



State of Wisconsin Department of Natural Resources

Equity and Inclusion Plan

2024-2026

Steven Little
DNR Deputy Secretary



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Introduction

The Department of Natural Resources (DNR) is committed to being equitable, inclusive, and representative of the public we serve. As the DNR intentionally builds and promotes equitable and inclusive practices internally and externally, the core values of the agency will continue to strengthen and shine: integrity, professionalism, collaboration, respect, and customer service. The DNR recognizes that equity and inclusion are not milestones to achieve, but rather a mindset and continuous way of work.

At its heart, the DNR is anchored in the mission to “work with people to understand each other’s views and to carry out the public will. And in this partnership consider the future and generations to follow.” The work of the DNR protects the present and grows the well-being of the future—seeking to ensure the right of all people to access and use the natural resources of Wisconsin while recognizing the synchronicity and interdependence of all ecosystems that sustain a healthy environment. The success of this partnership depends on internal and external environments in which all employees and customers are treated equitably with dignity, respect, and belonging. The partnership is the key to the DNR’s mission of protecting and managing natural resources while supporting the economy and the well-being of the residents of Wisconsin.

It is essential to respect differences by offering an environment that embraces equity and inclusion and celebrates diversity. All DNR employees and customers feel welcome and valued, 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.

The DNR has goals in three focus areas to support this work and commitment to the principles of equity and inclusion: culture, retention, and recruitment. These focus areas closely relate to the internal characteristics of the DNR but also have direct impacts on how its values are carried out externally.



The goals and strategies detailed in the 2024-2026 *Equity and Inclusion Plan* (EI Plan) are intended to provide ongoing guidance to create lasting change. The DNR recognizes this work is not easy or finite, but rather is an ongoing commitment to growing equitable and inclusive practices with DNR employees, stakeholders, and customers.



Contributors to the 2024-2026 Equity and Inclusion Plan

Individuals Responsible for Directing and Implementing the EI Plan*



Deputy Secretary Steve Little is the agency appointed authority responsible for establishing the EI Plan, including goals, timetables, and compliance with all federal and state laws and regulations.



Carrie Wilson, the Equity and Inclusion Officer (EIO), or her designee, is directly responsible for developing, coordinating, and implementing the EI Plan. She is a Department of Administration (DOA) Human Resource (HR) employee who serves the DNR.



Jennifer Gebert, the HR Manager, is responsible for ensuring equitable and consistent administration, applying all personnel policies, and providing resources, support, and supervision of the EIO and other professionals. She is a DOA HR employee who serves DNR.

*See *Appendix A* for a detailed list job duties and responsibilities.

EI Planning and Development Team

The EI Planning and Development Team is a representative group of DNR employees selected by the agency appointing authority to assist with the planning and development efforts for the EI Plan. Team directives are to:

- Review equity and inclusion-related data, gather additional data as needed, recommend opportunities for improvement, and provide support and shared ownership of DNR strategies and desired outcomes.
- Assist with developing and writing the EI Plan.
- Establish a plan for regular communication regarding the planning process, activities, and outcomes to build transparency, broad participation, and support.

Team Lead - Carrie Wilson

Division of Environmental Management (EM) - Jody Irland

Division of External Services - Emilio Machado and Michelle Scott (Lehner)

Division of Fish, Wildlife & Parks (FWP) - Brigit Brown and Anne Reis

Division of Forestry - Anthony Palladino

Division of Internal Services (IS) - Kelly Raleigh Moses and Tim Cooke (Team Sponsor)

Division of Public Safety and Resource Protection (PSRP) - Cara Kamke

El Plan Implementation Team

The El Plan Implementation Team is a representative group of DNR employees selected by the agency appointing authority to assist with the implementation of the El Plan. Team directives are to:

- On a quarterly basis, review equity and inclusion-related data, gather additional data as needed, recommend opportunities for improvement to the El Plan based on data.
- Develop a system for tracking and reporting on progress towards goals, strategies, and actions.
- Annually review and as needed, update the El Plan.
- Follow the established communication plan and provide regular communication regarding El Plan work completion, successes, challenges, and updates.

Team Lead and Diversity Team Advisory - Carrie Wilson

Diversity Team Chair - Jody Irland

Employee Engagement Team Chair and/or Vice Chair - TBD

Employee Engagement Team Advisor - Julia Mimier

Wellness Committee Chair and/or Vice Chair - TBD

Division Representatives (Optional) - TBD

Subject Matter Experts and Contributors to the El Plan

- **Donna Marchese**, Staffing, Classification, and Compensation Program Officer (SCCPO)
- **Joanna Koehler**, Senior Staffing, Classification & Compensation Specialist
- **Erika Mills**, Loans Project Manager; Wellness Committee Chair
- **Joe Van Rossum**, Business Operations Director – EM Division
- **Kaylin Helm**, Southern Region Real Estate Supervisor; Diversity Team Chair
- **Kelsey Pickart**, Communications Coordinator – FWP Division
- **Rene Buys**, Division Planner – EM Division
- **Victoria Harmon**, Policy Advisor – IS Division
- **Julia Mimier**, Training Coordinator – IS Division
- **Julie Majerus**, Environmental Justice Policy Advisor – Office of the Secretary
- **Lauren Bradshaw**, Natural Resources Research Scientist; Engagement Team Vice Chair
- **Division and Program DEI Teams**

Employees from every division at the DNR and DNR administration, have supported this planning process at every stage and will be responsible for carrying it out and upholding its values.



