

Equity, Diversity and Inclusion (EDI) Plan & Report

Updated June 2024

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[Accessibility](https://publicsafety.colorado.gov/accessibility-interpretation-and-translation-support)

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# Contents

[Contents 2](#_heading=h.3dy6vkm)

[Acknowledgments 5](#_heading=h.lzlwj44bgjg)

[A letter from Executive Director Stan Hilkey 6](#_heading=h.1ksv4uv)

[Background: CDPS Mission, Vision, Values 6](#_heading=h.3whwml4)

[CDPS Mission 7](#_heading=h.49x2ik5)

[CDPS Vision 7](#_heading=h.23ckvvd)

[CDPS Values 7](#_heading=h.41mghml)

[Organization 7](#_heading=h.19c6y18)

[Internal Strategic Priorities 7](#_heading=h.3tbugp1)

[Equity, Diversity and Inclusion Plan 8](#_heading=h.3ygebqi)

[CDPS EDI Vision, Mission, and Goals 8](#_heading=h.2dlolyb)

[EDI Vision 8](#_heading=h.sqyw64)

[EDI Mission 8](#_heading=h.3cqmetx)

[EDI Long-Term Goals 8](#_heading=h.1rvwp1q)

[Structural Framework for Implementing EDI at CDPS 9](#_heading=h.4bvk7pj)

[Budget 11](#_heading=h.2r0uhxc)

[Accountability 12](#_heading=h.1664s55)

[CDPS EDI Implementation Report 13](#_heading=h.3q5sasy)

[Accessibility 13](#_heading=h.25b2l0r)

[Accessible Buildings & Facilities 15](#_heading=h.kgcv8k)

[Accessible Meetings and Events 16](#_heading=h.34g0dwd)

[Employee Accommodations under the ADA 16](#_heading=h.1jlao46)

[Community Engagement 16](#_heading=h.43ky6rz)

[Direct Community Outreach & Program Delivery 17](#_heading=h.2iq8gzs)

[Diverse Representation in Decision-Making 21](#_heading=h.xvir7l)

[Listening and Responding to Feedback 22](#_heading=h.3hv69ve)

[Equity of Policy, Systems, Services and Programs 23](#_heading=h.1x0gk37)

[Equity of Policy and Procedure 23](#_heading=h.4h042r0)

[Eliminating Procurement Disparities 25](#_heading=h.2w5ecyt)

[Equitable Service Delivery 26](#_heading=h.1baon6m)

[Employee Engagement 27](#_heading=h.3vac5uf)

[Internal Strategic Planning & Change Management 29](#_heading=h.2afmg28)

[Internal Communication 29](#_heading=h.pkwqa1)

[Recruitment, Hiring & Retention 30](#_heading=h.39kk8xu)

[CDPS Demographic Analysis 30](#_heading=h.ogv3g9rj3xjy)

[Racial or Ethnic Minorities Data by Division 31](#_heading=h.kd243jgqh0xa)

[Female Data by Division 31](#_heading=h.e450do19ggf1)

[CSP Cadet New Hires, 2019-2023 - Ethnicity 32](#_heading=h.m53m5vn4e2mj)

[CSP Cadet New Hires, 2019-2023, Gender 32](#_heading=h.74m6wtyg51qc)

[Separation by division 2022-2023 34](#_heading=h.91zhpft31o91)

[Recruitment 35](#_heading=h.1opuj5n)

[Hiring 36](#_heading=h.48pi1tg)

[Retention 38](#_heading=h.2nusc19)

[Training 39](#_heading=h.1302m92)

[Existing Training 39](#_heading=h.3mzq4wv)

[Strategic Training Plan 41](#_heading=h.2250f4o)

[Appendix A: CDPS Customer Analysis 43](#_heading=h.haapch)

[Appendix B: CDPS Language Access Plan 43](#_heading=h.319y80a)

[Appendix C: CDPS IT Accessibility Checklist 43](#_heading=h.1gf8i83)

# Acknowledgments

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We sincerely appreciate the Colorado Department of Public Safety (CDPS) leadership's involvement, advocacy, and support. Their role in modeling inclusion, championing EDI, setting expectations and policies, and providing funding and final approval for EDI strategic work is not just important but crucial to the success of our program. We want the CDPS Executive Director, Deputy Executive Director, Division Directors, and Division Deputy Directors to express our profound gratitude for their efforts.

We extend our heartfelt thanks to the CDPS Inclusion Council, a diverse group of members from all levels within the department's six Divisions. Their valuable contributions have been instrumental in our journey towards equity and inclusion:

Anthony "Mike" Glanton (Co-Chair), Chris Sorensen (Co-Chair), Yuanting Zhang (Co-Chair), Melissa Tafoya, Rebecca Frasier, Sarah Haugrud, Floyd Kimble, Jackie Erwin, James Thacker, Jim Burack, Laura Apodaca, Lindsey Joseph, Jeff Axelsen, Amanda Spellman, Cyrus Mathenge, Jason Quinonez.

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Last but not least, an exceptional thanks to SkillBridge intern Mr. Brandon Rocker for his diligence in meeting with members of CDPS to gather information, update, and contribute his impeccable writing skills to completing the 2024 Equity, Diversity, and Inclusion Plan and Report.

# A letter from Executive Director Stan Hilkey



The Department of Public Safety holds equity, diversity, and inclusion paramount in its mission to safeguard the civil rights of our employees and the public we serve.

EDI is the foundation upon which we build trust and partnership with the communities that we serve. Connection, contribution, and cooperation are imperative in inequitably and effectively maintaining the safety of Colorado’s citizens.

The Governor’s [Executive Order D 2020 175](https://www.colorado.gov/governor/sites/default/files/inline-files/D%202020%20175%20Equity%2C%20Diversity%2C%20and%20Inclusion%20for%20the%20State%20of%20Colorado.pdf) and accompanying [universal policy](https://drive.google.com/file/d/1VI0xTkfJ2CmVjZrZhik6EpKYyD4vtETM/view) establish the call for EDI programming and a culture of belonging. This document consolidates an EDI report and a plan which details future steps for this work. This document includes specific implementation plans, actions, and data points that highlight the efficacy of our EDI efforts. It is an iterative document from which we will draw inspiration and promote further action. With our culture of continuous improvement, we expect this to be a document we will continuously update as we progress on our journey.

Our EDI operations outline a culture where **everyone feels welcome and is** actively encouraged to show up as their authentic selves. We intend to engrain this culture into our collective ethos. We endeavor to maintain a workplace that embraces diversity of background, circumstance, and perspective so that our organization, department, and customers have safe, positive experiences executing our mission.

Some of the significant milestones that CDPS has achieved in the past year are reported on in the following pages, include:

* Developed goals collaboratively with input from all divisions and levels of the organization and made progress on them.
* Made significant improvements in accessibility and the diversity of our workforce.
* Performed community outreach and internal employee engagement around EDI.

# Background: CDPS Mission, Vision, Values

## CDPS Mission

To safeguard lives and deliver diverse public safety services to local communities.

## CDPS Vision

Creating safer and more resilient communities across Colorado.

## CDPS Values

* Unity: Reach Out.
* Honor: Speak Up.
* Service: Pitch In.

## Organization

The Colorado Department of Public Safety consists of five operational divisions and one administrative division that cover a breadth of safety programs and services:

* Colorado Bureau of Investigation (CBI)
* Colorado State Patrol (CSP)
* Colorado Division of Criminal Justice (DCJ)
* Colorado Division of Fire Prevention & Control (DFPC)
* Colorado Division of Homeland Security and Emergency Management (DHSEM)
* Executive Director's Office (EDO)

## Internal Strategic Priorities

To share direction, we must focus on a critical set of goals. These critically essential goals provide a common purpose for us all to work towards and help us prioritize when faced with difficult decisions. These are our three internal strategic priorities for the Department of Public Safety:

* Promote a unified culture of “One CDPS.”
* Increase equity, diversity, and inclusion at all levels of our organization.
* Re-imagine how we deliver services to customers.

# Equity, Diversity and Inclusion Plan

CDPS is dedicated to equity, inclusion, non-discrimination, and protecting the civil rights of our employees and the public we serve.

