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Ohio is better when we embrace diversity and strive to be inclusive of all individuals regardless of race, background, gender, religion, or disability. Through Ohio’s equity agenda, state agencies are actively engaged in healing those who are hurting, fighting discrimination, creating opportunities, focusing on inclusion, and building awareness of systemic change needed to end disparities. Moving state government forward on the diversity, equity, and inclusion continuum shows that state government is committed to serving all people so they can live up to their God-given potential.

Mike DeWine
Governor

The year 2020 has challenged us like no other year in modern history. The COVID-19 pandemic confronted us with social, health, and economic stresses that have tested our resilience to a breaking point. It also highlighted the persistent inequities that exist in our society that harm communities of color and the economically disadvantaged. The existing inequities and injustices underscore the urgent need to renew our commitment to diversity and inclusion. There is strength in diversity for our organization and for the state. We must act for the benefit of the people we have sworn to serve. As a cabinet agency, we have signed on to Ohio’s Executive Plan of Action to Advance Equity, and we are fully committed to advance its commitments.

One of our core values is we are One Agency: We support each other by embracing inclusion and diversity, recognizing we are all BWC. In these unprecedented times, this value has kept us connected to one another even though we are apart.

There is a lot of work ahead, both internally and externally. We serve injured workers and employers across the state of every background, origin, creed, industry, and profession. We commit to work with our sister agencies in moving Ohio toward becoming a model of justice, equity, opportunity and resilience to withstand future challenges. As Governor DeWine says, “Everyone – no matter where they were born or who their parents are – deserves the chance to succeed, to get a good paying job, to raise a family comfortably, and to be secure in their future.”

In the pages ahead, you will find our diversity, equity, and inclusion commitments for 2021-2023.

We are in this together!

John Logue
Interim Administrator/CEO
The state of Ohio’s vision is to be a model for justice, equity, opportunity, and resilience to withstand future challenges. We are striving to become an advanced Diversity, Equity and Inclusive organizational culture working to eliminate institutional and systemic bias for our people, in our policy, and within our public service.

For more on this initiative, please see Ohio’s Executive Response: A Plan of Action to Advance Equity.
Agency Overview

Established in 1912, the Ohio Bureau of Workers’ Compensation is the exclusive provider of workers’ compensation insurance in Ohio and serves 249,000 public and private employers. With nearly 1,700 employees and assets of approximately $28 billion, BWC is one of the largest state-run insurance systems in the United States.

Our vision is to transform BWC into an agile organization driven by customer success. BWC’s mission is to deliver consistently excellent experiences for each BWC customer every day.

Our core values

1. **One Agency**: We support each other by embracing inclusion and diversity, recognizing we are all BWC.
2. **Personal Connection**: We humanize BWC by delivering service on a personal level.
3. **Innovative Leadership**: We take calculated risks to tackle barriers with cutting-edge work product.
4. **Relentless Excellence**: We are unyielding in our delivery of outstanding service to our customers and each other.

Inclusion and Diversity Vision

Our inclusion and diversity vision is to fully incorporate inclusion and diversity into our business practices and mission to provide effective, timely, and culturally competent services to Ohio’s workers and employers.

The vision has three main areas.

1. The importance of a diverse, skilled and engaged workforce.
2. Incorporating inclusion and diversity into BWC’s business practices and mission. This is the highest level in the inclusion and diversity continuum.
3. Customer service that anticipates and responds to the diversity of our customers. We understand them as injured workers, employers, and internal customers.

The mission of inclusion and diversity is to support the agency’s strategic goals through a systemic approach that addresses:

- Our people and a culture of inclusion and engagement.
- Processes including policies and accountability.
- The diversity of our customers.
- The diversity of our vendors.
Agency Accomplishments

The following accomplishments are agency-wide, demonstrating commitment to our mission and the people of Ohio.

- In coordination with a statewide effort to mitigate the opioid epidemic in Ohio, we:
  - Created a program in 2018 that encourages and supports employees who hire Ohioans in recovery from substance use disorders.
  - Eliminated Oxycontin and its generic equivalents from our formulary in 2019 in favor of painkillers with stronger abuse-deterrent technology.
  - Initiated a drug-disposal program that provides injured workers a product that destroys leftover opioids, keeping them from falling into the wrong hands.

