

ROCK COUNTY, WISCONSIN

NOTE: This is a Teleconference



**BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE
TUESDAY – JANUARY 19, 2021 - 6:00 P.M.
CALL: 1-312-626-6799
MEETING ID: 886 0115 0667
PASSCODE: 523986**

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If you are interested in providing public comments on items on this agenda, you must submit your comments by noon on Tuesday, January 19, 2021. To submit a public comment use the following email: tracey.vanzandt@co.rock.wi.us.

Join from a telephone:

- On your phone, dial the phone number provided above
- Enter the meeting ID number when prompted, using your dial-pad.
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BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE
TUESDAY – JANUARY 19, 2021 - 6:00 P.M.

Agenda

1. Call to Order
2. Adoption of Agenda
3. Approval of Minutes from December 8, 2020
4. Review and Discussion of:
 - A. Rock County Diversity & Inclusion Committee Subcommittee Reports to June 25, 2020 County Board Meeting
 - B. Analysis of Rock County Application, New Hire, Termination and Department Profile By Year: 2013 - October, 2020
 - C. Summary of Rock County Application, New Hire, Termination and Department Profile: 2013 - October, 2020
 - D. Analysis of Diversity Under/Over 5 Years Service, Alyx Brandenburg, Human Resources Department Manager
 - E. 2019 Rock County Applicant Diversity Analysis - Jodie Surber, Analyst, County Administration
 - F. 5th Annual Employee Satisfaction Survey Highlights – 2020 – Jodie Surber, Analyst, County Administration
5. Discussion of Similar Projects from Other Organizations
6. Discussion of Suggested Consultant Recommendations from Members

Sup. Aegerter: Colorful Connections (<https://www.colorfulconnections.com/>) recommends and works with Susana Rinderle <https://susanarinderle.com/services/leadership-equity/the-equity-evaluation/>

My friend in HR who is conducting her own equity and inclusion evaluation suggested Debbie Biddle at The People Company <https://ppl-co.com/>

Sup. Knudson: <https://www.gartner.com/en>
<http://rogershr.com/>
<https://strategichrinc.com/>
<https://www.redstonegci.com/human-resources-consulting-services/>

7. Other Resources for comparing ISO principles to local government - Sup. Knudson

<https://streamline.business/quality-management-systems-for-local-government/>

<https://www.iso.org/news/2014/02/Ref1825.html>

<https://www.iso.org/obp/ui/#iso:std:iso:18091:ed-2:v1:en>

8. Discussion of Process for Procuring a Consultant
9. Establish Project Scope and Requirements for Consultant Deliverables
10. Setting Goals for the Next Meeting
11. Set Meeting Date and Time
12. Citizen Participation and Announcements
13. Adjournment

The County of Rock will provide reasonable accommodations to people with disabilities. Please contact us at 608-757-5510 or e-mail countyadmin@co.rock.wi.us at least 48 hours prior to a public meeting to discuss any accommodations that may be necessary.



BLUE RIBBON COMMISSION ON ORGANIZATIONAL EXCELLENCE
Minutes – December 8, 2020

Call to Order. Chair Knudson called the meeting of the Blue Ribbon Commission on Organizational Excellence to order at 6:00 P.M. on Tuesday, December 8, 2020, via teleconference.

Committee Members Present. Supervisors Knudson, Purviance, Peer, Beaver, Aegerter; Kristin Fillhouer (UW-Whitewater at Rock County).

Committee Members Absent: Marc Perry (Community Action).

Staff Members Present. Randy Terronez, Assistant to the County Administrator; Annette Mikula, Human Resources Director.

Others Present: Supervisors Richard Bostwick and Shirley Williams; Bill Wilson.

Approval of Agenda. Supervisor Purviance moved approval of the agenda, second by Supervisor Peer. ADOPTED.

Approval of Minutes from November 17, 2020. Supervisor Aegerter moved approval of the minutes from November 17, 2020, second by Supervisor Purviance. ADOPTED.

Discussion of Similar Projects from Other Organizations. Some of the suggestions were: Colorful Connections, Milwaukee, WI; Scherck Consulting LLC, Beloit, WI; Huron, Chicago, IL; WEI Lab, Madison, WI; and possibly some of the instructors from the UW Whitewater School of Business may be willing to consult on this.

Discussion of Suggested Consultant Recommendations from Members. and **Discussion of Process for Procuring a Consultant.** The Committee discussed the need for a little more time to hear back from contractors to see if any more may work for this project. The Committee decided to take another month to hear back. Chair Knudson asked to have these topics put on the next agenda.

Establish Project Scope and Requirements for Consultant Deliverables. Ms. Mikula said there is an advantage of going with someone local. She added that GARE is a national organization that may be of help; there is a learning curve to know this area; she liked the suggestion of the UW Whitewater School of Business; and SHRM may have resources that can be of help. She requested to not be involved with the decision of who the consultant is.

Chair Knudson asked the members to email their suggestions through Ms. Bondehagen and she will get these out to the rest of the group.

Setting Goals for the Next Meeting. Some of the comments were: explore consultants more and get the information to Ms. Bondehagen to share with the other members; to see what the demographic data is countywide by department; information is available department by department, county to area labor market comparisons – this is information Human Resources and the D&I Committee has; Mr. Terronez will get this information to Ms. Bondehagen to send out to this

committee. Another suggestion was to have the group from Human Services Department who presented at County Board do the presentation to this group for the next meeting.

Set Meeting Date and Time. The Committee decided on Tuesday, January 5, 2021 at 6:00 P.M. for the next meeting.

Citizen Participation, Communications, Announcements, Information. Ms. Mikula said Rock County completed the fifth employee satisfaction survey and the trends shown is another piece of data for this group.

Adjournment. Supervisor Purviance moved adjournment at 6:28 P.M., second by Supervisor Peer. ADOPTED.

Respectfully submitted,

Marilyn Bondehagen
Office Coordinator

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.

Work Plan/Timeline

Work Period: January 2020 – January 2025

Situation: Recruitment

Outcomes and Indicators

1. Increase overall county applications by 10% within 5 years.
2. Increase diversity of applicant pool by 5% within 5 years.
3. Increase selection rate to reflect county/client demographics within 5 years.
4. Increase retention rate to reflect county/client demographics within 5 years.

| PRIORITIZED OBJECTIVES WITH ACTION STEPS | TIMEFRAME Beginning and End Dates | RESPONSIBLE STAFF | PROGRESS TOWARDS OBJECTIVES AND ACTION STEPS |
|--|--------------------------------------|---|--|
| 1. Validate job descriptions. <ul style="list-style-type: none"> • Job Descriptions & Job Titles: <ul style="list-style-type: none"> *Less jargon/acronyms *KSAs should reflect actual components of job duties *Modification of qualifications (licensing, degrees, etc.) * Working title updated to reflect actual position requirements. If changing job title, must go through HR & County Board Staff Committee | Annually | Dept. Head/Supervisor initiates HR reviews & uploads | |
| 2. Ensure competitive wages & highlight job security/benefits to motivate applicants. <ul style="list-style-type: none"> • Competitive pay/fair market compensation <ul style="list-style-type: none"> *Compare wages with adjacent counties that compete with us & customize labor market to more realistically reflect applicant pool • Communicate fringe benefits better (e.g. Facebook): <ul style="list-style-type: none"> *Health Insurance-no premium *Education incentives | ---TBD ---2 - 3m | County Admin HR | |

| | | | |
|---|---------|--|--|
| <ul style="list-style-type: none"> *Bilingual incentives *Flexible schedules | | | |
| <p>3. Improve application process.</p> <ul style="list-style-type: none"> • Make more user friendly • Mandatory fields so applications are complete • Questions added on application to track data better | 6m - 3y | <p>HR & Neogov</p> <p>Subcommittee to review NeoGov application fields and determine if still relevant and discuss adding other questions.</p> | |
| <p>4. Improve knowledge of job requirements and create awareness in under-represented groups about job opportunities.</p> <ul style="list-style-type: none"> • Advertising: <ul style="list-style-type: none"> *Highlight diversity in county workforce *Post on Facebook *Ads on billboard *City bus/county vehicle wraps *Create recruitment videos *Work with Veteran Affairs • Use minority media publications (church bulletins, radio, print) • Host county job fairs @ work sites/schools • Partner w/other employers for job postings-share posts • Citizen academies/internships | 3 - 9m | <p>HR assists where support is needed, but will not coordinate</p> <p>Dept. Head budgets for paid advertising</p> <p>Subcommittee to review posting list</p> | |
| <p>6. Provide opportunities for potential applicants to connect with HR recruiters.</p> | 1 - 3m | All Staff | |
| <p>7. Create assessment report with findings.</p> <ul style="list-style-type: none"> • Expand hiring analysis to other under-represented groups - optional question/won't be 100% • Improve data tracking - hiring process <ul style="list-style-type: none"> *What attracted them to position? (pay, benefits, etc.) *By demographics (minority/age) *How many applied/how many screened out? *How many invited for testing? *How many showed up for testing? *How many for interview? *How many showed up for interview? | 3 - 6m | <p>HR/Neogov/Diversity Data Workgroup</p> <p>*Data can be retrieved, but aggregate results would be a manual task. Subcommittee to identify sample positions for HR to supply data for Subcommittee to analyze</p> | |

