

CITY OF **MADISON**

Women's Initiatives Committee  
Strategic Plan  
2022—2024



# Introduction

## Our Mission

Our mission is a more equitable workplace for the City of Madison, regardless of gender or other group status. We promote inclusive policies, create opportunities for education and employee development, and plan programming to support a changing, equitable culture for women and underserved genders.

## A Message from the WIC Executive Team

The Women's Initiatives Committee (WIC) has been kindling flames of change for a number of years at the City of Madison. The 2022—2024 WIC Strategic Plan provides a framework of guidance to continue our change work as a committee. This strategic plan highlights some core WIC values, including advocacy, professional development and mentorship, and policy change. Our priorities reflect what our members are passionate about, and where we would like to see our City grow. While some goals are ambitious, we intend to spend the next three years laying a strong foundation to support WIC change-makers moving forward.

We meet each month to support each other, see our work through to adoption, and brainstorm new areas of impact. Thank you for being a part of our committee, we hope this plan helps you and all City employees thrive.

Thank you,

### **WIC Executive Team**

*Rachel Darken, WIC Chair*

*Abigail Ferguson, WIC Vice Chair*

*Hannah Mohelnitzky, WIC Communications Chair*

*Mary Richards, WIC Treasurer*

*\*This plan is maintained by the WIC Executive Team, and can be modified as WIC members and leadership see fit.*

# Executive Summary

Priority	Strategies
<b>Change-Driven Advocacy</b>	<ol style="list-style-type: none"><li>1. Education</li><li>2. Fostering Supportive Networks</li><li>3. Partnerships</li><li>4. Policy</li></ol>
<b>Recruitment &amp; Retention</b>	<ol style="list-style-type: none"><li>1. Identity</li><li>2. Outreach</li><li>3. Communication</li></ol>
<b>Professional Development</b>	<ol style="list-style-type: none"><li>1. Committee Staff Training</li><li>2. Mentorship</li><li>3. Develop &amp; Refine Professional Skills</li></ol>

# Change-Driven Advocacy

To support our core mission of developing a more equitable workforce, we must equip our members with the tools and skills needed to drive change forward. We plan to prioritize training for our members and the development of supportive networks and partnerships, while continuing to focus on policy advocacy and adoption to address the workplace culture.

## 1 Education

To ensure WIC continues functioning at a high level, we want to prepare our members for the work required to meet our organizational goals.

- 1.1 **Conduct an exercise to identify WIC member training needs.** Curate a list of training needs based on the work plans and strategic values of WIC. (*Training to consider: GARE Activist Training, Collective Impact training, Trauma-informed Care training, etc.*)
- 1.2 **Prioritize training needs.** Survey members to determine which trainings to address first to build our overall WIC toolset.
- 1.3 **Set a schedule for attending training in alignment with the WIC budget.** Explore options for member focus areas, or schedule broader training for all members.
- 1.4 **Develop a plan for skill building.** Build WIC members' skills around power mapping, coalition building, behavioral change, and responding to subtle acts of exclusion.
- 1.5 **Promote inclusive professional development opportunities.** Build change-driven advocacy knowledge by encouraging City staff to attend inclusive professional development opportunities and events (i.e. Inclusive Leadership Conference, YWCA, GARE, Black Women's Leadership Conference, trainings).

## 2 Fostering Supportive Networks

Promoting change is hard work. We will continue curating supportive spaces for members and City employees to network and share knowledge.

- 2.1 **Construct safe and confidential spaces.** Consider creating WIC member spaces to share confidential information, exchange advice, or simply converse with other WIC members.
- 2.2 **Adopt Group Agreements.** Develop and adopt group agreements for WIC meetings and events.
- 2.3 **Networking opportunities.** Develop a schedule for WIC member networking opportunities during nonbusiness hours, in compliance with Notice of Quorum.
- 2.4 **Aligning with Affinity Circles.** Support opportunities for Affinity Circles by building awareness, offering to facilitate discussions, and maintain working relationships with equity groups.

### 3 Partnerships

Change does not happen in a vacuum. We must continue to strengthen our existing relationships throughout the City and find new ways to develop partnerships.

- 3.1 **Strengthen WIC's relationships with groups of authority.** Build closer working relationships with groups like the Mayor's Office, Mayor's Management Team, Council, and employee organizations to support WIC's work around policy and culture change.
- 3.2 **Strengthen WIC's relationships with peer change groups.** Build closer working relationships with groups like the MAC, Peer Advisors, Departmental Equity Teams, Inclusive Workplace Team, and EAP to improve the grassroots adoption of policy and culture change.
- 3.3 **Develop WIC Change Ambassadors.** Provide training and resources to better equip a subgroup of WIC members to be change ambassadors in other circles.
- 3.4 **Develop resource packages for WIC Change Ambassadors.** Coordinate resources to develop informational packages for WIC Change Ambassadors to share with City staff, such as tip sheets, info-graphics, contact sheets, etc.

### 4 Policy

We will build on our strength of advocating for policy changes to address inequities in the workplace.