- The pandemic revealed a specific need to help employers get back to work safely and stay in business. Our Protecting Ohio's Workforce — We've Got You Covered initiative has distributed 23 million face coverings (and counting) to employers to protect workers and customers across Ohio.

- Our Board of Directors approved nearly $8 billion in dividends to employers in 2020 to ease the impact of COVID-19 on their bottom line.

- Our employees have assisted our sister agencies throughout the pandemic, including the Ohio Department of Job and Family Services, the Ohio Department of Aging, and the Ohio Department of Health, to help manage greater workloads during the COVID-19 crisis.

- We put an internal, bilingual group in place to translate to Spanish quickly BWC information related to COVID-19 to make sure Spanish-speaking employers and injured workers have access to the latest information as the pandemic unfolded.

- We also expanded press releases to reach the Spanish-speaking community in their language.

- We have offered an inclusion and diversity track at the Ohio Safety Congress & Expo every year since 2018 as a service to all Ohio’s employers. The track brings together experts with relevant topics and best practices.

Advancing DEI among employees

- Increased the number of cultural awareness activities with employee input. Learning about cultures helps increase awareness, challenge stereotypes, reduce bias, and improve cultural competence.

- We created employee resource groups (ERGs) program to bring diverse perspectives into our workplace. The first two to organize in 2020 include the Black Employee Resource Group, focused on issues related to Black employees and customers, and The Pride Connection, focused on issues related to LGBTQ employees and customers.

- Since 2019, almost 500 employees, including more than 160 managers and supervisors, received two-hour implicit bias training.

BWC has distributed more than 23 million face coverings to mitigate the spread of COVID-19.
• Nearly all staff attended a training session titled Inclusive Listening: Pushing Through Our Biases provided by the Ohio Department of Administrative Services.
• All employees attended disability etiquette training provided by the Ohio Department of Administrative Services and Opportunities for Ohioans with Disabilities.
• We developed a succession plan that included mechanisms to mitigate implicit bias.
• In fiscal year 2020, we had a 70% response rate on the exit survey we send to employees who voluntarily left the agency. About 91% of respondents were either satisfied or very satisfied with their careers at BWC, and 83% would come back to BWC if given the opportunity. About 87% would likely or very likely recommend BWC as a place to work.
• Inclusion and diversity training is part of our standard onboarding curriculum.
• The whole agency is engaged in The Conversation Continues, an initiative that emerged after the killing of George Floyd. It is a dialogue that started as a web discussion board that later expanded to teams and agency-wide sessions. It is a discussion about race, equity, experiences, and learning. It has resulted in ideas from employees that will help the agency work toward the commitments we make in this document.

Cleveland Service Office's Black History Month Activity 2020

We created employee resource groups (ERGs) program to bring diverse perspectives into our workplace. The first two to organize in 2020 include the Black Employee Resource Group, focused on issues related to Black employees and customers, and The Pride Connection, focused on issues related to LGBTQ employees and customers.
Agency Workforce Profile: Our diversity

The following charts and graphs show the dimensions of diversity we track in our workforce. As of Dec. 1, 2020, BWC had 1,683 employees located in eleven service offices across the state. Female employees make up more than 60% of our workforce; 28% of our workforce is of a minority race or ethnicity. Workers in metropolitan areas are more ethnically diverse than in the rest of the state, tending to mirror the population in their regions. We have five generations of employees working side by side, with 50 being the average age. The age gap between the oldest and the youngest employee is 60 years.

**Gender**

**Race and Ethnicity**

Minorities make up 27.5% of our employees. Black employees make up the largest minority group at BWC, while American Indians make up the smallest minority.

