

**DEIA INITIATIVES**

**INTERNAL / AGENCY WORKFORCE-FOCUSED GOAL #1:**

ILLINOIS TOWARDS EQUITY 1st DOMAIN:

- Training & Education
- Opportunity & Advancement
- Organizational Culture & Climate
- Infrastructure & Accountability
- Thriving Community

ILLINOIS TOWARDS EQUITY 2nd DOMAIN:

- Training & Education
- Opportunity & Advancement
- Organizational Culture & Climate
- Infrastructure & Accountability
- Thriving Community

PART OF AGENCY'S STRATEGIC PLAN?

- Yes  No

PART OF ANOTHER AGENCY INITIATIVE/MANDATE?

- Yes  No

IF YES, LIST OTHER INITIATIVES / MANDATES:

AGENCY EQUITY ACTION PLAN PROJECT LEADER:  
( name, agency role, email )

AGENCY EQUITY ACTION PLAN ACCOUNTABILITY  
DESIGNEE (senior/executive staff-level person):  
( name, agency role, email )

STATE AGENCY  
( write out full agency name here )

**OBJECTIVE #1:**

TIMEFRAME TO COMPLETE:

- Short ( 1 – 6 months )
- Medium ( 7 – 18 months )
- Long ( 19+ months )

ESTIMATED COMPLETION DATE:

( Fiscal Year / Quarter )

STAFFING RESOURCES NEEDED:

FISCAL RESOURCES NEEDED:

TECHNOLOGY RESOURCES NEEDED:

(Software and/or Hardware)

FISCAL YEAR CALENDAR DIVISIONS:

- Quarter 1 ( July 1 to Sept 30 )
- Quarter 2 ( Oct 1 to Dec 31 )
- Quarter 3 ( Jan 1 to Mar 31 )
- Quarter 4 ( April 1 to June 30 )

PROCESS METRIC:

OUTPUT METRIC:

OUTCOME METRIC:

INTERNAL DEIA INITIATIVES

**INTERNAL / AGENCY WORKFORCE-FOCUSED GOAL #1:**

**OBJECTIVE #2:**

TIMEFRAME TO COMPLETE:

- Short ( 1 – 6 months )
- Medium ( 7 – 18 months)
- Long ( 19+ months)

ESTIMATED COMPLETION DATE:

( Fiscal Year / Quarter )

FISCAL YEAR CALENDAR DIVISIONS:

- Quarter 1 ( July 1 to Sept 30)
- Quarter 2 (Oct 1 to Dec 31)
- Quarter 3 ( Jan 1 to Mar 31)
- Quarter4 (Apr 1 to June 30)

STAFFING RESOURCES NEEDED:

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PROCESS METRIC:

FISCAL RESOURCES NEEDED:

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OUTPUT METRIC:

TECHNOLOGY RESOURCES NEEDED:

(Software and/or Hardware)

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OUTCOME METRIC:

**OBJECTIVE #3:**

TIMEFRAME TO COMPLETE:

- Short ( 1 – 6 months)
- Medium ( 7 – 18 months)
- Long ( 19+ months)

ESTIMATED COMPLETION DATE:

( Fiscal Year / Quarter )

LAUNCH YEAR CALENDAR DIVISIONS:

- Quarter 1 ( July 1 to Sept 30)
- Quarter 2 (Oct 1 to Dec 31)
- Quarter 3 ( Jan 1 to Mar 31)
- Quarter 4 (Apr 1 to June 30)

STAFFING RESOURCES NEEDED:

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PROCESS METRIC:

FISCAL RESOURCES NEEDED:

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OUTPUT METRIC:

TECHNOLOGY RESOURCES NEEDED:

(Software and/or Hardware)

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OUTCOME METRIC:

**INTERNAL DEIA INITIATIVES**

**EXTERNAL / ILLINOIS PUBLIC-FOCUSED GOAL #1:**

ILLINOIS TOWARDS EQUITY 1st DOMAIN:

- Training & Education
- Opportunity & Advancement
- Organizational Culture & Climate
- Infrastructure & Accountability
- Thriving Community

ILLINOIS TOWARDS EQUITY 2nd DOMAIN:

- Training & Education
- Opportunity & Advancement
- Organizational Culture & Climate
- Infrastructure & Accountability
- Thriving Community

PART OF AGENCY'S STRATEGIC PLAN?

- Yes  No

PART OF ANOTHER AGENCY INITIATIVE/MANDATE?

- Yes  No

IF YES, LIST OTHER INITIATIVES / MANDATES:

AGENCY EQUITY ACTION PLAN PROJECT LEADER:  
( name, agency role, email )

AGENCY EQUITY ACTION PLAN ACCOUNTABILITY  
DESIGNEE (senior/executive staff-level person):  
( name, agency role, email )

STATE AGENCY  
( write out full agency name here )

**OBJECTIVE #1:**

TIMEFRAME TO COMPLETE:

- Short ( 1 – 6 months )
- Medium ( 7 – 18 months )
- Long ( 19+ months )

STAFFING RESOURCES NEEDED:

FISCAL RESOURCES NEEDED:

TECHNOLOGY RESOURCES NEEDED:

(Software and/or Hardware)

ESTIMATED COMPLETION DATE:

( Fiscal Year / Quarter )

PROCESS METRIC:

OUTPUT METRIC:

OUTCOME METRIC:

LAUNCH YEAR CALENDAR DIVISIONS:

- Quarter 1 ( July 1 to Sept 30 )
- Quarter 2 ( Oct 1 to Dec 31 )
- Quarter 3 ( Jan 1 to Mar 31 )
- Quarter 4 ( April 1 to June 30 )

