

## ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN GLOSSARY

Spending time to develop specific and well-written goals and objective statements will provide a solid framework upon which to build an evaluation of a service/program/initiative. A planning phase and stakeholder engagement are critical because they can significantly facilitate the implementation of later phases of the evaluation process—from identifying data collection tools and sources to data analysis to reporting progress.

### **EXTERNAL / ILLINOIS PUBLIC-FOCUSED GOAL(s):**

- These goals focus on impacting the lives and experiences of those living and working within Illinois.

### **INTERNAL / AGENCY WORKFORCE-FOCUSED GOAL(s):**

- These goals focus on impacting the lives and experiences of your agency's workforce, including interns, fellows, full and part-time hires, union and merit-comp workers, temporary/seasonal workers, and so forth.

### **ILLINOIS TOWARDS EQUITY 1<sup>st</sup> DOMAIN:**

- The 1<sup>st</sup> Domain defines the overall focus of a specific DEIA Action Plan goal and all its objectives.
- Agencies will decide the 1<sup>st</sup> Domain for all of their goals in this DEIA Action Plan Template.
- The five Domain choices are drawn directly from the Illinois Towards Equity DEIA Framework.

### **ILLINOIS TOWARDS EQUITY 2<sup>nd</sup> DOMAIN:**

- Agencies can choose an *optional* 2<sup>nd</sup> domain for each goal throughout DEIA Action Plan Template.
- Selecting an optional 2<sup>nd</sup> domain can provide additional detail about the focus of a goal and all its objectives.
- If you choose to use this element, you will need to pick a different domain than the 1st domain.
- The five domain choices are drawn directly from the Illinois Towards Equity DEIA Framework.

### **ILLINOIS TOWARDS EQUITY 5 DOMAINS**

- **Training & Education:** Increasing the state workforce's foundational knowledge of vital DEIA-related terms and concepts as well as the accountability for personal and professional action steps that increase their colleagues' sense of equity, inclusion, accessibility, safety, and belonging in their workplace, their state agency, and Illinois state government.
- **Opportunity & Advancement:** Systematic review, revision, replacement, and creation of agency-specific, and, whenever possible, government-wide recruitment, retention, and mobility systems, policies, and practices to further both agency-specific and government-wide diversity, equity, inclusion, and accessibility efforts by acknowledging and redesigning historic institution inequities, removing obstacles, and creating new opportunities for employment and advancement in Illinois state government.

## ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN GLOSSARY (continued)

- **Organizational Climate & Culture:** Systematic review, revision, replacement, and creation of agency-specific, and whenever possible, government-wide policies and practices to establish standards of excellence within agencies, boards, and commissions that prioritize diversity, equity, inclusion, and accessibility to eliminate the persisting institutional and systemic barriers within the ways work is done, or culture, and how it feels to work, or climate, of state government.
- **Infrastructure & Accountability:** Creation of an achievable, sustainable, and impactful state-wide DEI infrastructure through strategies, systems, and policies that advance agency and state-wide DEIA initiatives, embedding those approaches into strategic priorities, building requisite capacities and resources, and establishing both benchmarks and stakeholder engagements that increase accountability and transparency.
- **Thriving Community:** Diversity, equity, inclusion, and accessibility-driven changes to government-managed structures, wellbeing, lands, infrastructure, policies, and practices to enhance the wellbeing of the state workforce and public through increasing access to the resources, services, remedies, and spaces needed to (re)build health, safety, and opportunity and simultaneously combating the practices and policies sustaining the inequality, misfortune, exclusion, and inaccessibility experienced by communities across the state

### **PART OF AN AGENCY'S STRATEGIC GOAL:**

- This question allows you to indicate whether a specific goal is also included in your agency's Strategic Plan if your agency utilizes one. Check N/A if your agency does not currently have a strategic plan.

### **PART OF ANOTHER INITIATIVE / MANDATE:**

- This question allows you to indicate whether a specific goal is also part of another agency initiative or legislative mandate.

