

Equity and Inclusion Plan

1/1/2021 to
12/31/2023
10/1/2022 UPDATE

State of Wisconsin
Department of Natural Resources

Preston D. Cole
SECRETARY

Contents

Executive Summary	2
Strategies to Implement	2
2022 Update.....	2
Acknowledgment.....	3
Equity and Inclusion Commitment Letter.....	4
Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan.....	5
Agency Appointing Authority	5
Equity and Inclusion Officer	6
Equity and Inclusion Designee/Professional.....	7
Executive HR Manager/HR Manager	7
Implementation Team Members.....	8
Introduction	9
Mission	9
Values.....	9
Vision.....	9
DNR Program Overview.....	9
Environmental Management Division	9
External Services Division.....	9
Fish, Wildlife, and Parks Division	10
Division of Forestry	10
Internal Services Division.....	10
Division of Public Safety and Resource Protection.....	10
Agency Administration	10
Planning and Engagement Process	11
Workforce Analysis Summary	11
Focus on Recruitment.....	12
Focus on Retention.....	12
Focus on Agency Culture.....	13
Monitoring Visit Review and Update	14
DNR Goals and Strategies	15
Progress Monitoring	23
Communication and Dissemination of Equity and Inclusion Plan.....	24
Internal Methods of Communication.....	24
External Methods of Communication	24
Reference 1: DNR Regional Offices.....	25
Reference 2: Workforce Analysis	26

Executive Summary

The Department of Natural Resources (DNR) is committed to being an agency that is equitable, inclusive, and representative of the public we serve. Employees and leadership are encouraged and expected to participate in workplace practices that reflect DNR values and that promote an equitable and inclusive work environment. The DNR recognizes that equity and inclusion are not milestones to achieve, but rather a mindset and continuous way of work. This Equity & Inclusion (E&I) Plan lays the foundation for the DNR goals and initiatives that will guide our work to advance equity and inclusion within our agency.

The Wisconsin DNR values reflect a commitment to integrity, professionalism, collaboration, respect, and customer service. These values extend beyond our employees and include showing this same commitment to the public we serve. It is essential to respect differences by offering an environment that embraces equity and inclusion and celebrates diversity. We intend that all DNR employees and customers regardless of race, ethnicity, color, national origin, ancestry, gender, age, disability, religion, creed, marital status, sexual orientation, political affiliation, and membership in the armed forces feel welcomed and valued at the DNR.

Strategies to Implement

The agency's Department Leadership Team (DLT), Diversity Team, Employee Engagement Team, Division Leadership, and Supervisor workgroups have identified three core areas to focus our work on to achieve our E&I goals. The core areas are recruitment, retention, and agency culture. The DNR recognizes the path to greater equity and inclusion will not be short or simple. The goals and action steps detailed in the E&I plan are intended to provide ongoing guidance that will help each level of our agency create lasting change.

2022 Update

This document contains updates to the original plan submitted in 2021 based on the DNR Spring 2022 Monitoring Visit from the Department of Administration, Bureau of Equity and Inclusion as well as input from stakeholders.

Acknowledgment

We have reviewed and firmly endorsed the content of this equity and inclusion plan. We are committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. By formally integrating equity and inclusion values and practices into existing processes, the Equity and Inclusion Plan enables progress and results to be measured agency-wide.

Appointing Authority:

Secretary Preston D. Cole
preston.cole@wisconsin.gov



Signature/Date

12/11/2020



Signature/Date

10/3/2022

Equity and Inclusion Officer:

Carrie Wilson
Carrieb.wilson@wisconsin.gov



Signature/Date

10/3/2022

Date of submission to DPM/BEI:

December 11, 2020

Date of submission of the updated plan to DPM/BEI:

October 21, 2022

Wisconsin Department of Natural Resources Equity and Inclusion Commitment Letter

The Wisconsin Department of Natural Resources hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

The Wisconsin Department of Natural Resources is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. The Wisconsin Department of Natural Resources recognizes that equal employment opportunity is a legal, organizational, and economic necessity to maximize the quality and diversity of the state's workforce. This commitment is extended to all job applicants and employees in all positions, including unclassified, classified, project, limited-term, seasonal, contractors, volunteers, interns, and work-study personnel.

As part of the Wisconsin Department of Natural Resources' commitment to this overall process, we intend to apply equity and inclusion principles to all applicable employment policies, procedures, and programs to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodation will be provided, when requested, to employees and applicants with disabilities.

The Wisconsin Department of Natural Resources has developed and committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and the Wisconsin Department of Natural Resources pledges its best good faith efforts to achieve the goals identified in the Equity and Inclusion Plan. I expect each manager, supervisor, and employee of the Wisconsin Department of Natural Resources to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan.

The Wisconsin Department of Natural Resources will maintain a monitoring and reporting system to ensure overall compliance with the equity and inclusion mandates. The Plan is available for review on the Wisconsin Department of Natural Resources website.

We look forward to working with the Department of Administration, Division of Personnel Management, Bureau of Equity and Inclusion to implement our policies and programs to correct the present effects of past discrimination and to build a motivated and skilled workforce that is reflective of the population we serve.

Preston D. Cole, Secretary
October 3, 2023

Signature: 

Carrie Wilson, EI Officer
October 3, 2023

Signature: Carrie Wilson

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority (DNR Secretary) carries the overall responsibility for establishing an Equity and Inclusion Program, including goals, timetables, and compliance with all federal and state laws and regulations.

The Appointing Authority (DNR Secretary):

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an equity and inclusion action plan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to equity and inclusion, and incorporate equity and inclusion throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the EI plan to review equity and inclusion-related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provides professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Diversity Team on agency EI programs, initiatives, and policies.

Name of individual responsible

Name: Preston D. Cole

Email: preston.cole@wisconsin.gov

Title: Secretary

Phone: (608) 267-7556

Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or designee, as delegated by the EIO, is directly responsible for developing, coordinating, and implementing the agency's EI plan.

