

# Department Equity Teams Roadmap *[DRAFT]*

Department of Civil Rights

Madison, WI

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# section one

## GOAL

Department Equity teams work to advance racial equity and social justice within their departments, and thereby within City structure as a whole, in compliance with Madison General Ordinance Chapter 39, federal and state laws, and the City’s RESJI goals. Departments work to complete individual agency plans that focus on key equity areas. Department Equity Teams are supported by Agency heads, Department of Civil Rights, the Racial Equity and Social Justice Initiative, and the Mayor.

## GUIDING PRINCIPLES

Relational trust is central to racial equity work

We can all benefit from growing our equity muscles

At the City of Madison, understanding and applying equity to our work is everyone’s job

We take accountability for our own actions and behaviors, committing to our own learning and growth

All systems of oppression are connected

As we dismantle oppressive systems, we must also build transformative possibilities

Systems change requires sustained effort and readiness

# section two

## MEMBERSHIP

**Composition**

The following guidance should be considered for the majority of DETs. Some teams may not meet all of these conditions.

The size of DETs will vary but most should include at least 3 members.

Members should include staff from the department with diverse backgrounds across, race, ethnicity, age, gender, and position classification.

Recruitment

Annually, DETs shall recruit and recommend new members to agency Director/Department Head to fill vacancies. Interested participants should seek approval from their supervisor before committing to participating.

Commitment

DET should meet at least monthly. It can be helpful to meet twice a month if possible, especially in the first six months as the team develops process, norms, and goals.

Members should commit to spending 5-8 hours per month on this work, which includes participation in citywide training and learning opportunities for personal and group learning.

Leads/Co-Leads are required to attend a monthly 90 minute Department Equity Team meeting

Members are appointed for two-year terms with the opportunity to renew their term for another two year term?

## ROLES AND RESPONSIBILITIES

**Role of Department Equity Teams**

**Equity Action Plan (Formerly known as the Equitable Workforce Plan)**

* Set agency’s goals for Equity Action Plan *(Every 5 years)*
* Implement Equity Action Plan and coordinate achieving goals *(Ongoing)*
* Report goals and progress on Equity Action Plan to DCR *(Every year)*
* Develop expertise on facilitating usage of equitable hiring tools and analyses. Serve as a point of contact for respective agency on these efforts, including Red Flag Hiring process (*Ongoing*)
* Identify equity training needs in your department and facilitating trainings in other departments *(Ongoing)*

**Prohibited Harassment and/or Discrimination Policy (**[**APM 3-5**](https://www.cityofmadison.com/mayor/apm/3-5.pdf)**)**

* Work with Department Head to ensure staff receive APM 3-5 training (*Ongoing)*
* A few members of DETs will assist with APM 3-5 investigations *(As needed)*

[**Title VI and Language Assistance**](https://www.cityofmadison.com/civil-rights/programs/title-vi)

* Ensure all staff, especially front desk and public-facing staff, are aware of language line services and translation/interpretation services *(Every year and when new staff are hired)*

Role of the Department Director/ Agency Head

Responsible for overseeing the implementation of the vision and mission of the DET. More specifically, the Director/Agency Head will be responsible for the following:

* **Committing** to ongoing racial equity learning, including participating in personal racial equity training and setting an expectation that staff will do the same
* **Modeling** use of racial equity tools to change approaches and outcomes related to all policies, programs, and practices
* **Communicating** to entire staff equity goals and frameworks for the department that are aligned with the RESJI strategic goals
* **Managing** staff to ensure equity goals are met and action items are completed
* **Providing** the resources and staff time necessary to incorporate racial equity performance objectives into the work of each section
* **Creating** workload adjustments for DET members to perform duties as needed

Role of DET Leads/Co-Leads

Lead/Co-Leads are responsible for leading the effort to build greater capacity to address systemic causes of racial and social disparities. Leads/co-leads set meeting times, facilitate conversations both within and outside formal meetings, creating space for all members to contribute meaningfully, look for growth opportunities in pursuit of greater capacity building and act as the primary liaisons with DET and department leadership. Leadership should plan to commit to 8 hours a month and appointments should be approved by the supervisor.