CDPS is committed to providing equal employment opportunities to all applicants and employees and does not discriminate based on disability, race, creed, color, sex (including pregnancy, gender identity, and sexual orientation), religion, national origin, citizenship, age, veteran status, disability or marital status.

The goal is to create an inclusive, respectful, and equitable environment at CDPS and employ the talents of people with different backgrounds, experiences, and perspectives to accomplish the various public safety missions.

## CDPS EDI Vision, Mission, and Goals

### EDI Vision

CDPS is a collaborative organization with a culture of equity, diversity, and inclusion that creates a safe, supportive, and welcoming atmosphere where our employees and customers thrive.

### EDI Mission

To create and sustain a diverse and inclusive environment that builds morale, relationships, intentional awareness, and education; To be critical agents of change through courageous action, compassion, and empathy.

### EDI Long-Term Goals

This plan and report are organized according to the following primary goal areas. In each subsection, you will find more detailed information about the specific strategies and activities that CDPS uses to achieve diversity, equity, and inclusion, along with a progress report.

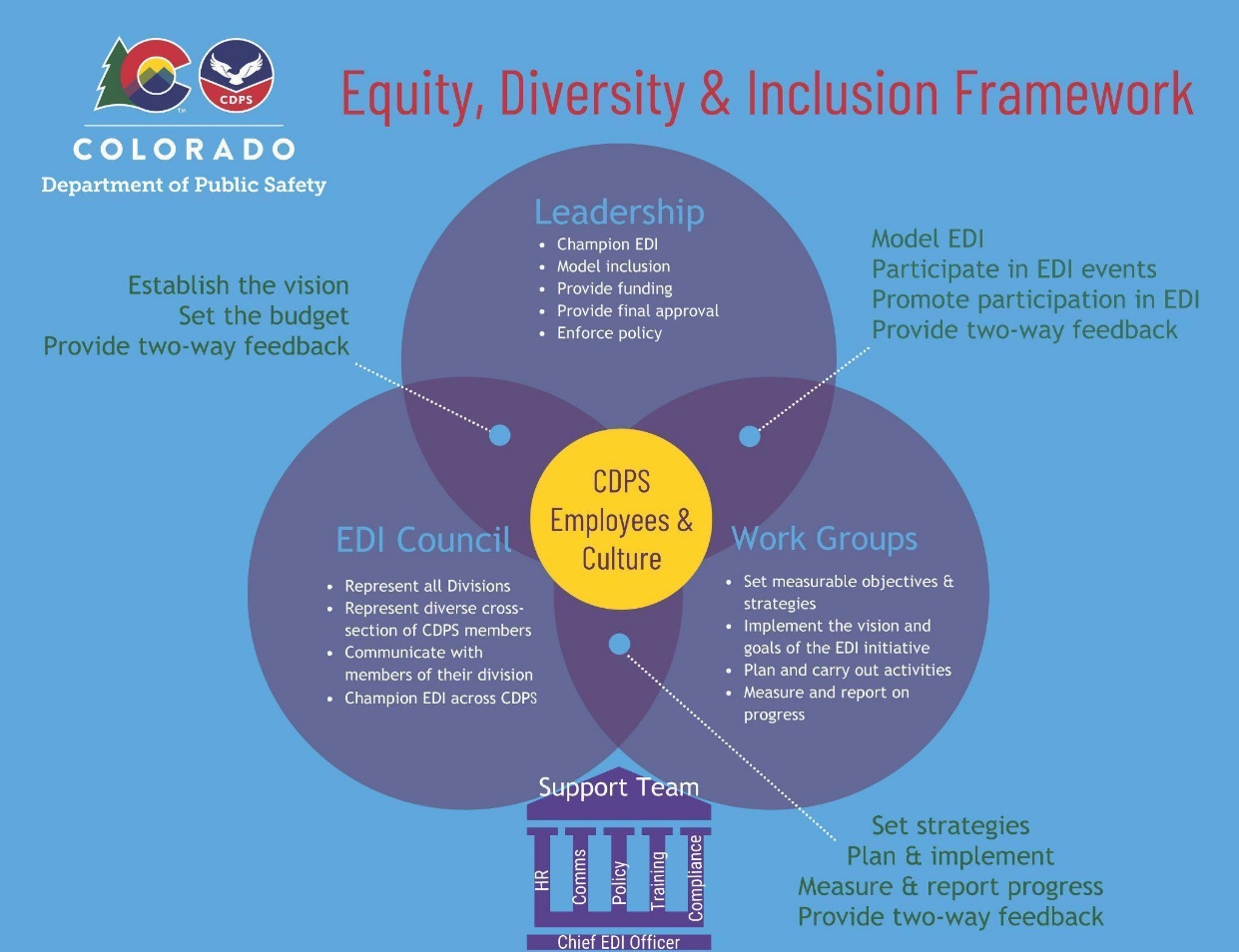
1. **Accessibility:** Ensure that all agency buildings, systems, vital documents, community meetings, services, information, and other resources are accessible to all. Support progressive facilities and environment planning to create a welcoming, inclusive, and accessible workplace for all staff and customers.
2. **Community Engagement:** Build trusting, long-term relationships with community partners through direct outreach, supporting community priorities, and engaging communities in developing the department priorities that affect them, including representation on boards and commissions.
3. **Equity of Policy, Systems, Services, and Programs:** Ensure all CDPS employment and business practices are equitable and inclusive.
4. **Employee Engagement**: Increase employee engagement and morale by cultivating a sustainable, long-term culture where inclusion and diversity are integrated into every part of our organization’s daily routines.
5. **Recruitment, Hiring & Retention**: Increase diversity across the Department by implementing hiring practices with the philosophy of “who they are” not “who we are,” to attract and retain top talent reflective of our communities.
6. **Training:** Provide ongoing EDI-related training and education that foster a culture of dignity, empowerment, and inclusion.

## Structural Framework for Implementing EDI at CDPS

The Department utilizes the following internal structure to support our initiative's successful implementation and long-term sustainability.

1. **CDPS Leadership:** Leadership involvement, advocacy, and support are critical to the success of any program. The CDPS Executive Director, Deputy Executive Director, Division Directors, and Division Deputy Directors support our goals by promoting the following (further examples in the [Internal Strategic Planning & Change Management section](#_heading=h.28h4qwu)):
   * Modeling inclusion
   * Championing EDI
   * Setting expectations and policies
   * Providing funding and final approval for EDI strategic work.
2. **EDI Support Team:** Led by the CDPS Chief EDI Officer and made up of subject matter experts, this team provides ongoing administrative support, including these functions:
   * Human resources
   * Internal and external communications
   * Logistics
   * Budgeting
   * Planning
   * Policy
   * Training
   * Employee engagement
   * Executive liaison.
3. **Employee Inclusion Council:** A 15-person council of members from all levels within the department’s six Divisions. They meet regularly as a council and with their Division leadership and colleagues to:
   * Set the strategic goals and direction of the CDPS EDI effort.
   * Serve as a two-way conduit for feedback, ideas, wants, and needs between CDPS employees, the council, and CDPS leadership.
   * Provide guidance, ideas, and feedback to the implementation teams.

Fig. 1: CDPS EDI Framework ([Download PDF](https://drive.google.com/file/d/1Dvwu63QXpAxEJcvCC5xp7b2AtoBCzeEA/view?usp=sharing))



## Budget

In FY2022, CDPS reallocated one full-time employee (FTE) to serve as the CDPS Chief EDI Officer. The Department continued to rely upon added duties carried out by the following staff:

* EDI Support Team comprises four existing EDO staff positions who dedicate time equivalent to approximately two and a half FTE.
* EDI council consists of 15 existing staff positions from all six Divisions, collectively dedicating time equating to approximately 0.5 FTE.
* CDPS leadership contributes two to three hours per quarter to strategic meetings, discussions, special events, and document reviews.
* One Department of Defense SkillBridge Intern serves as an FTE for six months at no cost to CDPS and provides administrative support for the EDI program and council.