Updated 2/19/20

Work Plan/Timeline

Work Period: July 2019-December 2019

Situation: Onboarding New Employees

Outcomes and Indicators

1. New Employee – 100% of new employees will receive with onboarding procedures to their new positions
2. Onboarding Tool Kit – Departments will commit to utilizing an onboarding tool kit to help with training and orientating new employee
3. Mentor – Will report to new employee for assistance in office protocols

| OBJECTIVES WITH ACTION STEPS | TIME FRAME Beginning and End Dates | RESPONSIBLE STAFF | PROGRESS TOWARDS OBJECTIVES AND ACTION STEPS |
|---|------------------------------------|---|--|
| 1. Will be included with new employee orientation with Rock County. a. Will become part of each new employees orientation b. Every department will commit to utilizing some sort of tool kit for new employee c. Do you need to implement a policy or employee ordinance change regarding onboarding d. Produce wording for possible policy or ordinance change | July 2019 – December 2019 | Diversity and Inclusion Onboarding sub-committee/HR | Wording for new employee policy change |
| 2. Onboarding Program a. Program description | July 2019 – October 2019 | | |

11.A.(7)

| | | | |
|---|---------------------------------|---|---|
| <ul style="list-style-type: none"> b. Tool Kit c. Reach out to multiple departments for ideas/templates/share ideas d. Have resources available through Share Point on Management intranet | | <ul style="list-style-type: none"> a. IT/Annette b. Subcommittee c. Maria\ d. Annette | <p>b. Maria completed discussion with other departments and has copies of the templates /</p> |
| <ul style="list-style-type: none"> 2. Mentor <ul style="list-style-type: none"> a. Definition/description of roles and responsibilities of mentor b. Training/funds to provide c. Volunteers/criteria of designating individuals d. Mentor guide/language | <p>July 2019 - October 2019</p> | <p>Diversity and Inclusion Onboarding/sub-committee</p> | <p>3. Annette has completed New employee mentor definition and description</p> |

Work Plan/Timeline

Work Period: July 2019-December 2020

Situation: Work Environment/Professional Development

Outcomes and Indicators

1. Reduce turnover/attrition rate of employees of color by 10% within 18-24 months
2. 75% of supervisors and managers will report following training that they are more aware of implicit bias in their work environment/how it impacts daily work.
3. 75% of all county employees will report following training that they are more aware of implicit bias in their work environment/how it impacts daily work.
4. All employees and the subset of employees of color will both report a 5% increase on annual survey in a number of employees who agree or strongly agree that "My work environment is welcoming to diverse staff."
5. 50% of departments engage in a department-specific (or non-Countywide) inclusion initiative within 12 months.

| OBJECTIVES WITH ACTION STEPS | TIMEFRAME Beginning and End Dates | RESPONSIBLE STAFF | PROGRESS TOWARDS OBJECTIVES AND ACTION STEPS |
|---|--|--------------------------|--|
| Create a mandatory program for employee participation in D&I programs with specific benchmarks for participation (e.g. hours, # of sessions). Invite County Board members. <ol style="list-style-type: none"> 1. Menu of options: <ul style="list-style-type: none"> -Racial Justice Conference -DAT Courageous Conversations -other community programs 2. Department-specific programs | January 1, 2020 (possibly retroactive into last quarter 2019) | D&I Committee, workgroup | |

| | | | |
|--|---|--|--|
| 3. County-wide speakers/programs 4. Targeted groups-supervisors | | | |
| Create policy to implement program | October 2019 (effective by January 1, 2020) | D&I Committee, Human Resources | |
| Add D&I element to County department head/supervisor/employee performance evaluation | January 1, 2020 | Human Resources | |
| Conduct annual D&I survey of all employees to measure organizational culture. | April 2020 | D&I Committee, Human Resources | |
| Conduct a review of policies and procedures for bias | October 2020 | D&I Committee, County Administrator's Office, Human Resources, Corporation Counsel | |

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires 2013 | Diverse Hires 2013 | Diverse Hires 2013 % | Terms 2013 | Diverse Terms 2013 | Diverse Terms 2013 % | Current staff in Department effective 12/8/2013 | Current # of Diverse staff in Department | Diversity % of Department workers |
|----------------------------|-------------------------|-------------------------------|-------------------------|----------------|--------------------|----------------------|------------|--------------------|----------------------|---|--|-----------------------------------|
| Administrator | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 1 | 20.00% |
| Child Support Enforcement | 992 | 94 | 9.48% | 3 | 0 | 0 | 6 | 1 | 16.67% | 35 | 0 | 0.00% |
| Circuit Court | 1229 | 132 | 10.74% | 3 | 0 | 0 | 5 | 1 | 20.00% | 56 | 1 | 1.79% |
| Communications (911) | 367 | 35 | 9.54% | 6 | 1 | 16.67% | 3 | 0 | 0.00% | 46 | 2 | 4.35% |
| Coroner | 78 | 10 | 12.82% | 3 | 0 | 0.00% | 7 | 0 | 0.00% | 10 | 0 | 0.00% |
| Corporation Counsel | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 10 | 0 | 0.00% |
| Council on Aging | 96 | 8 | 8.33% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 8 | 0 | 0.00% |
| County Clerk | 236 | 21 | 8.90% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 4 | 0 | 0.00% |
| Developmental Disabilities | 7 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 8 | 0 | 0.00% |
| District Attorney | 446 | 55 | 12.33% | 3 | 0 | 0.00% | 4 | 0 | 0.00% | 26 | 0 | 0.00% |
| Financial Services | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 11 | 1 | 9.09% |
| General Services | 49 | 5 | 10.20% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 23 | 1 | 4.35% |
| Human Resources | 231 | 26 | 11.26% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 6 | 0 | 0.00% |
| Human Services Department | 3521 | 518 | 14.71% | 77 | 11 | 14.29% | 60 | 14 | 23.33% | 392 | 41 | 10.46% |
| IT | 10 | 1 | 10.00% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 27 | 0 | 0.00% |
| Land Conservation | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Planning and Development | 9 | 2 | 22.22% | 1 | 0 | 0.00% | 2 | 0 | 0.00% | 10 | 0 | 0.00% |
| Public Health | 1 | 0 | 0.00% | 5 | 0 | 0.00% | 1 | 0 | 0.00% | 39 | 1 | 2.56% |
| Public Works | 824 | 31 | 3.76% | 6 | 0 | 0.00% | 8 | 0 | 0.00% | 87 | 1 | 1.15% |
| Real Property Lister | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 0 | 0.00% |
| Register of Deeds | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| Rock Haven (Nursing Home) | 597 | 79 | 13.23% | 33 | 2 | 6.06% | 40 | 1 | 2.50% | 232 | 16 | 6.90% |
| Sheriff | 1066 | 129 | 12.10% | 23 | 1 | 4.35% | 10 | 0 | 0.00% | 209 | 10 | 4.78% |
| Surveyor | 37 | 3 | 8.11% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Treasurer | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| UW Extension | 5 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 156 | 16 | 10.26% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 9957 | 1165 | 11.70% | 171 | 15 | 8.77% | 153 | 17 | 11.11% | 1276 | 76 | 5.96% |

