

*Facilities Management Division*

# Diversity & Inclusion Framework



Prepared by the  
FMD D&I Taskforce  
Last updated 1/21/20



Dear Reader:

The Diversity & Inclusion Taskforce was created by Stuart Carron, Director of Milwaukee County's Facilities Management Division (FMD), with the aim of creating a plan for increasing diversity in FMD's workforce. This is no simple task.

As the members of the Taskforce are admittedly not subject matter experts in achieving workforce diversity, the development of this Framework required an immersion into the topic. This included interviewing diversity and inclusion thought leaders, attending available training, independent research, and discussions. This discovery can best be described as a journey. During this journey several transformations took place. Each transformation shifted and brought into better focus the direction of the Taskforce and, as a result, are intertwined in the final Framework.

After reflecting on the work required to develop this Framework, one thing is clear to the Taskforce: The process of improving diversity and inclusion within FMD is a journey of culture change. The attached Framework is intended to provide guidance on the next steps of the journey.

The primary recommendation of the Taskforce is the creation of a committee. This committee would guide the department, and each employee, through a similar, yet unique, journey to the one the Taskforce started. This collective journey will change the culture and improve diversity and inclusion.

Guiding culture change is challenging. To assist the committee, the Framework includes a list of recommendations, actions, and keys for success. These items are only guidelines and should be monitored and revisited as needed to meet the needs of the department, while keeping in mind how they could be expanded to DAS and the County as a whole.

The Taskforce would like to thank Stuart Carron for the opportunity to be involved in providing input on this critical leadership goal. The time spent on this topic has been both enlightening and rewarding to everyone on the team.

To the continuation of this important journey!

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## Introduction

In 2019, Milwaukee County's government declared racism as a public health crisis and, among other things, resolves the County to "work to create an inclusive organization identifying specific activities to increase diversity across its workforce and in leadership positions."<sup>1</sup> In response, the Director of FMD convened a Taskforce of seven FMD employees. The goal of the Taskforce was to develop a framework "to increase diversity in FMD". The Taskforce started working on this task in July 2019 and will present the Framework to Department of Administrative Services (DAS) and Human Resources leadership in December 2019.

In developing the basis for this Framework, the Taskforce arranged interviews with County and community diversity and inclusion thought leaders to learn of past initiatives, successes, struggles, and recommendations related to diversity and inclusion. These interviews took place in August and September of 2019 and were a key component in helping inform the goals and actions of this D&I Framework. Interview questions, response, and notes are included in Appendix C. The Framework was further developed through research, training, brainstorming, and open discussions.

This Framework, as presented, is intended to give organizational leaders the tools to provide strong guidance and direction, yet allows for flexibility to adapt, develop, and grow.

This Framework is a small step forward in addressing racial inequity by promoting diversity and inclusion in FMD's workforce. If implemented and successful, it should positively impact all employees within FMD. These positive impacts are a step in the right direction.

### Vision

*Milwaukee County is a world class public service organization inspired and driven by a diverse and inclusive workforce.*

### Mission

*Milwaukee County, as government, should represent the people it serves. Our goal is to develop strategies to increase diversity in Facility Management Division's workforce such that it mirrors the diversity in the community around us.*

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<sup>1</sup> Milwaukee County Legislative Information Center. 2019. *File No. 19-397. Resolution Recognizing National Public Health Week and Supporting Milwaukee County's Commitment to Racial Equity*. Accessed 11/19/19 from <https://milwaukeecounty.legistar.com/LegislationDetail.aspx?ID=3915601&GUID=107F6551-8B82-45A8-A870-9B7516DD81AD>.

# Definitions & Acronyms

## Definitions

*Diversity* – The similarities and differences between employees accounting for all aspects of one’s personality and individual identity. Some dimensions of diversity are age, color, disability, family status, gender identity, language, physical characteristics, race, and sexual orientation.<sup>2</sup>

*Inclusion* – The extent to which Milwaukee County employees feel welcomed, respected, supported, and valued as team members and where all employees are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the County’s success.<sup>2</sup>

*Equity* - Fairness and justice, focused on ensuring everyone has the opportunity to meet their full potential. Equity considers disadvantages experienced by groups. Equity is distinct from equality, which refers to everyone having the same treatment without accounting for differing needs or circumstances.<sup>3</sup>

*Culture* - A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors and styles of communication.<sup>4</sup>

## Acronyms

- AMOP – Administrative Manual of Operating Procedures
- BHD – Behavioral Health Division
- DAS – Department of Administrative Services
- D&I – Diversity and Inclusion
- EEO/AA - Equal Employment Opportunity and Affirmative Action
- FMD – Facilities Management Division
- HR – Humans Resources
- KPI – Key Performance Indicator
- OAAA – Office of African American Affairs
- O&M – Operation and Maintenance
- OPD – Office for Persons with Disabilities

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<sup>2</sup> Milwaukee County Administrative Manual of Procedures. 2018. Procedure 02.01.02: Diversity and Inclusion. Accessed 11/4/19 from <https://county.milwaukee.gov/files/county/administrative-services/AMOP/Chapter-2-Human-Resources/020102DiversityInclusionProcedureFinal.pdf2c>

<sup>3</sup> State of Washington - Governor’s Interagency Council on Health Disparities. 2018. *Equity Language Guide - Governor’s Interagency Council on Health Disparities Approved*. Accessed 11/19/19 from [https://healthequity.wa.gov/Portals/9/Doc/Publications/EquityLanguageGuide\\_Final.pdf](https://healthequity.wa.gov/Portals/9/Doc/Publications/EquityLanguageGuide_Final.pdf)

<sup>4</sup> Institute for Democratic Renewal and Project Change Anti-Racism Initiative. A Community Builder’s Tool Kit. Glossary - MP Associates and Center for Assessment and Policy Development, 2013 [www.racialequitytools.org](http://www.racialequitytools.org)

## Benefits of Diversity & Inclusion

D&I are integral to Milwaukee County’s mission to “provide high-quality, responsive services that enhance self-sufficiency, personal safety, economic opportunity and quality of life.”<sup>1</sup> Because employees are Facilities Management’s greatest asset, maintaining a diverse and inclusive workplace helps to ensure that we provide the highest quality services and earn the trust of our customers and the general public. By embracing diversity, FMD can recognize the range of experiences, backgrounds, and abilities of those we serve. Through inclusion, we can welcome and empower employees to innovate and contribute to FMD’s mission – whatever their unique similarities, differences, and strengths. By embracing both D&I we can help to address inequities and grow and sustain a more equitable workforce.