<table>
<thead>
<tr>
<th>Race/Ethnicity¹</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>4</td>
<td>0.24%</td>
</tr>
<tr>
<td>Asian</td>
<td>38</td>
<td>2.26%</td>
</tr>
<tr>
<td>Black</td>
<td>387</td>
<td>22.99%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>34</td>
<td>2.02%</td>
</tr>
<tr>
<td>White</td>
<td>1220</td>
<td>72.49%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1683</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Minorities Combined</strong></td>
<td>463</td>
<td>27.51%</td>
</tr>
</tbody>
</table>

¹ Race/Ethnicity categories established by the Equal Employment Opportunity Commission
Gender and race crosstabulation

Almost a third of our female employees are of a minority race, compared to about a fifth of our male employees.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent of females</td>
</tr>
<tr>
<td>American Indian</td>
<td>3</td>
<td>0.29%</td>
</tr>
<tr>
<td>Asian</td>
<td>24</td>
<td>2.21%</td>
</tr>
<tr>
<td>Black</td>
<td>292</td>
<td>28.05%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>23</td>
<td>2.21%</td>
</tr>
<tr>
<td>White</td>
<td>699</td>
<td>67.15%</td>
</tr>
<tr>
<td>Total</td>
<td>1041</td>
<td>100%</td>
</tr>
</tbody>
</table>

Distribution across Ohio

Staff is distributed across nine recruitment regions. More than half of our employees are in Central Ohio. The next-biggest region is Cleveland.

<table>
<thead>
<tr>
<th>Region</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toledo</td>
<td>103</td>
<td>6.12%</td>
</tr>
<tr>
<td>Mansfield</td>
<td>49</td>
<td>2.91%</td>
</tr>
<tr>
<td>Cleveland</td>
<td>245</td>
<td>14.56%</td>
</tr>
<tr>
<td>Youngstown</td>
<td>70</td>
<td>4.16%</td>
</tr>
<tr>
<td>Dayton</td>
<td>62</td>
<td>3.68%</td>
</tr>
<tr>
<td>Columbus</td>
<td>947</td>
<td>56.27%</td>
</tr>
<tr>
<td>Cambridge</td>
<td>40</td>
<td>2.38%</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>119</td>
<td>7.07%</td>
</tr>
<tr>
<td>Athens</td>
<td>48</td>
<td>2.85%</td>
</tr>
<tr>
<td>Total</td>
<td>1,683</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Race/ ethnicity by region

Race distribution tends to mirror the state’s race distribution. Metropolitan areas are more racially diverse.

<table>
<thead>
<tr>
<th>Race/ethnicity</th>
<th>Toledo</th>
<th>Mansfield</th>
<th>Cleveland</th>
<th>Youngstown</th>
<th>Dayton</th>
<th>Columbus</th>
<th>Cambridge</th>
<th>Cincinnati</th>
<th>Athens</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian</td>
<td>-</td>
<td>2.04%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.32%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Asian</td>
<td>-</td>
<td>-</td>
<td>1.63%</td>
<td>1.41%</td>
<td>1.61%</td>
<td>3.27%</td>
<td>-</td>
<td>0.84%</td>
<td>-</td>
</tr>
<tr>
<td>Black</td>
<td>13.59%</td>
<td>4.08%</td>
<td>25.31%</td>
<td>12.68%</td>
<td>12.90%</td>
<td>27.35%</td>
<td>2.50%</td>
<td>27.73%</td>
<td>-</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0.97%</td>
<td>-</td>
<td>1.63%</td>
<td>1.41%</td>
<td>1.61%</td>
<td>2.75%</td>
<td>2.50%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>White</td>
<td>85.44%</td>
<td>93.88%</td>
<td>71.43%</td>
<td>84.51%</td>
<td>83.87%</td>
<td>66.31%</td>
<td>95.00%</td>
<td>71.43%</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

EEO-4 Job Categories

Under Public Law 88-352, Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, we are required to keep records and report them to the Equal Employment Opportunity Commission. The job categories below are defined by the EEOC. The Department of Administrative Services has defined the job classifications that go into these categories in order to maintain consistency across state government.