Organization of the EI Plan

This EI Plan builds upon a strong foundation of equity and inclusion work at the DNR. Much of the past work and planning has carried forward to this current plan. **The main difference for this iteration of the EI Plan is that employees from all divisions and DEI teams are collaborating intentionally to plan, implement, and grow equity and inclusion at the DNR.**

The EI Plan is organized into three sections to review past cornerstones of equity and inclusion at the DNR, acknowledge the current state of the DNR, and look toward the future:



Cornerstones of the EI Plan

The DNR's equity and inclusion planning took on a new look in 2019 after Governor Evers implemented *Executive Order 1*. At that time, all DNR supervisors participated in meetings where they engaged in equity and inclusion learning and discussion. Supervisors identified solutions and goals for the following topics:

- Best practices in job announcements
- Best practices in recruitment and retention
- Best practices in interview panels

During this time, the Department Leadership Team (DLT) met and reviewed the *Affirmative Action (AA) Plan*, the goals of the Diversity Team, the supervisor identified solutions and goals, as well as other DEI programs supported by HR. The outcome of that work was a publication, *Everyone Matters*, which was released to all DNR employees in August 2019 as a first step toward communicating the DNR's commitment to equity and inclusion. In that vein, this EI Plan draws from its predecessors which include, but are not limited to, the following documents:

- *Everyone Matters – DNR's Diversity and Inclusion Summary (2019- 2021)*
- *DNR Equity and Inclusion Plan (2021- 2023)*
- *Equity and Inclusion Strategic Plan Monitoring and Audit Guidance (2023)*
- *Monitoring Visit Report (2022)*



Equity and Inclusion Across the DNR Today

The importance of equity and inclusion is seen through current practices and through the work of many teams across the DNR. The work of these teams is woven throughout the DNR, and its residual impacts are greater than can ever be reported. Celebrating and spotlighting the work of these teams is important in understanding past and future DEI focus areas.

There are currently 12 standing teams dedicated to equity and inclusion work at the program, division, or department level. In follow up to the *Monitoring Visit Report*, the DNR has been intentionally aligning communication and equity and inclusion initiatives, including building of this EI Plan, across divisions and teams. This alignment included the identification of all the standing equity and inclusion teams throughout the DNR. A DEI Communication & Collaboration Team (DEI C&C Team) was created to further communication and collaboration leading to best utilization of resources. The purpose of the team is to have members share information to the DEI C&C Team on equity and inclusion work happening in their division, program, or team, while also bringing information back to those groups. This fosters a two-way communication and identifies ways teams can collaborate and share work.

One example of the two-way communication is the EI Plan input. Each DEI team had the opportunity to provide feedback on the plan, as well as provide their own DEI work plans, goals, and strategies. The goals and strategies that aligned with EI Plan goals have been incorporated into the EI Plan. In addition, the DEI C&C team also provided input to the plan creation as well as a review of the final plan. This collaborative work will not end with the planning phase but will be carried through to implementation.

The purpose, objectives, and annual highlights of some of the following DEI standing teams and/or divisions is spotlighted below.

Equity and Inclusion at the DNR



Diversity Team

Annual Highlights

The Annual Equity and Inclusion Learning Initiative (AEILI) has been in development for more than two years. During 2023, the AEILI project team created and facilitated monthly events beginning in March. Events included a month-long Inclusion Challenge article series in *The Resource*, hybrid keynote with eight in-person watch parties, three different virtual lunch & learn sessions, and four book club sessions. Each lunch & learn and book club session was repeated three to five times to allow as many employees as possible to attend.



2023 AEILI Keynote Speaker Beth Ridley with Michelle Scott, DNR, preparing to deliver the hybrid keynote.

Contributed to the EI Planning and Development Team.

Contributed to the State of Wisconsin Summer Diversity Intern Program (SWSDIP) with the intent the Diversity Team will transition to the lead team in future years, taking over for the EM Workforce Diversity and Inclusion Team (WDIT).

Writing monthly equity and inclusion articles for *The Resource*.

Developing plans to celebrate Pride month across DNR offices.

Drafting a Racial Equity and Inclusion Toolkit.

Developing a foundation for Employee Resource Groups.

Purpose and Objectives

To advance the purposes and the expectations placed upon the DNR by the relevant and applicable federal and state laws, rules and requirements by:

- To advise the Secretary on issues that affect DNR policy, practices and services related to AA, diversity and equal employment opportunity.
- To communicate concerns and/or to recommend positive solutions to ensure diversity and equal opportunities for current and future employees.
- To recommend, develop, and/or sponsor activities that support a positive climate for diversity at the DNR.
- To assist in review of the EI Plan by recommending strategies to address identified goals and define and monitor measures to ensure effectiveness.
- To develop objectives, goals and performance measures for the Diversity Team and evaluate and report on progress to leadership.

DEI Communication & Collaboration Team

Purpose and Objectives

To promote greater communication, knowledge, and collaboration with diversity, equity, and inclusion efforts to increase impact and reach of efforts as well as effective and efficient utilization of resources.

To facilitate information gathering along with knowledge sharing and transfer. Members will bring information to and from the DEI C&C Team and their division, program, or team.

This is an DNR improvement and effectiveness initiative. This team is not meant to take on projects or specific work beyond its purpose and the tasks below:

- Review and understand the draft EI Plan as it relates to equity and inclusion goals, objectives, and actions.
- Provide inputs for the EI Plan reviews and monitoring visits.
- Support development of and provide inputs for the EI Plan.
- Provide advice and recommendations to division/program/team on efforts that could be collaborative and/or would serve the entire DNR.
- Provide recommendations on coordinated communication strategies as needed for work products.

Employee Engagement Team

Purpose and Objectives

To promote greater health, effectiveness, responsiveness to change and adaptation on an agency-wide level and serves as a direct link to DLT.

- Research and advise on new, innovative and best practices for engagement.
- Solicit ideas from employees on how to increase engagement.
- Serve as engagement contact at department events.
- Seek out and suggest other opportunities to engage with and hear directly from employees across the department or potential future employees at regularly scheduled events.
- Draft an annual Engagement Action Plan.
- Provide advice and recommendations to on methods to measure current and future levels of engagement throughout the DNR.
- Provide advice and recommendations on how to increase employee's awareness and competencies related to engagement for all employees and especially first line managers.
- Provide coordination, consultation and engagement information with other organizational teams.
- Create communication strategies as needed for its work products.
- Serve as a sounding board for potential changes being contemplated by DLT to help them better understand what employees are thinking and/or how they might respond.
- Act as a thinking partner to DLT in addressing complex agency-wide challenges that don't have obvious, tried and true or simple solutions.

Wellness Team

Annual Highlights

Winterlude competition to encourage employees to participate in a variety of wintery pastimes that embrace the chill air and blustery weather as part of what defines this unique region and those who live in it. Winterlude activities can be tracked on a playing card and are part of division vs. division competition.

Summer Workout division competition to see who has the highest participation completing 10 or more summer workouts. The winning division will receive bragging rights as the most active division in the DNR.

Elevate Financial Wellness Program which provides free education resource of managing money and becoming financially fit.