Labor Force %
Under/(Over) Utilization Rate
12/15/2020

| |
|--------|
| 9.40% |
| 63.36% |

481

| Department | 2014 | | | 2014 | | | 2014 | | | Current staff In Department effective 12/30/2014 | Current # of Diverse staff in Department | Diversity % of Department workers |
|----------------------------|---|-------------------------------|-------------------------|------------|---------------|-----------------|------------|---------------|-----------------|--|--|-----------------------------------|
| | Total # of Internal/External Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires | Diverse Hires | Diverse Hires % | Terms | Diverse Terms | Diverse Terms % | | | |
| Administrator | 67 | 9 | 13.43% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 5 | 1 | 20.00% |
| Child Support Enforcement | 1075 | 154 | 14.33% | 3 | 0 | 0.00% | 7 | 0 | 0.00% | 32 | 0 | 0.00% |
| Circuit Court | 301 | 37 | 12.29% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 60 | 1 | 1.67% |
| Communications (911) | 294 | 43 | 14.63% | 3 | 0 | 0.00% | 2 | 0 | 0.00% | 46 | 1 | 2.17% |
| Coroner | 44 | 3 | 6.82% | 3 | 0 | 0.00% | 2 | 0 | 0.00% | 4 | 0 | 0.00% |
| Corporation Counsel | 110 | 14 | 12.73% | 1 | 0 | 0.00% | 2 | 0 | 0.00% | 10 | 0 | 0.00% |
| Council on Aging | 83 | 14 | 16.87% | 2 | 1 | 50.00% | 2 | 1 | 50.00% | 7 | 0 | 0.00% |
| County Clerk | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 3 | 0 | 0.00% |
| Developmental Disabilities | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% | 8 | 0 | 0.00% |
| District Attorney | 156 | 23 | 14.74% | 1 | 0 | 0.00% | 4 | 0 | 0.00% | 27 | 0 | 0.00% |
| Financial Services | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 12 | 1 | 8.33% |
| General Services | 154 | 5 | 3.25% | 0 | 0 | 0.00% | 1 | 1 | 100.00% | 23 | 0 | 0.00% |
| Human Resources | 92 | 8 | 8.70% | 3 | 0 | 0.00% | 1 | 0 | 0.00% | 6 | 0 | 0.00% |
| Human Services Department | 2258 | 436 | 19.31% | 66 | 5 | 7.58% | 50 | 9 | 18.00% | 372 | 34 | 9.14% |
| IT | 144 | 21 | 14.58% | 1 | 0 | 0.00% | 3 | 0 | 0.00% | 25 | 0 | 0.00% |
| Land Conservation | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Medical Examiner's Office | 219 | 26 | 11.87% | 5 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% |
| Planning and Development | 56 | 6 | 10.71% | 2 | 0 | 0.00% | 1 | 0 | 0.00% | 7 | 0 | 0.00% |
| Public Health | 87 | 6 | 6.90% | 2 | 1 | 50.00% | 6 | 0 | 0.00% | 36 | 2 | 5.56% |
| Public Works | 120 | 6 | 5.00% | 5 | 0 | 0.00% | 3 | 0 | 0.00% | 88 | 1 | 1.14% |
| Real Property Lister | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 0 | 0.00% |
| Register of Deeds | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 1 | 14.29% |
| Rock Haven (Nursing Home) | 330 | 62 | 18.79% | 49 | 10 | 20.41% | 58 | 10 | 17.24% | 230 | 17 | 7.39% |
| Sheriff | 323 | 55 | 17.03% | 3 | 0 | 0.00% | 8 | 0 | 0.00% | 206 | 10 | 4.85% |
| Surveyor | 13 | 1 | 7.69% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Treasurer | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 0 | 0.00% |
| UW Extension | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 134 | 13 | 9.70% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 6060 | 942 | 15.54% | 155 | 17 | 10.97% | 160 | 21 | 13.13% | 1237 | 70 | 5.66% |

Labor Force %
Under/(Over) Utilization Rate

| |
|--------|
| 9.40% |
| 60.20% |

482

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires 3Q 2015 | Diverse Hires 3Q 2015 | Diverse Hires 2015 % | Terms 3Q 2015 | Diverse Terms 3Q 2015 | Diverse Terms 2015 % | Current staff in Department effective 12/31/2015 | Current # of Diverse staff in Department | Diversity % of Department workers |
|-----------------------------------|-------------------------|-------------------------------|-------------------------|-------------------|-----------------------|----------------------|---------------|-----------------------|----------------------|--|--|-----------------------------------|
| Administrator | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 1 | 20.00% |
| Child Support Enforcement | 977 | 129 | 13.20% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 30 | 1 | 3.33% |
| Circuit Court | 614 | 89 | 14.50% | 3 | 0 | 0.00% | 1 | 0 | 0.00% | 59 | 1 | 1.69% |
| Communications (911) | 392 | 46 | 11.73% | 2 | 0 | 0.00% | 1 | 0 | 0.00% | 43 | 2 | 4.65% |
| Coroner's Office/Medical Examiner | 117 | 14 | 11.97% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| Corporation Counsel | 4 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 9 | 0 | 0.00% |
| Council on Aging | 256 | 32 | 12.50% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 10 | 0 | 0.00% |
| County Clerk | 347 | 44 | 12.68% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 3 | 0 | 0.00% |
| Developmental Disabilities | 7 | 1 | 14.29% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 8 | 0 | 0.00% |
| District Attorney | 4 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 25 | 0 | 0.00% |
| Financial Services | 381 | 42 | 11.02% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 12 | 1 | 8.33% |
| General Services/Facilities Mgmt | 75 | 2 | 2.67% | 3 | 0 | 0.00% | 1 | 0 | 0.00% | 24 | 0 | 0.00% |
| Human Resources | 94 | 10 | 10.64% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Human Services Department | 2386 | 400 | 16.76% | 30 | 5 | 16.67% | 19 | 2 | 10.53% | 405 | 39 | 9.63% |
| IT | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 25 | 0 | 0.00% |
| Land Conservation | 24 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 0 | 0.00% |
| Planning and Development | 80 | 19 | 23.75% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 9 | 0 | 0.00% |
| Public Health | 238 | 21 | 8.82% | 1 | 0 | 0.00% | 6 | 0 | 0.00% | 32 | 4 | 12.50% |
| Public Works | 380 | 41 | 10.79% | 1 | 0 | 0.00% | 3 | 1 | 33.33% | 91 | 2 | 2.20% |
| Real Property Lister | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 0 | 0.00% |
| Register of Deeds | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 1 | 14.29% |
| Rock Haven (Nursing Home) | 475 | 76 | 16.00% | 23 | 3 | 13.04% | 11 | 1 | 9.09% | 238 | 17 | 7.14% |
| Sheriff | 325 | 62 | 19.08% | 4 | 0 | 0.00% | 5 | 0 | 0.00% | 208 | 13 | 6.25% |
| Surveyor | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 1 | 0 | 0.00% |
| Treasurer | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| UW Extension | 2 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 7180 | 1028 | 14.32% | 71 | 8 | 11.27% | 52 | 4 | 7.69% | 1278 | 83 | 6.49% |

Labor Force %
Under/(Over) Utilization Rate

| |
|--------|
| 9.40% |
| 69.09% |

483

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires 2016 | Diverse Hires 2016 | Diverse Hires 2016 % | Terms 2016 | Diverse Terms 2016 | Diverse Terms 2016 % | Current staff in Department effective 12/30/2016 | Current # of Diverse staff in Department | Diversity % of Department workers |
|----------------------------|-------------------------|-------------------------------|-------------------------|----------------|--------------------|----------------------|------------|--------------------|----------------------|--|--|-----------------------------------|
| Administrator | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 1 | 20.00% |
| Child Support Enforcement | 593 | 75 | 12.65% | 5 | 1 | 20.00% | 3 | 0 | 0.00% | 31 | 1 | 3.23% |
| Circuit Court | 353 | 46 | 13.03% | 1 | 0 | 0.00% | 3 | 0 | 0.00% | 59 | 2 | 3.39% |
| Communications (911) | 394 | 66 | 16.75% | 9 | 3 | 33.33% | 9 | 2 | 22.22% | 45 | 2 | 4.44% |
| Medical Examiner's Office | 61 | 8 | 13.11% | 3 | 1 | 33.33% | 3 | 0 | 0.00% | 8 | 0 | 0.00% |
| Corporation Counsel | 61 | 9 | 14.75% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 10 | 0 | 0.00% |
| Council on Aging | 55 | 7 | 12.73% | 2 | 0 | 0.00% | 1 | 0 | 0.00% | 11 | 0 | 0.00% |
| County Clerk | 366 | 43 | 11.75% | 3 | 1 | 33.33% | 2 | 0 | 0.00% | 3 | 1 | 33.33% |
| Developmental Disabilities | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% | 0 | 0 | 0.00% |
| District Attorney | 524 | 63 | 12.02% | 6 | 0 | 0.00% | 4 | 0 | 0.00% | 26 | 0 | 0.00% |
| Financial Services | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 13 | 1 | 7.69% |
| Facilities Management | 244 | 17 | 6.97% | 3 | 0 | 0.00% | 5 | 0 | 0.00% | 12 | 0 | 0.00% |
| Human Resources | 19 | 3 | 15.79% | 2 | 0 | 0.00% | 1 | 0 | 0.00% | 6 | 0 | 0.00% |
| Human Services Department | 2390 | 572 | 23.93% | 74 | 17 | 22.97% | 68 | 12 | 17.65% | 398 | 43 | 10.80% |
| IT | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 24 | 0 | 0.00% |
| Land Conservation | 26 | 1 | 3.85% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 0 | 0.00% |
| Planning and Development | 11 | 3 | 27.27% | 2 | 0 | 0.00% | 3 | 0 | 0.00% | 8 | 0 | 0.00% |
| Public Health | 840 | 140 | 16.67% | 7 | 1 | 14.29% | 5 | 0 | 0.00% | 35 | 5 | 14.29% |
| Public Works | 343 | 29 | 8.45% | 11 | 1 | 9.09% | 9 | 0 | 0.00% | 93 | 2 | 2.15% |
| Real Property Lister | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 0 | 0.00% |
| Register of Deeds | 137 | 16 | 11.68% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| Rock Haven (Nursing Home) | 372 | 57 | 15.32% | 54 | 9 | 16.67% | 61 | 6 | 9.84% | 226 | 21 | 9.29% |
| Sheriff | 534 | 83 | 15.54% | 21 | 2 | 9.52% | 15 | 1 | 6.67% | 209 | 11 | 5.26% |
| Treasurer | 163 | 19 | 11.66% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 1 | 16.67% |
| UW Extension | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 7486 | 1257 | 16.79% | 208 | 36 | 17.31% | 198 | 21 | 10.61% | 1250 | 92 | 7.36% |