Our racial and gender distribution by job categories are as follows:

EEO-4 Job categories by gender

<table>
<thead>
<tr>
<th>EEO-4 Job Categories</th>
<th>Males</th>
<th>Females</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
<td>Number</td>
</tr>
<tr>
<td>Officials and Administrators</td>
<td>61</td>
<td>62.2%</td>
<td>37</td>
</tr>
<tr>
<td>Professionals</td>
<td>430</td>
<td>34.2%</td>
<td>827</td>
</tr>
<tr>
<td>Technicians</td>
<td>54</td>
<td>68.4%</td>
<td>25</td>
</tr>
<tr>
<td>Protect Svc</td>
<td>43</td>
<td>67.2%</td>
<td>21</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>9</td>
<td>36.0%</td>
<td>16</td>
</tr>
<tr>
<td>Admin. Support</td>
<td>41</td>
<td>26.3%</td>
<td>115</td>
</tr>
<tr>
<td>Svc/Maintenance</td>
<td>4</td>
<td>100.0%</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>642</td>
<td>38.1%</td>
<td>1041</td>
</tr>
</tbody>
</table>

### EEO-4 job categories by race

<table>
<thead>
<tr>
<th>Race/Ethnicity by EEO-4 Job category</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
<th>American Indian</th>
<th>Asian</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Categories</td>
<td>Number</td>
<td>%</td>
<td>Number</td>
<td>%</td>
<td>Number</td>
<td>%</td>
</tr>
<tr>
<td>Officials and Administrators</td>
<td>90</td>
<td>91.8%</td>
<td>7</td>
<td>7.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professionals</td>
<td>882</td>
<td>70.2%</td>
<td>312</td>
<td>24.8%</td>
<td>25</td>
<td>2.0%</td>
</tr>
<tr>
<td>Technicians</td>
<td>61</td>
<td>77.2%</td>
<td>15</td>
<td>19.0%</td>
<td>3</td>
<td>3.8%</td>
</tr>
<tr>
<td>Protect Svc</td>
<td>63</td>
<td>98.4%</td>
<td>1</td>
<td>1.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>17</td>
<td>68.0%</td>
<td>7</td>
<td>28.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin. Support</td>
<td>104</td>
<td>66.7%</td>
<td>45</td>
<td>28.8%</td>
<td>5</td>
<td>3.2%</td>
</tr>
<tr>
<td>Svc/Maintenance</td>
<td>3</td>
<td>75.0%</td>
<td>1</td>
<td>25.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>1220</td>
<td>72.5%</td>
<td>387</td>
<td>23.0%</td>
<td>34</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

### Age/Generations

**BWC tracks age and generations as a diversity dimension.** BWC has five generations working side by side. From Traditionalist (born before 1922-1945) to Generation Z (born after 1995), these generations are working together to make Ohio’s employers safer and to assist injured workers from all backgrounds. Although our workforce spans 60 years, the average age of a BWC worker is 50 years old. Almost half of our employees belong to Generation X, and one-third are Baby Boomers.
BWC’s Diversity, Equity, and Inclusion Plan

STATEWIDE DEFINITIONS

Because we need to advance together as state government employees and we need a common language, the state has adopted the following definitions:

**Accessibility** is the ability to access the functionality and benefit of systems, entities, or products; the degree to which a product, device, service, or environment is readily available or use by as many people as possible.

**Diversity** is the condition of having or being composed of differing elements variety; human variety of experiences, identities, and perspectives that our employees bring to state employment. Diversity includes gender, race, ethnicity, national origin, age, religion, physical ability, sexual orientation, gender identity, education level, expertise, traditions, economic status, past experiences, hobbies, etc.

**Cultural competence** is a continuous learning process that builds knowledge, awareness, skills, and capacity to identify, understand, and respect the unique beliefs, values, customs, languages, abilities and traditions of all Ohioans to develop policies that provide effective programs and services.

**Equality** is the state of being equal, especially in status, rights, and opportunities; fairness.

**Equity** is the right of an access to resources to achieve the outcome of equality.

**Inclusion** is to take in or comprise as a part of a whole or group; the practice of understanding and applying diversity to improve work culture and influence the way we serve Ohioans. Inclusion is the creation of a workplace culture that connects employees to the organization and each other. It encourages collaboration, innovation and fairness. Inclusion leverages diversity throughout the organization so all individuals can participate and contribute to their full potential.