Provides monthly DNR wellness and employee assistance program workshops.

Provides outreach about Well Wisconsin Initiative.

Continues to aggregate materials for a resilient Wisconsin and other wellness resources.

Purpose and Objectives

The development and implementation of DNR wellness programming and ensuring opportunities and assistance for all DNR employees throughout the state.

Strive to ensure the DNR is a leader in worksite wellness, where everyone has the tools and support to achieve their healthiest potential.

Continue a commitment to strengthen the health and well-being of DNR employees and their families through wellness activities, educational opportunities, self-improvement, and fostering a culture of health within the workplace.



Environmental Management Division Workforce Diversity and Inclusion Team

Purpose and Objectives

To increase and retain diverse employees within the EM division's workforce to create a more inclusive workplace environment.

- Identify and provide resources that support hiring managers' efforts to increase diversity in candidate pools.
- Identify processes to better integrate diversity and inclusion principles within the recruitment and hiring process.
- Identify and promote opportunities for hiring employees to engage with potential employees with a focus on underrepresented groups.
- Identify opportunities to engage in efforts that support or encourage underrepresented groups to enter programs that prepare them to become part of the environmental protection workforce.
- Provide sustainable support mechanisms to integrate and retain diverse workforce.
- If appropriate, develop tools, processes or guidance and once approved, place them in the EM Division Guidance Library.
- Support the coordinated implementation of DEI objectives and strategies across the division and all programs

Annual Highlights

Ongoing cross-program sharing of resources, lessons and opportunities.

Developed a best practice inclusive hiring guide for supervisors.

WDIT has been heralding the development and facilitation of the SWSDIP internship program for the past few years before it was adopted as DNR program in 2023. WDIT will hand off leadership to the Diversity Team after summer of 2023.

Implementation of DNR DEI initiatives.



2023 DNR SWSDIP Interns on a tour of the capitol building.

Forestry DEI Specialist Team

The Division of Forestry developed a DEI and Engagement Action Plan (DEI Action Plan) as part of the division's broader 5-year Strategic Direction planning process. Employees were asked to share their ideas on how to advance DEI outcomes in a "Culture of Belonging" survey offered in Spring 2022. An ad hoc team analyzed the information and developed 10 focus areas with outcomes to broaden employee understanding of DEI concepts, build a safe and welcoming environment, and build appreciation for diversity in customers, industry partners, and future forestry employees. In February 2023, the division launched the Forestry DEI Specialist Team to assist with the implementation of Forestry's DEI Action Plan. Other parties have been assigned actions within the DEI Action Plan including Forestry leadership and specialist teams, division effectiveness section personnel, and agency partners.



Fish, Wildlife, & Parks Division

Annual Highlights

Supporting four program teams (Natural Heritage Conservation DEI Team, Parks and Recreation DEI Team, Fisheries DEI Team, Wildlife DEI Team) to address program/field specific DEI issues and identify barriers to normalizing diversity within programs.

Identify DEI training for FWP employees.

Division/program DEI SharePoint websites.

Natural Resources Foundation Internships.

Participation in Operation Fresh Start.

Drafting a DEI dashboard for the division.

Identifying and working toward rectifying naming issues throughout parks.

Researching land acknowledgements.

Began a program inventory of initiatives.

Developing DEI internships opportunities.

Drafting volunteer training to include equity and inclusion content.

Identified future initiatives which include creating a DEI digest, a clearing house system for training and events, maintaining a mailing and contact list, and working with the FWP relevancy team to broaden engagement.



Anglers from Vera Court Neighborhood Center's summer camp program line up at the "Fishmobile" to get bait. Vera Court is on Madison's north side and serves children and families who have been underrepresented in the angling community. Photo Credit - Andy Manis

Purpose and Objectives

To make the FWP Division more inclusive and invite a broader spectrum of applicants and constituents to appreciate and support conservation and FWP work. Reflecting this in FWP workforce, actions, performance metrics and priorities demonstrates a commitment to serving broader constituencies.

Division objectives are:

- Increase the percentage of recruitments with women, minorities, veterans, and people with disabilities on the certification lists and who advance to the interview stage.
- Take proactive measures to retain a diverse workforce by providing a welcoming environment with access to resources, mentors, training and professional development, and opportunities for recognition and advancement.
- Ensure the DNR is a welcoming and inclusive workplace where all employees feel valued and respected.
- Engage a broader set of constituent groups in FWP work.
- Actively engage people of color and disabled visitors to state lands, providing new opportunities (as well as examining and adjusting existing opportunities, where appropriate) and a welcoming environment. Work to improve accessibility, visitation, and inclusivity in events. Consider diversity broadly in these efforts.

Division of Public Safety and Resource Protection

Annual Highlights

Intentionally includes diversity as part of annual recruitment efforts.

Annually evaluates the conservation warden hiring process and benchmarks for inequities.

Provides resources for helping applicants traverse the hiring process.

Built DEI concepts into quarterly professional development trainings and provided the following employees training opportunities:

- Jan. 2022 – March 2022 Inclusivity training for supervisors
- Fall 2022 Introduction to DEI for all division employees

Built youth outreach into the position descriptions for all conservation wardens and recruitment retention and reactivation (R3) employees.

Ongoing expectation for each conservation warden to develop partnerships within their communities.



Conservation Warden Lowry engages with youth at local "Fish with a Cop" event.

South Central Region DEI Team

Annual Highlights

For the third year, the South Central Region DEI team partnered with the Urban League of Greater Madison, with sponsorship by STRANG, to host this youth-oriented career event.

The Fitchburg office hosted approximately 40 middle school youth to learn about employment opportunities at the DNR, the students were able to experience:

- A presentation from wildlife staff on raptor handling.
- Native culture and history as well as archeological career paths by learning about the burial mound on the Fitchburg Campus.
- Interactive discussion with National Heritage Conservation on invasive species and prescribed burns.
- Walk through of the fisheries shop to learn about electroshocking of fish as an efficient means to gather data.
- Tour of the warden garage where important equipment is kept for patrol.

Working Toward a Better Future

Workforce Analysis

The DNR strives to have a diverse workforce that is reflective of the customers that we serve. In that vein, it is important to understand the current workforce of the DNR and the statewide population demographics. For the purposes of this section, AA groups are defined as women, people of color, people with disabilities and veterans. An analysis of statewide population demographics, state employment trends, and DNR employment trends are detailed below. Overall, the DNR has seen slight increases in employment for most AA groups. Continued work is needed to ensure employees reflect the labor force and constituents.

