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| Agency Name | State of Michigan - Department of Treasury |
| Name your program, idea, or project: | Treasury Inclusion & Diversity Program |
| What is the problem that you wanted to solve? | Treasury was seeking to address concerns regarding inclusion and diversity through cultural awareness, recruitment, professional development of current employees, and management/leadership resources. |
| Who was involved in addressing the problem? | Initially, all staff were invited to participate in one of our diversity committees. As the project evolved into a more formalized program the department established an Inclusion & Diversity officer to oversee and coordinate the agency’s efforts. Since the inception of the initiative the proposed strategies has garnered support from the State Treasurer, Deputy Treasurer’s, and senior leadership of the department. |
| How did they go about finding a solution? | The agency hosted a department wide facilitated discussion where all levels of staff were allowed to express any concerns surrounding inclusion and diversity directly to the State Treasurer and two other directors. Staff was then encouraged to leave any written concerns, comments, or suggestions they would like to see with the expectation that leadership would review and follow-up. The nature and level of work involved warranted continual efforts. Therefore, the agency established a limited-term (temporary) full-time position to compile the data and create a plan of action for the department. |
| Describe the outcome. What is the new idea, approach, program, or activity? | The implementation of the initiative was well received by the department. The first priority was to establish a strategic plan that would highlight the focus of the Diversity and Inclusion in Treasury. The plan included a mission, vision, areas of focus, short-term goals, long-term goals, and a tentative calendar of execution. Within the first 20 weeks of the program the following had been completed: 28 tasks directly related to the internal program development, 7 tasks directly related to creating with noted entities to enhance recruitment of diverse candidates, 8 professional development and recognition events for internal staff, 5 crucial tasks related to developing our resources for our supervisor/manager staff pertaining to the departments workforce capital, and 10 cultural awareness/education opportunities to increase knowledge and understanding of unique identities and how they strengthen the workforce. The success of the plan was evident to staff and the senior executive leadership. At the end of the limited-term period the department created a permanent full-time position dedicated to continuing the work and progress that was made. |
| What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't forget management advantages such as improved morale. | Since the inception of the program there has been a tremendous shift in the thought process surrounding the decisions we make. Below is a list of changes that have positively impacted our department: -  Developed six Employee Resource Groups (ERG’s) designed to provide a sense of belonginess to staff with identify with or are allies to various communities of interest. Current groups include: Black History ERG, Hispanic Heritage ERG, Pride Alliance (LGBTQ+) ERG, Supporting Women at Treasury (SWAT) ERG, Professional Development ERG, and Treasury’s Veterans ERG. All employees are allotted eight hours to participate in a group of their choice. Staff members are also encouraged to submit other groups of interest to the review board for approval. These groups improve employee engagement and morale throughout the department.  -  Increased our targeted recruitment at colleges/universities, cultural events, and interactions with various interest groups nationally which has increased our candidate pipeline of qualified diverse talent. We also developed a platform that allows us to interact with candidates who express interest in employment opportunities after the events have concluded.  -  Created metrics to evaluate the staff participation at professional development and cultural awareness events through the department. We have consistently exceeded the target values of both items for the past seven quarters. We also created a metric the track the number of interactions we are having externally related to recruiting. We have been on par and exceeding the target value in that area as well.  -  Successfully conducted a three-hour training titled Treasury’s Inclusive Workspace Seminar devoted to providing supervisors/managers and other department leaders with the tools to understand bias and how it impacts the work environment. 96% of the supervisor/management staff completed the session. Senior leadership also participated in a leadership debrief providing additional items to consider and discussion on how each bureau could start implementation with their staff. Staff who attended found this extremely beneficial for their development and understanding. -  Distribute and maintain an internal intranet page where relevant content is shared and accessible to staff at their leisure. This page received hundreds of hits monthly spreading awareness and cultivating positive discussion surrounding the topics. This has been exceptionally helpful for staff who have questions they do not want to ask directly but would still like additional information. This is also beneficial for field office staff who may not be able to participate due to limitations of their availability.  Overall, this work has started a positive trend on our department. With this work we are able to improve retention rates, increase awareness surrounding the impacts of bias in the workplace, reduce acts of discrimination or harassment, provide resources to support the management staff, propose proactive solutions that resolve issues in various communities we interact with, and market the department as a premier employer of choice in the workforce. |
| Is this an in-house project, or did you partner with an outside vendor or service-provider? | 100% in-house |
| Additional information or comments about your usage of outside vendors or service providers. | All work completed has been internal with the departments Inclusion & Diversity Officer. The Inclusion & Diversity officer did contract with a consultant to deliver the Treasury’s Inclusive Workspace Seminar for the department. They collaborated together to develop the content most beneficial for the department. |
| What comes next — will you be adding to your program, rolling it out more widely, trying additional approaches? | As a department we see the value of this work and will continue to support the programs growth and development. Inclusion & Diversity has become one of Treasury’s four core values. Our commitment to an inclusive environment that values diverse perspectives and cultivates employee recruitment, retention, development and leadership is part of our foundation. The department recently created State Assistant Administrator which reflects the enhanced focus and significance of this work within Treasury. We have also been sharing the structure and success with other State of Michigan agencies and various departments throughout the nation. We will continue expanding work on our four areas of focus; recruitment, professional development, management/leadership resources, and cultural awareness/education. |
| Website/Documentation URL (Must be publicly accessible) | <https://stateofmichigan.sharepoint.com/teams/insidetreasury/about-treasury/employee-engagement/Pages/Diversity-and-Inclusion.aspx> |