CDPS internally reorganized operating funding within the EDO budget to provide approximately $7,000 in dedicated funding to support EDI, such as providing language translation, American Sign Language (ASL) interpretation, and community outreach participation. In addition to appropriated funding, the EDI office requested funding from areas of the EDO budget that had yet to be explicitly allocated for EDI purposes, as reflected in the table below. Finally, CDPS relies on Divisions to procure funding for EDI expenses, including:

* Translation and interpretation services
* Staff time and travel to community outreach events.
* Reasonable accommodation
* Swag for community outreach events

The following table outlines the EDO operating budget for EDI-related expenses:

|  |  |  |
| --- | --- | --- |
| **EDI Expenditure** | **Cost** | **Funding Source** |
| CSP EDI Outreach Events | $2500 | EDO operating; Division operating |
| Language Translation | $4000 | EDO operating budget |
| 2024 Pride Event | $500 | EDO EDI budget |
| CDPS Emergenetics training | $28,700 | EDO HR training budget |
| Digital Accessibility Remediation, Manual testing, Specialist Services | $438,195 | EDO Digital Accessibility Budget |

In FY2025, the department will maintain the same $7,000 dedicated EDI operating budget as in FY2024.

## Accountability

To maintain transparency, engagement, and accountability for the implementation of the CDPS EDI plan, the department will report information on our progress and activities regularly:

|  |  |  |
| --- | --- | --- |
| **Reporting Venue** | **Reported by (Owner)** | **Report Date** |
| CDPS EDI Plan & Report | EDI Council & Support Team | June 2024 |
| New Employee Orientation - Intro to EDI at CDPS | Director Hilkey or Deputy Director Jana Locke, Theresa Staples, HR Employee Engagement Team | Monthly since 2019 |
| [CDPS public website EDI page](https://publicsafety.colorado.gov/equity-diversity-inclusion) | CDPS PIO | Published Fall 2020; Updated annually |
| [CDPS internal Intranet site](https://sites.google.com/state.co.us/cdps-intranet/equity-diversity-inclusion) | CDPS PIO | Updated annually |
| Regular Division staff updates | Division Directors/PIOs | Varies from weekly to monthly |
| Equal Employment Opportunity Underutilization Report [CDPS 2022 EEOD Utilization Report](https://drive.google.com/file/d/1mhirfXA6CeujGdFetbkPOC78t2GASFdw/view?usp=drive_link) | CDPS HR | Once every two years |
| Issue and Accommodation Request tracking for Digital Accessibility | Office of Operational Excellence | Complete |

# 

# CDPS EDI Implementation Report

The 2024 CDPS EDI Report is included here to demonstrate the connection between our strategic, long-term goals and the necessary work that our EDI staff accomplish every day. The report is organized according to our six long-term goals, derived from the EDI council members’ input and deliberation.

## 

## Accessibility

**Long-term Goal: Ensure that all agency buildings, systems, vital documents, community meetings, services, information, and other resources are accessible to all. Support progressive facilities and environment planning to create a welcoming, inclusive, and accessible workplace for all staff and customers.**

Accessibility is not just a program or project. It is a way of doing business. Reasonable accommodations (or lack thereof) establish a person’s first impression of the Department long before introductions and words are exchanged. As such, it touches upon every aspect of operations, from how we communicate and interact with customers and partners to the forms and forums we use in our physical built environment.

Because it reaches every corner of our operations and involves every department employee, CDPS has made Accessibility our top EDI focus for FY2024. Our efforts are generally divided into the following categories *(please note that there is overlap across these categories*):

* Materials, information, technology, and communications - including website and apps ([Section 508](https://www.section508.gov/manage/laws-and-policies/) compliance and [HB21-1110](https://leg.colorado.gov/sites/default/files/2021a_1110_signed.pdf))
  + See [CDPS IT Accessibility Access Adoption Plan](https://docs.google.com/spreadsheets/d/1bbE-YcrsRHlYqvma-fnOiTS-SPo9J0297TXOK__6tGc/) and [CDPS Accessibility Strategy Mitigation Plan and Division Roadmap](https://docs.google.com/document/d/1ePV7D9stxUi-U6OWp3aIG-PNw4vS6lqDYWNls6iTBJE/edit?usp=sharing) for details
  + See [CDPS Language Access Plan](https://docs.google.com/document/d/1tHO9clyzg4vQc_RczHgUC6Kv5a131aXjlf3HUIioISA/edit?usp=sharing)
* Buildings and facilities in accordance with [Americans with Disabilities Act](https://www.ada.gov/topics/intro-to-ada/) (ADA)
* Meetings and events ([Section 504](https://www.dol.gov/agencies/oasam/centers-offices/civil-rights-center/statutes/section-504-rehabilitation-act-of-1973) compliance)
* Direct services (Americans with Disabilities Act, HB21-1110)
* Employee accommodations under the Americans with Disabilities Act

**Accessible Materials, Information, & Communications  
  
Objective: Meet Web Content Accessibility Guidelines (WCAG) accessibility standards for all CDPS websites.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Achieve a score of 90 or higher on all CDPS public sites a WCAG level A and AA in SiteImprove | FY2024  Due 07/01/2024 | Ongoing  17 of the 19 public sites are 90 or higher for both A and AA (The remaining two websites have lower web traffic.) |
| CDPS employees receive accessibility training appropriate to their level of content creation | FY2024 | Complete |
| CDPS will have completed manual testing on the primary Department & Division public sites | FY2023-FY2024  Goal: 07/01/2024 | 30% complete  2 of 6 sites tested; pending website overhaul |
| EDO will remediate 100% of high-priority documents identified via site inventory, Division PIO scoring, and per end-user request. | FY2024 | Complete |
| CSP Partners in Lifelong Learning and Readiness (PILLAR) classes, events, and trainings will proactively offer attendees to provide accommodations upon request | FY2024 | Ongoing:  Boys and Girls Club (7/24/23),  Adams County 12 (8/18/23),  La Petite Academy in Colorado Springs (7/3/23),  Brighton Options (9/11/23) |
| CSP social media platform administrators will be trained in accessibility. Two planned posts per CSP platform will be audited every month, seeking 100% accessibility | FY2024 | Ongoing |
| CSP Public Affairs will release ten press releases regarding WIGs, Drive Safe CO, etc., for use by Spanish-speaking media outlets. Topics include lane violations, impairment, distracted driving, and aggressive/excessive speed. | FY2024 | Ongoing |
| CSP Community Outreach will hold 12 PILLAR classes (1 per month) for traditionally underserved students (i.e., social mobility, race and ethnicity, poverty) | FY2024 | Ongoing |
| CSP websites and videos for internal communication will meet accessibility requirements by providing closed captions and transcripts, for example. | FY2024 | Process established. Working on existing and future website videos and all future internal videos. |
| All public-facing front-desk workers/call takers have training and access to the CDPS language line. | FY2024 | Due June 30, 2024 |

### Accessible Buildings & Facilities

**Objective: Achieve compliance in all CDPS facilities about the policies and best practices for accessibility outlined in Executive Order D 2020-175, as well as the Equity, Diversity, and Inclusion Universal Policy.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| CDPS event/training hosts have completed training to ensure their event spaces are accessible | FY2024 | Ongoing |

### Accessible Meetings and Events

**Objective: Provide reasonable accommodations to training, meeting, and event attendees so that people can authentically engage.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| DFPC to increase the number of trainings where the trainer proactively asks attendees about accommodation needs | FY2024 | Ongoing |
| 100% of CBI meeting/event hosts complete training in reasonable accommodations | FY2024 | Ongoing |

### Employee Accommodations under the ADA

**Objective: CDPS will provide a welcoming and inclusive work environment where people with disabilities can participate fully and have reasonable accommodations to enable them to thrive.**

## Community Engagement

**Long-term Goal: Build trusting, long-term relationships with community partners through direct outreach, supporting community priorities, and engaging communities in developing the department priorities that affect them, including representation on boards and commissions.**

Building and maintaining trusting relationships is a continuous process that involves:

* Directing purposeful community outreach and program delivery
* Engaging diverse stakeholders in boards, commissions, and rulemaking
* Listening and responding to feedback
* Collaborating with state and federal agencies to reach a broader audience