Research suggests that D&I provide tangible benefits to employers and their workforces. A 2009 study suggests that diversity may help companies attain higher sales revenue, more customers, and increased market share and profitability<sup>5</sup>. Workforces also seem to value diversity and inclusion - for instance, a 2014 study by the recruiting company *Glassdoor* found that 57% of employees and 67% of job seekers consider diversity an important element of their workplace.<sup>6</sup> Moreover, employees who perceive their employer is committed to diversity and who feel included are 80% more likely to believe they work for a high-performing organization<sup>7</sup>.

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## Current State of Diversity & Inclusion

Based on findings from our interviews of Milwaukee County departments and D&I thought leaders (Appendix C), the Taskforce committee examined the existing state of the County regarding the following factors to look for both the positive and negative attributes to help build a diverse and inclusive plan.

### Governance-Background

Through the Taskforce interviews and research, we found that Milwaukee County has already taken many steps to promote Diversity and Inclusion in the workplace. The Resolution supporting the Milwaukee County’s commitment to achieve racial equity was a bold move and has helped set the tone

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<sup>5</sup> Herring, Cedric. 2009. *Does Diversity Pay? Race, Gender, and the Business Case for Diversity*. American Sociological Review, Volume 74, Number 2. Accessed 11/4/19 from <http://www.asanet.org/sites/default/files/savvy/images/journals/docs/pdf/asr/Apr09ASRFeature.pdf>.

<sup>6</sup> Glassdoor. 2014. *What Job Seekers Really Think About Your Diversity and Inclusion Stats*. Accessed 11/4/19 from <https://www.glassdoor.com/employers/blog/diversity/>

<sup>7</sup> Deloitte Australia (Deloitte). 2013. *A New Recipe to Improve Business Performance*. Accessed 11/4/19 from <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-diversity-inclusion-soup-0513.pdf>

for future generations. In addition, we found the following items are building blocks in a positive direction:

- The creation of the Office on African American Affairs.<sup>8</sup>
- Expanding the AMOP to include a D & I procedure that honors and seeks diversity and cultivates an inclusive culture.<sup>2</sup>
- A new position was filled in Human Resources for a HR Program Manager-Diversity & Inclusion.
- A Racial Ambassador program was created, and diversity training was scheduled for all employees to promote normalcy in the work place.

## Communication

The communication in Milwaukee County seems to be improving, however, there is still the presence of a “silo effect”, with some departments trying their own attempts at solving the racial and diversity issues but there is no long-term cohesive plan or directive being initiated across the division. There also appears to be limited cheerleaders or supporters who have taken the lead within the division. There is a great need to set up ties with outside diverse technical organizations, the technical schools and universities, social media, networking, and connecting with other County departments to enhance the diversity and inclusion in the workplace.

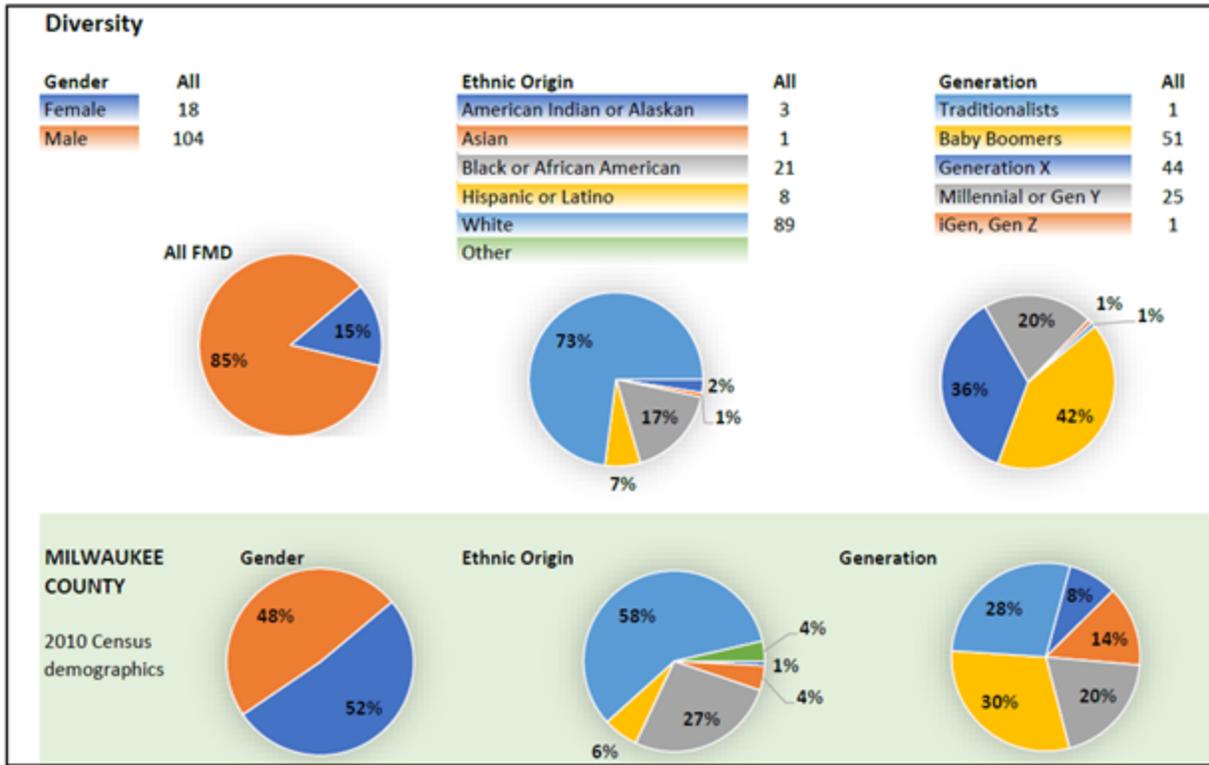
- OPD uses social media and the newsletter Handy News & notes to reach users
- BHD works with an agency (MC3) that provides services for mental health, substance abuse, and general healthcare with an emphasis on diversity and community
- BHD reaches out to high schools, trades groups, and universities to expose available jobs
- BHD has worked with a marketing company on recruiting campaign