Lead/Co-Leads are responsible for:

* **Committing** to ongoing racial equity learning
* **Convening and facilitating** team meetings at least once a month and supporting sub-committees (if applicable) to complete items for the Equity Action Plan
* **Tracking progress** on DET initiatives, curating achievements  and offering perspective when requested
* **Identifying opportunities** for departmental progress by meeting with the Department Director/Agency Head and conveying challenges and work completion
* **Assessing and supporting** team members’ leadership skill development
* **Serving** at least a two-year term, and managing a transparent process for selecting new facilitators and orchestrating a transfer of institutional knowledge. While this is the hope for the length of the term, there is flexibility to meet the needs of the lead and team if this needs to be reassessed before two years.

Role of DET Members

* **Committing** to ongoing racial equity learning
* **Facilitating** activities and dialogue to build support and understanding of the racial equity framework and tools across the department/agency
* **Identifying opportunities** to improve racial equity outcomes by applying RESJI framework, tools, and performance measures
* **Recruiting and mentoring** new DET members and supporting non-DET staff in skills development and the implementation of RESJI tools to their work programs, engagements, and projects
* **Attending DET meetings,** full group discussion, ad-hoc work groups, and actively leading or contributing to the work of at least one DET subcommittee or action plan item

Role of DCR Staff

* **Committing** to ongoing racial equity learning
* **Communicating**  about learning opportunities and sponsoring or subsidizing DET staff participation, when needed
* **Making clear** roles, responsibilities, and expectations
* **Providing** support to leads and members through monthly meetings, training opportunities, 1-1 support, and collective visioning processes
* **Developing** accountability structures to support individual and collective learning and action
* **Creating** a space for continued learning and sharing successes and challenges

# section three

## TRAINING & LEARNING APPROACH

**Core** roles **|** grounding in purpose

* Roles & Responsibilities
* 2022-2026 Equitable Workforce Plan Worksheet
* Inequity Inventorying

**Individual**learning | skills & actions based training

* [Towards Self-Reflective Practice](https://media.cityofmadison.com/Mediasite/Play/db29e1626a5a4668a6b00aecf5323e341d)
* Subtle Acts of Exclusion Modules

**Interpersonal** connections | building healthy relationships

* Social Justice Facilitation Techniques

**Institutional** transformation | engaging equity analysis

* [Budget Process & Budget Equity Tool](https://media.cityofmadison.com/Mediasite/Play/e1678faa233e43bf94736dc53da33e471d)
* Comprehensive Equity Analysis
* Equitable Hiring Tool
* Title VI: Language Access
* Disability Justice & Accommodations
* Contracting Equity
* Red Flag Process
* APM 3-5 Investigations
* Environmental Justice

## KEY DATES & SCHEDULE

**2021**

|  |  |  |
| --- | --- | --- |
| Item | Date | Resources/Notes/Details |
| October DET Leaders Meeting | October 21, 2021 | Core: Department [Equity Team Roadmap](http://share/sites/CivilRights/CRCs/Shared%20Documents/DETroadmap.docx); Digging in to Roles & Responsibilities; Intro to Training Plan |
| November DET Leaders Meeting | November 18, 2021 | C Core: Workplan; 2022-2026 Equitable Workforce Plan Worksheet & Expectations |
| December DET Leaders Meeting | December 16, 2021 | Core: Workplan; 2022-2026 Equitable Workforce Plan Worksheet & Expectations Check-In; Inequity Inventory & Positive Change Inventory Check-In |