State Population Demographics

As of Jan. 1, 2022, DOA estimated the current state population is approximately 5.95 million with a moderate population growth of 0.94%. The DOA projects the state's total population will continue to increase over the next decade.

Table 1 summarizes the Wisconsin's population by age and gender. Approximately 60.2% of the population is between the ages of 18 and 64 years old, contributing to the potential statewide labor pool. The state's gender demographics shows there is a relatively equal population distribution by gender, which is mirrored throughout the age pyramid.

Table 1: WI Population by Age and Gender	
Population Estimates	Percent
Persons Under 18 years	21.1%
18 to 64 years	60.2%
65 years and over	18.7%
Female	49.8%
Male	50.2%

Table 1 Source: US Census Bureau, 2017-2021 American Community Survey 5-yr Estimates (Table ID: S0101), 2021.

Table 2: WI Employed Labor Force and DNR PRM by AA Group		
AA Group	State Employed Labor Force	DNR PRM Staff
Females	47.8%	36.1%
People of Color	20.3%	5.0%
People with Disabilities	5.3%	5.9%
Veterans	4.7%	5.1%

Table 2 Source: US Census Bureau, 2017-2021 American Community Survey 5-yr Estimates (Table ID: C18120, C24010A-G,I), 2021; State of Wisconsin Department of Administration, Employee Demographics Dashboard Summary by Quarter for employment types, Quarter 2, 2023.

State Employment Trends

The 2021 American Community Survey (ACS) estimated 81.6% of the Wisconsin population between the ages of 18-64 were in the labor force and of that, 96.6% were employed in Wisconsin. The labor force is defined as the number of people who are either employed or the unemployed that are actively seeking employment, and excludes those people not seeking employment, people on active duty and people living in institutions. **Table 2** summarizes data from the 2021 ACS, showing the state's employed labor force by AA group compared to the DNR permanent employees (PRM) in 2023 by AA group.

The State of Wisconsin Department of Workforce Development (DWD) March 2023 job outlook report concluded all employment in Wisconsin is expected to increase by 6.3% from 2020 to 2030. DWD projected 2.7% growth in the government industry jobs and 3.7% growth in the natural resources industry jobs. This growth may directly impact the DNR's ability to retain and recruit.



DNR Employment Trends

In the second quarter of 2023, the DNR workforce was comprised of 2,212 PRM and 1,171 limited-term employment (LTE). **Chart 1** shows almost one in every three employees is an LTE employee, whereas the state enterprise workforce is 88.5% PRM employees. The DNR relies heavily on a seasonal workforce, which account for a significant number of the LTE positions. LTE employees are not permanent employees and are limited to 1,039 work hours within a twelve-month period; LTE employees may hold two concurrent LTE positions.

The average age of PRM and LTE employees was not significantly different. PRM employees are on average 43.2 years old and LTE employees are 37.6 years old.

The average turnover rate between 2017-2022 for PRM employees is 7.1%, which is significantly less than 18% turnover rate that the U.S. Bureau of Labor Statistics reported is average for state and local government jobs, including education. The statistics include employees who voluntarily quit, layoffs, retirements, transfer to affiliate and discharges. DNR separations for PRM staff are primarily the result of resignations (94%) and occur on average after 5.7 years of employment. Non-supervisory positions accounted for 93% of separations at the DNR. The average age at separation was 39 years old and were primarily (83%) white employees with 39% identifying as female employees. The implementation team will continue to analyze exit data to identify any areas of concern.

As displayed in **Table 3** (below), since 2019 the following changes in DNR workforce demographics in AA groups have been noted.

- The number of employees who identify as female has increased more than 2%, for both PRM and LTEs.
- The number of PRM employees who identify as a person of color, has slightly decreased, while the people of color LTE employees showed slight increases.
- The number of employees, both PRM and LTE, who identify as living with disabilities has increased since 2019.
- The displays a slight decrease in the current number of veterans employed as PRM and LTE employees.

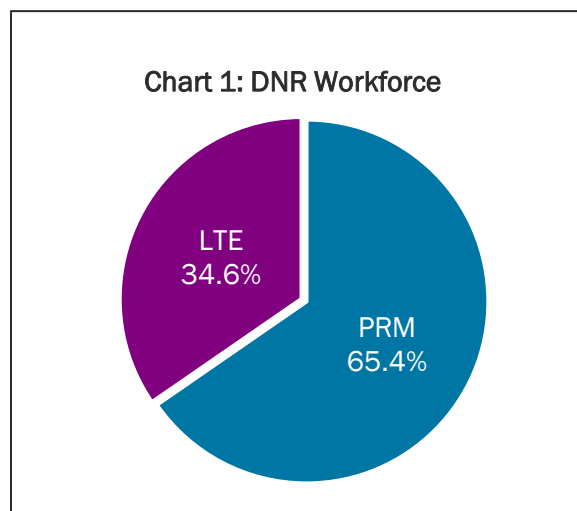


Chart 1 Source: State of Wisconsin Department of Administration, Employee Demographics Dashboard Summary by Quarter for employment types, Quarter 2, 2023.

Table 3: DNR Employee Summaries from Quarter 2, 2019-2023**Permanent Employees**

	Total Employees	Females	%	People of Color	%	People with Disabilities	%	Veterans	%
2019	2,225	751	33.8%	116	5.2%	92	4.1%	135	6.1%
2020	2,246	784	34.9%	119	5.3%	86	3.8%	130	5.8%
2021	2,194	768	35.0%	113	5.2%	76	3.5%	122	5.6%
2022	2,203	786	35.7%	108	4.9%	92	4.2%	116	5.3%
2023	2,212	798	36.1%	110	5.0%	130	5.9%	112	5.1%

Limited Term Employees

	Total Employees	Females	%	People of Color	%	People with Disabilities	%	Veterans	%
2019	1,355	518	38.2%	48	3.5%	21	1.5%	70	5.2%
2020	1,200	461	38.4%	37	3.1%	22	1.8%	56	4.7%
2021	1,247	485	38.9%	44	3.5%	21	1.7%	52	4.2%
2022	1,236	490	39.6%	62	5.0%	27	2.2%	53	4.3%
2023	1,171	473	40.4%	59	5.0%	24	2.0%	53	4.5%

Table 3 Source: State of Wisconsin Department of Administration, Employee Demographics Dashboard Summary by Quarter 2 employment types, Quarter 2, 2019-2023

Chart 2 shows the gender breakdown by percent compared to the state enterprise employees and statewide labor force. Although the female gender distribution increased, it is still below the state enterprise and overall state population composition. The DNR will continue to work on achieving a gender ratio equivalent to the statewide population and labor force.