## Demographics & Diversity

Through statistics we found that the Diversity in FMD is less than the norm. With varied backgrounds comes extensive knowledge, personal networks and innovative approaches to problems. According to the 2010 Census Data and the 2019 Milwaukee County Human Resources Statistics, FMD does not mirror the census data. In fact, it falls short in Gender, Ethnic Origin, and generational categories leaving a gap that will need to be addressed in the future. (See Figure 1)

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<sup>8</sup> Milwaukee County Legislative Information Center. 2015. *File No. 15-636. Resolution Urging the Milwaukee County Executive to develop an Office on African American Affairs*. Accessed 11/19/19 from <https://milwaukeecounty.legistar.com/LegislationDetail.aspx?ID=2474639&GUID=DEA5C4B2-76D6-4EFE-9ED6-9F78FC7793CE>



**Figure 1. Facilities Management Division Demographics and Diversity.**  
**Source: Human Resources, 2010 Census Data.**

## Inclusion

Inclusion helps make everyone to feel involved and part of the team. During our interviews, we found that there were some good examples of Inclusion in the County.

- A Diversity committee that focused on effective communication, promoting initiatives that enhance the quality of life, and provided leadership and promoting equality and acceptance for all differences (disbanded about two years ago).
- Departmental Employee Engagement programs
- Director of Facilities O&M conducts exit interviews for employee feedback

Our understanding, as the loss of institutional knowledge happens with turnovers due to retirement and sourcing different groups stopped their inclusion efforts and new management struggle with addressing these issues and learning how to get employees backed involved and included.

## Tracking Diversity and Inclusion

Metrics brings the data to life and the best metrics can interpret the data, in a way, that determines success. We found some tracking in the County that makes us believe the County on the correct path.

- Early indications are that the County’s Racial Equity trainings are reaching employees: per a County executive email dated 10-28-2019, it states that “more than 85 percent of fellow employees have taken valuable time out of their day to complete training.”
- In addition, it stated that 10 departments have 100 percent participation on the Racial Equity trainings.
- Human Resources is working on a pilot project with the Airport to provide Diversity and Inclusion to 2 position with a high turnover rate. In those position, HR has been adjusting the JEQ’s to eliminate outdated bias and adding new updates to fit the needs of all people.

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## Keys for Success

To achieve the benefits of increased diversity and inclusion, the following key success factors were identified in D&I plans from counties/county-like entities across the country. Refer to Appendix B for excerpts taken from those plans.

### 1. Make Meaningful Investments in D&I

Recognize that making progress in D&I has a cost. Invest in time, staffing, and funding to support, promote, nurture, and sustain FMD’s D&I efforts. These investments include training, continuous learning & improvement, identifying, positioning, and granting authority to leaders, and succession planning.<sup>9,10,11</sup> Build the infrastructure necessary to transform the FMD’s culture, policies, procedures, and business practices.

### 2. Transform Workplace Culture

Changing the culture of FMD requires buy-in from all levels and buy-in requires changing the culture.<sup>9</sup> D&I must be linked to - and become an explicit, high-profile, and integral part of – FMD’s core values

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<sup>9</sup> County of San Diego (California) Diversity and Inclusion. *Strategic Plan for Diversity and Inclusion 2015-2020: Diversity and Inclusion for a World-Class Organization*. Accessed 10/28/19 from

[https://www.sandiegocounty.gov/content/dam/sdc/diversity/documents/DiversityInclusion\\_StratPlan.pdf](https://www.sandiegocounty.gov/content/dam/sdc/diversity/documents/DiversityInclusion_StratPlan.pdf)

<sup>10</sup> Boulder County (Colorado) Cultural Responsiveness and Inclusion Committee. 2016. *Cultural Responsiveness and Inclusion Road Map: Priority Area Goals and Objectives*. Accessed 10/28/19 from <https://assets.bouldercounty.org/wp-content/uploads/2018/01/cultural-responsiveness-and-inclusion-road-map.pdf>

<sup>11</sup> Oregon Metro (Oregon). 2016. *Strategic Plan to Advance Racial Equity, Diversity, and Inclusion*. Accessed 10/28/19 from <https://www.oregonmetro.gov/sites/default/files/2017/10/05/Strategic-plan-advance-racial-equity-diversity-inclusion-16087-20160613.pdf>

and responsibilities<sup>9</sup>. D&I must become embedded into FMD’s culture and communication channels, and progress must become the desire and responsibility of all FMD personnel, not just a few.<sup>8,9,11</sup> While all personnel must be engaged, there must be a focus on including individuals with diverse backgrounds in the planning and implementation of D&I efforts<sup>8,9,10</sup>. It must be regularly messaged to all FMD personnel – in a clear, unambiguous, and easily-accessible fashion – what the goals of FMD’s D&I efforts are, who is responsible, and what they are responsible for.<sup>13,12</sup> Recognize that change is hard work, change can be difficult to accept, and that change does not happen overnight.<sup>8,14</sup>

Success also depends on all levels of management making the long-term commitment to carry out the mission of a D&I initiative.<sup>8,13,9,14</sup> Management should be given the authority to own and execute a D&I initiative, but must also be held accountable for reaching D&I goals, just as they are held accountable for other duties and responsibilities related to their positions.<sup>11,9,10,15,12</sup>