The Equity and Inclusion Officer:

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of EI developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the Plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform, and job-related, and that personnel decision-making processes adhere to EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship Program, the annual State Diversity Awards, the non-competitive appointment for certain disabled veteran's program, the W-2 program, the disabled veteran's program, etc.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion and agency supervisory training annually.
- Participates in and advises the agency's Diversity Team as a non-voting member.

Name of individual responsible

Name: Carrie Wilson

Email: carrieb.wilson@wisconsin.gov

Title: Equity & Inclusion Specialist

Phone: (608) 416-3143

Equity and Inclusion Designee/Professional

The designee/professional is responsible for assisting with the implementation of the equity and inclusion plan efforts within their agency. The EI designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Assists in the development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the non-competitive appointment for certain disabled veteran's program, the W-2 program, the disabled veteran's program, etc.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assists the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic equity and inclusion goals and objectives.
- Attends equity and inclusion and agency supervisory training annually.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

Name of individual responsible

Name: Carrie Wilson
Email: carrieb.wilson@wisconsin.gov

Title: Equity & Inclusion Specialist
Phone: (608) 416-3143

Executive HR Manager/HR Manager

The Executive HR Manager/HR Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the EI Officer and EI professionals. The Executive HR Manager/HR Manager:

- Maintains effective working relationships with agency EIO officers and designees.
- Provides leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, equity, and inclusion principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of individual(s) responsible

Name: Jennifer Gebert
Email: Jennifer.gebert@wisconsin.gov

Title: Acting Director of Human Resources
Phone: (608) 294-7441

Implementation Team Members

Each individual or group listed below contributed to the development of the original plan and/or to the updated plan.

Department Leadership Team	DNR Diversity Team
Preston Cole, DNR Secretary	Adebowela Adesanwo, Wastewater Engineer
Beth Bier, Former DNR Deputy Secretary	David Buser, Hydrogeologist
Todd Ambs, Former DNR Assistant Deputy Secretary	Michelle Carlisle, Wildlife Biologist
Michelle Allness, Former Admin Policy Coordinator	Victoria Harmon, Admin Policy Advisor
Tim Cooke, Internal Services Division Administrator	Alex Hein, Water Supply Specialist
Mark Aquino, Secretary's Director	Christopher Hovel, Former Wastewater Specialist
Dan Baumann, Secretary's Director	Jeffrey Jackson, Wastewater Specialist
John Budzinski, Policy Initiatives Advisor	Regina Kammes, Former Equal Opportunity Program Specialist
Jean Rombeck-Bartels, Secretary's Director	Caitlin Lill, Former Natural Resources Staff Specialist
James Yach, Secretary's Director	Gloria Palencia, Natural Resources Program Supervisor
Heather Berklund, Division Administrator	Jessica Peterson, Natural Resources Engineer
Diane Brusoe, Deputy Division Administrator	Anne Reis, Wildlife Biologist
Aaron Buchholz, Former Division Administrator	Chandra Harvey, Attorney
Ann Kipper, Deputy Division Administrator	Michael Katzenberg, Regional Warden
Bart Sponseller, Deputy Division Administrator	Steven Schmelzer, Former Natural Resources Region Program Manager
Mike Warnke, Deputy Division Administrator	Carrie Wilson, Former Program & Policy Analyst
Jim Zellmer, Deputy Division Administrator	Employee Engagement Team
Darsi Foss, Former Division Administrator	Sarah Murray, Waste Management Specialist
Casey Krueger, Chief Warden	Joan Voigt, Assistant Naturalist Guide/Natural Resources Educator
Dave Siebert, Division Administrator	Tess Brester, Waste Management Engineer
Keith Warnke, Division Administrator	Savanna Hartman, Wildlife Tech/Biologist
Steven Little, Former Budget & Policy Manager	Eric Hettler, Water Resources Management Specialist
Amber Hansman, Former HR Manager	Christina Hogan, Former Natural Resources Program Specialist
Cheryl Heilman, Chief Legal Counsel	Scott Hull, Natural Resources Program Manager
Sarah Hoye, Communications Director	Jordan Hunter, Forester
Sean Kennedy, Former Legislative Liaison	Jesse Jensen, Natural Resources Region Program Manager
Ricki Koinig, Management Information Manager	Julia Mimier, Former Executive Staff Assistant
Scott Loomans, Policy Initiatives Advisor	Jeff Myers, Retired Environmental Toxicologist
Tim Panzer, Policy Initiatives Advisor	Ellie Tatro, Former Facilities Management Specialist
Pam Porter, Former Policy Initiatives Advisor	Carrie Wilson, Former Program & Policy Analyst

Contributors and other subject matter experts consulted: Andrew Geissler (DOA Selection and Assessment Specialist), Garth Maletic, Former DNR HR Staffing Section Chief

Introduction

In keeping with our mission, the DNR is dedicated to working with the citizens and businesses of Wisconsin while preserving and enhancing the natural resources of Wisconsin. In partnership with individuals and organizations, DNR staff manage fish, wildlife, forests, parks, air, and water resources while promoting a healthy, sustainable environment and a full range of outdoor opportunities. We strive to have a diverse workforce that is reflective of the customers that we serve. Our equity and inclusion initiatives will ensure that all employees and customers are treated equitably with dignity, respect, and understanding.

Mission

To protect and enhance our natural resources: our air, land, and water; our wildlife, fish and forests, and the ecosystems that sustain all life,

To provide a healthy, sustainable environment and a full range of outdoor opportunities,

To ensure the right of all people to use and enjoy these resources in their work and leisure,

To work with people to understand each other's views and to carry out the public will,

And in this partnership to consider the future and generations to follow.

Values

Integrity, Professionalism, Collaboration, Respect, Customer Service

Vision

We excel at protecting and managing natural resources while supporting the economy and the well-being of our citizenry.