### 

### Direct Community Outreach & Program Delivery

**Objective: Build trust with the public by providing equitable access to CDPS services through ongoing programs and direct interactions with the community—particularly in underserved populations.**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Target Audience & Description** | **Timeframe** |
| CSP PILLAR Program | It focuses on delivering age-appropriate safety education to children to promote positive future choices regarding traffic and personal safety. It is delivered in schools across Colorado. Members trained as PILLAR instructors contact their local school districts in rural and urban areas to offer elementary, middle, and high school courses.  The CSP is committed to incorporating EDI principles by increasing participation from underrepresented groups. | Current, ongoing |
| CSP Youth Academy | The free program focuses on leadership development and serves as an opportunity to develop future CSP recruits. The Academy is limited to 45 participants selected from throughout the state.  The CSP is committed to incorporating EDI principles into the program to increase participation by underrepresented groups. CDPS expanded recruitment efforts in 2021 to diversify the pool of applicants. The next academy will take place in July 2024. | Current, ongoing |
| CSP Seat Belt/Child Passenger Safety Campaign | Hispanic and rural communities have the highest rate of unrestrained fatalities and the lowest percentage of seat belt usage. The CSP partners with the Denver Indian Council, the Colorado Department of Transportation, Hispanidad Media, and local radio stations to reach these communities. | Annually in March, May, July, and September (Child Passenger Safety Week) |
| CBI Colorado Missing Persons Day Event | A community and legislative partnership to CBI honor, create awareness and support CO families of missing persons. | February, annually |
| CBI Missing Children Poster Contest | Research suggests that there are race and gender differences that impact the likelihood of recovery of missing children and overall time missing. Children with autism/intellectual and developmental disabilities are also at higher risk due to wandering. CBI partners with schools, law enforcement, and child advocates to increase awareness about missing/exploited children and with guardians to promote child safety through student participation in a poster contest. | February, annually |
| Federal Emergency Management Agency (FEMA) Hazard Mitigation Assistance (HMA) grants | Promote the expansion of EDI efforts during State Hazard Mitigation Team (SHMT) meetings. Establish a DHSEM "baseline" of all Community Engagement/Boards and commissions to practice EDI principles within these efforts better. | Bi-Annually (May/Nov.) |
| DHSEM outreach to local/tribal partners | The Homeland Security and All-Hazards Senior Advisory Committee (HSAC) and Regional Field Managers perform community engagement & outreach to local/tribal partners pre- and post-disaster | Ongoing |
| Fire Prevention Week | During Fire Prevention Week, children, adults, and teachers learn how to stay safe in case of a fire. Firefighters provide lifesaving public education to decrease the number of casualties caused by fires drastically. DFPC increased participation by underrepresented groups by hosting a geographically and racially diverse population. This event was previously held at the Capitol and did not reach the desired engagement. | October, annually |
| Community Risk Reduction (CRR) Week | CRR Week is a grassroots initiative of fire service professionals across the nation to promote the importance of CRR in the fire service community. It is an opportunity to make communities safer. This community event was rescheduled to accommodate more people. It is located on the Auraria Campus in the heart of downtown Denver. The event directly reaches 1,000 students of diverse ages, races, and nationalities. DFPC also sent 700 calendars to fire departments and CRR organizations. | Annually (January) |
| Wildfire Community Preparedness Day | Wildfire Community Preparedness Day is a national campaign encouraging people and organizations to unite daily to raise awareness and reduce wildfire risks. DFPC joined the U.S. and Colorado Forest Services to host an online event that reached thousands of individuals, including those who live in rural communities. Hosting this event online allowed easy access for those who otherwise may not have attended if it was hosted in a single location. | May, annually |
| Building Safety Month | As part of a multi-part campaign to encourage Coloradans to consider employment in the fire services, one virtual career fair specifically highlighted opportunities for women to work in the fire prevention field, which is currently underrepresented in terms of females in the workforce. | May, annually |
| Employee volunteer days | State employees can take administrative leave to complete volunteer activities that benefit local communities. The CDPS EDI Council plans to promote opportunities to connect CDPS members with underserved communities via volunteer projects. | Ongoing |
| CBI employees will be trained to increase awareness of gender and identity language to serve customers better. | CDPS employees will develop awareness and compassion for gender and identity language to better engage with and serve customers. | Ongoing |
| Increase engagement in Colorado communities by members of the CBI | Visit 12 distinct underserved communities or public safety offices to provide training and share information about CBI services, such as Sexual Assault Nurse Examiner Training and crime scene training with police departments/sheriff’s offices. | Ongoing |
| OMMIR support | Develop the mission and work of the Office of the Liaison for Missing and Murdered Indigenous Relatives (OMMIR) to meet the needs of Native American victims, families, and communities | Ongoing |
| DFPC Community Engagement Campaigns | Hold eight events throughout the State to engage geographic and demographic diversity to the maximum extent possible. Examples include Fire Prevention Week, Building Safety Month, and CRR Week. | FY2024, complete |
| CSP targeted recruiting events | Promote eight targeted recruiting events throughout the year for diverse or underserved communities, including but not limited to women's events, ethnic group/chamber events, and events in rural areas outside of the Denver and Colorado Springs area. | Five events held:  6/15 and 9/21 Latino Chamber of Commerce Fairs, National Black State Trooper Coalition, Mi Casa Resource Center, and National Asian Peace Officer Association Career Fair |
| 8th Grader Career Fair, Adams County **Commissioner** | The 8th Grade Career Expo is a pivotal introduction for students to professionals representing career options in Colorado’s Industry Career Arena. Career exposure helps with goal setting and transitioning to high school and helps prevent disengagement in education, often prevalent during the transition from middle to high school. | September, annually  6,000 8 grade students from Adams County |
| Dragon Boat Festival | Colorado Dragon Boat Festival is a community event recognized as a premier organization celebrating and promoting the culture, contributions, and accomplishments of Colorado’s Asian American Native Hawaiian and Pacific Islander (AANHPI) communities. | July, annually  170,000 attendees |

### Diverse Representation in Decision-Making

**Objective: Cooperate with CDPS boards and commissions to engage underrepresented communities in developing department priorities that affect them. Actively encourage participation and seek buy-in to reflect the rich diversity of our community of stakeholders.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Identify and expand recruitment of underrepresented and underserved populations on DCJ boards and commissions. | FY2024 | In progress; limited by statutory requirements for certain positions. [Example statute](https://codes.findlaw.com/co/title-16-criminal-proceedings/co-rev-st-sect-16-11-8-103.html). |
| Translate the rulemaking webpage into multiple languages per end-user request | FY2024 | Ongoing |
| Offer accommodation for all [CDPS Rulemaking hearings](https://publicsafety.colorado.gov/get-involved/cdps-rules-and-regulations) by [Administrative Procedures Act](https://advance.lexis.com/documentpage/?pdmfid=1000516&crid=e9ff851b-f081-44cc-979b-67bf574d6c03&nodeid=AAYAACAAJAACAAC&nodepath=%2FROOT%2FAAY%2FAAYAAC%2FAAYAACAAJ%2FAAYAACAAJAAC%2FAAYAACAAJAACAAC&level=5&haschildren=&populated=false&title=24-4-101.5.+Legislative+declaration.&config=014FJAAyNGJkY2Y4Zi1mNjgyLTRkN2YtYmE4OS03NTYzNzYzOTg0OGEKAFBvZENhdGFsb2d592qv2Kywlf8caKqYROP5&pddocfullpath=%2Fshared%2Fdocument%2Fstatutes-legislation%2Furn%3AcontentItem%3A61P5-WVF1-DYDC-J0R5-00008-00&ecomp=6gf59kk&prid=7cde0dc7-437a-48ef-86f6-995f3ff8bc7c) | FY2024 | Ongoing |
| Maintain exhibits (transcripts, recordings, closed captioning, and ASL interpretation) of all Rulemaking hearings to enable deaf and hard-of-hearing community members to access the details of the full meeting | FY2024 | Ongoing |
| Develop and implement EDI training specifically for members of boards and commissions | FY2024 and ongoing | In progress |
| Develop policies and procedures that ensure boards and commissions receive input and engagement with broad and diverse stakeholder groups. | FY2024 and ongoing | Ongoing. [Current policy.](https://drive.google.com/file/d/1s2IDLtUbzjZX-gqncSFSRuGKwp0cSUjH/view) |