### **3. Transform Recruitment, Retention, and Promotion**

Understand how D&I efforts (or a lack thereof) impact FMD’s ability to recruit and retain diverse candidates.<sup>12</sup> Replace approaches that passively “screen out” diverse candidates with proactive approaches that “screen in” diverse candidates.<sup>5</sup> Eliminate unnecessary job requirements.<sup>13</sup> Increase the diversity of interview panels and individuals who help choose candidates.<sup>13</sup> Ensure that paths are open to existing diverse personnel for promotional and leadership opportunities.<sup>9</sup>

### **4. Leverage Networks and Partnerships**

Partner with internal and external subject matter experts - along with culturally-specific advocacy groups and professional networks - to help design and grow FMD’s D&I initiative, keep it on track, hold it accountable, and “screen in” and “source” diverse candidates while recruiting.<sup>8,10,13,14</sup> External partners can also provide feedback on FMD’s reputation as an employer, as well as ways that FMD may improve its “brand” and its ability to recruit qualified diverse candidates.<sup>12</sup>

### **5. Use Data to Evaluate and Improve**

Data must be used to support and measure D&I efforts, and it must be complete, accurate, and easily-accessible.<sup>12</sup> Goals must be measurable, and measurements must be tracked.<sup>8,9</sup> Plan, act, check, and adjust: to know where FMD started, and where FMD is heading in terms of reaching its D&I goals, rely on “success indicators”, “progress measures”, and “behavior impacts.”<sup>10</sup> Review, monitor, re-evaluate, and revise goals based on results<sup>8</sup>. Properly-interpreted and well-communicated data also promotes

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<sup>12</sup> Los Angeles County (California) Arts Commission. 2017. *Cultural Equity and Inclusion Initiative: Strengthening Diversity, Equity and Inclusion in the Arts and Culture Sector for All Los Angeles County Residents*. Accessed 10/28/19 from [https://www.lacountyarts.org/sites/default/files/pdfs/lacac17\\_ceiireport\\_final.pdf](https://www.lacountyarts.org/sites/default/files/pdfs/lacac17_ceiireport_final.pdf)

<sup>13</sup> Waukesha County, Wisconsin. 2019. *Equal Employment Opportunity & Diversity and Inclusion 2019 Plan*. Accessed 10/28/19 from <https://www.waukeshacounty.gov/globalassets/administration/human-resources/eeo-diversity-and-inclusion.pdf>

<sup>14</sup> Ivy Planning Group. 2019. *Diversity and Inclusion Strategic Plan for Kent County (Delaware) Levy Court*. Accessed 10/28/19 from <http://www.co.kent.de.us/media/946084/IVYdiversitySTUDYandSTRATEGIESreports03182019.pdf>

<sup>15</sup> King County (Washington) Human Resources. *Equal Employment Opportunity/Affirmative Action Plan*. Accessed 10/28/19 from <https://www.kingcounty.gov/~media/audience/employees/diversity-services/2018-2021-EEOAA-Plan.ashx?la=en>

accountability and transparency<sup>10</sup>. Communicate results, successes, and failures to FMD and County personnel and management on a regular basis.<sup>13,14</sup>

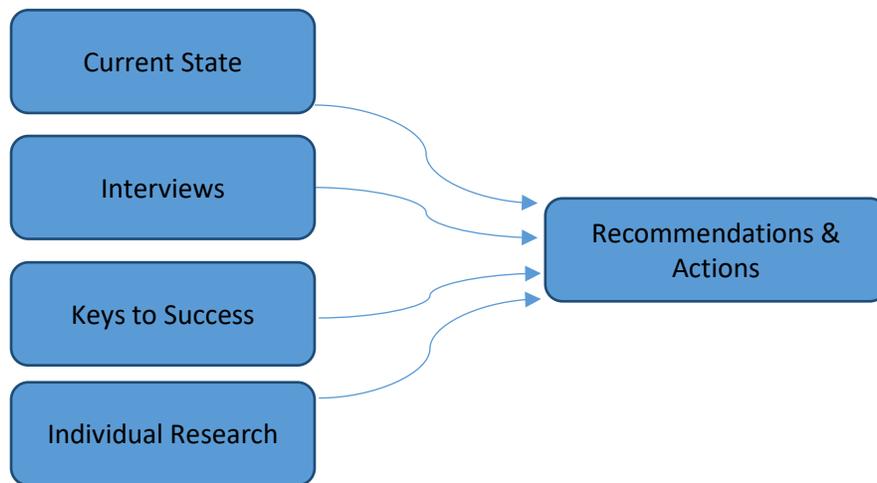
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## Gap Analysis

Though the County has taken great strides to set the ball in motion with respect to governance, we recognize that there is work to be done to fill gaps in communication, and both short-term and long-term action will need to be taken to build a more diverse and inclusive workforce. Investments in time, staffing, and funding to support a diverse workforce should not be cut short or substituted for quick fixes.

It will take a great deal of time and effort for management and staff to transform County culture in a way that removes institutional barriers to equity and D&I. Barriers must be lifted to transform the County's recruiting practices and to recognize the assets of current staff. This needs to be accomplished through partnerships with the community at large to achieve a more racially equitable Milwaukee County. The recommendations and actions to follow are intended to help the County stay on track towards achieving its goal of addressing inequities.

The development of the recommendations and actions from this report were informed by the following:



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## Recommendations and Actions

Based on feedback we received during the D&I thought-leader interviews (Appendix C), and our review of County D&I plans (see ‘Keys for Success’ and Appendix B), the Taskforce recommends the below recommendations and actions to improve Facilities Management’s D&I and become a more equitable workforce. Primary lead(s) and possible partner(s) are suggested for each action, along with an anticipated timeframe: ‘near-term’ (0-2 years), ‘mid-term’ (2-4 years) and ‘long-term’ (4+ years).

For this Framework to be successful, the D&I Taskforce recommends that FMD leverage and expand existing partnerships with HR and OAAA. Additionally, FMD should establish a permanent D&I Committee to lead the implementation of the Framework. The primary function of the Committee would be to see to it that the D&I Framework is continuing to strive towards meeting its D&I goals and evolve as necessary. The Taskforce’s suggestions for the D&I Committee membership structure are provided in Appendix A.