DNR Program Overview

The DNR employs approximately 3500 permanent, project, and limited-term employees at numerous locations throughout the state of Wisconsin. DNR offices and facilities are separated into five geographical regions as shown in the reference section of this report. The DNR is comprised of six divisions and an agency administration. These region and division breakdowns are referenced below.

Environmental Management Division consists of six programs whose purpose is to protect Wisconsin's air, land, water, and public health through compliance support and partnerships with our customers.

- Air Management
- Drinking Water & Groundwater
- Office of Great Waters
- Remediation & Redevelopment
- Waste & Materials Management
- Water Quality

External Services Division consists of five diverse programs with a common purpose to serve as a primary entry point into the DNR for the public, businesses, and local government.

- Community Financial Assistance
- Customer & Outreach Services
- Environmental Analysis and Sustainability
- Watershed Management
- Waterways

Fish, Wildlife, and Parks Division plans and directs activities to protect, manage, conserve, and wisely use the state's lands, plants, wildlife, fisheries, and recreational resources. This program's goals are accomplished by establishing objectives which include developing and maintaining game and nongame fish and wildlife populations; coordinating long-range programs of management and protection for Natural Heritage Conservation; and providing necessary access, opportunities, development, and operations for statewide recreational and conservation activities within state parks, southern forests, wildlife and fish lands, public water bodies, scientific areas and state natural areas. The division consists of the following six programs:

- Parks and Recreation Management
- Wildlife Management
- Natural Heritage Conservation
- Fisheries Management
- Office of Applied Science
- Office of Business Services

Division of Forestry administers programs that protect and sustain the 17 million acres of forested lands throughout the state, combining technical and financial assistance, planning, research, technology, education, and policy to help meet the many demands on the forest both today and for many years to come. The division consists of the following:

- Forestry Business Services
- Applied Forestry
- Forestry Field Operations
- Northwest District
- Northeast District
- Southwest District

Internal Services Division provides administrative functions serving internal and external customers of the department. The division consists of the following five programs:

- Facilities and Lands
- Human Resources
- Finance

Division of Public Safety and Resource Protection has the purpose to protect, enhance, and promote public safety and our natural resources through enforcement, education, and community involvement, and encourage everyone to be stewards of our natural resources on behalf of future generations.

Agency Administration provides leadership, direction, coordination, and executive program support to the department secretary and includes the following programs:

- Office of the Secretary
- Bureau of Legal Services
- DNR Information Technology (DNR IT)
- Office of Communications
- Management and Budget
- Environmental Policy Advisor
- Tribal and Legislative Liaisons

Planning and Engagement Process

The DNR's equity and inclusion planning started in 2019 after Governor Evers implemented Executive Order 1. At that time, all DNR supervisors were required to participate in meetings where they engaged in equity and inclusion training and discussion. Supervisors identified solutions and goals for the following topics:

- Best practices in job announcements
- Best practices in recruitment & retention
- Best Practices in interview panels

The agency Department Leadership Team (DLT) met and reviewed the Equity and Inclusion Plan, the goals of the Diversity Team, the work that came out of the annual DNR supervisor training and discussions, as well as the programs supported by Human Resources. The outcome of that work was a publication, "**Everyone Matters**" which was released to all department employees in August 2019 as a first step toward communicating the agency's commitment to diversity and inclusion.

This Equity and Inclusion Plan builds upon the commitment and ideals initiated in 2019 and utilizes workforce data to establish three core goals. These three goals are the following:

1. **Recruitment:** Increase the percentage of recruitments with minorities, veterans, women, and people with disabilities on the certification lists and who advance to the interview stage.
2. **Retention:** Take proactive measures to retain a diverse workforce by providing a welcoming environment with equitable access to resources, mentors, training, and professional development along with opportunities for recognition and advancement.
3. **Agency Culture:** Continue initiatives that promote the DNR as a welcoming and inclusive workplace where all staff members feel valued and respected.

Workforce Analysis Summary

To begin the work, we reviewed workforce data from May of 2019 which was pulled from DNR resources and data provided by the DOA, Department of Personnel Management (DPM). From this work, we discovered successes and areas for improvement. As the Workforce Analysis - Demographic Summary in the appendix shows, the DNR workforce is 34% female and 4.8% minority. Our hires and promotions of minorities and women in the fiscal year 2019 were 38% and 7% respectively. This shows we are headed in the right direction.

We understand more needs to be done to reach our goal of a DNR workforce that mirrors the available workforce of the state. This plan includes strategies and initiatives to help us reach our goals.

As of our 2022 update, the ability to analyze the data within Talent Acquisition Manager (TAM), our recruitment and hiring system, is still in progress and currently all analysis is manual.

Focus on Recruitment

To increase the candidate diversity in DNR recruitments we will need to begin with understanding our current state. We need to further refine methods to analyze and better understand hiring data. We will want to know the diversity in candidate pools as well as when candidates fall out of the process and why they fall out at a certain point.

DNR divisions and programs have varied recruitment efforts including paid advertising, partnerships, career fairs, youth outreach, and more. To best utilize resources, we have a goal to understand and track what recruitment efforts are currently happening throughout the DNR and then to share information amongst divisions on best practices. We also hope to increase collaborative efforts, allowing us to strategically increase recruitment opportunities, deepen partnership relationships, and share resources. The DNR will continue to implement and/or support unique career development opportunities, such as the State of Wisconsin Student Diversity Intern Program (SWSDIP) or Forestry's Southern Intern Program, which are designed to bring staff with diverse backgrounds into the DNR.

A supervisor workgroup identified that approximately 36% of new permanent hires were previously LTEs with the DNR, but the demographics of our LTEs show a lower percentage of minorities (2.6%) than our permanent workforce (4.8%). The percentage of women in the LTE workforce is 38% compared to 35% among permanent staff. The experience one gains as an LTE provides a solid foundation when competing for permanent positions. We recognize the opportunity to increase diversity through our LTE workforce. This will be accomplished by utilizing a variety of recruitment resources, creating partnerships with schools and diverse community organizations, and utilizing expanded recruitment efforts. Diversifying our LTE hires will provide access to experience-building and on-the-job training opportunities for minorities, women, people with disabilities, and veterans.