### 

### Listening and Responding to Feedback

**Objective: Build trust and demonstrate accountability through enhanced communication and transparency while providing opportunities for community members to be heard. Prioritize thoughtful and caring responses to their input.**

|  |  |  |
| --- | --- | --- |
| Activity | Description | Timeframe |
| EDO Civil Rights Investigation and Response | CDPS maintains a website for community members to access policies and procedures to file complaints. When a complaint is filed, the Department interviews the involved parties and community members to investigate, resolve concerns, and reach desired outcomes. The chief compliance officer (or designee) maintains contact with the aggrieved community member(s) throughout the process. This formal process allows impacted communities to express concerns, file grievances, and provide feedback on interactions with CDPS employees. | Ongoing |
| CSP Public Opinion Survey | Every two years, the CSP reaches out statewide to ask the public for feedback on how the CSP is doing and to share their experiences. This survey is offered in English and Spanish. [View the results of the 2022 survey here](https://csp.colorado.gov/sites/csp/files/2022%20CSP%20Public%20Opinion%20Survey%20Report%20FINAL.pdf). | Every two years, the following survey is 2024 |
| [CDPS Accommodation Request and Complaints form](https://docs.google.com/forms/d/e/1FAIpQLSeeSal2rwKWY9GENoDL9DBEgYihkBJkIGK0fzjozvrDzhzVDg/viewform?usp=sf_link) | The CDPS, DHSEM, DFPC, CSP, and CBI websites have a form where public members can submit complaints or feedback regarding their experiences. Respondents can submit their feedback anonymously or provide contact information for follow-up. Staff within each division receive an email notification and route the messages to the appropriate unit for follow-up. In FY2024, CDPS will ensure that all of its public websites have a means for the public to submit complaints. | Complete, ongoing response to input from the public |

## Equity of Policy, Systems, Services and Programs

**Long-term Goal: Ensure all CDPS employment and business practices are equitable and inclusive.**

This wide-ranging goal will require data collection to identify inequities in current systems, services, and programs. CDPS started with policy and will continue to expand strategies and activities related to this goal. Elements of this goal include:

* Equity in policies and procedures
* Reduction of procurement disparities
* Accessibility regarding service delivery, such as the Language Access Plan

### Equity of Policy and Procedure

**Objective: Ensure constituents are proactively given access, understanding, and representation in CDPS policy and procedure to prevent discriminatory practices or adverse impacts. CDPS will meet the requirements of the State Universal Policy on Equity, Diversity, and Inclusion.**

The Compliance & Risk office oversees CDPS policies. Policies are distributed to various stakeholders throughout the department to provide a diverse perspective. These stakeholders systematically review all 42 CDPS department policies and 12 standard operating procedures (SOPs) through an EDI lens to minimize inequities and support diversity and inclusion. CDPS follows the WCAG guidelines for our policy revisions, reviews, and creations. CDPS also ensures we use plain language.

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Update the CDPS Language Access Policy into both the [Limited English Proficiency Policy](https://drive.google.com/file/d/155mbjBRkct3SNfXM6hBKIicWbx5VKlw3/view) and [Digital Accessibility](https://drive.google.com/file/d/1RWWd2h6dxj6hvkPsOrXJCel05nHuNsuM/view?usp=sharing), including language accommodation | FY2024 | Complete |
| Create a [new Digital Accessibility Policy](https://drive.google.com/file/d/1RWWd2h6dxj6hvkPsOrXJCel05nHuNsuM/view?usp=sharing) and distribute it to all CDPS members for acknowledgement | FY2024 | Complete |
| Update the [Discrimination, Harassment, and Retaliation Prohibited](https://docs.google.com/document/d/1bqvdzypP18d9NhRcbQVbS7QzcRM8q1_PqsbXkzJxXn8/edit?usp=sharing) policy to reflect the new laws on discrimination and harassment. | FY2024 | Complete |
| Update the CDPS social media and media policies, specifically the Acceptable Use of Information Technology Policy and the Digital Accessibility Policy, to incorporate accessibility requirements | FY2024 | Complete |
| Reviewed the CDPS [Break Time for Nursing Mothers Policy](https://drive.google.com/file/d/1vqsI61-PYpe1_tzbRsib1PNX8qs4-fId/view) | FY2024 | Complete |
| Cultivate belonging through end-user impact and plain language analyses on future CDPS policies | FY2024 | Ongoing. |
| Aggregate additional data from the Office of Community Corrections’ Annual Report related to demographics and outputs | FY2024 | In Progress |
| Offer Bias in Decision-Making training via the Office of Community Corrections to stakeholders throughout the state | FY2024 | In Progress |
| Hold EDI presentations and discussions for members of Sex Offender Management and Domestic Violence Management Boards | FY2024 | In Progress |
| Include Universal Policy on the new CDPS intranet policy page. | FY2024 | Completed |

### Eliminating Procurement Disparities

**Objective: Eliminate disparities that provide unequal access to state contracts by women-owned and minority-owned businesses.**

While procurement equity efforts are being led at the statewide level by the Office of the State Controller (OSC), CDPS staff are engaged in the following related efforts:

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Participate in working group discussions with the State Purchasing and Contracts Director related to work plans for the disparity study | FY2024, Ongoing | The CDPS [Procurement Official](mailto:cdps_purchasing_requests@state.co.us) continues participating in State Purchasing & Contracts working group discussions and rulemaking efforts, including a work plan associated with procurement topics. |
| Apply ≥ 3% award (up to 5%) for verified Service-Disabled Veteran-Owned Small Businesses in accordance with [HB14-1224](https://leg.colorado.gov/sites/default/files/documents/2024A/bills/2024a_1224_01.pdf)/[C.R.S. 24-103-905](https://advance.lexis.com/documentpage/?pdmfid=1000516&crid=77e4fa2e-3504-4f24-88c7-1f646a91af95&config=014FJAAyNGJkY2Y4Zi1mNjgyLTRkN2YtYmE4OS03NTYzNzYzOTg0OGEKAFBvZENhdGFsb2d592qv2Kywlf8caKqYROP5&pddocfullpath=%2Fshared%2Fdocument%2Fstatutes-legislation%2Furn%3AcontentItem%3A61P5-WVF1-DYDC-J52D-00008-00&pdcontentcomponentid=234176&pdteaserkey=sr0&pditab=allpods&ecomp=6s65kkk&earg=sr0&prid=717f7f28-1cf3-4ae4-a766-c9482954077a). | FY2024, Ongoing | Complete |
| Identify businesses owned by women, minorities, persons with disabilities, and 2SLGBTQ+ community members as a resource for procurement card (‘p-card’) holders to use when purchasing programmatic use. | FY2024 | Currently, the state has no mechanism for identifying disadvantaged vendors. |

### 

### Equitable Service Delivery

**Objective: Review CDPS service delivery to ensure all Coloradans have equitable access to our services.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Conduct additional data gathering and research to fill in areas of uncertainty identified in the FY21 customer analysis | FY2024 | 20% complete - CBI completed some additional research |
| Increase CBI contact with underrepresented populations and families of missing persons with the intent of ensuring equitable access to resources and service | FY2024 | Ongoing |
| Identify ways for DHSEM Mitigation & Recovery Programs to provide equitable service to women, children, disabled individuals, lower-income households, and minority residents—who are disproportionately impacted by disasters. | FY2024, ongoing | 50% Complete |
| Explore adjusting DHSEM Hazard Mitigation Assistance Grant (HMA) criteria to give higher ranking weight to the "Adaptive Capacity” criterion for HMA grants. | FY2024 | Complete |
| Offer DFPC training at rural locations throughout the state to accommodate fire agencies that do not have the resources to fund student travel. | FY2024 | Complete, ongoing |

**Objective: Ensure that people with limited English proficiency (LEP) access CDPS services and information equally.**

*Note: Please see the full CDPS Language Access Plan (appendix)*

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Review CDPS documents and resources to identify which are critical for translation prioritization | FY2024 | 80% complete |
| Compile resources & train CDPS members how to use them to communicate effectively with non-English speaking customers | FY2023- FY2024 | 50% complete  -Created web page  -Set up vendor  -Provided initial training  -DFPC trained inspectors |