### Recommendation #1: Create the Team

#	Action	Primary Lead(s)	Possible Partner(s)	Timeframe
1.1	Create and announce D&I Committee (see Appendix A) to guide and support FMD’s D&I initiatives.	FMD Director	Human Resources FMD Managers	Near-term

### Recommendation #2: Make the Commitment

Institutionalize FMD’s commitment to diversity and inclusion. These actions support Keys for Success #1 (meaningful investments), #2 (transform culture) and #4 (leverage networks and partnerships):

#	Action	Primary Lead(s)	Possible Partner(s)	Timeframe
2.1	Establish and communicate D&I as a core value of FMD and incorporate it into the Division’s strategic planning.	FMD Director	County Executive DAS Director Human Resources DAS Communications D&I Committee	Near-term
2.2	Incorporate D&I into FMD business practices (AMOP), including the hiring process.	FMD Director D&I Committee	DAS Director Human Resources FMD Managers	Near-term
2.3	Create staff position dedicated to promoting, advancing, and reporting D&I.	FMD Director D&I Committee	County Executive DAS Director Human Resources	Long-term

### Recommendation #3: Educate and Engage

Create avenues for broad, FMD-wide training, input, feedback, and dialogue on diversity and inclusion. These actions support Keys for Success #1 (meaningful investments), #4 (leverage networks and partnerships), and #5 (identify, evaluate, and communicate goals and priorities):

#	Action	Primary Lead(s)	Possible Partner(s)	Timeframe
3.1	Require all employees, to regularly complete D&I training specific to their role with FMD (staff, manager, or director).	Human Resources FMD Director	OAAA FMD Managers D&I Committee	Near-term
3.2	Regularly correspond on D&I through FMD emails and HR newsletter.	Human Resources FMD Director	County Executive DAS Director FMD Managers	Near-term
3.3	Provide quarterly D&I awards for exceptional employees.	FMD Director D&I Committee	Human Resources FMD Managers	Near-term
3.4	Standardize exit interviews to gauge whether D&I impacts employee tenure.	Human Resources FMD Director	FMD Managers D&I Committee	Near-term
3.5	Host D&I discussions and provide progress updates at quarterly FMD team meetings.	FMD Director FMD Managers	DAS Director Human Resources D&I Committee	Near-term
3.6	Create a webpage for celebrating, tracking, and reporting D&I.	D&I Committee	Human Resources DAS Communications FMD Director FMD Managers	Mid-term
3.7	Incorporate D&I discussion into all employee evaluations.	Human Resources FMD Director	FMD Managers D&I Committee	Mid-term
3.8	Annually convene FMD Managers to review exit interview D&I trends.	FMD Director	Human Resources FMD Managers D&I Committee	Mid-term

#### Recommendation #4: Go for Diversity!

Grow and sustain a diverse workforce that represents the communities FMD serves. These actions support Keys for Success #2 (meaningful investments) and #3 (transform recruitment and retention):

#	Action	Primary Lead(s)	Possible Partner(s)	Timeframe
4.1	Actively seek applicants with diverse backgrounds and abilities for FMD career opportunities.	Human Resources FMD Managers	OAAA FMD Director DAS Communications D&I Committee	Near-term
4.2	Create system for removing identifying information (applicant name, sex, address, etc.) from job application materials prior to sharing with hiring manager.	Human Resources FMD Director	OAAA FMD Managers D&I Committee	Near-term
4.3	Create AMOP to ensure that interview panels include staff with diverse backgrounds and abilities (create list of staff who are willing to serve on panels).	FMD Director D&I Committee	OAAA DAS Director Human Resources FMD Managers	Near-term
4.4	Review JEQ requirements annually and remove any requirements that are unnecessary or would discourage diverse applicants from applying to the position.	FMD Managers	Human Resources FMD Director D&I Committee	Near-term
4.5	Leverage temp agencies to hire employees with diverse backgrounds and abilities.	FMD Managers	Human Resources	Near-term
4.6	Obtain long-term waiver of WI residency requirement for job classifications with lower diversity.	FMD Director	DAS Director Human Resources FMD Managers D&I Committee	Mid-term
4.7	Create recruitment plan for communicating career opportunities to people with diverse backgrounds and abilities (active recruitment).	D&I Committee	OAAA Human Resources FMD Director FMD Managers	Mid-term
4.8	Develop internship program for people with diverse backgrounds and abilities.	D&I Committee	Human Resources FMD Director FMD Managers	Mid-term

## Recommendation #5: Widen the Circle

Develop and foster an inclusive working environment and culture where staff of all backgrounds and abilities are welcomed, where different perspectives are heard, and everyone is safe and empowered to make a difference. These actions support Keys for Success #1 (meaningful investments), #2 (transform culture) and #4 (leverage networks and partnerships):

#	Action	Primary Lead(s)	Possible Partner(s)	Timeframe
5.1	Develop mentorship program for promising staff to ensure they are welcomed and engaged.	D&I Committee	Human Resources FMD Director FMD Managers	Near-term
5.2	Create employee resource groups for people with diverse backgrounds and abilities.	OAAA Human Resources	FMD Director FMD Managers D&I Committee	Near-term
5.3	Create training program that fosters leadership skills among promising trades workers.	D&I Committee	Human Resources FMD Director FMD Managers	Mid-term
5.4	Create professional development program for people with diverse backgrounds and abilities.	Human Resources FMD Director	FMD Managers D&I Committee	Mid-term

## Recommendation #6: Evaluate Progress

Measure and report progress toward improving D&I. Supports Keys for Success #5. These actions support Keys for Success #5 (identify, evaluate, and communicate goals and priorities):

#	Action	Primary Lead(s)	Possible Partner(s)	Timeframe
6.1	Annually survey employees' awareness and views of D&I (include new employees).	D&I Committee	OAAA Human Resources FMD Director FMD Managers	Near-term
6.2	Annually compile and report workplace demographics.	D&I Committee	Human Resources FMD Director FMD Managers	Near-term

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## Conclusion

FMD's most valuable asset isn't the Courthouse Complex, it's having a healthy and dedicated workforce. A healthy workforce is both diverse and inclusive, and a diverse and inclusive workforce enriches and enhances the value FMD brings to County government. The hard work of recruiting and retaining a workforce that offers diverse perspectives and backgrounds isn't just the right thing to do, it's smart asset management.