**Institutional Bias** is a tendency for procedures and practices of an organization to, in most cases unintentionally, operate in ways which result in certain social groups being advantaged or favored and other being disadvantaged or unfavored.

**Justice** is the equality of economic, political and social rights and opportunities within society for all people.

**Systemic Bias** is the oppression or marginalization of certain groups within a societal system(s) (i.e. health, education, criminal justice) resulting from the impact of institutional bias of member organizations in fulfilling mission and serving the system(s).

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4 “Diversity.” Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020
5 “Cultural Competence” State of Ohio definition, Health Systems
7 “Inclusion.” Embrace Diversity & Inclusion State Competency. State of Ohio, 8 Jul. 2020
D&I Continuum placement: Our goal

BWC starts this planning period in the Competent stage in the diversity and inclusion continuum. Over the next three years, we will work to strengthen the components that place us in the Competent stage by adding new elements of disability inclusion and equity commitments. The Competent and Advanced stages are defined as follows. For full descriptions click here.

Stage descriptions

A competent agency is beginning to integrate D&I concepts into business operations to increase realization of return on investment. Common initiatives include increased D&I Planning, human-management and evaluation, examination of informal work processes and policy, identification and removal of barriers to D&I, information-technology integration, formalized engagement for staff, and formalizing inclusion of diversity into business processes.

An advanced agency has fully incorporated D&I concept into its business practices and Mission. Common initiatives include demonstration of measurable success for return on investment in both agency products and human capital, formalized inclusion of diversity into business processes, incorporation of D&I in communication and informal policy, and continued development and measurement of strategic D&I initiatives for future growth and improvement.

9 Source: Department of Administrative Services, Office of Diversity Equity and Inclusion
BWC’s I&D Systemic Approach

A strategic and systemic approach to diversity, equity, and inclusion aligns with best practices in the field. It focuses on organizational effectiveness, flexibility, and responsiveness to the changing needs of an increasingly diverse customer base. A systemic approach threads through the entire organization,

The following plan offers agency commitments for 2021-2023. They provide the guide by area for the following years. This plan is a working document that will serve to develop annual work plans and actions to meet these commitments with participation of the agency areas involved.

I&D COMMUNICATION

I&D communication threads the whole strategy. The ribbon that goes around the scope image represents I&D communication. Communication is essential for the success of the diversity, equity, and inclusion message, strategy, and actions. Our Communications Division has a central role in the implementation of communication plans.
People: Workforce Diversity, Retention, Inclusion, and Engagement

This dimension, which the white circles represent in the scope image, involves HR through talent scouting, recruitment, and retention. It includes training and development as an element for a successful initiative to equip staff and leaders with the knowledge, skills and abilities to manage diversity and promote a culture of inclusion, equity and engagement.

Statewide commitment: Some of Ohio’s greatest assets are the more than 50,000 state employees who are charged with carrying out the mission of each organization within the state enterprise. Valuing, respecting, and including all their dimensions of diversity assists in the delivery of mission-focused service to all Ohioans. The State of Ohio is committed to becoming a model employer that values diversity, equity, inclusion, and accessibility.

As a result, BWC as a state agency makes the following commitments to ensure we continue to improve internal equity through meaningful opportunity, access, and inclusion for all our people.

1.1 Recruitment

Commitment: To become and remain an employer of choice for Ohio’s best talent and build a workforce that reflect the population we serve.

BWC will represent and value of the diversity found within our state’s workforce to promote equity and eliminate institutional bias. To create this diverse workforce, we are committed to the following recruitment efforts:

- **Racial, Ethnic, and Gender Inclusion & Equality**: To create, implement, and measure an Affirmative Action Strategy to identify and correct past systemic disparity of equal access and opportunity in State employment for ethnic and racial minorities and women at BWC

- **Disability Inclusion & Equality**: To create, implement, and measure a Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having access and opportunity within agency employment.