## Employee Engagement

**Long-term Goal: Increase employee engagement and morale by cultivating a sustainable, long-term culture where inclusion and diversity are integrated into every part of our organization’s daily routines.**

Changing culture takes time, and achieving this goal will require several years of effort focused on:

* Leadership
* Strategic planning and change management
* Communication
* Employee experiences

**Leadership**

**Objective: Understand and champion EDI priorities at all levels of CDPS leadership.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Executive Director Hilkey regularly promotes EDI principles, tangible activities, and information | Ongoing | Complete, ongoing  ED Hilkey discusses EDI regularly via Hangouts and internal communications |
| Division Directors incorporate EDI principles and initiatives into their regular communications and interactions | Ongoing | Complete, ongoing  -Regular emails, newsletters, & employee town hall discussions |
| Provide monthly updates on EDI issues and goals at all staff meetings and provide an opportunity for staff members to provide input | FY2024 | Ongoing |
| Host multiple ethnicity and heritage celebrations at CBI locations to learn about the cultures of our employees through food and fellowship | FY2024 | June 1, 2024 |
| Increase the engagement between employees and the CBI EDI team, in conjunction with leadership, to build overall awareness of EDI efforts | FY2024 | June 1, 2024 |
| Develop a Division-wide EDI initiative that includes participation by all Offices within DCJ | FY2024 | June 30, 2024 |
| Develop the mission and work of the Office of Missing and Murdered Indigenous Relatives (MMIR) to meet the needs of Native American victims, families, and communities | FY2024 | Ongoing |
| Dedicated (hold sacred) a minimum of 15 minutes at each DHSEM quarterly meeting. This should be achievable by putting this time at the top of the agenda. | FY2024 | Quarterly, ongoing |
| Create a DCJ-wide working group for EDI with representation from each office and coordinate EDI goals and objectives for the Division. | FY2024 | Complete |
| Provide consistent updates on EDI issues and goals at all staff meetings | FY2024 | Ongoing |
| Host Department-wide book club, organize boat races at the Dragon Boat Festivals, and demo Language Translation Services | FY2024 | Ongoing |

### 

### Internal Strategic Planning & Change Management

**Objective: Apply strategic planning, measurement, and change management to achieve a culture shift that benefits all CDPS members.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Perform continual process improvement and stratification to overcome barriers to positive cultural change | FY2024, ongoing | Ongoing  -Process improvement specialist  -See [Structural Framework for Implementing EDI at CDPS](#_heading=h.4i7ojhp) |

### Internal Communication

**Objective: Communicate and actively increase transparency regarding EDI. Supply employees with resources for cooperation and connection.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Update CDPS employees regularly regarding information on EDI concepts, training, engagement opportunities, activities, and progress | FY2024 | Complete, ongoing  -Intranet pages  -Quarterly update  -Newsletter articles  -Marketing of EDI events, training & activities |
| Establish feedback channels and create opportunities where employees of diverse identities and backgrounds can safely share their experiences, discuss issues, and propose recommendations to build mutual understanding | Ongoing | Complete  - “Let’s Connect”  -EDI Council and open forums  -Hangouts, Division meetings  -Focus and discussion groups  -Lunch & Learns |
| Provide CDPS employees with tools and skills to effectively communicate regarding EDI matters | Ongoing | In progress:  -Council-staff conversations  -Talking points  -Emotional intelligence classes  -Lunch & Learns model  -Training & tools development |
| Empower employees to learn about and participate in Employee Resource Groups (ERGs) and how they relate to EDI | Ongoing | Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning (2SLGBTQ+) ERG launching in June 2024 |

## Recruitment, Hiring & Retention

**Long-term Goal: Increase diversity across the Department by implementing hiring practices with the philosophy of “who they are” not “who we are” to attract and retain top talent reflective of our communities.**

### CDPS Demographic Analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **Year** | **Current Employees Count** | **Racial or Ethnic Minorities**  ***\_% of total (count)*** | **Female**  ***\_% of total (count)*** |
| 2023 | 2,189 | 21.8 (477)   * 13% (62) Black * 65.2% (311) Hispanic * 6.5% (31) Asian * 6% (29) American Indian/Alaska Native / 0.8% (4) Hawaiian * 8.3% (40) Two or more races | 38.7% (848) |
| 2022 | 2,166 | 19.9 %   * 2.4 % (53) Black * 13.2% (285) Hispanic * 2 % (45) Asian * 1 % (22) American Indian/Alaska Native / Hawaiian * 1.2 % (25) Two or more races | 39.7% (860) |
| 2021 | 1,813 | 17.5% (318)   * 2% (40) Black * 12% (221) Hispanic * 2% (36) Asian * 1% (21) American Indian/Alaska Native / Hawaiian | 38% (686) |
| 2020 | 1,846 | 17% (313)   * 2% (40) Black * 12% (212) Hispanic * 2% (41) Asian * 1% (20) American Indian/Alaska Native / Hawaiian | 38% (697) |

#### 

### Racial or Ethnic Minorities Data by Division

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Division | 2019 | 2020 | 2021 | 2022 | 2023 |
| CBI | 15% (40) | 17% (45) | 17% (45) | 20.7% (69) | 21.4% (75) |
| CSP | 17% (199) | 17% (192) | 17% (188) | 18.8 % (232) | 21.2% (241) |
| DCJ | 20% (15) | 19% (16) | 18% (16) | 24.2 % (22) | 28.7% (27) |
| DFPC | 15% (17) | 13% (17) | 13% (19) | 13.6% (27) | 17.8 % (45) |
| DHSEM | 14% (15) | 18% (19) | 18% (19) | 19.3 % (27) | 20.3% (35) |
| EDO | 27% (22) | 27% (36) | 28% (36) | 31.6% (54) | 30% (54) |

### Female Data by Division

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Division | 2019 Female | 2020 Female | 2021 Female | 2022 Female | 2023 Female |
| CBI | 66% (172) | 64% (170) | 64% (172) | 66.6% (221) | 62.7% (220) |
| CSP | 23% (272) | 25% (280) | 25% (275) | 26.6 % (329) | 26% (296) |
| DCJ | 85% (64) | 81% (69) | 82% (71) | 85.7 % (78) | 82.9% (78) |
| DFPC | 23% (26) | 20% (27) | 17% (25) | 18 % (36) | 24.9% (63) |
| DHSEM | 56% (59) | 57% (60) | 56% (59) | 56.4% (79) | 38.9% (67) |
| EDO | 66% (82) | 67% (90) | 65% (83) | 69 % (118) | 68.9 % (124) |

### New Hires Demographics

|  |  |  |  |
| --- | --- | --- | --- |
| **New Hires** | **Total Count** | **Racial or Ethnic Minorities**  ***% of total (count)*** | **Female**  ***% of total (count)*** |
| 3-year average 2021-2023 | 357 | 26% were racial or ethnic minorities. | 42% were female |
| 2023 | 396 | 30% (120) | 41% (163) |
| 2022 | 385 | 22.3% (86) | 47% (184) |
| 2021 | 289 | 25% (71) | 39% (113) |
| 2020 | 231 | 20% (47) | 42% (97) |
| 2019 | 263 | 20% (54) | 52% (137) |
| 2018 | 273 | 19% (53) | 48% (132) |

### CSP Cadet New Hires, 2019-2023 - Ethnicity

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Ethnicity** | **2019** | **2020** | **2021** | **2022** | **2023** |
| White | 70% | 93% | 68% | 80% | 65% |
| Hispanic or Latino | 17% | 3% | 25% | 20% | 24.5 % |
| Black | 0% | 3% | 3% | 0% | 6 % |
| American Indian or Alaska Native | 9% | 0% | 0% | 0% | 6 % |
| Asian | 4% | 0% | 1% | 0% | 0% |

### 

### CSP Cadet New Hires, 2019-2023, Gender

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Gender** | **2019** | **2020** | **2021** | **2022** | **2023** |
| Male | 87% | 93% | 85% | 80% | 88% |
| Female | 13% | 7% | 15% | 20% | 12% |