Progress will require a consistent, sustained, and ambitious effort, bolstered by significant investment and commitment. The sooner we get started, the better; we not only need to meet today's challenges, but we must also make up for lost time. It took many years for barriers to diversity and racial inequities to take hold, and it will take time to correct these.

It is the Taskforce's sincere hope and expectation that at least a portion of this Framework, in concert with existing & future efforts across County government and out in the community, will result in real and lasting progress toward a more diverse and inclusive FMD workforce and a more racially equitable Milwaukee County.

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## Appendix A. D&I Committee Membership

The Taskforce recommends the following structure for Facilities Management Division D&I Committee membership:

- In general, Committee membership should reflect a diversity of staff, taking into consideration factors such as:
  - Occupations
  - Office locations
  - Years of service; and
  - Diversity in terms of race, gender, sexual orientation, age, disability, veteran status, socio-economic status, etc.
- The Committee should be comprised of five members plus two co-chairs, for a total of seven.
  - An executive team will select the two co-chairs, and the co-chairs will select the five members from among staff who express interest and have approval from their supervisor.
- The Committee should be comprised of at least:
  - One director
  - One human resource representative
  - One FMD manager
  - Several staff from various departments and representative of different demographic groups
- The Committee should meet monthly for 1 hour on a designated day of the month and hold additional meetings as needed depending on the scope of the activity/event/etc.
- The Committee should record and post minutes for all regularly scheduled monthly meetings on SharePoint.

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## Appendix B. Reviewed D&I Plans

Excerpts taken from D&I plans from counties/county-like entities across the country cited in “Keys for Success.”

### San Diego Co. (California) Framework for Diversity and Inclusion

Role-Model & Champion:

- Embed D&I vision, mission and values into the culture of our organization
- Partner with County business groups to develop plans to further integrate D&I into the culture and day-to-day practices of the organization
- Provide guidance for and feedback on enterprise-wide D&I efforts
- Support alignment and linkages with Employee Resource Groups
- Serve as role models and champions of diversity and inclusion-related behaviors as the “work of all” versus the “work of a few”

Establish Priorities:

- Set the future strategic direction and goals for the enterprise based upon progress
- Ensure the supporting infrastructure and measurements are in place to drive results across the enterprise
- Create a change management plan to eventually integrate D&I strategic goals into County-wide instruments and our General Management System

Measure Progress & Reward Results:

- Review data annually to measure progress and establish new goals and priorities
- Implement and monitor the D&I Framework and re-evaluate annually to track and revise goals

### Waukesha Co. (Wisconsin) EEO & Diversity and Inclusion 2019 Plan

- All employees share in the responsibility to ensure that the County’s Diversity and Inclusion Plan is successful.
- The ultimate success of diversity efforts will depend upon the level of management commitment to achieving our objectives. Managers at all levels will be held accountable for their results in the area of diversity, just as they are held accountable for their other managerial responsibilities.

### Boulder Co. (Colorado) Cultural Responsiveness and Inclusion Road Map

- Demonstrate long-term commitment through policies and resources to implement and track progress, including at least one full-time employee dedicated to the effort
- Explicitly connect inclusion with the organization’s strategic goals, define measurable inclusion objectives, measure incremental progress and hold people accountable to outcomes
- Build a diverse and inclusive workforce, and create paths to leadership for diverse employees
- Create a culture of inclusion by making the effort visible and visibly important
- Engage diverse groups in planning and design of programs or products.

- By connecting diversity and inclusion objectives to the goals of the organization and making efforts visible and institutionalized, there can be greater buy-in from employees and implementation of diversity and inclusion strategies are more likely to be successful.
- All department heads are expected to take an active role in ensuring that the program is successfully implemented.
- ...hire a full-time staff member to oversee implementation...
- **And some...members hopefully will remain involved for consistency with the project, as champions and to support success of the project in other ways.**

#### Oregon Metro's Framework to Advance Racial Equity, Diversity, and Inclusion

- Set and evaluate success indicators, progress measures and behavior impacts.
- Meaningfully involve a diverse array of Metro staff and community members.
- Dedicate sufficient resources for efficient and effective action completion.
- Provide sufficient level of authority to implementation teams to complete action.
- Establish accountability through community participation.
- Create a model for continuous learning and improvement
- Plan, act, check, adjust
- Promote a racially inclusive collaborative process.
- Use data to set and monitor goals to achieve equity and promote accountability and transparency.
- Integrate program and policy strategies to implement actions that improve equity.
- Partner across sectors and institutions to create lasting change.
- Educate and communicate about racial equity to continuously raise racial equity awareness.

#### King Co. (Washington) EEO/AA Plan

- Standardizing recruitment practices with an eye towards screening in diverse candidates as opposed to screening out candidates who would contribute to diversity.
- Reviewing job postings to ensure that the requirements are truly related to the skills needed and are not unnecessary barriers to employment.
- Posting backfill and short-term vacancies as Special Duty opportunities and posting externally if a successful internal candidate is not found.
- Increasing the diversity of race, gender and age on interview and hiring panels and including frontline staff.
- Monitor and evaluate program status and progress on a regular basis. Provide reports to the Executive, department directors, the King County Prosecutor, King County Council, Civil Rights Commission, and the Executive's Employee-Based EEO/AA Committee.
- Review employment and personnel practices to ensure that they are appropriately job-related and are nondiscriminatory.
- Hold all management accountable for the successful implementation of the EEO Policy and EEO/AA Plan.
- Provide a complaint process to address allegations of discrimination and/or noncompliance with the EEO Policy and provide employees with an annual reminder of said process.