### **(DEIA ACTION PLAN) GOAL:**

- "A broad statement of intended accomplishments or a description of a general condition deemed desirable. A well-defined goal (statement) will establish the 'overall direction and focus for the program, define what the program will achieve, and serve as the foundation for developing program strategies and objectives.'"<sup>i</sup>
- A goal can be seen as the new status or state within the organization that you wish to achieve or reach.

## ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN GLOSSARY (continued)

### **(DEIA ACTION PLAN) OBJECTIVE:**

- An objective is an individual, measurable ACTION step toward achieving the corresponding goal in your DEIA Action Plan Template.
- Objectives are statements that further specify HOW the goal will be met.
- The SMARTIE Goals & Objectives Worksheet included in the *Illinois Towards Equity Toolkit* can be used to help create your agency's DEIA Action Plan goals and objectives.
- We are working with stakeholders to define objectives collaboratively before the evaluation process contributes to the usefulness of the findings.

### **(ESTIMATED) COMPLETION TIMEFRAME:**

- This section allows you to select a timeframe (short, medium, long) that it will take to complete a specific objective.
  - As Goals take the longest to complete, the timeframes for them are as follows:
    - Short (up to 1 year)
    - Medium (2 – 3 years)
    - Long (4 years)
  - As objectives are the individual steps taken towards completing a goal, the timeframes for them are as follows:
    - Short (1-6 months)
    - Medium (7 – 18 months)
    - Long (19+ months)

### **ESTIMATED COMPLETION DATE:**

- This section allows you to choose a specific quarter when you estimate an objective will be completed.

### **(ANTICIPATED) STAFFING RESOURCES REQUIRED:**

- This section is for listing specific, measurable staffing resources that will improve the likelihood of successfully pursuing a specific DEIA Action Plan objective within the estimated timeframe listed for that same objective in your agency's DEIA Action Plan Template.
- Examples may include creating a DEIA-specific staff position for the agency, additional FTE hours to transition a part-time DEIA-specific job to a full-time one, staff time carve-outs for DEIA-specific work, etc.

### **(ANTICIPATED) FISCAL RESOURCES REQUIRED:**

- This section is for listing specific, measurable fiscal resources that will improve the likelihood of successfully pursuing a specific DEIA Action Plan objective within the estimated timeframe listed for that same objective in your agency's DEIA Action Plan Template.
- Examples may include an estimated percent of the projected agency funds for a fiscal year, specific agency budget requests, specific federal funding sources, the means needed to access funds, etc.

## **ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN GLOSSARY (continued)**

### **(ANTICIPATED) TECHNOLOGY RESOURCES REQUIRED:**

- This section is for listing specific, measurable technology resources that will improve the likelihood of successfully pursuing a clear DEIA Action Plan objective within the estimated timeframe listed for that same objective in your agency's DEIA Action Plan Template.
- Examples may include a specific change to an existing software tool that will allow for more advanced analysis of staff DEIA climate surveys, specific training on an existing software tool for staff who support DEIA-related reporting, a storage capacity upgrade of x gigabytes in a current server to account for the additional data being gathered through the agency's all-staff DEIA surveys.

### **AGENCIES WITH WHOM YOU ARE CURRENTLY COLLABORATING**

- This question allows you to name any Illinois State Government agencies with whom you are currently working on any of the objectives detailed in your DEIA Action Plan.

### **AGENCIES WITH WHOM YOU WILL NEED TO COLLABORATE**

- This question allows you to name any Illinois State Government agencies with whom you will need to collaborate for an objective to succeed.