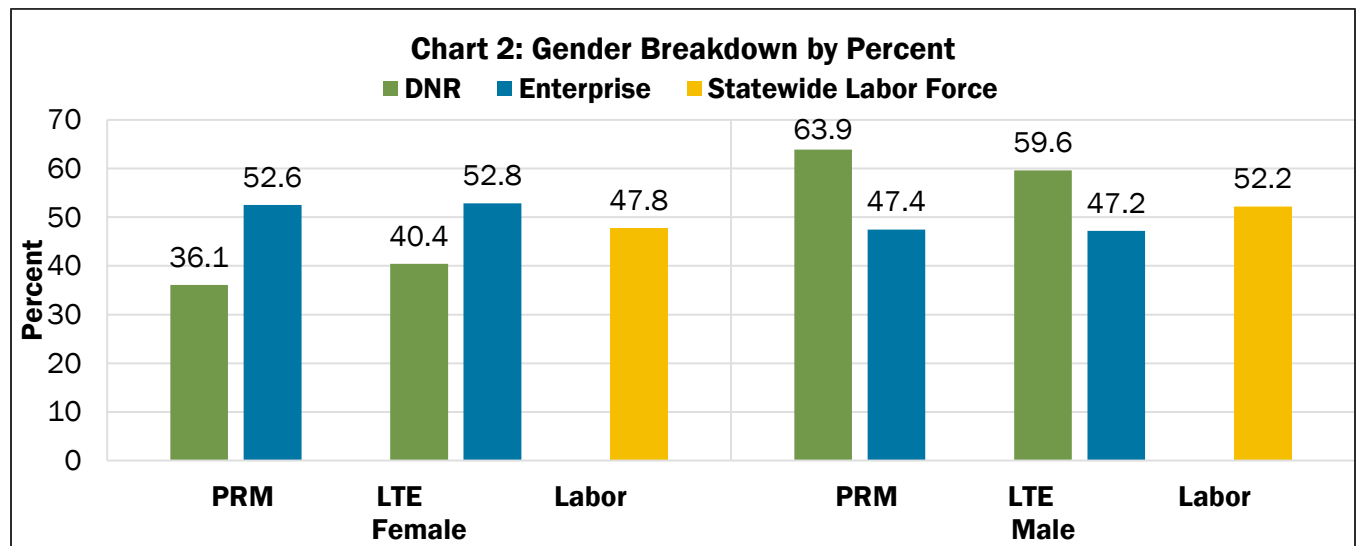
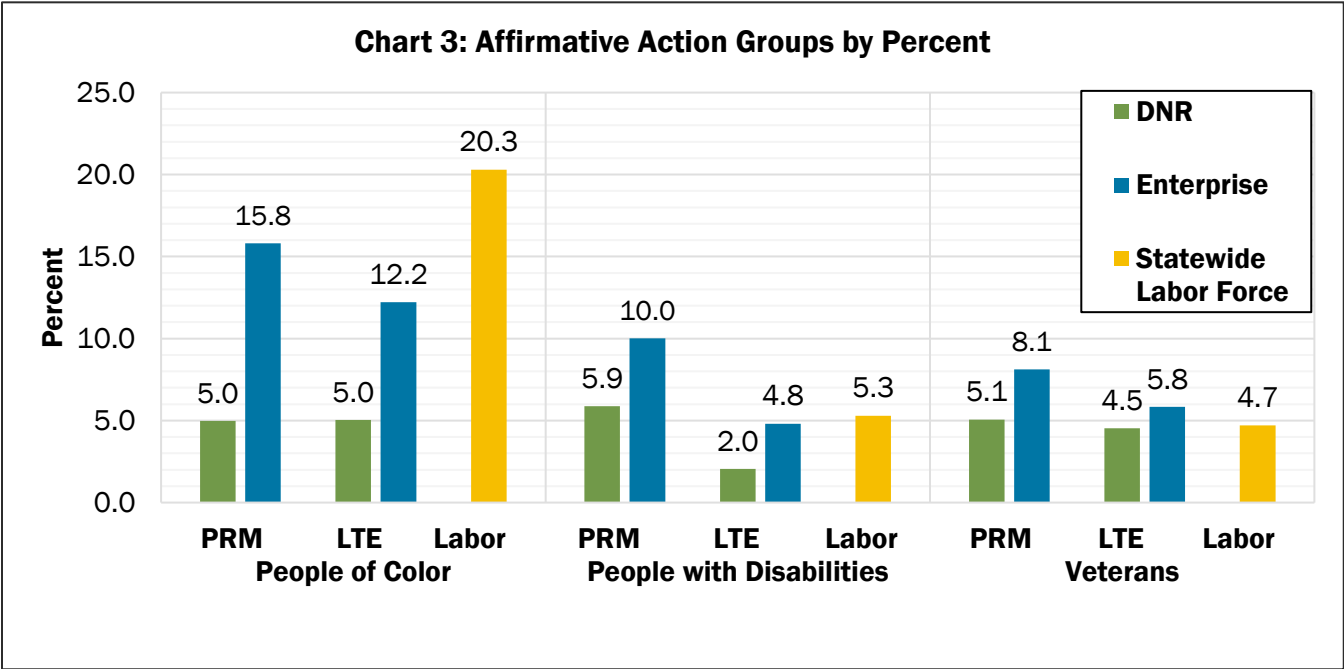


Chart 2 Source: State of Wisconsin Department of Administration, Employee Demographics Dashboard Summary by Quarter 2 employment types, 2019-2023; US Census Bureau, 2017-2021 American Community Survey 5-yr Estimates (Table ID: C18120, C24010A-G,I), 2021.

Chart 3 represents the current AA group distribution for the DNR, state enterprise, and statewide labor force. The number of PRM and LTE employees that identify as people of color is below the representative statewide population and labor force numbers.