### Promotions

| **Promotions** | **Total Count** | **Racial or Ethnic Minorities**  ***% of total (count)*** | **Female**  ***% of total (count)*** |
| --- | --- | --- | --- |
| 3-year average 2021-2023 | 455 | 23% of those promoted in 2021-2023, % were racial or ethnic minorities. | 38% of those promoted in 2021-2024 were female. |
| 2023 | 609 | 26% (156) | 38% (232) |
| 2022 | 515 | 17.9 % (92) | 32.4% (167) |
| 2021 | 242 | 19% (45) | 43% (105) |
| 2020 | 213 | 16% (34) | 32% (67) |
| 2019 | 247 | 19% (48) | 39% (95) |
| 2018 | 378 | 15% (58) | 35% (132) |

### Separations

|  |  |  |  |
| --- | --- | --- | --- |
| **Separations** | **Total Count** | **Racial or Ethnic Minorities**  ***% of total (count)*** | **Female**  ***% of total (count)*** |
| 3-year average  2021-2024 | 440 | 23.90% Of those who separated in 2021-2024, % were racial or ethnic minorities. | 43.20% Of those who separated in 2021-2024 were female. |
| 2023 | 385 | 27.8% (107) | 43.4% (167) |
| 2022 | 436 | 23.2 % (101) | 45.2% (197) |
| 2021 | 498 | 20% (97) | 41% (202) |
| 2020 | 372 | 20% (75) | 45% (167) |
| 2019 | 373 | 24% (90) | 52% (193) |
| 2018 | 348 | 15% (53) | 43% (149) |

### Separation by division 2022-2023

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Division | 2022 Total Count | 2022 Racial or Ethnic Minorities  *% of total (count)* | 2022 Female  *% of total (count)* | 2023 Total Count | 2023 Racial or Ethnic Minorities  *% of total (count)* | 2023 Female  *% of total (count)* |
| CBI | 39 | 20.5% (8) | 27 | 30 | 23% (6) | 80% (24), 29% racial or ethnic minorities) |
| CSP | 166 | 9% (15) | 35% (59) | 134 | 30% (40) | 41% (55), 17% racial or ethnic minorities) |
| DCJ | 9 | 11% (1) | 100% (9) | 9 | 66.7% | 66.7% (6), 83% racial or ethnic minorities) |
| DFPC | 22 | 18% (4) | 9% (2) | 20 | 20% (4) | 15% (3), 33% racial or ethnic minorities) |
| DHSEM | 18 | 22% (4) | 72% (13) | 19 | 21% (4) | 63% (12), 29% racial or ethnic minorities) |
| EDO | 16 | 50% (8) | 69% (11) | 11 | 45% (5) | 63.6% (7), 29% racial or ethnic minorities) |

### CDPS Demographic Analysis

CDPS has implemented a process for addressing pay equity for new and existing employees through the following strategies:

* Ensuring equal pay for similar work regarding skill, effort, and responsibility regardless of sex or sex plus another protected status.
* Establishing an HR equity analysis review process for all new hire, transfer, and promotional employees in accordance with [Colorado Equal Pay for Equal Work Act](https://cdle.colorado.gov/dlss/equal-pay-for-equal-work-act), [4 CCR 801-1](https://www.law.cornell.edu/regulations/colorado/department-800/division-801/4-CCR-801-1), and [State Personnel Board Rule 3-18](https://dpa.colorado.gov/sites/dpa/files/Changes%20Saved%20Redline%28s%29%207.26.2019%20FINAL.pdf#:~:text=3-18.%20Lateral%20movement%20is%20a%20change%20to%20a,salary%20movement%20in%20the%20same%20class%20and%20position.).
* Establishing a process for HR comparative analysis review of positions performing substantially similar work in terms of skill, effort, and responsibility to ensure pay equity in accordance with the Colorado Equal Pay for Equal Work Act.

### Recruitment

**Objective: Ensure that recruitment efforts reach a wide range of eligible workers and that recruitment processes do not negatively impact people of different ethnicities, cultures, religions, genders, sexual orientations, economic classes, etc.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Review all position descriptions and announcements with an equity lens—giving special consideration to education/experience requirements and conditions of employment | FY2024 | Complete, ongoing |
| Designate a member of HR to serve as a liaison and outreach coordinator to educational institutions and professional organizations | FY2024 | Complete, ongoing |
| Continue the Department of Defense SkillBridge Program. Since FY2022, CDPS has maintained an internship program that enables active duty military members to explore careers outside of the military during the end of their term of service through the program. This program allows CDPS to connect with military veterans and expose them to the many careers that we offer. | FY2024 | Complete, ongoing  12 SkillBridge interns are currently active or onboarding with CDPS. Since the program's inception, CDPS divisions have hosted 40 interns, with 13 interns hired to permanent or temporary positions within CDPS.  Guidance, leadership, and lessons learned by CDPS have contributed to CDOT becoming a second approved DOD SkillBridge partner agency with DOC, considering the program's implementation. |
| Tailor recruitment and outreach materials to specific positions and understand the impact it may have on the community. Improve female, racial, and ethnic minority recruitment and retention by addressing perceived or actual barriers to employment with the Department | FY2024 | Complete, ongoing |
| Expand outreach and recruiting to source talent from under-represented populations. Advertise positions through community groups and platforms—in-person and online. Expand CDPS social media recruitment. | FY2024 | Complete, ongoing |
| Foster HR and Division collaboration regarding recruitment plans to ensure a standardized approach and accountability to EDI principles | FY2024 | Complete, ongoing  HR and CSP Strategic Communication Working Group |

### Hiring

**Objective: Design selection processes that incorporate diverse perspectives and minimize the impact of biases and inequities.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Analyze CDPS selection and pre-employment screening processes and practices for any adverse impact and identify solutions for addressing inequities. Scrutinize and assess promotional openings and recruitment with large applicant pools. | FY2024 | Complete, ongoing |
| Conduct implicit bias training for all parties involved in selection and promotion processes | FY2024 | Complete, ongoing |
| Expand subject matter expert briefing and training for selection panels to include scoring criteria, objectivity, and bias training completion requirements. | FY2024 | Complete, ongoing |
| Evaluate screening instruments for any adverse impact. Adjust testing practices according to adverse impact analysis results to ensure inclusion. | FY2024 | Complete, ongoing |
| Reduce opportunities for implicit bias by replacing names with anonymized candidate IDs in applications/resumes. | FY2024 | Complete, ongoing |
| Ensure various experiences and perspectives while mitigating bias by encouraging diversity and community partner participation on interview panels. For selecting positions under [COWINS](https://www.coloradowins.org/about/), include a covered member who interacts with hired positions. | FY2024 | Complete, ongoing |
| Adjust CDPS selection processes to focus on critical skills. Eliminate requirements that contrive barriers and dissuade otherwise qualified candidates that could eliminate or dissuade. | FY2024 | Complete, ongoing |
| Developing community partnerships | FY2024 | Mi Casa |
| HR training around what is permissible/encouraged to ask in interviews | FY2024 | Complete, ongoing |
| Implementing Executive Order D[2023-016](https://drive.google.com/file/d/1qArPPLD2a_7mUWaSgFFj_ILiHrl_5gEd/view) Directives around work-based learning (WBL) | FY2024 | In progress |
| Reach an 80% completion rate for each eLearning course Executive Order [Executive Order D 2022 015](https://urldefense.proofpoint.com/v2/url?u=https-3A__drive.google.com_file_d_1sQLdihrVs9LaAfsxHW-2DxxITY8EKvNvCg_view-3Fusp-3Dsharing&d=DwMFaQ&c=sdnEM9SRGFuMt5z5w3AhsPNahmNicq64TgF1JwNR0cs&r=0fEmtk0EHbOJkWFtbiqK7D7SMnqv4XGOG5VSrx1TkAE&m=qEsPEnmgLkl3vUip3lvKYNOYcw4WlmS9pzGwN4uev1LIAKq7F3eLC11OXAa3J4EW&s=z_PGW9YexvVPPkkwGux1ndvIs-E8UD-uMHrAD7jUR5Y&e=) by June 30, 2024. | FY2024 | The skills-based hiring for supervisors and hiring managers training completion goal was reached in February 2024, four months ahead of schedule.  The goal of Skills-Based Hiring for HR Professionals was surpassed (100% completed) and was ahead of schedule. |