We learned through our research that 70% of job announcements are more biased toward one gender. This has led DNR to create Agency Workplan goals around improving how we write our job announcements for recruitments.

To better recruit and support candidates from all backgrounds, we will utilize current tools and continue to develop new tools. The agency's Diversity Team has developed a "staff bio" recruitment tool utilizing volunteers from current diverse DNR staff who were willing to share their stories. These personal stories can spark the interest of all youth showing them that they can turn their passion into a career with the DNR. The team has also developed a short PowerPoint presentation illustrating some of the many careers available at the DNR. One of our divisions has created a Supervisor Guide to Hiring Best Practices, which is being shared across divisions, and which we hope to incorporate into our HR hiring guidelines.

Focus on Retention

DNR turnover rates average 8% over the past three years, with retirements accounting for 5% of this turnover. Data shows that for the past three years 63% of those leaving the department left due to retirement, 31% left due to other voluntary reasons, and an average of 6% left involuntarily. The workforce report indicates that 37% of DNR employees will be eligible to retire in the next ten years. Based on that, we expect to see retirement as the primary reason employees leave the agency for several years to come. Retirement and involuntary turnover are

not within our control, so we are focusing on developing a better understanding of why employees left for other voluntary reasons and, what can be done differently to keep employees that may be considering leaving.

To identify these areas for improvement, the Employee Engagement Team (EET) conducted an engagement survey. The findings of the EET survey indicate that many employees are dissatisfied with their compensation, pay equity, and limited advancement opportunities. Employees leaving employment with the department are asked to complete an exit survey, and responses are reviewed by HR. The Employee Exit Survey summary data confirm compensation, pay equity, and lack of advancement opportunities as reasons for staff leaving the department. This survey also indicates work/life balance is a factor in the decision for 59% of respondents who left the agency.

To ensure we retain the excellent staff that we recruit and already employ, we want to make sure all employees have access to training and professional development opportunities, including opportunities related to diversity, equity, and inclusion. We want supervisors to feel comfortable with these topics and in supporting their employees, and so will provide specific resources to supervisors via the DNR intranet “Supervisors’ Toolbox”. Leadership will consider diversity when selecting staff for DNR leadership training programs, acting assignments, and workgroups. For new employees, we will review our DNR onboarding processes, support or expand a mentorship program, and encourage divisions to look at their new employee onboarding programs. We will also continue to promote equity and inclusion in the weekly staff newsletter, *The Resource*.

The department reviews compensation data regularly and submits proposals to address compensation rates through the State Compensation Plan. The department uses recognition and performance-based programs to address compensation inequities. While our compensation rates tend to be lower than that of private sector employers and the federal government, we offer an excellent benefits package, paid time off, and a good deal of flexibility in most positions, which helps to retain staff.

We are fortunate to have a highly motivated and dedicated workforce who are passionate about the important work of the agency. DNR is continually engaged in process improvement and seeking ways to streamline tasks and improve efficiency to ultimately improve work/life balance.

Focus on Agency Culture

A positive takeaway from reviewing engagement and exit surveys is the resounding message that people like their work at DNR, feel their work is important, and enjoy positive relationships with work units and teams. Almost all exit survey respondents indicated they would recommend the DNR to others looking for employment. This was also the case when reviewing feedback from student interns who frequently comment that everyone was very helpful and that it is a very positive, friendly work environment.

The DNR is glad to receive so many positive comments from staff, and we understand that we must all remain diligent in our efforts to foster a welcoming and inclusive work environment. Initiatives of the department’s Diversity Team continually inform and educate staff about topics of diversity and inclusion. Each month the team submits an article for the employee newsletter, *The Resource*. The articles are branded by the headline, “Focus on Diversity” and have addressed a variety of topics including microaggressions, the history and meaning of the rainbow flag, the significance of Juneteenth, women’s suffrage, the Indian Removal Act, the 30th

anniversary of the ADA, nonbinary gender, as well as celebrating veterans and several historical trailblazers in the quest toward equality. The team regularly receives comments and compliments from staff that found the articles interesting and thought-provoking.

AskDLT is a feature in *The Resource* each week where staff can submit questions and suggestions about anything related to work and DLT will respond. To ease concerns about asking something controversial, staff can choose to remain anonymous when submitting a question to *AskDLT*. While we have staff working throughout the state, this feature provides transparency and allows everyone to communicate and be heard by the Secretary and his leadership team.

The “staff bio” materials described earlier in the recruitment focus have also been formatted as posters that can be printed and displayed at DNR locations throughout the state for staff and visitors to view. While these are useful recruitment tools, the displays also serve to recognize and celebrate our diverse staff with the employees and visitors to our many properties.

The DNR will continue to support learning for staff on equity and inclusion topics. We strive to raise awareness and understanding of topics surrounding equity and inclusion. We promote an environment where employees have several avenues to ask questions, get help or share their ideas and experiences concerning our work environment or relationships. We encourage open dialogue to recognize and promptly address any issues that may arise.

Monitoring Visit Review and Update

The DOA Bureau of Equity and Inclusion (BEI) reviewed our plan and progress in the spring of 2022. Five areas were listed as non-compliant, which need to be corrected and reported to BEI by Nov. 4, 2022, except the first, which is a year-end report out.

1. All mandatory training for all employees, including EI professionals, is complete by year's end.
2. Comply with open meeting requirements when posting EIAC meetings.
3. Establish a Veterans Plan of Action.
4. Develop a plan to train all employees serving on interview panels on interview bias and integrity.
5. Make information regarding Enterprise Mediation Services readily assessable to all employees.