- Ensure that employees are provided non-discrimination information and training, and that they are informed of their right to have access to the full text of the EEO/AA Plan. When adopted, copies of the full text of the EEO/AA Plan will be available
- A successful Equal Employment Opportunity Plan requires effective communication. King County's Equal Employment Opportunity (EEO) Policy and Affirmative Action Plan (the Plan) will be disseminated to department directors, division directors, HR managers, and department human resources staff. Employees will have access to the full text of the EEO/AA Plan upon request and shall be informed of this right. A website link to the Plan and annual progress reports will be made available to employees and the public through the main King County website, the County jobs website and the Diversity and Inclusion webpage.
- A successful EEO/AA Plan requires clarity of responsibilities. The responsibilities of the primary organizational and functional entities involved in the administration and implementation of the EEO/AA Plan are set forth below. (involves all levels of management, leaders, workforce)

#### Kent Co. (Delaware) Diversity and Inclusion Framework

- An important step to successfully implement an effective D&I initiative is to have leaders establish their commitment; satisfy themselves with the advantages of D&I and that D&I matter to the organization.
- access to complete and accurate applicant and workforce data
- must start at the top of the organization...there is a disconnect between leadership's desire to advance D&I efforts and in their impact/results and 2) There is a lack of accountability in leadership owning D&I efforts.
- Assemble a team to review the Kent County Levy Court name and its effects on recruiting and representation of the services provided by KCLC.
- Continually assess County ordinances to ensure they are still business relevant and enablers to your D&I plan.
- Recognize departments and leaders who exemplify inclusive leadership and D&I achievement goals. Hold departments and leaders accountable when they don't.
- Establish leadership commitment to the D&I plan through increased D&I acumen and D&I specific annual goals for all supervisors and above. Hold leaders accountable to these goals.
- Build and actively sustain relationships/partnerships with colleges/universities, organizations, associations, local stakeholders, professional associations, etc. that have a D&I focus. This helps you understand your employer brand ("word on the street"), to strengthen your brand with these organizations and correct any misconceptions about your brand, and to connect with, learn from, and source a wider pool of diverse candidates. Where feasible, attend professional conferences of these same associations to network and recruit.
- One of the best solutions to increasing diversity and being more inclusive in recruiting efforts is to have a solid understanding of D&I and how they show up and impact every step in the recruiting lifecycle.

#### LA Co. (California) Arts & Culture's Cultural Equity and Inclusion Initiative Report & literature review related to report

- Be explicit about goals
- The meaning of D&I goes beyond race and ethnicity and must be defined for each organization

- Partner with organization serving the communities you wish to serve; include culturally-specific organizations
- Define terms, set clear goals, measure progress, celebrate victories, identify barriers, share all of this information publicly
- Plan for the long haul, and be prepared for hard work
- Include culturally-specific organization and understand their place in the larger...ecology of the region. This includes recognizing their leadership and role in serving the communities you also wish to serve.
- plans will be needed to manage change
- Organizations...differ by discipline, size, life cycle placement, community served, type of programming and mission, and those differences should be recognized in organizational processes.
- communicate, collaborate, be consistent

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## Appendix C. Notes from D&I Interviews

Group	Interviewed
A. Human Resources	Margo Franklin, Dir. of Employee Relations
B. Office for Persons with Disabilities	Tim Ochnikowski, Director Mike Bonk, Disabilities Recreation Mgr.
C. Behavioral Health Division	Mike Lappen, Administrator Davide Donaldson, Integrated Service Mgr.
D. Department of Administrative Services	Sherri Jordan, Deputy Director Quemesha Madison, Senior Executive Assistant Tom Travia, Dir. of Facilities Ops. & Maint.
E. Office of African American Affairs	Nicole Brookshire, Director Jennifer Harris, Research & Program Evaluation Mgr. Marques Hogans, Data Analyst
F. Nurturing Diversity Partners	Reggie Jackson and Dr. Fran Kaplan, Educators/Consultants

### 1. What are the obstacles, hindrances, and barriers that can limit workforce diversity?

- A. No employee with D&I as a core function of their position (HR will have one soon)  
No structure for the County to have employees move up the ladder and across the lattice.  
Difficult to keep people here  
Culture change is needed.  
Some JEQ requirements hinder women ex. weight-lifting requirements & availability (studies suggest that women will only apply for positions for which they meet >80% of reqs; men: 50%)  
  
Note: Airport tweaked requirements of JEQs, and that did NOT impact salary ranges BUT this also did not impact hiring of diverse candidates  
Lack of diversity in existing workforce, particularly in position of leadership
- B. Attitude  
DECA moved to HR & HR too busy for the program
- C. Stigma of living in MKE for people of color  
Getting the word out about job opportunities to diverse candidates  
People think BHD is closing  
Universities not promoting/teaching community care strategies for mental health  
Department silos, loss of clinical staff
- D. Apprenticeship programs geared toward new construction vs. O&M (most of what County does)  
JEQ requirements – especially # of years of experience.  
Not reaching out to the right people

Issues with HR and outside jobs pay more, cannot reach the Journeyman status at the County

- E. Advertising to diverse groups
- F. Milwaukee County ranks 71 & 72 (last) of most social economics categories  
The perception of government by communities of color is not always good  
Recognize glass ceilings exist  
'Good old boy' culture in the trades  
Culture change needs to happen at all levels – top to bottom  
Racism  
Disparities in 8-10 areas in Milwaukee: education, housing, transportation, economic growth, health, nutrition, social justice, youth mentorship. In most cases, root cause is racism.