1.2 Retention

Commitment: Provide a culture of inclusion, professional excellence, and opportunities that will allow employees to bring their authentic selves to work, reach their full potential, and drive systemic equitable change.
BWC will represent and value our employees’ many dimensions of diversity to promote equity and eliminate institutional bias. To maintain this diverse workforce, we are committed to the following retention efforts:

- **Racial, Ethnic, and Gender Equality:** To create, implement, and measure an Affirmative Action Strategy designed to identify and correct past systemic disparity of equal opportunity and advancement in agency employment for ethnic and racial minorities and women.

- **Disability Inclusion and Equality:** To create, implement, and measure a Disability Inclusion Workforce Strategy designed to encourage and engage individuals with disabilities in competitive integrated employment, including having opportunity and advancement within agency employment.

1.3 Development and opportunities

**Commitment:** Invest in our workforce to promote principles of diversity, equity, inclusion, and accessibility while providing equitable opportunities for professional development.

BWC will provide opportunities for employees and leaders to learn and engage in topics of diversity, equity, and inclusion, as well as guidance for promoting inclusion and equity and eliminating institutional bias. To make this investment in our employees and leadership, we are committed to the following professional development retention efforts:

- **Education & Professional Development:** To create, implement, and measure a Diversity and Inclusion Education Plan. The plan will contain activities to educate and encourage employees and supervisors to engage in diversity, equity, and inclusion topics. Actions will aim at strengthening work-culture, promote culturally competent public service and effectiveness. We will also promote equitable access to opportunities for professional development for employees in the agency.

- **Leadership Development:** To create, implement, and measure a Leadership Education Plan designed to develop leadership competencies that include diversity, equity, and inclusion topics. They will aim to maintain legal compliance, promote and maintain inclusive work-culture, identify and remove institutional barriers, promote culturally competent public service, and reduce systemic bias in government service.

Our onboarding curriculum sets expectations and communicate our vision and priorities on DEI from the start.

Employees celebrate Diwali, 2019
1.4 Employee engagement

Commitment: Engage our workforce to create and maintain a work environment of inclusion and diversity to continuously improve policy, programs, and services.

BWC will provide meaningful opportunities for employees to share their diverse perspectives with leadership to improve agency practice, policy, programs, and services. To create this opportunity, we are committed to the following engagement efforts:

- **Engagement Strategy:** To create, implement, and measure an I&D engagement strategy and promote opportunities for employees to share their diversity and strengthen work culture. The goal is promoting culturally competent public service and innovation by assisting in implementing I&D planning efforts, promoting workforce education, and sharing ideas.

Our agency is engaged in The Conversation Continues, an initiative that emerged after the killing of George Floyd. It’s a dialogue that started as a web discussion board that later expanded to teams and agency wide leadership education sessions. It is a discussion about race, equity, experiences, and learning. It has resulted in ideas from employees that will help the agency work toward the commitments stated in this document.

Process: Organizational policies and accountability

This dimension, which the grey circle represents in the scope image, involves formal, internal, and external policies and practices to provide compliance with federal and state law and to sustain our I&D efforts. The organization needs to ensure policies are reflective of a culture of inclusion and equity. Accountability means ensuring the sustainability of the initiatives by introducing mechanisms to account for individual and organizational responsibility.
**Statewide commitment:** The work of Ohio government is implemented through its internal and external policy, practice, and process. Achieving systemic change and better service to all of Ohio requires identifying and removing hidden barriers and oppressive impacts, correcting institutional bias, and working toward equitable and holistic systemic transformation.

As a result, we make the following commitments to ensure we continue to improve our internal and external equity by examining our policy, practice, and process to identify, correct, and remove institutional and systemic barriers bias, and oppression.

### 2.1 Equitable and inclusive policy

**Commitment:** Maintain a zero-tolerance approach to discrimination and explicit bias in agency policy, practice, and processes.

BWC upholds the values of respect and inclusion in its practices and strengthens internal processes to seek out and eliminate explicit bias and discrimination. To that end, we are committed to the following efforts:

- **Equal Employment Opportunity and Anti-Discrimination Policy:** To maintain, monitor, and train on agency policy and practice on Equal Employment Opportunity and Anti-Discrimination. BWC will promptly identify, investigate, and correct violations, as required by Ohio Administrative Code and State EEO Policy and Directives.