Workforce Analysis Key Findings

The number of DNR positions remains relatively stable while the available labor force is declining due to Baby Boomer retirements and life expectancies, decline in birth rates since 2010, slowed population migration, low unemployment, and an increasing number of jobs. The number of jobs available in Wisconsin is expected to increase overall, including in government and natural resources.

The PRM and LTE workforce for DNR are relatively similar in diversity; in the past, the LTE labor pool was considered as a strategy to diversify the DNR workforce. Additional work will need to be done to better understand the potential DNR workforce and barriers to realizing a diverse workforce.

Our current focus will be to treat all positions as underutilized for the AA groups. As we make progress overall, we'll be able to refine our plan and focus on specific job groups.

The DNR typically retains most of its workforce year over year as evidenced by the low turnover rate. This provides an opportunity for concentrated efforts on culture and recruitment to continue.

Barriers and Opportunities for Growth

While a lot of great work has taken place over the past few years in the DNR around equity and inclusion, there have been barriers and challenges. Barriers have included a lack of intentional data collection and analysis, lack of accountability, lack of intentional procedures to promote internal communication around work that is happening within the agency, and siloed work.



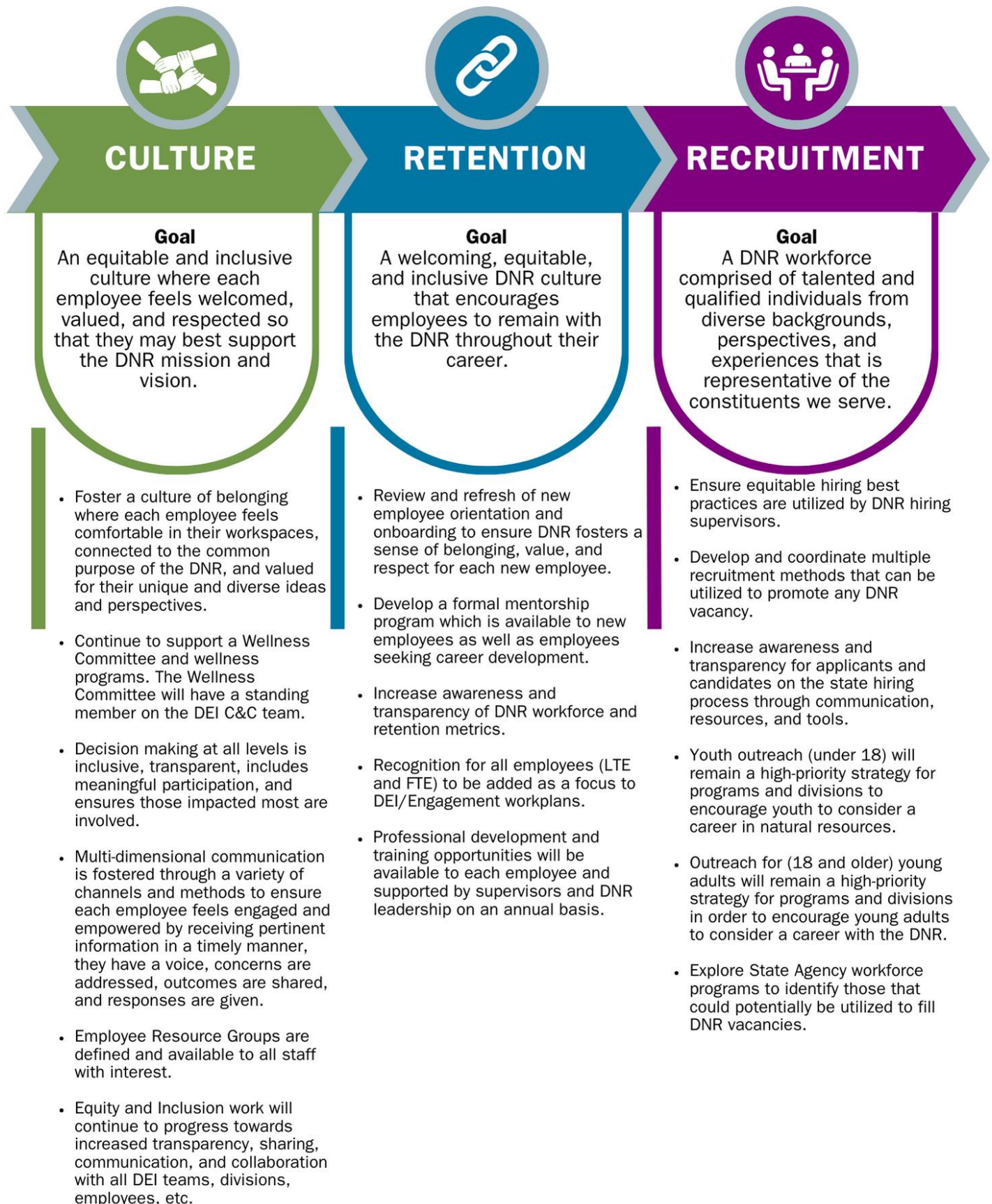
There is continued work that needs to be done to reach the goal of the DNR workforce mirroring the demographics of the state labor force. This EI Plan includes strategies and actions to help reach that goal.

While we have faced barriers, our past work has built a momentum towards a DNR workforce that is representative of the constituents we serve. Consistent and incremental implementation continues to be an area of focus. One goal for this EI Plan is that it provides actionable strategies to all employees in a well-planned and incremental manner and allows employees understand the significance of the EI Plan to their core work. Dedicated employees are needed to keep the EI Plan at the top of mind throughout the DNR so programs and teams can balance the goals of the EI Plan with additional core work areas of the DNR. Strategies for a strong implementation:

1. **Accountability** – An EI Implementation Team and implementation strategies embedded into the EI Plan. The goal is to create intentional pause and reflect points to track and review progress.
2. **Communication** – A communication plan is embedded into the EI Plan to ensure there is a balanced and comprehensive approach to building awareness of the goals and strategies of the EI Plan and how they impact each employee.
3. **Dedicated employees** – The EIO, with support from each DEI team and the DEI C&C Team, has ownership, buy in, and a stake in the success of the EI Plan.
4. **EI Implementation Team** – A selected team with representation from each division to continuously monitor the EI Plan progress, provide updates, and adjust the EI Plan as needed.