### **PROCESS METRIC:**

- Process metrics specify and then measure the activities that take place to implement a program or intervention as initially planned. These metrics can serve as an early warning system for when a program or intervention's implementation is not going as intended and, possibly, having unintended impacts on and for those they were meant to support.
- Examples:
  - Participation rates and breakdowns for agency-specific DEIA trainings or events,
  - Response rates in all-staff DEIA surveys or focus groups,
  - Number of DEIA Action Plan objectives attained by their estimated completion dates
  - The amounts and types of audience/staff questions during and after DEIA initiatives
  - Staff-reported satisfaction and impact ratings for agency DEIA initiatives, etc.
- Reporting on a process metric:
  - "The process objective statements clarify important information about the when, how often, and with whom each activity will/should be implemented."<sup>1</sup>
  - Drawing on the goals of a process evaluation, the results of process metrics can "allow you to track program information related to Who, what, When, and Where questions."<sup>2</sup>

---

<sup>1</sup> Illinois Criminal Justice Information Authority, "Logic Models: Practical Planning to Reach Program Goals" (2019), <https://icija.illinois.gov/researchhub/articles/logic-models-practical-planning-to-reach-program-goals/>

<sup>2</sup> United States Centers for Disease Control and Prevention Division of STD Prevention, "Types of Evaluation", (ND), <https://www.cdc.gov/std/program/pupestd/types%20of%20evaluation.pdf>

## ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN GLOSSARY (continued)

### **OUTPUT METRIC:**

- Output metrics capture the anticipated change(s) that will occur once an objective is completed.<sup>3456</sup> They are the immediate practical effects that you want your services/programs to have upon the participants or the issue addressed by the program.<sup>6</sup>
- Examples:
  - Creating an agency DEI committee
  - Creating a policy to diversify the interview panels for new agency positions by both elements of identity and rank within the agency
  - Creating a yearly calendar of events for celebrating various aspects of diversity
- Reporting on an output metric often involves:
  - Checking whether the specific item or result was produced by the time it was due, or a “yes/no” answer
  - If the objective could not be completed by the initially specified time:
    - What challenges were encountered, and what specific, measurable steps are being taken to address them?
    - The new date/timeframe by which you will produce the item or result and measurable steps for doing so

### **OUTCOME METRIC:**

- The “short to medium-term” (weeks to 1 year) impact that the completed DEIA Plan objective will produce, or what is achieved by completing an objective.<sup>3457</sup>
- Examples:
  - Changes in the number and frequency of filed staff complaints about identity-based harassment, discrimination, (micro)aggressions, etc. within a specific period after a new DEIA-focused policy was put in place
  - Changes in the length of stay for the members of your agency’s DEIA committee
  - Changes, or the lack thereof, in the results for various identity groups in DEIA-focused questions on all-staff 2023 survey(s) during the fiscal year 2023 compared against the results from the same survey(s) in the fiscal year 2022.
- Reporting on an outcome metric often involves:
  - Identifying changes in data (reported and observational) and behavior (organizational and individual) and evaluating them for potential connections to completed and/or ongoing action steps (e.g., your agency’s DEIA Action Plan objectives).
  - A high level of caution is vital when identifying and then evaluating potential connections between an action step and change because

---

<sup>3</sup> “Measuring Impact: Definition of Output, Outcome, and Impact with Examples”, Analytics in Action, <https://analyticsonaction.co/definition-output-outcome-impact-with-examples>

<sup>4</sup> “Identifying the Components of a Logic Model”, US Centers for Disease Control and Prevention, <https://www.cdc.gov/std/program/pupestd/components%20of%20a%20logic%20model.pdf>

<sup>5</sup> “Indicators of Inputs, Activities, Outputs, Outcomes, and Impacts in Security and Justice Programming”, United Kingdom Department for International Development, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/304626/Indicators.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/304626/Indicators.pdf)

<sup>6</sup> “Children’s Witnessing of Adult Domestic Violence”, Journal of Interpersonal Violence, 14(8): 839-870, <https://journals.sagepub.com/doi/10.1177/088626099014008004>

<sup>7</sup> “Logic Model Tip Sheet”, US Department of Health and Human Services, [https://www.acf.hhs.gov/sites/default/files/documents/prep-logic-model-ts\\_0.pdf](https://www.acf.hhs.gov/sites/default/files/documents/prep-logic-model-ts_0.pdf)

---

# BLANK PAGE

Created by (David) Javier Thompson, Governor's Office of Equity Research, Assessment, and Data Specialist.