- **Disability Inclusion and ADA Law:** To maintain, monitor, and train on agency policy and practice on the American’s with Disabilities Act, including a process to request reasonable accommodations, and to promptly identify and correct violations, as required by State Policy and Directives.

- **Human Resource Policy:** To create, maintain, monitor and train on agency policies and practice that promote the values of respect and inclusion in its practices and strengthen internal processes to seek out and eliminate explicit bias and discrimination.

### 2.2 Elimination of institutional bias

**Commitment:** Seek and eliminate institutional bias and barriers to equity in agency policy, practice, and processes that may limit opportunity and access.

BWC must uphold the values of equity in its practices and strengthen internal and external processes to seek and eliminate implicit and institutional bias and barriers. To ensure this, we are committed to the following efforts:

- **Equity Review of Internal Diversity Programs & Policy:** To create, implement, and measure an equity review strategy to evaluate EEO policy (including investigations), ADA Title I policy (including reasonable accommodations), affirmative action plans, and disability inclusion plan outcomes for disparate trends. If identified, we will determine if implicit and/or institutional bias is a contributing factor to the outcome and design corrective measures to eliminate the bias.

- **Equity Review of External Diversity Programs & Policy:** To create, implement, and measure an Equity Review Strategy to evaluate ADA Title II policy (including reasonable accommodations and implementation of reasonable accommodations).
accommodations) and Disability Inclusion Plan outcomes for disparate trends. If identified, we will determine if implicit and/or institutional bias is a contributing factor to the outcome, and design corrective measures to eliminate the bias.

2.3 Cross-collaboration in policy to eliminate systemic bias

Commitment: Work within each government system in which BWC is a member to jointly seek out and eliminate systemic bias and barriers in system policy, practices, and processes that may prohibit opportunity and access.

BWC will work in collaboration with other state agencies to assess how government serves and how to identify and eliminate systemic bias and barriers. To ensure systemic bias is eliminated, we are committed to the following effort:

- **Collaboration in Systemic Review**: To create, implement, and measure a Systemic Review Strategy with sister agencies to evaluate government systems and determine if the policy, practice, or process are creating disparate outcomes in service delivery, and design corrective measures to eliminate the bias.

● Services: Customer Service and Supplier Diversity

This dimension, which the orange circle represents in our scope image, is our promise to Ohio's workers and employers as stated in BWC's mission. Ohio is changing. We must ensure we are serving with equity and fairness all eligible and covered customers and that programs are accessible to underrepresented groups. It involves understanding the needs of customers and cultivating a culturally competent environment that effectively serves them.

**Statewide Commitment**: An important purpose of Ohio government is to provide for the general welfare of Ohio's people. Eliminating bias and inequities is how we interact, engage, and assist our diverse populations to achieve more equitable, accessible, and culturally competent public service.

As a result, BWC makes the following commitments to ensure we continue to improve our internal and external equity by examining our public service models to remove barriers and deliver more accessible
and culturally competent service, ultimately removing systemic barriers in how State government provides for the general welfare of all Ohioans.

### 3.1 Accessible service delivery

**Commitment:** Ensure BWC locations, programs, and services are accessible to all eligible customers, both employers and injured workers.

- **Accessibility ADA Review of Buildings and Public Spaces:** To create, implement, and measure an Accessibility Review Strategy designed to evaluate agency buildings and public spaces under ADA Title II Policy (including public accessibility) for accessibility, and design corrective measures to eliminate found barriers.

- **Accessibility ADA Review of Cyber Spaces:** To create, implement, and measure a Cyber Accessibility Review Strategy designed to evaluate agency cyber spaces under ADA Title II Policy for accessibility, and design corrective measures to eliminate found barriers.

- **Accessibility Review of Language:** To create, implement, and measure a Language Accessibility Review Strategy designed to evaluate agency programs, services, and cyber spaces for language accessibility, and design corrective measures to eliminate found barriers.