Equity and Inclusion Plan Overview

This EI Plan starts with building upon the commitment and ideals initiated in prior years and is anchored in data. In 2019, workforce data was analyzed by DLT to establish three core goals to guide each iteration of the plan: culture, retention, and recruitment. Each individual core goal grows when the other areas are built upon as well—growth in one area is dependent on focus and work in the other two areas. Current focus areas, goals, and strategies are outlined below.



Goals, Strategies, Metrics to Grow Equity and Inclusion

The contributors to the EI Plan have worked to derive strategies directly from core focus areas and challenges identified above. Actions, long or short term, are how the strategy will be achieved in terms of specific outcomes. The outcomes are measurable and feasible. 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. KPIs support the monitoring and continuous improvement activities of the strategic EI Plan. To build these metrics we have relied on communication with agency DEI teams, the employee engagement survey data, exit interview data and communication with multiple levels of leadership.

Culture

An equitable and inclusive culture where each employee feels welcomed, valued, and respected so that they may best support the DNR mission and vision through their core work.

Strategy 1

Foster a culture of belonging where each employee feels comfortable in their workspaces, connected to the common purpose of the DNR, and valued for their unique and diverse ideas and perspectives.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Curate an accessible and relevant resource library for equity and inclusion learning.	Accessible location for library determined. Process for submission and review of materials developed. Divisions and programs are encouraged to share materials for the library.	A relevant equity and inclusion resource library is available to all DNR employees by fall of 2025.	Request to division and program DEI teams to lead this effort for the DNR.	Jan. 2025 - Oct. 2025
AEILI program implemented.	Annual leadership is identified with a succession plan. Cross-divisional team to be formed to carry out the work. Annual learning activities are provided for all DNR employees. Outcomes and metrics developed to measure effectiveness of the program.	Growth and learning opportunities annually provided for all DNR employees.	Diversity Team with division representatives	Jan. 2024 and ongoing

Strategy 2

The DNR will continue to support a Wellness Committee and wellness program. The Wellness Committee will have a standing member on the DEI C&C Team.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Continue to develop and implement a robust wellness plan. Wellness Coordinator (or designee) continued involvement in DEI C&C Team.	Wellness committee representative attends DEI C&C Team meeting. Wellness activities are considered a part of equity and inclusion efforts.	Wellness is integrated in all equity and inclusion efforts and a strong component of employee wellbeing.	Erika Mills; Wellness Committee Chair Carrie Wilson; EIO	Jan. 2024 and ongoing

Strategy 3

Internal decision making at all levels is inclusive, transparent, includes meaningful participation, and ensures those impacted most are involved.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Develop a best practices resource and/or tool and/or training for participatory and inclusive decision-making. Provide training for supervisors and leaders of teams.	Forestry DEI Specialist Team completes work for their division. Work is shared with DEI C&C Team. Consideration given to how we might best utilize the work for all divisions.	A working tool for all leaders to utilize for participatory and inclusive decision-making processes.	Forestry DEI Specialist Team (Phase 1) DEI C&C Team	Jan. 2024 – Aug. 2024 Aug. 2024 – Oct. 2024

Strategy 4

Employee Resource Groups (ERGs) are defined and available to all employees with interest.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Information sharing on ERGs so that all employees are aware of the parameters for the groups and how to start up and lead a group.	ERG information is available to all employees. Leadership is aware of and supports the process.	ERG resource tools are developed and available for use.	Diversity Team	Jan. 2024 – June 2024



Strategy 5

Equity and Inclusion work will continue to progress towards increased transparency, sharing, communication, and collaboration with all DEI teams, divisions, employees, etc.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Continue the DEI C&C Team. Consider and explore collaborative work planning for all teams.	Awareness of all equity and inclusion work increase for all employees.	The DEI C&C Team continues to meet and explore ways to communicate and collaborate for effective and efficient utilization of resources.	Carrie Wilson; EIO DEI C&C Team	Ongoing

Strategy 6

Multi-dimensional communication is fostered through a variety of channels and methods to ensure each employee feels engaged and empowered by receiving pertinent information in a timely manner, they have a voice, concerns are addressed, outcomes are shared, and responses are given.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Explore the idea of communication governance.	Idea is explored by cross-functional group. Employee engagement survey results are utilized to inform. As determined, IB developed and brought to the OMT with suggestions for next steps.	Standards for communication are implemented that lead to clear, concise, timely, and transparent communication which employees know and can expect.	Kelsey Pickart; Communications Coordinator – FWP Division Carrie Wilson; EIO Employee Engagement Team	Jan. 2024 – Dec. 2024

Retention

A welcoming, equitable and inclusive DNR culture that encourages employees to remain with the DNR throughout their career.

Strategy 7

Review and refresh new employee orientation and onboarding to ensure DNR fosters a sense of belonging, value, and respect for each new employee.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Formation of a cross functional and divisional team to review and update all aspects of new employee orientation.	Issue brief developed and delivered to OMT. Team formed. Work plan developed.	An updated new employee orientation and onboarding with a continuous review process.	Julia Mimier, Training Coordinator Carrie Wilson; EIO HR payroll and benefits (TBD) Division representatives (TBD) Information Technology (IT) (TBD)	Jan. 2024 - Dec. 2024

Strategy 8

Develop a formal mentorship program that is available to new employees as well as employees seeking career development.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
A cross divisional team meets to gather and understand the needs and wishes for mentorship throughout the DNR. Based on the inputs, the team will develop a mentorship program framework that is customizable.	Cross divisional team formed. Work plan developed. Work plan completed.	A customizable framework for a mentorship program available at all levels is in place and utilized by all divisions.	OMT to assign work and team through request from Carrie Wilson; EIO and Julia Mimier; Training Coordinator	2025 or 2026 (TBD)



Strategy 9

Increased awareness and transparency of DNR workforce and retention metrics.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Develop a baseline of workforce and retention metrics, including a focus on affirmative action groups. Develop a timeline and process for sharing metrics. Engage Leadership and DEI teams in conversations regarding metrics.	Engage Bureau of Equity and Inclusion (BEI) in workforce analysis. Utilize employee engagement survey data. Baseline metrics are shared with Division Leadership. A dashboard for metrics is developed. Metrics are tracked and shared out annually.	Leadership and DEI teams will have access to and understanding of workforce and retention metrics and the metrics will be utilized in decision making.	Carrie Wilson; EIO	March 2024 – Aug. 2024