- 4.1 **Follow-up on policy adoption.** Developing a policy review schedule for measuring adoption and accuracy. Advocate for continued policy implementation as needed.
- 4.2 **Be agile in advising on timely policies.** Maintain open lines of communication with agency partners and City leadership so we can advise on new policies as they arise.
- 4.3 **Identify opportunities for new policies.** Identify gaps in policy and pursue when possible.
- 4.4 **Policies to consider:** *Pay Equity, Paid Parental Leave, Telework, Flexible Scheduling, Equitable Hiring, Lactation at Work and in the Field, Wage Insurance, Restrooms, Menopause in the Workplace, and Pregnancy in the Workplace, Childcare for City Staff, Benefits, operational guidelines for these policies, etc.*

# Recruitment & Retention

Recruitment and retention is an ongoing effort for WIC, involving every member. The moment you join WIC, you become a communication tool for recruitment and retention. We plan to better equip members in sharing WIC information in the workplace and supporting new WIC members.

## 1 Identity

Evolve WIC's identity to align with our shared values.

- 1.1 **Explore a name change of our committee.** A number of members have expressed the desire to expand or change our committee name to better reflect our shared values of equity and inclusion. (**Name change suggestions:** *City of Madison Equity League, The Intersectionals, Women's Equity League (WEL), Gender & Women's Committee, Underserved Genders Committee, Gender Equity Committee (GEC), Women & Gender Equity Committee (WGEC), Women's Equity Committee (WEC), Committee on Women and Gender Equity (GWGE), Gender Alliance Committee (GAC), Gender Equity League (GEL)*)
- 1.2 **Create a subcommittee to plan, implement, and adopt a name change.** If a name change is explored, create a subcommittee to project manage the implementation and rebrand of the committee's identity change.
- 1.3 **Update our committee logo.** Modernize the committee logo to reflect our name and evolving group.
- 1.4 **Write a vision statement.** Create a vision statement to overarch our committee mission and values.

## 2 Outreach

Outreach efforts should be regular and ongoing, not just once a year. Consistency and frequency will make WIC more accessible for prospective members, current members, and other City employees.

- 2.1 **Expand our outreach methods.** Include digital and print methods, such as web, email, print, and word of mouth.
- 2.2 **Identify opportunities for new outreach.** Work with agency partners to present WIC materials at onboarding sessions, City events, etc.
- 2.3 **Identify and train Recruitment Ambassadors.** Well-versed members with good energy that are passionate about building relationships.

## 3 Communication

WIC communications should be regular and ongoing, not just once a year. We plan to have WIC representation in more spaces to make our mission more accessible to members and City employees.

- 3.1 **Actively email City staff with call-to-action.** Send emails to City staff when initiatives affect the workforce. When sending citywide emails, there should always be a call to action, even if it means learn about WIC, or visit our website, if something is not more specific at the time of the message.
- 3.2 **Develop a podcast.** Work with IT to launch the developed podcast plan. Explore episode options for Recruitment and Retention.
- 3.3 **Build a contact list of middle managers (nominated by Department Heads).** Conduct Survey to collect a list of emails, names and position titles and create an email list and master document. We will use this contact list to work with middle managers to encourage membership and transparency as a resource for leaders when working through specific issues in their agencies.
- 3.4 **Hold annual meeting with middle managers.** Presentation on WIC to generate buy-in on recruitment.

# Professional Development

WIC members continue to voice a need for further professional development opportunities. We will continue bridging this gap, while advocating for inclusive professional development opportunities for all City employees.

## 1 Committee Staff Training

Ensure all members have the knowledge and tools necessary to hold effective and productive meetings.

- 1.1 **Meeting Checklist.** Develop a short checklist for scheduling, leading, and participating in WIC meetings. Create an onboarding and training plan for members elected to positions within WIC.
- 1.2 **Robert's Rules training.** Send WIC Executive Team and interested WIC members to Robert's Rules training. Develop a short guide on using Robert's Rules in WIC meetings.

## 2 Mentorship

Develop mechanisms for member mentorship and create opportunities for professional development and workplace support.

- 2.1 **Develop a pairing program for WIC members.** Develop a process for pairing WIC members for peer-to-peer mentorship.
- 2.2 **Explore options for mentorship outside of WIC.** Conduct a discovery activity for finding City staff interested in mentoring WIC members, such as previous WIC members or staff in leadership positions.

## 3 Develop & Refine Professional Skills

Continue to develop and participate in programs and initiatives that provide opportunities for members to build and refine a variety of professional skills.

- 3.1 **Support event planning at the City.** Maintain interest in events such as Take Our Children to Work Day, Inclusive Leadership Series, etc.
- 3.2 **Encourage member mobility.** Encourage WIC members to pursue upward mobility at the City, and support members in these efforts through mentorship, interview practice, etc.
- 3.3 **Advocate for inclusive City programs and events.** Invest resources in continuing inclusive programs and events like Take Our Children to Work Day and the Inclusive Leadership Conference. Meet with agencies and stakeholders to develop a sustainability model for inclusive events and programs.