Other key recommendations include the following:

- Break goals into manageable, progressive small steps with clear and concise timelines.
- Use a comprehensive approach to understand and act on data collected. Evolve data collection to support future decision-making.
- Share and collaborate across divisions including sharing of data, best practices in business operations and workforce processes, training opportunities, recruitment practices, etc.
- Create collaboration between the Wellness Committee, Diversity Committee, Engagement Team, and EI officer to support diversity, equity, inclusion, and well-being holistically across the agency.

Each of these, as well as other recommendations, will be acted on as we continue to implement the plan through Dec. 2023.

DNR Goals and Strategies

Overarching Goals for EI	Strategies to Achieve Goals
<p>Recruitment Goal</p> <p>Increase the percentage of recruitments with minorities, veterans, women, and people with disabilities on the certification lists and advancing to the interview stage.</p>	<ol style="list-style-type: none"> 1. Review hiring processes and policies 2. Expand partnerships with organizations serving underrepresented populations 3. Promote DNR job opportunities through diverse methods 4. Implement programs to diversify applicants and staff
<p>Retention Goal</p> <p>Take proactive measures to retain a diverse workforce by providing a welcoming environment with equitable access to resources, mentors, training, and professional development, along with opportunities for recognition and advancement.</p>	<ol style="list-style-type: none"> 1. Increase training and development opportunities 2. Focus on positive first impressions and support 3. Provide guidance, support, and resources to supervisors to foster an inclusive environment 4. Each division will establish goals to support and increase equity and inclusion within their programs
<p>Agency Culture</p> <p>Continue initiatives that promote the DNR as a welcoming and inclusive workplace where all staff members feel valued and respected.</p>	<ol style="list-style-type: none"> 1. Continue with “Ask DLT” 2. Continue to highlight diversity in employee and supervisory newsletters, <i>The Resource</i> and <i>The Connection</i> 3. Support Diversity Team initiatives 4. Support Employee Engagement Team initiatives 5. NEW Agency-wide sharing and collaboration will take on DEI recruitment, retention, and culture initiatives.

Equity and Inclusion Strategic Plan – DNR Workplan

The agency workplan represents the strategies and actions for the agency EI Plan. Each strategy identified to meet agency equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action implemented is part of the process to achieve specific strategic outcomes. The comprehensive selection of actions to support the strategy may be short-term or long-term actions. Key performance indicators (KPIs) gauge the progress of the actions taken to reach the desired outcome.

KPIs provide clarity to the process for reaching short-term and long-term goals and allow teams to focus on efforts that fall short and require attention immediately to stay on track. KPIs support the monitoring and continuous improvement activities of the strategic plan. Agencies should also list associated training identified to support the implementation for each focus area.

Recruitment Strategies					
Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Review hiring processes and policies.	Analyze hiring data to determine % of diverse candidates at each stage of the process. *Currently this is completed manually. Will continue to complete and analyze.	Metrics and analysis are available for a significant number of recruitments.	Clear metrics and analysis are available for a variety of positions (levels, locations, etc.) through the end of 2022 and determination if and where there are potential issues.	<i>Vacant</i> Staffing Section Chief (SSC) Carrie Wilson, Equity & Inclusion Officer (EIO)	Continue manual tracking through Dec. 30, 2022.
	Where potential issues are identified, explore the reason why.	Increased understanding of when and why candidates fall out of the hiring process.	Data to show when and why candidates fall out of the process.	<i>Vacant, SSC</i> Carrie Wilson, EIO	December 2022.
	NEW: Utilize data and analysis to incorporate changes to the hiring process.	% of candidates from diverse backgrounds offered interviews.	Increase % of women, minorities, veterans, and people with disabilities who are offered interviews.	<i>Vacant, SSC</i> Carrie Wilson, EIO	December 2022, ongoing.
	NEW: Incorporate best practices from EM/EX “Hiring Guide” into current procedures.	% of applicants from diverse backgrounds offered interviews.	Increase in the diversity of applicants for positions.	<i>Vacant, SSC</i> HR Specialists Carrie Wilson, EIO	December 2022.
	NEW: Interview panel members to complete training in Cornerstone on interview bias and integrity.	% of interview panel members who complete training.	100% of interview panel members will receive information on interview panel best practices training.	<i>Vacant, SSC</i> HR Specialists Carrie Wilson, EIO	October 2022.

Recruitment Strategies

Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Expand partnerships with organizations serving underrepresented populations.	Partner with diverse organizations to connect with youth to increase interest in natural resource careers.	Number of partnerships with organizations serving diverse youth.	Increase the number of partnerships with organizations serving diverse youth.	Diversity Team Divisions Carrie Wilson, EIO	Ongoing.
	Participate in career exploration events for youth to spark NR interest. Seek out additional opportunities, especially in diverse communities.	The number of career exploration events for youth.	Increase the number of career exploration events, including those in diverse communities.	Diversity Team Divisions/Programs Carrie Wilson, EIO	Ongoing.
	NEW: Ensure tracking and sharing of work, resources, and information across DEI work teams.	DNR staff across programs/divisions have awareness of partnerships and participation in events.	Tracking tool created, shared, and utilized.	Diversity Team Division Staff Carrie Wilson, EIO	Dec. 2022.
Promote DNR job opportunities through diverse methods.	Utilize social media to promote the variety of career opportunities available at DNR.	The number of likes, followers, or responses to DNR social media posts for career information and job fairs.	Increase the number of likes, comments, and followers on DNR posts that promote job opportunities and aspects of diversity.	Katie Grant, Office of Communications, Carrie Wilson, EIO Hiring Supervisors	3/1/2021 Develop a method to track and monitor posts and responses. Completed – OC tracks.
	Discontinue (not an effective or doable use of social media) Utilize social media to announce DNR's presence at recruiting events and generate interest.	Track the number of people to approach our booth and discuss job opportunities with recruiters.	Increase the number of career fairs and events attended and number with a focus on diversity.	Recruiters (HR, supervisors, and any staff member representing the dept. at an event.)	2/15/2021 Develop a spreadsheet or survey as an efficient way of tracking.