**2022**

|  |  |  |
| --- | --- | --- |
| Item | Date | Resources/Notes/Details |
| January DET Leaders Meeting | January 20, 2022 | Individual: [Towards Self-Reflective Practice](https://media.cityofmadison.com/Mediasite/Play/db29e1626a5a4668a6b00aecf5323e341d) |
| February DET Leaders Meeting | February 17, 2022 | Individual: Subtle Acts of Exclusion |
| March DET Leaders Meeting | March 17, 2022 | Interpersonal: [Social Justice Facilitation Techniques:](file:///C:\Users\crdkc\Pictures\Facilitation%20as%20Liberatory%20Practice_DET.pdf) |
| April DET Leaders Meeting | April 21, 2022 | Institutional: [Budget Process & Budget Equity Tool](https://media.cityofmadison.com/Mediasite/Play/e1678faa233e43bf94736dc53da33e471d) |
| May DET Leaders Meeting | May 19, 2022 | Institutional: Comprehensive Equity Analysis |
| June DET Leaders Meeting | June 16, 2022 | Institutional: Equitable Hiring Tool |
| July DET Leaders Meeting | July 21, 2022 | Institutional: Mid-Year 2022-2026 Equitable Workforce Plan Check-In |
| August DET Leaders Meeting | August 18, 2022 | Institutional: Title VI - Language Access |
| September DET Leaders Meeting | September 15, 2022 | Institutional: Disability Justice & Accommodations |
| October DET Leaders Meeting | October 20, 2022 | I Institutional: Contracting Equity; 2022 Action Plan  Update Template |
| November DET Leaders Meeting | November 17, 2022 | TBD |
| December DET Leaders | December 15, 2022 | Institutional: Year Wrap-up |

## suggested dET Meeting Topics

|  |  |
| --- | --- |
| December | **Group Norms & Team Member Skills Mapping** |
| January | **Inequity Inventory** |
| February | **Inequity Inventory Part 2: Prioritization** |
| March | **Inclusive Workplace Scorecard Development** |
| April | **Budget Conversation** |
| May | **Finalize Your DET’s Work Plan & Priorities** |
| June | **Plan to complete a Comprehensive Equity Analysis** |
| July | **Plan to complete a Comprehensive Equity Analysis Part 2** |
| August | **Plan to complete an Equitable Hiring Tool** |
| September | **Inventory Department’s Language Access Tools** |
| October | **Analyze work plan and goals for Inclusion of Disability Justice** |
| November | **Inventory accomplishments and learnings** |
| December | **Plan for 2023** |

## December - Group Norms & Team Member Skills Mapping

**Suggested Pre-Work**

All team members review Department Equity Teams Roadmap

All team members complete skills survey

Co-leaders create a facilitation plan for the meeting

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1: What does serving on the Department Equity Team mean to you?
* Option 2: Why do you want to serve on the Department Equity Team?
* Option 3: Customize/your choice

2. Discuss Guiding Principles of Department Equity Teams (10-15 minutes)

Read the Guiding Principles as a team:

* Relational trust is central to racial equity work
* We can all benefit from growing our equity muscles
* At the City of Madison, understanding and applying equity to our work is everyone’s job
* We take accountability for our own actions and behaviors, committing to our own learning and growth
* All systems of oppression are connected
* As we dismantle oppressive systems, we must also build transformative possibilities
* Systems change requires sustained effort and readiness

Have each team member share which Guiding Principle(s) mean the most to them and why.

3.    Create your Team Alliance (30-35 minutes)

Have your team brainstorm answers to the following questions. Be sure to take notes of all suggestions. When you are facilitating, make sure to notice themes or areas of agreement.

* Based on the survey you took, what are the strengths and skills that you bring to this team?
* What is the culture/atmosphere you would like to create as a team?
* What will help you flourish/succeed?
* How do we want to be together when things get difficult?

4.    Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

1.    Compile the Team Alliance looking for themes

2.    Send out notes with action items clearly labeled, including Pre-work for the next meeting

## January - Inequity Inventory

**Suggested Pre-Work**

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## February – Inequity Inventory Part 2: Prioritization

**Suggested Pre-Work**

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)
4. Identify any future action Items, including Pre-work for the next meeting

* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## March – Inclusive Workplace Scorecard Development

**Suggested Pre-Work**

Team members review “Departmental Staffing at a Glance” Worksheet

Co-leaders review and fill in the Inclusive Workplace Scorecard Worksheets

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1: What surprised you the most about the “Departmental Staffing at a Glance” worksheet?
* Option 2: After looking at the “Departmental Staffing at a Glance” worksheet, what is an area our department really needs to focus on?
* Option 3: Customize/your choice

1. Reviewing & Discussing Inclusive Workplace Scorecards ( 40-50 minutes)

* Co-leads present the department’s scorecard and progress on targets
* Team makes list of the areas that the department is not meeting targets
* Team puts in priority order what the department should work on and fills it in the template

1. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## April – Budget Conversation

Suggested Pre-Work

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## May – Finalize Your DET’s Work Plan & Priorities