**DEIA INITIATIVES**

**EXTERNAL / ILLINOIS PUBLIC-FOCUSED GOAL #1:**

**OBJECTIVE #2:**

TIMEFRAME TO COMPLETE:

- Short ( 1 – 6 months )
- Medium ( 7 – 18 months )
- Long ( 19+ months )

ESTIMATED COMPLETION DATE:

( Fiscal Year / Quarter )

LAUNCH YEAR CALENDAR DIVISIONS:

- Quarter 1 ( July 1 to Sept 30 )
- Quarter 2 ( Oct 1 to Dec 31 )
- Quarter 3 ( Jan 1 to Mar 31 )
- Quarter 4 ( Apr 1 to June 30 )

STAFFING RESOURCES NEEDED:

PROCESS METRIC:

FISCAL RESOURCES NEEDED:

OUTPUT METRIC:

TECHNOLOGY RESOURCES NEEDED:

(Software and/or Hardware)

OUTCOME METRIC:

**OBJECTIVE #3:**

TIMEFRAME TO COMPLETE:

- Short ( 1 – 6 months )
- Medium ( 7 – 18 months )
- Long ( 19+ months )

ESTIMATED COMPLETION DATE:

( Fiscal Year / Quarter )

LAUNCH YEAR CALENDAR DIVISIONS:

- Quarter 1 ( July 1 to Sept 30 )
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STAFFING RESOURCES NEEDED:

PROCESS METRIC:

FISCAL RESOURCES NEEDED:

OUTPUT METRIC:

TECHNOLOGY RESOURCES NEEDED:

(Software and/or Hardware)

OUTCOME METRIC:

**ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN: KEY TERMS**

Spending time to develop specific and will 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 an important 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.

**INTERAGENCY DEIA INITIATIVES:**

- The 1<sup>st</sup> Domain for all goals within this section of the DEIA Action Plan Template will be preselected by the Office of Equity. Doing so will create a body of DEIA initiatives across state agencies that share the same focus.

**AGENCY-SPECIFIC DEIA INITIATIVES:**

- Agencies will be able to choose the 1<sup>st</sup> Domain for all goals within these sections of the DEIA Template, thus maintaining agencies' ability to fully tailor the DEIA initiatives listed within this section to their specific needs and constituencies.

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

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

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

- These goals are focused 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.
- The Office of Equity will set the 1<sup>st</sup> Domain for all the goals in the Inter-Agency Initiatives sections of this DEIA Action Plan Template.
- Each Agency will decide the 1<sup>st</sup> Domain for all the goals in the Agency-Specific Initiatives sections of 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.
- Choosing an optional 2<sup>nd</sup> domain can provide additional detail about the focus of a goal and all its objectives.
- The five Domain choices are drawn directly from the Illinois Towards Equity DEIA Framework.

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

- This question allows you to indicate whether or not 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

**(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.
- Working with stakeholders to collaboratively define objectives before the evaluation process will contribute 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.

**ESTIMATED COMPLETION DATE:**

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

**ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN: KEY TERMS (continued)**

**(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 position to a full-time one, staff time carve-outs for DEIA-specific work, etc.

**STAFFING RESOURCES OBTAINED:**

- This section is for listing the specific, measurable staffing resources supporting your agency's DEIA work that have been obtained throughout the fiscal year.

**(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 specific means needed to access funds, etc.

**FISCAL RESOURCES OBTAINED:**

- This section is for listing the specific, measurable fiscal resources supporting your agency's DEIA work that have been obtained throughout the fiscal year.

**(ANTICIPATED) TECHNOLOGY RESOURCES REQUIRED:**

- This section is for listing specific, measurable technology 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 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 an existing server to account for the additional data being gathered through the agency's all-staff DEIA surveys.

**TECHNOLOGY RESOURCES OBTAINED:**

- This section is for listing the specific, measurable technology resources supporting your agency's DEIA work that have been obtained throughout the fiscal year.

**AGENCY EQUITY ACTION PLAN PROJECT LEADER:**

- The agency's designated person(s) who will be responsible for managing all the activities involved in completing the objectives listed throughout the DEIA Action Plan template.

**ILLINOIS TOWARDS EQUITY AGENCY DEIA ACTION PLAN: KEY TERMS (continued)****AGENCY EQUITY ACTION PLAN ACCOUNTABILITY DESIGNEE:**

- The agency's designated person, at the senior/executive level, who will be accountable for the resourcing and overall success of the Illinois Towards Equity DEIA Action plan goal and associated objectives and providing needed support to the Equity Action Plan Project Leader.

**LAUNCH YEAR CALENDAR DIVISIONS:**

- This section will help delineate work that is started and completed during the first quarter (10/01/22 to 03/31/23) and second quarter (04/01/23 to 06/30/23) of the Illinois Towards Equity DEIA Framework's launch year.
- You will mark "Quarter 1" while completing your agency's DEIA Action Plan Template for the 10/01/22 submission deadline to the Governor's Office and "Quarter 2" if any DEIA Action Plan Goals or Objectives are completed or added after 03/31/23.

**AGENCY NAME:**

- You will write out your agency's full name in these sections. Please do not use abbreviations.

**PROCESS METRIC:**

- Process metrics specify and then measure the activities that take place to implement a program or intervention as originally 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>

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<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: KEY TERMS (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 elements 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 originally 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 pertaining to 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 fiscal year 2023 compared against the results from the same survey(s) in 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

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<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)

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