	Actively participate in a variety of job fairs to promote DNR job opportunities, particularly with diverse populations. Utilize a variety of job-posting websites to promote DNR job opportunities, particularly those focused on reaching candidates from diverse groups.	Number of job fairs DNR staff attend. Divisions and programs are aware of and utilize multiple sources/sites/methods for recruitment.	Develop a tracking method to list, share, and collaborate on career fairs and attendance. New recruitment locations are added regularly, and information is shared with hiring supervisors.	Diversity Team Division and Program Recruiters Carrie Wilson, EIO Diversity Team HR Specialists Carrie Wilson, EIO	Dec. 2022. Ongoing.
Implement programs to diversify applicants and staff.	Create a “fellowship” program that would give underrepresented groups professional career opportunities within the DNR. Continue to promote opportunities for supervisors to hire interns/LTEs through the State of Wisconsin Student Diversity Internship Program and provide resources to recruit diverse candidates.	DNR fellowship program is active. Number of summer interns, particularly those from diverse backgrounds.	One fellow from an underrepresented group is selected and participates in the program. Increase in the overall number as well as the number of diverse interns hired annually.	Fellowship Team Jennifer Gebert Carrie Wilson Victoria Harmon Carrie Wilson, EIO Divisions/Programs	Dec. 2022. Ongoing annually.

Associated Training for staff on recruitment	<ul style="list-style-type: none"> • Train EIO and staffing team on the use of TAM for tracking candidates when available. • Promote DNR Interview Panel Best Practices training for employees participating in their first interview panel and as a refresher for experienced panel members. • Provide FAQs and training for staff who recruit from all programs to increase our presence at career fairs and provide consistent messaging.
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Retention Strategies

Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Increase training and development opportunities.	Support and encourage staff seeking professional development opportunities (internal and external). <i>MC 9152 is in the process of being updated. "HOLD" this for the next plan and update.</i>	Track staff requests for professional development opportunities. Analyze the demographics of staff requesting development opportunities and of those approved/denied.	Staff report feeling supported in professional development opportunities.	Julia Mimier, SDPS	Update for next plan.
	Use an equity lens when selecting staff for Leadership Academy.	Diverse Leadership Academy group.	The Leadership Academy will consist of diverse staff from across the agency.	Julia Mimier, SDPS	Ongoing.
Focus on positive first impressions and support.	Review onboarding (from hire to the first day) process to identify opportunities to increase connection and sense of belonging for new employees. HOLD and review for next plan. Expand mentorship programs for new employees to provide ongoing support and promote connections with a wide network of peers and partners. HOLD and Update for next plan.	New employees feel a sense of belonging and connection to the organization.	95% of employee comments on the onboarding process are positive. 100% of requests for additional information or help are resolved favorably within 2 business days.	Julia Mimier, SDPS Onboarding Team Diversity Team Julia Mimier, SDPS Divisions	Dec. 2022, ongoing.
Provide guidance, support, and resources to supervisors to foster an inclusive environment.	Training and resources are accessible via the DNR Intranet and Supervisor's Toolbox. All Sups training on E&I policies, initiatives, and/or development topics.	Updated resources. Training is provided.	At least 5 new/updated resources provided each year with corresponding Connection article. Equity and Inclusion topics on the agenda.	Julia Mimier, SDPS Carrie Wilson, EIO Diversity Team Carrie Wilson, EIO Julia Mimier, SDPS	Ongoing As scheduled annually.

<p>Each division will establish goals to support and increase equity and inclusion within their programs.</p>	<p>Divisions will institute practices to promote a welcoming and inclusive work environment.</p> <p>NEW: All staff will complete mandatory E&I training annually.</p>	<p>Division Administrators will report on their division initiatives at least two times per year at DLT Meeting.</p> <p>% of staff completing training.</p>	<p>Share best practices and successes with department leadership.</p> <p>90% of DNR employees complete mandatory E&I training annually.</p>	<p>Division Administrators</p> <p>Carrie Wilson, EIO Division Staff Diversity Team Engagement Team Wellness Team SD/FIL</p> <p>Julia Mimier, SDPS Carrie Wilson, EIO</p>	<p>Report out as scheduled.</p> <p>Dec. 2022.</p> <p>Dec. 2022.</p>
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<p>Associated training for staff on retention</p>	<ul style="list-style-type: none"> • Training on the use of an equity lens when making decisions for supervisors. • Training on inclusive meetings including in-person, virtual, and hybrid, how to run effective meetings and to get all attendees fully engaged and participating. A special focus on virtual meetings would be useful as we will likely continue the use of technology even after the pandemic ends.
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Agency Culture Strategies

Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Continue Ask DLT and highlight diversity in employee (<i>The Resource</i>) and supervisory (<i>The Connection</i>) newsletters.	<p>Ask DLT-feature in the employee newsletter provides a way for staff to engage through questions or sharing concerns with the Department Leadership Team.</p> <p>Focus on Diversity - monthly feature article in the employee newsletter to raise awareness and educate staff on significant events or issues affecting diverse groups.</p>	<p>Employees submit questions regarding DNR policy and operations.</p> <p>Focus on Diversity articles published regularly.</p>	<p># Of questions submitted.</p> <p>12 articles published annually.</p>	<p>DLT - Department Leadership Team and Program Subject Matter Experts as needed</p> <p>Diversity Team</p>	<p>Ongoing.</p> <p>Ongoing.</p>
Support of Diversity Team initiatives.	<p>Recommend supervisor and staff training opportunities on issues surrounding equity and inclusion.</p> <p>Staff Bio project recognizes diverse DNR staff and shares their story to educate and inspire.</p> <p>Identify opportunities to foster positive interactions and experiences with DNR for members of diverse groups.</p>	<p>New training on diversity topics is made available and promoted via the employee and supervisory newsletters.</p> <p>Staff bios are posted at DNR properties.</p> <p>The Team recommends events for DNR to host or attend showcasing and honoring diversity.</p>	<p>Recommend a new training opportunity each quarter.</p> <p>All Service Centers, State Parks, and State Forest offices will display at least one staff bio poster and will change the display at least every other month.</p> <p>Host or attend at least four events per year.</p>	<p>Diversity Team Training Team</p> <p>Diversity Team Property Managers</p> <p>Diversity Team</p>	<p>Ongoing.</p> <p>Ongoing.</p> <p>Ongoing.</p>