Labor Force %
Under/(Over) Utilization Rate

| |
|--------|
| 9.40% |
| 78.30% |

12/15/2020

783

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires through 2017 | Diverse Hires through 2017 | Diverse Hires 2017 % | Terms through 2017 | Diverse Terms through 2017 | Diverse Terms 2017 % | Current staff in Department effective 12/30/2017 | Current # of Diverse staff in Department | Diversity % of Department workers |
|---------------------------|-------------------------|-------------------------------|-------------------------|------------------------|----------------------------|----------------------|--------------------|----------------------------|----------------------|--|--|-----------------------------------|
| Administrator | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 1 | 20.00% |
| Child Support Enforcement | 372 | 44 | 11.83% | 2 | 1 | 0.00% | 3 | 1 | 33.33% | 31 | 1 | 3.23% |
| Circuit Court | 730 | 102 | 13.97% | 3 | 1 | 33.33% | 7 | 1 | 14.29% | 59 | 2 | 3.39% |
| Communications (911) | 428 | 59 | 13.79% | 6 | 0 | 0.00% | 3 | 0 | 0.00% | 45 | 2 | 4.44% |
| Medical Examiner's Office | 147 | 15 | 0.00% | 3 | 0 | 0.00% | 2 | 0 | 0.00% | 8 | 0 | 0.00% |
| Corporation Counsel | 14 | 1 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 10 | 0 | 0.00% |
| Council on Aging | 172 | 28 | 16.28% | 3 | 0 | 0.00% | 4 | 0 | 0.00% | 9 | 0 | 0.00% |
| County Clerk | 11 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 1 | 0.00% | 3 | 0 | 0.00% |
| District Attorney | 19 | 2 | 10.53% | 0 | 0 | 0.00% | 2 | 0 | 0.00% | 25 | 0 | 0.00% |
| Financial Services | 165 | 19 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 12 | 2 | 16.67% |
| Facilities Management | 130 | 1 | 0.77% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 22 | 0 | 0.00% |
| Human Resources | 140 | 12 | 8.57% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Human Services Department | 3131 | 528 | 16.86% | 80 | 17 | 21.25% | 71 | 15 | 21.13% | 406 | 45 | 11.08% |
| IT | 90 | 13 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 25 | 0 | 0.00% |
| Land Conservation | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Planning and Development | 15 | 3 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 8 | 0 | 0.00% |
| Public Health | 362 | 76 | 20.99% | 5 | 0 | 0.00% | 6 | 0 | 0.00% | 34 | 5 | 14.71% |
| Public Works | 270 | 12 | 4.44% | 7 | 0 | 0.00% | 8 | 1 | 12.50% | 89 | 1 | 1.12% |
| Real Property Lister | 0 | 0 | 0.00% | 14 | 3 | 0.00% | 0 | 0 | 0.00% | 4 | 0 | 0.00% |
| Register of Deeds | 175 | 25 | 0.00% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 7 | 0 | 0.00% |
| Rock Haven (Nursing Home) | 287 | 54 | 18.82% | 42 | 7 | 16.67% | 53 | 12 | 22.64% | 225 | 18 | 8.00% |
| Sheriff | 373 | 61 | 16.35% | 18 | 4 | 22.22% | 13 | 1 | 7.69% | 210 | 13 | 6.19% |
| Treasurer | 113 | 17 | 0.00% | 3 | 0 | 0.00% | 1 | 0 | 0.00% | 5 | 0 | 0.00% |
| UW Extension | 116 | 8 | 6.90% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 101 | 12 | 0.00% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 7361 | 1092 | 14.83% | 194 | 33 | 17.01% | 179 | 32 | 17.88% | 1260 | 91 | 7.22% |

Labor Force %
Under/(Over) Utilization Rate

| |
|--------|
| 9.40% |
| 76.83% |

12/15/2020

485

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires through 2018 | Diverse Hires through 2018 | Diverse Hires 2018 % | Terms through 2018 | Diverse Terms through 2018 | Diverse Terms 2018 % | Current staff in Department effective 12/30/2018 | Current # of Diverse staff in Department | Diversity % of Department workers |
|---------------------------|-------------------------|-------------------------------|-------------------------|------------------------|----------------------------|----------------------|--------------------|----------------------------|----------------------|--|--|-----------------------------------|
| Administrator | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 1 | 20.00% |
| Airport | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Child Support Enforcement | 527 | 83 | 15.75% | 8 | 2 | 25.00% | 2 | 0 | 0.00% | 36 | 3 | 8.33% |
| Circuit Court | 349 | 50 | 14.33% | 5 | 2 | 40.00% | 9 | 0 | 0.00% | 55 | 4 | 7.27% |
| Communications (911) | 394 | 50 | 12.69% | 8 | 2 | 25.00% | 5 | 1 | 20.00% | 43 | 3 | 6.98% |
| Medical Examiner's Office | 79 | 10 | 12.66% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 8 | 0 | 0.00% |
| Corporation Counsel | 42 | 4 | 9.52% | 2 | 0 | 0.00% | 1 | 0 | 0.00% | 10 | 0 | 0.00% |
| Council on Aging | 113 | 12 | 10.62% | 6 | 2 | 33.33% | 5 | 1 | 20.00% | 10 | 0 | 0.00% |
| County Clerk | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 3 | 0 | 0.00% |
| District Attorney | 650 | 75 | 11.54% | 10 | 2 | 20.00% | 5 | 0 | 0.00% | 28 | 2 | 7.14% |
| Financial Services | 111 | 18 | 16.22% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 14 | 2 | 14.29% |
| Facilities Management | 72 | 9 | 12.50% | 5 | 0 | 0.00% | 5 | 0 | 0.00% | 18 | 0 | 0.00% |
| Human Resources | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| Human Services Department | 3140 | 597 | 19.01% | 76 | 14 | 18.42% | 70 | 15 | 21.43% | 405 | 42 | 10.37% |
| IT | 96 | 11 | 11.46% | 0 | 0 | 0.00% | 2 | 0 | 0.00% | 23 | 0 | 0.00% |
| Land Conservation | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Planning and Development | 74 | 11 | 14.86% | 0 | 0 | 0.00% | 2 | 0 | 0.00% | 7 | 0 | 0.00% |
| Public Health | 316 | 42 | 13.29% | 6 | 0 | 0.00% | 7 | 2 | 28.57% | 32 | 3 | 9.38% |
| Public Works | 268 | 15 | 5.60% | 6 | 0 | 0.00% | 8 | 0 | 0.00% | 82 | 1 | 1.22% |
| Real Property Lister | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 0 | 0.00% |
| Register of Deeds | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| Rock Haven (Nursing Home) | 475 | 95 | 20.00% | 58 | 11 | 18.97% | 48 | 9 | 18.75% | 219 | 20 | 9.13% |
| Sheriff | 565 | 86 | 15.22% | 20 | 3 | 15.00% | 27 | 3 | 11.11% | 203 | 14 | 6.90% |
| Treasurer | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 0 | 0.00% |
| UW Extension | 58 | 7 | 12.07% | 3 | 0 | 0.00% | 1 | 0 | 0.00% | 5 | 0 | 0.00% |
| Veterans Affairs | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 7329 | 1175 | 16.03% | 216 | 38 | 17.59% | 200 | 31 | 15.50% | 1245 | 96 | 7.71% |