### 3.2 Culturally competent service delivery

**Commitment:** Use culturally competent practices and standards in service delivery to ensure equity and positive public service experiences.

BWC must provide public service using methods that promote cultural connection, understanding, and respect to all Ohioans it serves. We are committed to the following:

- **Service Delivery Cultural Competency Review:** To create, implement, and measure a review strategy to evaluate agency programs and services based on the variety of cultures (ethnic, regional, religious, generational, etc.) in Ohio. We will determine if barriers exist within the service delivery model and design corrective measures to eliminate bias.

### 3.3 Equitable public contracting

**Commitment:** Promote the economic prosperity of businesses through equitable public contracting.
BWC, as a procurer of goods and services, must correct past systemic injustices and eliminate bias and barriers for small and disadvantaged businesses, promoting economic prosperity for all Ohio businesses and communities. To ensure equitable public contracting, we are committed to the following efforts:

- **Minority Business Enterprise**: To create, implement, and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Minority Business Enterprise (MBE) by meeting the procurement requirements as defined under Ohio Administrative Code.

- **EDGE Businesses**: To create, implement, and measure Procurement Strategy designed to promote equal opportunity for businesses that qualify as Encouraging Diversity, Growth, and Equity (EDGE) businesses by meeting the procurement requirements as defined under Ohio Administrative Code.

**BWC has exceeded the state Minority Business Enterprise Goals of 15%.

Results:

FY 2018: 35.01%
FY 2019: 23.72%
FY 2020 25.33%
Compliant
The Agency is meeting all legal requirements pertaining to Diversity & Inclusion (D&I), including understanding its current climate and needs. This includes, but may not be limited to, Equal Employment Opportunity, Affirmative Action, and Procurement requirements.

Conventional
The Agency is beginning to become reactive to concepts of D&I and beginning to realize its impact on Mission. Common activities include development of a D&I Plan, D&I Basics training, beginning employee engagement initiatives, and development of a strategic D&I communication strategy.

Purposeful
The Agency is beginning to implement concepts of D&I into its Mission, understanding that D&I is a return on investment. Common initiatives include leadership buy-in and training, increased D&I skill-based employee training, policy examination, increased strategic communication, increased engagement opportunity for staff, and beginning steps to effectively include diversity into business processes.

Competent
The Agency is beginning to integrate D&I concepts into business operations to increase realization of return on investment. Common initiatives include increased D&I Planning, human-management and evaluation, examination of informal work processes and policy, identification and removal of barriers to D&I, information-technology integration, formalized engagement for staff, and formalizing inclusion of diversity into business processes.

Advanced
The Agency has fully incorporated D&I concept into its business practices and Mission. Common initiatives include demonstration of measurable success for return on investment in both agency products and human capital, formalized inclusion of diversity into business processes, incorporation of D&I in communication and informal policy, and continued development and measurement of strategic D&I initiatives for future growth and improvement.
COMPLIANCE PROGRAMS

There are three compliance programs for the state included as part of the plan:

**Equal Employment Opportunity Employer:** in accordance with law, the State of Ohio and each State Agency gives assurance that all employment-related decisions will be based on objective and nondiscriminatory reasons, ensuring all employees and job applicants have equal and fair opportunity and access to State Employment\(^{10}\).

**Affirmative Action:** a required State of Ohio program designed to identify and correct past systemic disparity of equal access and opportunity in State employment to ethnic and racial minorities and women\(^{11}\)

**Disability Inclusion:** a required State of Ohio program designed to encourage and support individuals with disabilities to fully participate in the social and economic life of Ohio and to engage in competitive integrated employment, including having access and opportunity within State Government\(^{12}\).

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\(^{10}\) Authority: O.A.C. 123:1-49; Executive Order 2019-05D, Anti-Discrimination Policy in State Government (Issued 1/14/2019)

\(^{11}\) Authority: O.A.C. 123:1-49

\(^{12}\) Authority: Executive Order 2019-03D, Establishing Ohio as a Disability Inclusion State and Model Employer of Individuals with Disabilities (Issued 1/14/2019)