**2. What organizations and programs are you currently tapping into or aware of that can help to increase workforce diversity?**

- A. HR is working on a pilot project at the airport to help increase diversity, an issue identified in 2014 audit. There is a committee that was formed on 7/18 and came up with a mission, vision, and targets for increasing diversity of applicant pools. They targeted two jobs at the airport that historically are white/male and have quick turnover. There is no timeline or plan for rolling this out County-wide yet. Their project included the following goals  
Discover new locations where jobs should be posted/advertised  
Look to mirror organizations that focus on diversity  
Focus on people of color and women  
Review JEQs for gender neutrality and non-redundancy  
Review applicant data
- B. DECA Program helps to hire disabled people (HR contact is Sue Chase)  
Some good local orgs: MCTAB, Broad scope, Independence First, Curative Care, Project Search (interns at the Zoo and Airport)  
Newsletter, Twitter feed  
State's Division of Vocational Rehab  
Universities' disabilities services offices
- C. Community health centers (5 in MKE)  
Hmong Friendship Society  
3CS state program – 100% reimbursement for customized care  
Talk to high schools, universities, and trades early on to let them know of jobs  
MC3: group of like-minded, though diverse, organizations to meet together
- D. Sherri has a list of all the County internship programs  
Tom is optimistic about a Painters(specialized arts) mentor or internship  
Local trades unions  
Big Step

- E. Reach out to the UW system  
GARE has racial equity tools. Out GARE through OAAA contact is Gordan.  
MPS has a community engagement officer. Kellie Sigh at the central office. Can tell them that Fran and Reggie sent us.  
State Dep. Of Workforce Development has good info on diversity in buildings/trades. X'antony Brookens.
- F. Government Alliance on Race and Equity (GARE)  
County Racial Ambassadors program  
Though it's not clear if OAAA has partnerships in place with the following organizations, they suggested reaching out to Employ Milwaukee; MATC job fairs, NAACP, MPS (including "industry focused curriculum", Black & Latino Male Achievement Office, Washington Heights HS IT program); Mentor Network; Journey House; Youth Build  
HR's leadership + OAAA's assistance

**3. What is the time frame for long-term change in workforce diversity and where are the key areas these changes initially need to happen?**

- A. HR's airport pilot project to diversify the applicant pool is planned to take 3-5 years "marathon, not a sprint"  
Leverage professional and personal networks (a diverse network of job seekers, job candidates, and job holders builds a diverse workforce)
- B. Reach out to universities to make them aware of Milwaukee County opportunities. People need to know of the positions
- C. Work closely with friend groups, chambers of commerce, and OAAA.  
Recent initiative – started internship program in Dec. 2018
- D. Mentoring program for employees that have management and leadership training
- E. Currently working on a long-term Framework (10+ years) for addressing racial equity  
Planning 2-day retreat with County leadership to develop 3-year objectives  
Internal (change County culture, work environments, and management from within)  
External (largely recruitment-centered efforts)  
Partner with HR  
"Miniature professional development": working with existing employees one-on-one to grow their careers  
Long-term view, striving for small wins upon which to build

**4. What are some success stories of workforce diversity changes happening in your organization and how did they come about?**

- A. Have women and people of color in predominate roles be celebrated and active on social media. MCDOT Director is posting job opps to social media to encourage people of color to apply

The top 6 leaders in HR are very diverse. All hired since 2018 and include 2 African American women, 1 African American man, 2 Caucasian men, and 1 Latino man.  
Airport pilot program underway: potential template for a Countywide initiative

- B. Statistics show disabled employees use less sick time and have longer retention  
Greatest success was seeing disabled people have long-term employment with Milwaukee County (25+ yrs in some cases)  
Starting the employee engagement program that helps bridge the gap between staff and managers
- C. Partnering with other orgs including local community mental health services  
MC3 educates young people about job opportunities in mental health  
Have a booth promoting jobs at schools, festivals, everywhere! Not just reliant on HR.  
Forming a committee that focuses on this topic  
Need to have a spokesperson who speaks on diversity and shares success stories
- D. Workforce mapping project – studying County demographic data(?)  
Exit interviews for staff who are departing County on good terms

**5. What are some short-term or "quick win" changes that can be made now to help to increase workforce diversity?**

- A. Start with a few low skill positions and change how we get people to fill those jobs (Airport pilot program)  
Source diverse candidates with intention – hiring managers should use LinkedIn  
Pick small and manageable goals
- B. Let university student groups know what jobs are available in Milwaukee County.  
Do quick advertisements, give to Jim Lautenbach for graphic design, and then send to university groups.  
Be more aggressive with recruitment efforts.  
Post job opps to local DVR offices (3 in MKE).  
Identify dedicate staff to lead diversity initiatives  
Use social media platforms, Twitter, etc.
- C. Educate HS students about career paths  
Get college students to be interns/co-ops  
Come up with a logic model  
Marketing! Find consultant or staff 'spokesperson' who can get the outside world excited about career opps.  
Create scholarship with Facilities Management that is administered through a community org.  
Start small, then building something bigger (bite 'little piece of the pie')
- D. Focus on current employees' needs being met  
Painting and carpentry apprenticeships  
Job shadowing with HS students

- E. Keep goals simple, next generation how to get your family members involved, improve the work culture, happy environment = happy workers  
Employee racial equity training & ambassador program  
Surveys of work environment and culture; assess whether FMD staff feel they can 'go up the chain'  
Apprenticeship program  
Professional development for staff (mentorships, job shadowing)  
Partnerships with MPS, Journey House, or Youth Build/Adult Build.

**6. How are you partnering with HR to increase diversity in the workforce?**

- A. HR director (Julie Landry) has stated that recruitment should focus on diversity.
- B. HR should be using social media more for job postings and getting in contact with student groups at universities.
- C. Geofencing advertisements for jobs.  
HR Business Partner placed at BHD.
- D. Sherri meets with Margo every 3 weeks.  
HR doesn't get exit interview data from Tom Travia

**7. Other comments:**

- A. HR has stated that we are allowed to interview/hire people from outside WI if on the front end a business case has been made to make jobs available to outside the state.  
Unsure of other County agencies (besides OAAA, airport, and FMD) that are actively working to increase workforce diversity  
HR management is more diverse than before – talk with Genaro
- C. Fight for the changes that need to take place
- D. HR is trying to diversify its management

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