Labor Force %
Under/(Over) Utilization Rate

| |
|--------|
| 9.40% |
| 82.03% |

12/15/2020

4 B6

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires through 2019 | Diverse Hires through 2019 | Diverse Hires 2019 % | Terms through 2019 | Diverse Terms through 2019 | Diverse Terms 2019 % | Current staff in Department effective 12/30/2019 | Current # of Diverse staff in Department | Diversity % of Department workers |
|---------------------------|-------------------------|-------------------------------|-------------------------|------------------------|----------------------------|----------------------|--------------------|----------------------------|----------------------|--|--|-----------------------------------|
| Administrator | 78 | 11 | 14.10% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 5 | 1 | 20.00% |
| Airport | 82 | 7 | 8.54% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Child Support Enforcement | 465 | 84 | 18.06% | 3 | 1 | 33.33% | 5 | 1 | 20.00% | 33 | 3 | 9.09% |
| Circuit Court | 602 | 92 | 15.28% | 7 | 0 | 0.00% | 4 | 1 | 25.00% | 56 | 3 | 5.36% |
| Communications (911) | 539 | 98 | 18.18% | 11 | 1 | 9.09% | 9 | 1 | 11.11% | 45 | 2 | 4.44% |
| Medical Examiner's Office | 119 | 16 | 13.45% | 5 | 1 | 20.00% | 2 | 0 | 0.00% | 11 | 0 | 0.00% |
| Corporation Counsel | 32 | 7 | 21.88% | 2 | 0 | 0.00% | 0 | 0 | 0.00% | 11 | 0 | 0.00% |
| Council on Aging | 40 | 6 | 15.00% | 2 | 0 | 0.00% | 2 | 0 | 0.00% | 10 | 0 | 0.00% |
| County Clerk | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 3 | 0 | 0.00% |
| District Attorney | 119 | 15 | 12.61% | 1 | 0 | 0.00% | 2 | 0 | 0.00% | 29 | 3 | 10.34% |
| Financial Services | 29 | 3 | 10.34% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 13 | 2 | 15.38% |
| Facilities Management | 69 | 5 | 7.25% | 3 | 0 | 0.00% | 3 | 0 | 0.00% | 21 | 0 | 0.00% |
| Human Resources | 177 | 19 | 10.73% | 1 | 1 | 100.00% | 1 | 0 | 0.00% | 7 | 1 | 14.29% |
| Human Services Department | 2653 | 562 | 21.18% | 76 | 12 | 15.79% | 49 | 3 | 6.12% | 415 | 51 | 12.29% |
| IT | 152 | 26 | 17.11% | 6 | 1 | 16.67% | 3 | 0 | 0.00% | 24 | 1 | 4.17% |
| Land Conservation | 111 | 11 | 9.91% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 7 | 0 | 0.00% |
| Planning and Development | 29 | 3 | 10.34% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 8 | 0 | 0.00% |
| Public Health | 190 | 32 | 16.84% | 6 | 0 | 0.00% | 11 | 0 | 0.00% | 28 | 3 | 10.71% |
| Public Works | 447 | 54 | 12.08% | 14 | 0 | 0.00% | 12 | 0 | 0.00% | 83 | 1 | 1.20% |
| Real Property Listor | 33 | 2 | 6.06% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 3 | 0 | 0.00% |
| Register of Deeds | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 0 | 0.00% |
| Rock Haven (Nursing Home) | 422 | 79 | 18.72% | 62 | 12 | 19.35% | 66 | 14 | 21.21% | 204 | 16 | 7.84% |
| Sheriff | 1307 | 228 | 17.44% | 34 | 8 | 23.53% | 21 | 2 | 9.52% | 210 | 20 | 9.52% |
| Treasurer | 117 | 19 | 16.24% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 4 | 0 | 0.00% |
| UW Extension | 3 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 7815 | 1379 | 17.65% | 240 | 37 | 15.42% | 195 | 22 | 11.28% | 1249 | 108 | 8.65% |

Labor Force %
Under/(Over) Utilization Rate

| |
|--------|
| 9.40% |
| 91.99% |

12/15/2020

407

| Department | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires through 10/5/2020 | Diverse Hires through 10/5/2020 | Diverse Hires 2020 % | Terms through 10/5/2020 | Diverse Terms through 10/5/2020 | Diverse Terms 2020 % | Current staff in Department effective 10/5/2020 | Current # of Diverse staff in Department | Diversity % of Department workers |
|---------------------------|-------------------------|-------------------------------|-------------------------|-----------------------------|---------------------------------|----------------------|-------------------------|---------------------------------|----------------------|---|--|-----------------------------------|
| Administrator | 9 | 1 | 11.11% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 1 | 16.67% |
| Airport | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Child Support Enforcement | 396 | 66 | 16.67% | 2 | 1 | 50.00% | 3 | 1 | 33.33% | 32 | 2 | 6.25% |
| Circuit Court | 113 | 20 | 17.70% | 3 | 1 | 33.33% | 2 | 0 | 0.00% | 57 | 4 | 7.02% |
| Communications (911) | 689 | 106 | 15.38% | 9 | 2 | 22.22% | 8 | 2 | 25.00% | 44 | 2 | 4.55% |
| Medical Examiner's Office | 32 | 8 | 25.00% | 0 | 0 | 0.00% | 5 | 0 | 0.00% | 11 | 0 | 0.00% |
| Corporation Counsel | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 11 | 0 | 0.00% |
| Council on Aging | 50 | 9 | 18.00% | 5 | 0 | 0.00% | 1 | 0 | 0.00% | 14 | 0 | 0.00% |
| County Clerk | 183 | 30 | 16.39% | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 3 | 0 | 0.00% |
| District Attorney | 138 | 17 | 12.32% | 3 | 0 | 0.00% | 3 | 0 | 0.00% | 30 | 3 | 10.00% |
| Financial Services | 1 | 0 | 0.00% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 12 | 2 | 16.67% |
| Facilities Management | 107 | 5 | 4.67% | 3 | 0 | 0.00% | 4 | 0 | 0.00% | 20 | 0 | 0.00% |
| Human Resources | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 7 | 1 | 14.29% |
| Human Services Department | 1579 | 322 | 20.39% | 41 | 8 | 19.51% | 38 | 4 | 10.53% | 416 | 55 | 13.22% |
| IT | 63 | 4 | 6.35% | 5 | 0 | 0.00% | 1 | 0 | 0.00% | 29 | 1 | 3.45% |
| Land Conservation | 17 | 1 | 5.88% | 1 | 0 | 0.00% | 1 | 0 | 0.00% | 7 | 0 | 0.00% |
| Planning and Development | 9 | 1 | 11.11% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 7 | 0 | 0.00% |
| Public Health | 950 | 242 | 25.47% | 25 | 2 | 8.00% | 9 | 0 | 0.00% | 43 | 5 | 11.63% |
| Public Works | 210 | 27 | 12.86% | 13 | 1 | 7.69% | 4 | 0 | 0.00% | 91 | 2 | 2.20% |
| Real Property Lister | 40 | 9 | 22.50% | 0 | 0 | 0.00% | 1 | 0 | 0.00% | 3 | 0 | 0.00% |
| Register of Deeds | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 6 | 0 | 0.00% |
| Rock Haven (Nursing Home) | 525 | 75 | 14.29% | 42 | 9 | 21.43% | 38 | 3 | 7.89% | 201 | 20 | 9.95% |
| Sheriff | 400 | 77 | 19.25% | 22 | 0 | 0.00% | 18 | 3 | 16.67% | 211 | 17 | 8.06% |
| Treasurer | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 5 | 0 | 0.00% |
| UW Extension | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 2 | 0 | 0.00% |
| Veterans Affairs | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 0 | 0 | 0.00% | 4 | 1 | 25.00% |
| TOTAL | 5,511 | 1020 | 18.51% | 177 | 24 | 13.56% | 138 | 13 | 9.42% | 1,278 | 116 | 9.08% |

Labor Force %
Under/(Over) Utilization Rate

9.40%

96.56%

12/15/2020

488

| YEAR | Total # of Applications | Total # of Diverse Applicants | % of Diverse Applicants | New Hires | Diverse Hires | Diverse Hires % | Terms | Diverse Terms | Diverse Terms % | Current staff in Dept. eff. 12/31 | # Diverse staff in Dept. | Diversity % In Dept |
|-------------------------------|-------------------------|-------------------------------|-------------------------|-----------|---------------|-----------------|-------|---------------|-----------------|-----------------------------------|--------------------------|---------------------|
| TOTAL - 2013 | 9957 | 1165 | 11.7% | 171 | 15 | 8.8% | 153 | 17 | 11.1% | 1276 | 76 | 6.0% |
| TOTAL - 2014 | 6090 | 942 | 15.5% | 155 | 17 | 11.0% | 160 | 21 | 13.1% | 1249 | 108 | 8.6% |
| TOTAL - 2015 | 7171 | 1020 | 14.2% | 212 | 28 | 13.2% | 210 | 23 | 11.0% | 1279 | 84 | 6.6% |
| TOTAL - 2016 | 7486 | 1257 | 16.8% | 208 | 36 | 17.3% | 198 | 21 | 10.6% | 1250 | 92 | 7.4% |
| TOTAL - 2017 | 7361 | 1092 | 14.8% | 194 | 33 | 17.0% | 179 | 32 | 17.9% | 1260 | 91 | 7.2% |
| TOTAL - 2018 | 7329 | 1175 | 16.0% | 216 | 38 | 17.6% | 200 | 31 | 15.5% | 1245 | 96 | 7.7% |
| TOTAL - 2019 | 7815 | 1379 | 17.6% | 240 | 37 | 15.4% | 195 | 22 | 11.3% | 1249 | 108 | 8.6% |
| Thru 10/5/2020 | 5511 | 1020 | 18.5% | 177 | 24 | 13.6% | 138 | 13 | 9.4% | 1278 | 116 | 9.1% |
| Diff. '13 - '20 | | | 6.81% | | | 4.79% | | | -1.69% | | | 3.12% |
| 2013 Labor Force % | | | | | | | | | | | | 9.4% |
| Under/(Over) Utilization Rate | | | | | | | | | | | | 63.4% |
| Thru 10/5/2020 Labor Force % | | | | | | | | | | | | 9.4% |
| Under/(Over) Utilization Rate | | | | | | | | | | | | 96.6% |

4 C

ANALYSIS – ALYX BRANDENBURG, HUMAN RESOURCES MANAGER

November 6, 2020

As I was compiling the data, I had some thoughts regarding the project. Many of our employees have been at Rock County for a long time; certainly prior to any extreme diversity efforts! Turnover is only prevalent in certain positions, not all, so I wanted to look at some data to show diversity numbers in a different way.