**Suggested Pre-Work**

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## June – Plan to complete a Comprehensive Equity Analysis

**Suggested Pre-Work**

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## July – Plan to complete a Comprehensive Equity Analysis *Part 2*

Suggested Pre-Work

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## August – Plan to complete an Equitable Hiring Tool

Suggested Pre-Work

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

After the Meeting

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## September – Inventory Language Access Tools

Suggested Pre-Work

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

**After the Meeting**

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## October – Analyze work plan and goals for Inclusion of Disability Justice

Suggested Pre-Work

* Insert as needed
* Identify a meeting facilitator
* Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

**After the Meeting**

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## November – Inventory accomplishments and learnings

Suggested Pre-Work

* Insert as needed
* Identify a meeting facilitator
* Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

**After the Meeting**

Send out notes with action items clearly labeled, including Pre-work for the next meeting

## December – Plan for next year

Suggested Pre-Work

Insert as needed

Identify a meeting facilitator

Identify a meeting note taker

Draft Agenda

1. Name and Job Title Introductions with an icebreaker (5-10 minutes)

* Option 1:
* Option 2:
* Option 3: Customize/your choice

1. Insert ( minutes)
2. Insert (  minutes)
3. Closing (5-10 minutes)

* Identify any future action Items, including Pre-work for the next meeting
* Thank the team for coming!

**After the Meeting**

Send out notes with action items clearly labeled, including Pre-work for the next meeting

Section four

## Frequently Asked Questions

1. Are there still Civil Rights Coordinators?

Civil Rights Coordinators and DETs have merged. Formally assigned Civil Rights Coordinators now serve on DETs and moving forward there will not be a specific designation of a Civil Rights Coordinator, as the DET assumes the Civil Rights Coordinator job responsibilities.

2. Who comes to the monthly meetings led by DCR?

At least one lead attends DET monthly meetings to meet with other leads and discuss goals and needs.

3. Should managers and/or executives be on a DET?

Ideally, managers and executives would be contributing members of a DET. They would work to balance power in the room, being mindful of how much space they take up in meetings and advocate for the groups’ needs. Executives should not be a DET co-lead. If managers or executives are not on the DETs, there needs to be a clear plan of communication between the teams and department leadership.

3. Is the Equitable Workforce Plan the same as the DET Action Plan?

Yes. The DET Action Plan is an evolution of the Equitable Workforce Plan. It will have many of the same components with a few additions.

4. What if the team isn’t racially diverse?

Given structural racism and its impacts on our workforce, this might be the case. While ideally the team would be diverse racially and along the lines of gender, ability, and position classification, we also want to place an emphasis on continued learning so that everyone is coming to the table with a vested interest and skill-sets in advancing equity at the City.

5. What if the team is struggling with practicing racial equity and social justice values?

Personal and collective racial equity is ongoing. We are aiming for excellence and learning, not perfection. There will be expectations & opportunities for continued learning.

6. WIll DETs get to work on their own identified projects?

We will need to strike a balance between DETs being in alignment with a strategic plan for the City and allowing room for each team to work on the areas important to them.

7. How do we hold a team accountable?

Through layered support and clear expectations from: DCR, co-leads, executive sponsors (department/ agency heads), and Mayor.

## RESOURCES/ EXAMPLES

* [GARE Racial Equity Action Plan How to](https://www.lynnwoodwa.gov/files/sharedassets/public/boards-and-commissions/arts-commission/supporting-documents/racial-equity-action-plans-how-to.pdf)
* [Portland’s Racial Equity Plan Manual](https://www.portlandoregon.gov/oehr/article/564886)
* [Asheville Equity Action Plan Template](https://s3.amazonaws.com/one-asheville-uploads/intranet-production/wp-content/uploads/2018/07/23135926/Equity-Action-Plan-FY19-FINAL.pdf)
* [List of SF’s Departments Racial Equity Action Plans](https://www.racialequitysf.org/dept-racial-equity-action-plan)
* [SF One-pager for phased Department Equity Approach](https://sfplanning.org/sites/default/files/documents/equity/RSEAP_fact_sheet.pdf)

Comments: ND: could include a reference to the purpose in the title like, “Enhancing Civil Rights Coordination through DET’s” – something that shows the evolution