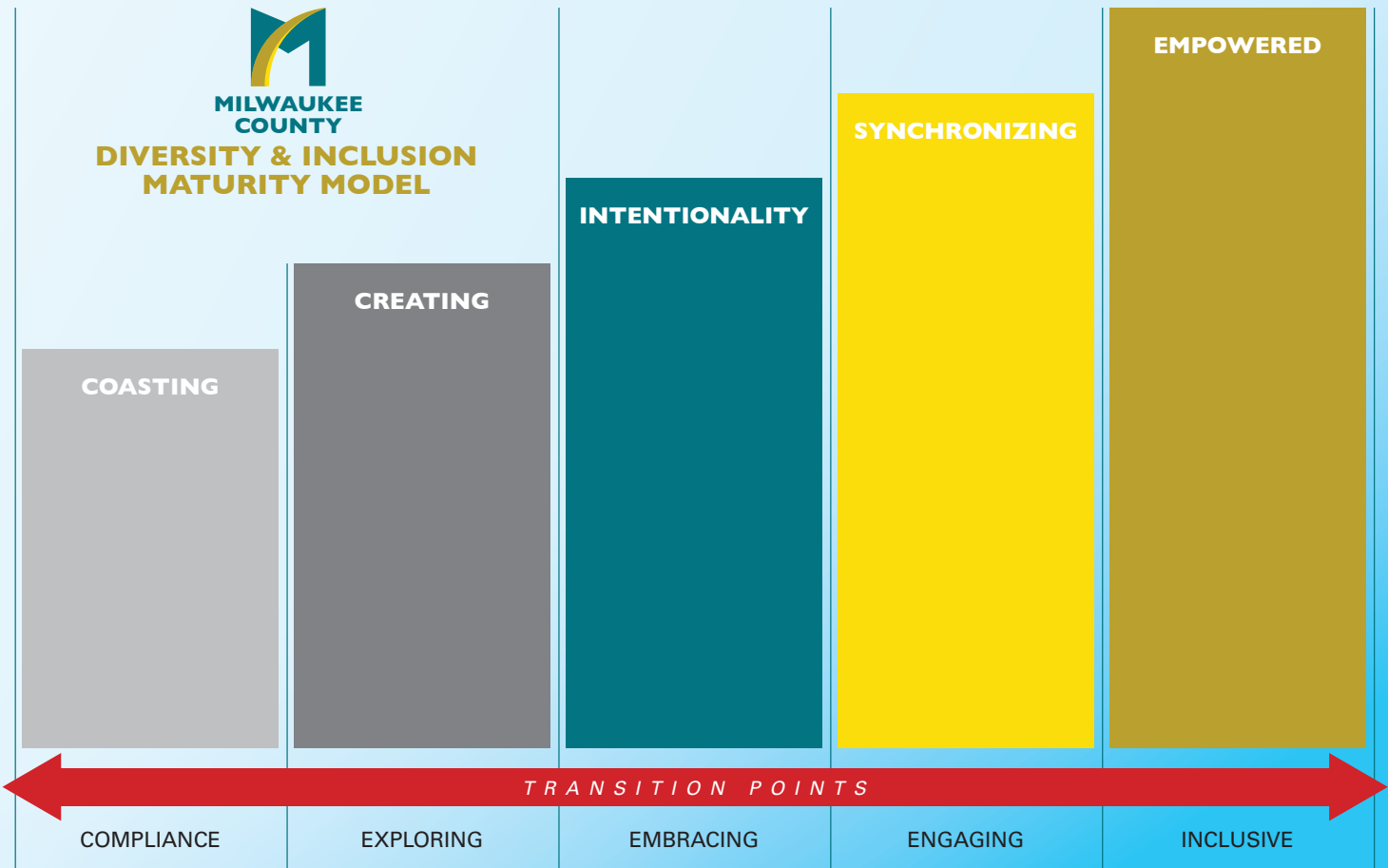
INTENTIONALITY

- Diversity and inclusion processes are implemented.
- Organization has a leader with responsibility for DEI.

- A budget has been allocated to cover DEI implementation, including support for diversity networks.
- DEI leaders are called upon for advice, counsel, and expertise.
- Management and people leaders are coached on diversity and inclusion continuously.
- Diversity and inclusion is within our hiring and internal processes.
- People leaders are coached on these areas.
- A culture of learning and evaluation are adapted.
- Diversity and inclusion is tied into everything we do.
- C-suite leaders champion diversity and inclusion initiatives and strategies.
- "Intentional Inclusion" becomes a norm.
- Accountability is tied to performance.
- Performance management is connected to diversity and inclusion strategy.
- Infrastructure for reporting performance is developed and implemented.
- Staff is included and encouraged to take part in diversity and inclusion initiatives.
- Decisions made are based on supporting data.

SYNCHRONIZING

- Departmental silos are broken down. Increased collaboration within teams and within departments across the organization.
- Organization provides resources, staffing, and support to help ensure implementation of its DEI strategy.
- The DEI function is headed by an influential leader who is knowledgeable about and committed to DEI.



- ☑ Recruitment strategies correlate with the organization's diversity and inclusion strategy.
- ☑ Leadership at all levels create time, space, and expectations for staff to participate in diversity and inclusion initiatives.
- ☑ Data-driven decisions are made at every level.
- ☑ Diversity and inclusion initiatives are implemented.
- ☑ An organization-wide DEI council, which includes staff from all levels, is given visible and meaningful support by leaders.
- ☑ DEI Network Resource Groups are recognized as credible, influential, and valued resources to the organization. They sometimes coordinate in recognition of their intersectionality.
- ☑ Hiring process has a diversity, equity, and inclusion focus in all elements.

EMPOWERED

- ☑ Inclusion is codified in every element of the organization's business.
- ☑ Culture of organization is reinforced, fostered, and supported.

- ☑ Improved employee engagement, lower turnover, increased productivity across all aspects of the organization.
- ☑ Internal and external benchmarks show diversity and inclusion is within organization and practiced.
- ☑ Authentic representation within leadership and employee base.
- ☑ Active and solicited participation across all areas of the organization including ongoing power-sharing, equitable decision-making, policy creation, and process innovation.
- ☑ Results in the complete consideration of thoughts, ideas, and perspectives.
- ☑ Employees are seen, heard, and valued for their contributions to the organization. Collaborative and supportive environment that removes traditional barriers to access, advancement, development, and exposure.
- ☑ The 7 C's are practiced and reaffirmed: communication, compliance, courage, cognizant of bias, atmosphere of collaboration, curiosity, and culturally intelligent.
- ☑ All staff have a voice and a seat at the table.
- ☑ Institutional barriers within ordinances are eliminated.

To learn more about Milwaukee County's journey toward racial equity, please visit <https://county.milwaukee.gov/EN/Vision>.

For questions, comments and partnership opportunities around Milwaukee County's diversity, equity, and inclusion efforts, please contact Diversity and Inclusion Program Manager Dan Terrio at dan.terrio@milwaukeecountywi.gov.