- If I removed all new hires from the last 5 years, and focused on employees who have been here 6 or more years, our diversity % is **5.54%**, which is pretty low to the labor force market of 9.4%. Please note our current diversity % is 9%.
- With that said, if I removed all employees with 6 or more years of service, and focused only on employees with 5 years or less, our diversity % is **13.43%**! This number is much higher than the labor force %, which proves that more and more new hires being hired are diverse.
- If I look at just new hires in the last year, we are over 13% as well!

2019 Rock County Applicant Diversity Analysis

Introduction

Workforce diversity continues to grow in importance for employers who are looking to attract the best candidates and reap the rewards of having employees with different backgrounds. Rock County has decided to make workforce diversity a top priority with the inclusion of an Equity Manager in the 2021 budget. The first step towards increasing workforce diversity is determining our starting point so that we can set goals for where we would like to see improvement. I have started by gathering data about the applications received by Rock County in 2019, focusing solely on the hiring process. To get the full picture, more analysis will need to be done regarding new hires and employee longevity. However, the recruitment process is a good starting point because it is a future employee's first experience with Rock County.

All of the data used in this analysis was retrieved by running reports in NEOGOV, the County's online recruitment system. I was able to get a full list of applications that were received in 2019, along with information regarding most applicants' gender and ethnicity selection. Applicants are not required to identify their gender and ethnicity when applying, so this information is not known for all applicants. However, of the 7,800 applications that I have data for, only 173 (2.22%) did not identify their ethnicity. This is a very low percentage, so the data is mostly complete.

In this analysis, I look at how close the percentage of applicants and hires of each gender and ethnicity match the Rock County census totals. I used US Census labor force data from the 2015 American Community Survey to determine if Rock County's applicant pool mirrors the County's population. The percentages have surely changed since 2015, but until the 2020 data is available, this is the most detailed and recent labor force data I was able to find for Rock County.

The following is an analysis of the number of applicants by ethnicity and gender, with an emphasis on how far applicants made it in the hiring process. It begins with a summary of the basic applicant information, followed by more details regarding the steps of the hiring process.

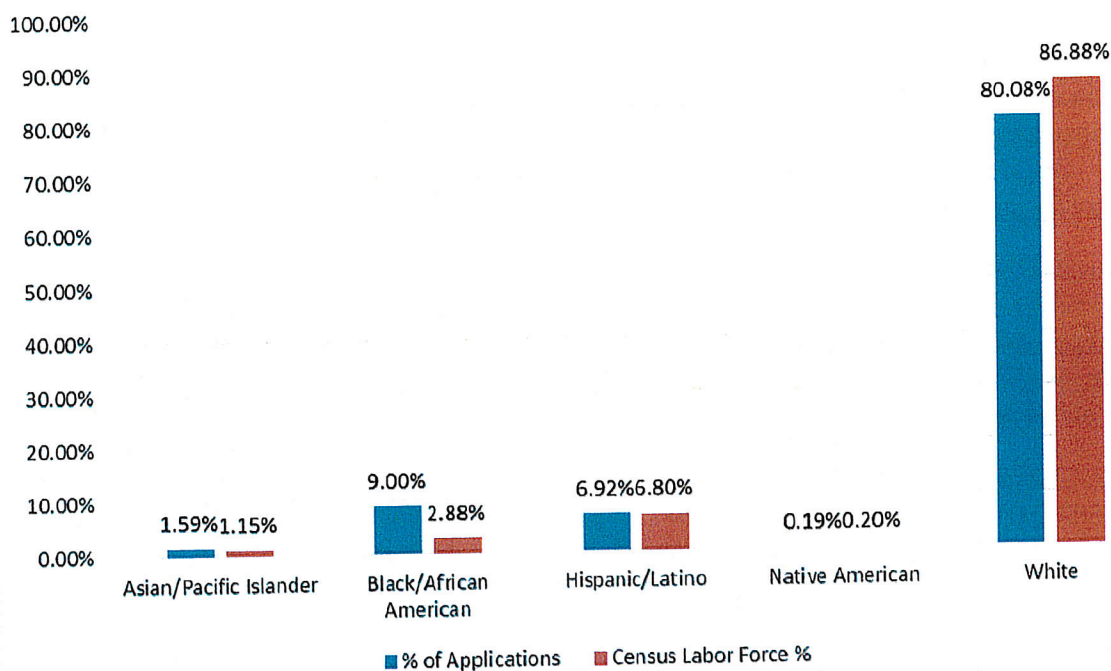
General Summary

In total, I had data for 7,800 applications from 2019. It is important to note that some applicants submitted applications for more than one position, so the same applicant may be counted a number of times in the total. Overall, the total number of applications breaks down as follows:

| Ethnicity | Number of Applications | % of Applications | Census Labor Force % |
|------------------------|-------------------------------|--------------------------|-----------------------------|
| Asian/Pacific Islander | 124 | 1.59% | 1.15% |
| Black/African American | 702 | 9.00% | 2.88% |
| Hispanic/Latino | 540 | 6.92% | 6.80% |
| Native American | 15 | 0.19% | 0.20% |
| White | 6,246 | 80.08% | 86.88% |
| Unknown | 173 | 2.22% | - |

Unsurprisingly, a vast majority of the applicants identify as white (80.08%). However, this is actually lower than the countywide labor force percentage of 86.88% white, meaning that the County had a greater percentage of diverse applicants than the Rock County population in the labor force. This holds true for most ethnicities as well. In general, the County received applications from Asian/Pacific Islander, Black/African American, and Hispanic/Latino applicants at a greater rate than the Rock County labor force makeup. Native American was the only ethnicity that was underrepresented in the applicant pool compared to the Rock County labor force percentage. Based on these numbers, it does not appear that having an applicant pool in line with the population's diversity was a problem for Rock County in 2019. Below is a chart that compares the percentage of applications received to the labor force percentage for each ethnicity.

2019 Application Rates



When we break down applications by both race and gender, there are a few more groups with applicant percentages below the Rock County labor force rate. In general, Rock County received a greater number of applications from women than from men. 71.7% of the applications received in 2019 were from women. There were a greater number of female applicants for all ethnicities as well. Because of this, males from certain ethnicities are underrepresented in the applicant pool compared to the Rock County labor force. These groups include Hispanic/Latino males (1.67% of applications vs. 3.94% of labor force) and Native American males (0.04% of applications compared to 0.14% of the labor force). In addition, white males also applied at a rate much lower than in the labor force (22.14% of applications compared to 44.37% of the labor force).

Now that we have established the breakdown of the applicant pool, the next step is looking at how applicants from different ethnicities proceed through the hiring process. No two positions have the same exact hiring process, but in order to keep things simple, I will be using the main steps outlined in NEOGOV – Application Received, SME (Subject Matter Expert) Review, Testing, Interview, 2nd Interview, & Referred for Hire. Not all positions proceed through every step (some do not require a second interview, for example). However, the steps above are a general outline that we can use to evaluate the percentage of applicants who made it through different stages of the hiring process.

Application Received/SME Review

The first step of the hiring process is reviewing applications to determine who should be invited in for testing or an interview. A large number of applicants are eliminated during this review. The table below outlines the number of applicants that did not continue past the Application Received (initial review)/SME Review stages by ethnicity.

| Ethnicity | Eliminated in Initial Review | % | Eliminated in SME Review | % | Total | % |
|------------------------|-------------------------------------|----------|---------------------------------|----------|--------------|----------|
| Asian/Pacific Islander | 48 | 38.7% | 42 | 33.9% | 90 | 72.6% |
| Black/African American | 319 | 44.4% | 196 | 27.9% | 515 | 73.4% |
| Hispanic/Latino | 253 | 46.9% | 139 | 25.7% | 392 | 72.6% |
| Native American | 8 | 53.3% | 4 | 26.7% | 12 | 80.0% |
| White | 2,739 | 43.9% | 1,646 | 26.4% | 4,385 | 70.2% |
| Unknown | 69 | 39.9% | 52 | 30.1% | 121 | 69.9% |

There is some difference between the groups, but overall, no group was eliminated during application review at a rate much higher than the others. Applicants eliminated in the initial review varied from 38.7% for Asian/Pacific Islander applicants to 53.3% for Native American applicants. The total number of Native American applicants was very small, so their percentages tend to be higher. If we eliminate their high percentage, then the range is from 38.7% to 46.9%. Two groups of applicants were eliminated at higher rates than white applicants during the initial review – Black/African American (44.4%, or 0.5% higher than white) and Hispanic/Latino (46.9%, or 3% higher than white).

A lower percentage of the total applicants were eliminated during SME review. The total ranged from 25.7% for Hispanic/Latino applicants to 33.9% for Asian/Pacific Islander applicants. 26.4% of white applicants were eliminated during SME review, meaning all other groups were eliminated at higher rates than white applicants during this review except for Hispanic/Latino applicants.

In total, 69.9% to 80% of applicants from each group were eliminated during the review process. If we remove the high Native American percentage of 80%, the range is much smaller, from 69.9% to 73.4%. 70.2% of white applicants were eliminated during application review. Only applicants of unknown ethnicity were eliminated at a lower rate. Although applicants of color were eliminated at higher rates than white applicants during application review, the percentage was within a range of 3.2% for all groups except Native American. It does not appear that application review eliminated a large number of applicants of color compared to white applicants since the percentage range is quite small.