Support of the Employee Engagement Team initiatives.	<p>Conduct periodic employee engagement surveys to solicit feedback from staff on a variety of factors affecting their work environment and job satisfaction.</p> <p>Develop an action plan to address issues identified in survey responses. Collaborate with leadership and other DNR teams to implement the Employee Engagement Team Action Plan.</p>	<p>Periodic surveys are conducted.</p> <p>Action plan developed and items assigned.</p>	<p>Decrease the number of negative responses and issues identified.</p> <p>Increase the number of positive responses and feedback.</p> <p>Number of action items being addressed.</p>	<p>Employee Engagement Team</p> <p>Employee Engagement Team Diversity Team DLT and supervisors</p>	<p>Initial Survey results shared in 2020.</p> <p>Draft Action Plan shared in 2020.</p>
NEW Agency-wide sharing and collaboration will take on DEI recruitment, retention, and culture initiatives.	Staff with DEI responsibilities will have an awareness of division/program and agency work to connect, share, and collaborate.	Key DEI work is shared across divisions and collaborative work is happening.	A method is developed to track and share recruitment DEI work easily and efficiently.	Carrie Wilson, EIO Diversity Team Engagement Team Division DEI Teams SDs/FILs Wellness Committee	Dec. 2022.

Associated Culture Staff Training	<p>DNR and DOA/Enterprise Training offers a variety of training opportunities for staff related to diversity and inclusion. We believe all equity and inclusion training helps support the agency culture we strive to create. This training includes but is not limited to:</p> <ul style="list-style-type: none"> • Moving Beyond Compliance training (required for all staff) • Knowing Our Neighbors: WI American Indian Nations and Tribal Communities • Multigenerational Workplace • Unconscious Bias: Sparking a Conversation • Anti-Racism Resources
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Progress Monitoring

The Equity and Inclusion Officer will work cooperatively with the Department Leadership Team, the Diversity Team, and the Employee Engagement Team to conduct ongoing reviews of the DNR Equity and Inclusion Plan to ensure the successful implementation of our strategies and action steps. A plan will be developed that identifies available data that we can track and analyze. This data will be made available to the Department Leadership Team at least twice per year to track the results of the strategies we are implementing in the core areas of Recruitment, Retention, and Agency Culture.

Monitoring will occur through the following methods.

	Frequency	Individual Responsible
Ongoing meetings with Diversity Team	Monthly	Diversity Team Chair Carrie Wilson, EIO
Ongoing Employee Engagement Team meetings	Monthly	EE Team Chair Carrie Wilson, EIO
Ongoing EI updates at Department Leadership Meetings	Quarterly	Jennifer Gebert, HR Manager Carrie Wilson, EIO Diversity Team Chair EE Team Chair
Progress report which will include KIP measures and metrics if available	Twice per year	Carrie Wilson, EIO
Communication of Equity and Inclusion Plan progress as outlined in Communication Plan	Twice per year or more frequently as requested	Jennifer Gebert, HR Manager Carrie Wilson, EIO Diversity Team Chair EE Team Chair

Communication and Dissemination of Equity and Inclusion Plan

Internal Methods of Communication

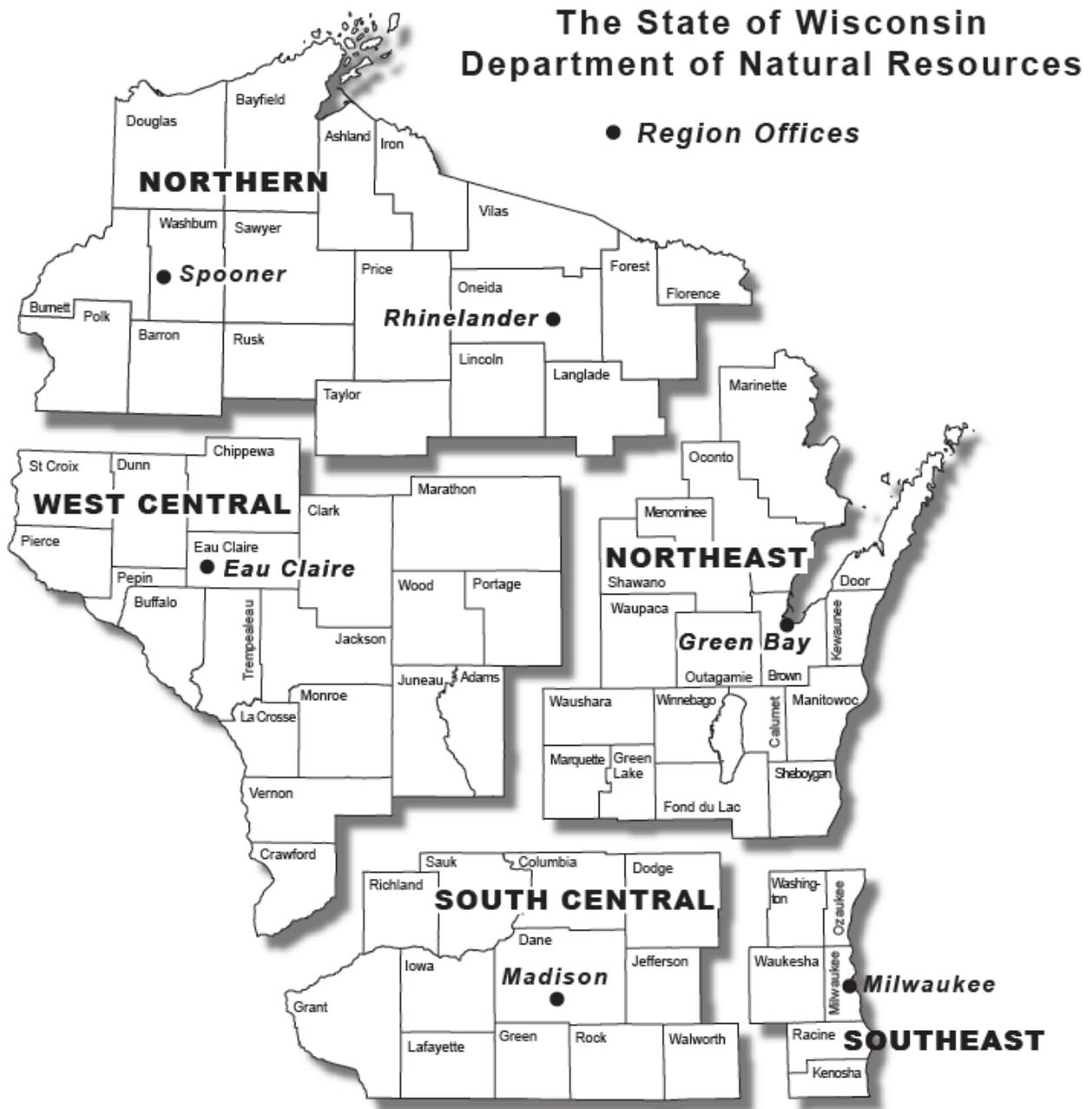
- A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or the Equity and Inclusion Officer to all staff on an annual basis.
- The agency's Equity and Inclusion Plan is available to all employees on the agency's internal website at <http://intranet.dnr.state.wi.us/HR/diversity/overview.html> or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- A physical copy of the agency's Equity and Inclusion Plan will be available to employees at the following address: 101 S. Webster St, Madison, WI 53703
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.
- The agency's Equity and Inclusion Plan will be introduced to all supervisors through an article in the January 2021 supervisor newsletter, during new supervisor training and the annual all-supervisor training program.
- The agency's Equity and Inclusion Plan will be introduced to employees through an article in the employee newsletter.