### Retention

**Objective: Welcome, include, and empower new hires to contribute and thrive at CDPS. Ensure employees have equitable access to growth, development, and promotion opportunities.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Review turnover data by demographic group and examine all internal promotions by demographic data to identify whether imbalances exist | FY2023 | Complete - see demographic analysis above |
| Expand and publicize online training on fair employment practices and EDI to promote an inclusive workforce to all employees | Launched FY2023  Ongoing | Complete, ongoing (See training section)  100% compliance with the skill-based hiring EO ahead of schedule |
| Provide employees with a means to communicate EDI needs and feedback via a representative council | Completed FY2021, Ongoing | Complete, ongoing (See EDI Framework above) |
| Complete compensation analyses to ensure that employees are compensated equitably for their work | FY2024 | Ongoing |
| Train supervisors and provide oversight to ensure objective, fair, and favoritism-free promotion decisions. Supervisors can articulate clear reasons for someone's promotion or non-promotion and outline a path of development to promotion. | FY2024 | In progress |
| Evaluate why employees continue to stay, as well as any challenges and unfulfilled expectations | FY2024 | In progress |
| Develop a safe and inclusive means for employees to submit ideas, feedback, concerns, and EDI-related input (such as a suggestion box or ombudsman) | FY2024 | Complete - IDEA Center |

## Training

**Long-term Goal: Provide ongoing EDI-related training and education that foster a culture of dignity, empowerment, and inclusion.**

### Existing Training

|  |  |  |
| --- | --- | --- |
| Training | Audience & Attendance | Curriculum Summary |
| DPA EDI Training | Audience: All CDPS Employees  100% completion rate | Set expectations about the workplace culture at all Colorado state agencies—an exploration of EDI strategies and their implementation. |
| DPA EDI for Supervisors Training | Audience: All CDPS Supervisors  62% completion rate June 2022 | Provide supervisors with strategies and tools to incorporate EDI within their teams. |
| Title VI Civil Rights Training | Audience: All CDPS Employees  100% completion rate annually | This course is designed to improve employees' understanding and adherence to Title VI of the Civil Rights Act 1964. Participants learn the responsibilities of Federal grantees under Title VI, including the importance of not discriminating based on race, color, or national origin, examples of covered discrimination, and their responsibilities should someone suffer from discrimination. |
| New Employee Orientation - EDI Welcome | Audience: New Employees  100% completion rate | This presentation summarizes why we value equity, diversity, and inclusion in CDPS and the CDPS initiative to enhance EDI. |
| Emergenetics | Audience: all CDPS Employees  >900 have participated as of FY22 - | This program was developed to reveal thinking and behavioral preferences and realize greater individual and team potential. This class empowers individuals to set the tone for a positive culture. Participants learn to understand themselves and others, communicate more effectively, understand others’ perceptions, make better decisions, and value their gifts. |
| CDPS Learning on Demand EDI Courses | Audience: CDPS Employees  650 have participated as of FY22 | Twenty self-directed courses are available online for employees to access at any time. These courses offer a variety of didactic experiences on various topics relating to EDI. |
| Unconscious Bias | Audience: Participants in Interview Panels  100% completion rate | Unconscious Bias covers the basic concepts of unconscious (also known as implicit) bias and promotes diversity and inclusion in the workplace. The course provides eye-opening opportunities to shift perspectives and experience the world in a way that challenges us to examine how we think about the people around us. |
| Anti-Bias Policing, Racial Profiling, and Cultural Awareness classes | Audience: CSP Uniformed Law Enforcement Officers  100% of uniformed law enforcement officers have completed the training (~800) | Understanding your community's diversity will help foster better community-police relations, enhance your knowledge, and provide positive day-to-day interactions. This course will educate you about reducing bias, increasing cultural competency, recognizing the rich diversity of your community, fostering law  enforcement outreach capabilities by addressing sensitivities, stereotypes, and expectations, examining effective strategies, and finally, providing recommendations you can immediately use to connect with those in the community. |
| Fair and Impartial Policing | All CSP Members  100% of uniformed law enforcement officers have completed the training (~800) | Through this training, officers will understand bias, reflect on the impact of biased policing on community members and the agency, learn about fair and impartial decision-making, and apply skills for reducing biases. |
| Interaction with Special Populations training | CSP Uniformed Law Enforcement Officers  100% of uniformed law enforcement officers have completed the training (~800) | Trooper interaction with persons exhibiting mental health and related issues can pose significant challenges for responding personnel. This course provides communication and de-escalation skills as a safety tactic to equip responding personnel to handle situations that may not be criminal or unlawful but pose a risk if not addressed. |
| Digital Accessibility trainings | Digital content creators at CDPS | A set of skills-based workshops geared towards various aspects of raising awareness and implementing digital inclusivity and compliance with WCAG 2.1 standards |
| 80% completion rate for each eLearning course [Executive Order D 2022 015](https://urldefense.proofpoint.com/v2/url?u=https-3A__drive.google.com_file_d_1sQLdihrVs9LaAfsxHW-2DxxITY8EKvNvCg_view-3Fusp-3Dsharing&d=DwMFaQ&c=sdnEM9SRGFuMt5z5w3AhsPNahmNicq64TgF1JwNR0cs&r=0fEmtk0EHbOJkWFtbiqK7D7SMnqv4XGOG5VSrx1TkAE&m=qEsPEnmgLkl3vUip3lvKYNOYcw4WlmS9pzGwN4uev1LIAKq7F3eLC11OXAa3J4EW&s=z_PGW9YexvVPPkkwGux1ndvIs-E8UD-uMHrAD7jUR5Y&e=) by June 30, 2024. | All supervisors and HR professionals | The skills-based hiring for supervisors and hiring managers training completion goal was reached in February 2024, four months ahead of schedule.  The goal of Skills-Based Hiring for HR Professionals was surpassed (100% completed) and was ahead of schedule. |

### Strategic Training Plan

**Objective: Develop an educational plan for EDI and Implement it in a way that is interactive, engaging, applicable to, and relevant to CDPS members and supervisors.**

|  |  |  |
| --- | --- | --- |
| Activity | Timeframe | Status |
| Increase the number of equities, diversity, and inclusion-related trainings and events from 23 to 30 by June 30, 2022. \* | FY2024 | Complete |
| Develop and reinforce training on what constitutes bias, discrimination, or harassment and what actions employees should take; educate employees on the process by which to resolve EDI issues | FY2024 | Complete -100% of employees complete annual training on Preventing Harassment & Discrimination |
| Develop and implement more personal, relevant & effective training for all CDPS employees to supplement the mandatory training provided by DPA | FY2024 | 50% complete -  EDI Training Menu has multiple options ready to launch |
| Deliver supervisor-level EDI support tools, references, and best practices; Incorporate coaching, counseling, and mentoring in this toolkit/training | FY2024, ongoing | 10% complete - new reminders for new employees & supervisors include the EDI component |
| Promote an accessibility learning path for employees based on employee job duties to ensure all employees complete appropriate accessibility training for their duties (see accessibility section) | FY2024 | Ongoing |
| Incorporate EDI in the Performance Management Process to measure supervisors' success at implementing EDI tools and best practices in teams | FY2024 | Not started |
| Expand the existing [Life Sciences Institute model](https://www.lsi.umich.edu/about/diversity-equity-and-inclusion) to foster bridging, belonging, and information sharing among CDPS members of all divisions | FY2024 | Not started |

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# Appendix A: CDPS Customer Analysis

[Read the full 2022 Customer Analysis](https://docs.google.com/document/d/1ubuJ8iNcgZvanhupn8JMNqw5iRK6aJTQ2XnWgFBRFF8/edit?usp=sharing)

# Appendix B: CDPS Language Access Plan

[View the detailed Language Access Plan](https://docs.google.com/document/d/1tHO9clyzg4vQc_RczHgUC6Kv5a131aXjlf3HUIioISA/edit?usp=sharing)

# Appendix C: CDPS IT Accessibility Checklist

[View the detailed Accessibility Checklist & Adoption Plan](https://docs.google.com/spreadsheets/d/1bbE-YcrsRHlYqvma-fnOiTS-SPo9J0297TXOK__6tGc/edit?gid=1959166785#gid=1959166785)