Testing

Applicants who proceed through application review often come in for a test to determine if they have the skills needed for a position. Listed below are the number and percentage of applicants who were eliminated during the testing stage.

| Ethnicity | Eliminated in Testing | % of Applicants |
|------------------------|-----------------------|-----------------|
| Asian/Pacific Islander | 16 | 12.9% |
| Black/African American | 62 | 8.8% |
| Hispanic/Latino | 54 | 10.0% |
| Native American | 0 | 0% |
| White | 640 | 10.2% |
| Unknown | 15 | 8.7% |

The percentage of applicants eliminated during testing ranged from 8.7% for applicants of unknown ethnicity to 12.9% for Asian/Pacific Islander applicants. 10.2% of white applicants were eliminated during testing, and only Asian/Pacific Islander applicants were eliminated at a higher rate.

In the application review stages, the vast majority of applicants were eliminated simply because other applicants had more experience or were more qualified for the position. During testing, there are two main reasons that applicants were eliminated – failing to schedule the test or not passing the test. The percentage of applicants in the testing stage who did not pass the test did not vary much by ethnic group, from 22% for Black/African American applicants to 25% for Asian/Pacific Islander applicants. There was greater variation between groups for the percentage of applicants in the testing stage who did not schedule their test, from 44% of Asian/Pacific Islander applicants to 63% of Black/African American applicants. However, when the lowest group is removed, the variation is reduced from a range of 19% to only 4%. It does not appear that applicants of color were eliminated at a higher rate overall than white applicants during the testing process.

Interviews

Interviewing is one of the final steps needed in making a hiring decision. Listed below are the number and percentage of applicants who were eliminated during interviews.

| Ethnicity | Eliminated in Interviews | % of Applicants |
|------------------------|--------------------------|-----------------|
| Asian/Pacific Islander | 17 | 13.7% |
| Black/African American | 104 | 14.8% |
| Hispanic/Latino | 68 | 12.6% |
| Native American | 3 | 20.0% |
| White | 933 | 14.9% |
| Unknown | 30 | 17.3% |

Only two groups had a higher percentage of total applicants eliminated during interviews than white applicants at 14.9% - Unknown at 17.3% and Native American at 20%. There are a wide variety of reasons that applicants were eliminated during the interview process. The most common was that the candidate was interviewed but not selected. 605 of the 1,125 applicants who identified their ethnicity and made it to the interview process (53.8%) were interviewed but not selected for the job. White applicants were eliminated from the interview process for this reason at the highest rate (55%). The second most common reason that applicants were eliminated from the interview process was for failing to call and schedule an interview. Black/African American applicants were eliminated from the interview process for this reason at the highest rate (24%).

Referred for Hire

The final step of the hiring process is referral for hire. In total, Rock County referred 37 diverse applicants in 2019. The percentage of applicants that were referred is listed below.

| Ethnicity | Referred for Hire | % of Referrals | Census % |
|------------------------|-------------------|----------------|----------|
| Asian/Pacific Islander | 1 | 0.36% | 1.15% |
| Black/African American | 17 | 6.12% | 2.88% |
| Hispanic/Latino | 19 | 6.83% | 6.80% |
| Native American | 0 | 0.00% | 0.20% |
| White | 234 | 84.17% | 86.88% |
| Unknown | 7 | 2.52% | - |

Overall, the referral rate for each ethnicity aligns pretty well with the census labor force percentages. Black/African American candidates were actually referred at a rate over two times higher than the labor force percentage. On the other hand, Asian/Pacific Islander candidates and Native American candidates were referred at lower rates than the labor force percentage. White applicants were also referred at lower rates, but if the white and unknown referrals are combined, the total is very close to the white labor force percentage.

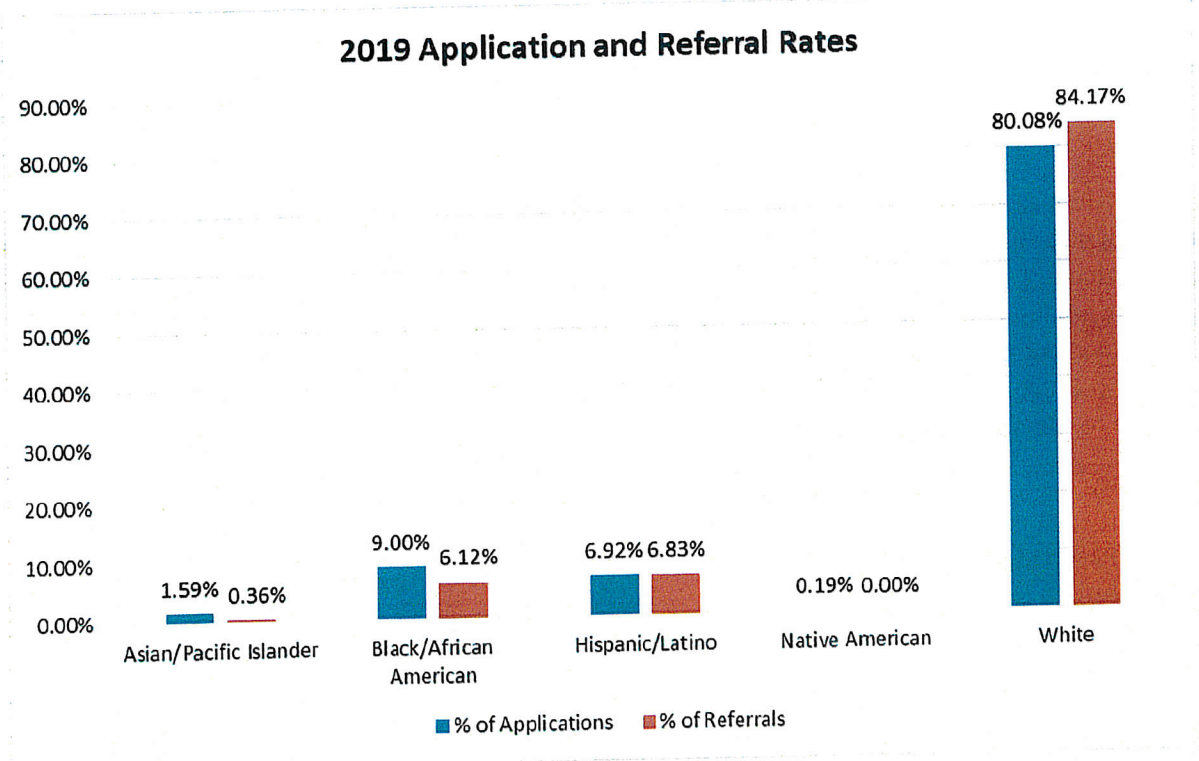
To look a little closer at referrals, I calculated the percentage of employees who proceeded to the interview stage that were referred for hire. In order to calculate this, I assumed that all applicants who were eliminated during interviews, as well as those who were referred for hire, made it to the interview stage. In addition, there was a very small number of employees who were eliminated during the background and references stage that I counted as interviews. When we look at the rates of interviewees who were hired, rather than looking at the percentage of total referrals of each ethnicity, we start to see more disparity between the groups.

| Ethnicity | Reached Interview Stage | % of Applicants | Total Referred | % Interview that were referred |
|------------------------|-------------------------|-----------------|----------------|--------------------------------|
| Asian/Pacific Islander | 18 | 14.5% | 1 | 5.6% |
| Black/African American | 125 | 17.8% | 17 | 13.6% |
| Hispanic/Latino | 66 | 12.2% | 19 | 28.8% |
| Native American | 3 | 20.0% | 0 | 0.0% |
| White | 1,221 | 19.5% | 234 | 19.2% |
| Unknown | 37 | 21.4% | 7 | 18.9% |

Looking at the percentage of applicants of each ethnicity that were invited to interview, we see that white applicants were invited at one of the highest rates (19.5%). Only Native American (20.0%) and Unknown ethnicity (21.4%) applicants were invited to interview at higher rates than white applicants. Black/African American applicants were the closest to matching the rate of white applicants at 17.5%. However, the percentages drop when we look at Asian/Pacific Islander applicants (14.5%) and Hispanic/Latino applicants (12.2%).

The percentage of interviewees who were referred for hire also varies widely by race. Hispanic/Latino applicants reached the interview stage at the lowest rates, but were referred at the highest rates by far at 28.8%. White interviewees were hired at the second highest rate at 19.2%. Once again, Black/African American and Asian/Pacific Islander interviewees were referred at lower rates than white interviewees, at 13.6% and 5.6% respectively.

This leads to uneven percentages of total applicants compared to total referred. For example, Black/African American applicants submitted 9.00% of applications, but only had 6.12% of referrals. Asian/Pacific Islander applicants submitted 1.59% of applications, but were referred 0.36% of the time. White applicants submitted 80.08% of applications, but had 84.17% of referrals. These percentages are further evidence that the largest amount of disparity in Rock County's hiring process occurs during the interview to referral process. However, it is important to note that I do not have a complete number of how many applicants of each ethnicity were actually interviewed, just of who was invited to interview. The difference between groups may be due to candidates turning down offers, failing to schedule an interview, or a number of other reasons. More analysis could be done on this topic in the future. Either way, there is undeniably a disparity between the application, interview, and hiring rates. The chart below highlights the disparity between application and hiring rates in 2019.