External Methods of Communication

- The agency's Equity and Inclusion Plan is available on the agency's public website at <https://dnr.wisconsin.gov/Employment/Diversity> or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings will include the statement "an equal opportunity employer" and "women, minorities, veterans, and individuals with disabilities are encouraged to apply." The agency will also ensure a representative ratio of diversity on all marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, And Justice For All, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: 101 S. Webster St, Madison, WI 53703.

DNR leadership is committed to implementing the actions and best practices identified in this plan. We are confident these initiatives will drive continuous advances toward our goal of a diverse workforce that mirrors the diversity of our citizens and visitors. Our properties and offices will model a standard of inclusion to ensure all who visit or work there feel welcomed, valued, and respected.

Reference 1: DNR Regional Offices



Reference 2: Workforce Analysis

Department of Natural Resources Workforce Analysis - Demographic Summary

Time Frame: End of CY2020 Q3

EMPLOYEES BY TYPE*				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
Permanent	2236	99.2%	2221	99.3%
Unclassified	9	0.4%	9	0.4%
Project - Permanent	1	0.0%	1	0.0%
Seasonal	8	0.4%	7	0.3%
Grand Total	2254	100.0%	2238	100.0%

GENDER				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
Female	786	34.9%	772	34.5%
Male	1468	65.1%	1466	65.5%
Grand Total	2254	100.0%	2238	100.0%

AGE				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
20-29	289	12.8%	289	12.9%
30-39	597	26.5%	594	26.6%
40-49	603	26.8%	597	26.7%
50-59	562	24.9%	558	24.9%
60 and up	203	9.0%	199	8.9%
Grand Total	2254	100.0%	2238	100.0%

SENIORITY				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
0-4	728	32.3%	725	32.4%
5-9	459	20.4%	457	20.4%
10-14	244	10.8%	243	10.9%
15-19	203	9.0%	202	9.0%
20-24	273	12.1%	269	12.0%
25-29	220	9.8%	218	9.7%
30-35	103	4.6%	101	4.5%
>35	24	1.1%	24	1.1%
Grand Total	2254	100.0%	2238	100.0%

RACE/ETHNICITY***				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
American Indian/Alaska Native	11	0.5%	11	0.5%
Asian	36	1.6%	36	1.6%
Black or African American	26	1.2%	26	1.2%
Hispanic/Latino	36	1.6%	36	1.6%
Native Hawaiian/Pacific Islander	1	0.0%	1	0.0%
White	2080	92.3%	2065	92.3%
Not Specified	64	2.8%	64	2.9%
Grand Total	2254	100.0%	2238	100.0%

DISABILITY STATUS***				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
Not Disabled/Not indicated	2170	96.3%	2155	96.3%
Disabled	84	3.7%	84	3.7%
Grand Total	2254	100.0%	2238	100.0%

VETERAN STATUS***				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
Not a Veteran	2018	89.5%	2003	89.5%
Veteran	125	5.5%	125	5.6%
Not Indicated	111	4.9%	111	5.0%
Grand Total	2254	100.0%	2238	100.0%

VETERAN DISABILITY STATUS***				
Row Labels	# of Employees**	% of Employees**	Sum of FTE	% of FTE
Vet with a 70% or greater service connected disability	5	17.2%	5	17.2%
Vet with at least 30% but less than 70% service connected disability	10	34.5%	10	34.5%
Vet with less than 30% service connected disability	14	48.3%	14	48.3%
Grand Total	29	100.0%	29	100.0%

Data was extracted from PeopleSoft on 10/19/20 using 9/30/20 as the effective date.

* Data defaults to permanent employees only (where HR Status = Active & Pay Status = Active OR Leave with Pay).

** The number and percent of employees is based on the distinct count of employee IDs.

*** Data is self-reported by employees and can be updated by an employee at any time in STAR HCM.