Conclusion

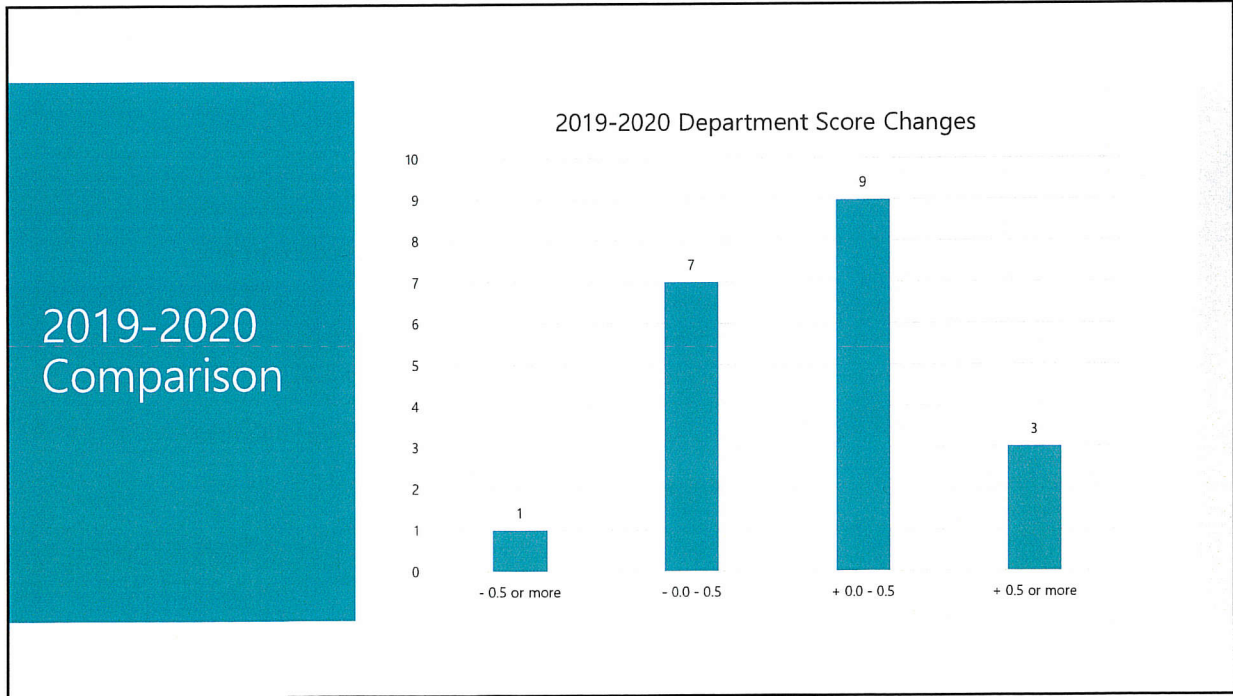
Overall, Rock County's hiring process in 2019 appears to be fairly equitable. Similar percentages of applicants of each ethnicity were eliminated in the initial review process and proceeded on to testing and/or interviews. I did not want to assume that all applicants follow the same process of testing followed by an interview, so I do not have percentages for the total number of applicants who were tested. However, it does appear that there is more disparity between ethnicities for the percentage of applicants who were invited to interview. In 2019, a lower percentage of applicants of color were invited to interview compared to white applicants, and a lower percentage of the interviewees of color were then referred for hire. Moving forward, this is likely the place in the hiring process that should be focused on to increase equity.

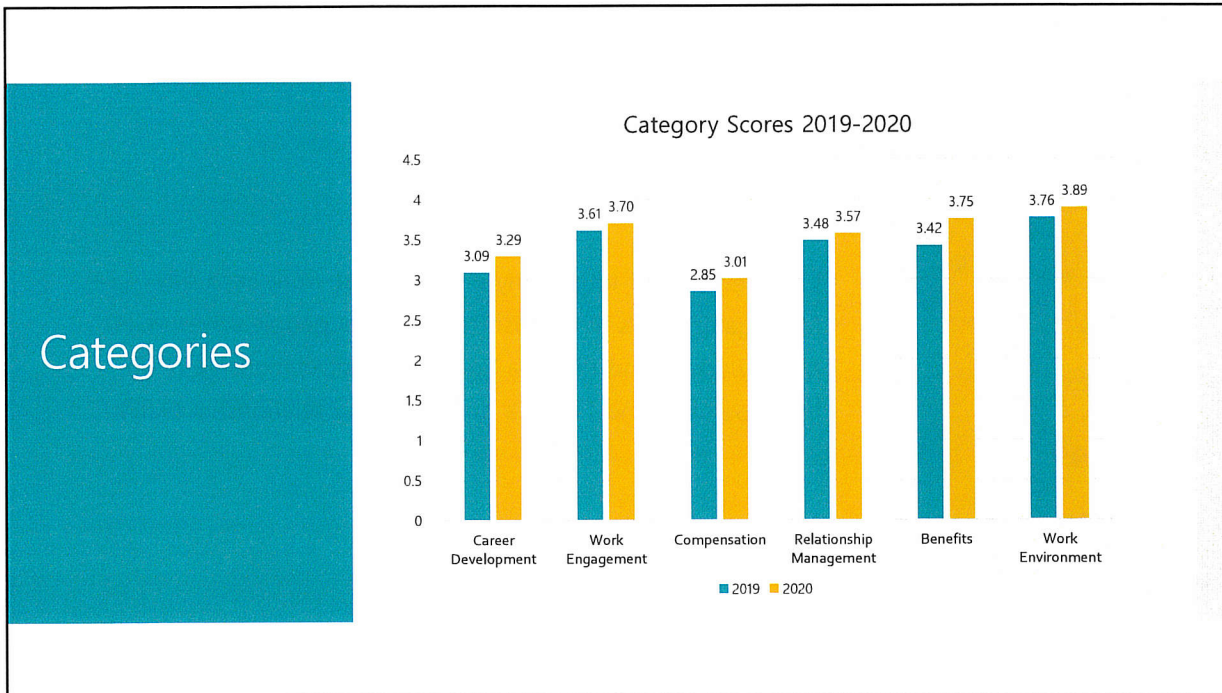
I would like to note that depending on its current workforce, Rock County may need to hire applicants of color at higher rates than the Rock County labor force makeup in order for the total workforce to match the census percentages. If the current workforce is less diverse than the County as a whole, then diverse applicants need to be hired at higher percentages in order to make progress toward matching the County's makeup. When looked at this way, the County would benefit from having more diverse applicants in all steps of the hiring process.

2020 Employee Engagement Survey Results

Overall Results

- 464 Total Responses
 - Decrease of 136 responses (22.7%) compared to last year
- 37% Response Rate
 - Decrease from 49% in 2019
- Average Score of all 28 Rated Questions = 3.61
 - Increase of 0.14 from 3.47 last year
 - Highest overall average in the 5-year history of the survey
- Department averages ranged from 2.91 to 4.29





- Categories**
- Highest scoring category = Work Environment (3.89)
 - Lowest scoring category = Compensation (3.01)
 - All categories' average scores increased from 2019-2020
 - The category with the largest increase was Benefits, which increased from 3.42 in 2019 to 3.75 in 2020

Statements with the Highest Average Scores

- I am determined to give my best effort at work each day (4.34)
- My organization's work positively impacts people's lives (4.24)
- My coworkers and I have a good working relationship (4.18)
- My supervisor and I have a good working relationship (4.09)

Most Improved Scores

- I am satisfied with the healthcare-related benefits offered by my organization – Increase of 0.52 to 3.76
- I am satisfied with my total benefits package – Increase of 0.37 to 3.68
- I am satisfied with the workplace flexibility offered by my organization – Increase of 0.23 to 3.84
- I am satisfied with the amount of paid leave offered by my organization – Increase of 0.23 to 3.73
- I am satisfied with the investment my organization makes in training & education – Increase of 0.23 to 3.40

Statements with the Lowest Average Scores

- I am compensated fairly relative to my local market (2.93)
- Senior management & employees trust each other (2.93)
- Employees in my organization willingly accept change (3.08)
- I am satisfied with my overall compensation (3.08)

Employee Groups

- Three Groups:
 - 370 Non-Managers (79.7% of Responses)
 - 58 First Level Supervisors (12.5% of Responses)
 - 34 Managers higher than First Level (7.3% of Responses)

Results by Employee Category



Largest Differences between Employee Groups

- Statements scored highest by Higher Level Managers compared to Non-Managers:
 - Management within my organization recognizes strong job performance – Scored 1.11 points higher by higher level managers
 - Senior management & employees trust each other – Scored 1.09 points higher by higher level managers
 - I am pleased with the career advancement opportunities available to me – Scored 1.08 points higher by higher level managers
 - I am satisfied with my opportunities for professional growth – Scored 0.89 points higher by higher level managers