Strategy 10

Recognition for all employees (LTE and FTE) to be added as a focus to DEI/Engagement work plans.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Share strategy with division and program DEI teams. Teams encouraged to add recognition to their work plans. Plans shared with DEI C&C Team.	Strategy is communicated out to all teams. Recognition is added to work plans. Plans are shared back with colleagues. Recognition strategies are a focus.	Each division, program, and team has at least one recognition strategy in their work plan.	Division and program DEI teams DEI C&C Team	June 2024 – Dec. 2025



Strategy 11

Professional development and training opportunities will be available to each employee and supported by supervisors and Leadership.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
A process to request job-related training is developed and shared with employees.	Process developed. Process shared.	All employees will have access to request training opportunities.	Victoria Harmon; Policy Advisor	Jan. 2024 - June 2024
Supervisors receive guidance to annually assess, promote, and support employee training and/or professional development.	Guidance developed. Guidance shared.	All supervisors have access to a clear process to assess, promote and support training and/or professional development opportunities.	Julia Mimier; Training Coordinator	Jan. 2024 and ongoing
All employees are reminded to complete required annual training required. Annual training is a performance standard.	Annual training requirements shared with new employees. Regular reminders sent to all employees. Training is tracked and follow-up with supervisors for non-compliant employees. Performance review indicator for training requirements.	90% or more of employees complete the annual training requirements.	Julia Mimier; Training Coordinator	Jan. 2024 and ongoing
A process and method to share available DNR training and/or professional development opportunities with employees will be determined.	Initiate conversations with DLT regarding sharing training. Method determined. Information shared.	Employees will know how to access all DNR training opportunities available to them.	Julia Mimier; Training Coordinator	Jan. 2024 and ongoing
AEILI opportunities developed and implemented. Employees will be encouraged and supported to participate in at least one DEI learning opportunity annually.	Annual training opportunities developed and shared with employees. Created list of DEI trainings in Cornerstone. Supervisors share, encourage, and support employee engagement.	All employees have frequent and regular opportunities to engage in equity and inclusion learning and growth that best meets their needs.	Diversity Team EM WDIT	Jan. 2024 and ongoing

Recruitment

A DNR workforce comprised of talented and qualified individuals from diverse backgrounds, perspectives, and experiences that is representative of the constituents we serve.

Strategy 12

Ensure equitable hiring best practices are utilized by DNR hiring supervisors

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Develop a best practice guide, template, and training for supervisors on the interview process, questions, and benchmarks.	100% of interview questions and benchmarks are reviewed by the EIO. A best practice guide, template, and training are available to hiring supervisors.	Interview process, questions, and benchmarks are set utilizing best practices resulting in an equitable and inclusive process.	Carrie Wilson, EIO Donna Marchese, Staffing, Classification, and Compensation Program Officer (SCCPO) and Team	June 2023 - Jan. 2024
Develop an interview format decision tool to be utilized by hiring supervisors in determining the best method to hold their interviews.	Tool is developed and shared out with hiring supervisors.	Interviews are held in a manner that best supports candidates and is equitable to each candidate.	Forestry DEI Specialist Team with final review and approval by HR	Jan. 2024 - May 2024
Develop a best practice guide and training for review of classification, position description, job requirements (i.e., CDL license), and location considerations for all positions.	Best practices identified. Develop process, to include input from DNR Safety and Risk Employees. Implement a process and refine as needed.	HR Specialists to engage 100% of hiring supervisors in a meaningful review of classification and position description.	Donna Marchese, SCCPO and Team Carrie Wilson, EIO	Jan. 2024 - March 2024
Create a template for all job postings.	Identify best practices for postings. Review and update current template. Ensure the "how to apply" is highlighted. Update as needed.	Recruitment postings are exciting, inclusive, and welcoming to applicants from all backgrounds and experiences.	FWP DEI Team Carrie Wilson, EIO Donna Marchese, SCCPO and Team	Jan. 2024 - March 2024

Review and understanding of the different application formats available in TAM. Ensure hiring supervisors are aware of the variety of options.	Different processes are identified. HR specialists can share options with hiring sups. Ready to share in time for the 2024 summer hiring season.	A variety of methods for applying are utilized throughout the DNR based on job type, etc.	Donna Marchese, SSCPO HR hiring specialists	Jan. 2024 - March 2024
Review of hiring results from an equity and inclusion perspective.	100% of hiring decisions are reviewed.	Hiring decisions are based on equitable hiring practices and potential concerns are reviewed and discussed.	Carrie Wilson, EIO Donna Marchese, SSCPO	Jan. 2024 - June 2024 (and then quarterly)
Communication touchpoints with candidates are reviewed and best practices are identified, shared, and utilized in all hire processes.	Identify current communication and system to send. Review and update process and communication as needed. Review and utilize automation where applicable.	Communication with candidates is timely, clear, and consistent.	Carrie Wilson, EIO Recruitment workgroup Donna Marchese, SCCPO HR hiring specialists	June 2023 - Jan. 2024

Strategy 13

Develop and coordinate multiple recruitment methods that can be utilized to promote any DNR vacancy.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Online recruitment opportunities (free and fee-based) are sought out, reviewed, and accessible to all employees.	Process developed to seek out and review. DNR and DOA social media tools are included. Guidance developed for how to utilize sites.	Hiring supervisors and recruiters have access to and the ability to utilize a variety of recruitment sites.	Carrie Wilson, EIO Recruitment workgroup	Ongoing
Recruitment resources are developed and/or updated and accessible to all.	Current resources are reviewed and updated. New resources are developed such as benefits overview, video on how to apply. Recruitment intranet page is updated.	All employees have access to updated recruitment materials and resources.	Carrie Wilson; EIO Recruitment workgroup	Jan. 2024 - May 2024



Ensure equitability in recruitment opportunities for all divisions.	OMT Issue brief developed and presented. Team formed to determine equitable practices. Each program has the opportunity and resources to recruit outside of Wisc.Jobs.	Recruitment for all positions happens collaboratively, consistently, and in a variety of different methods as needed.	Leadership Academy	Jan. 2024 - May 2024
Career fair opportunities are tracked and coordinated to best recruit for all vacancies.	Tracking tool developed. System developed. Information shared regarding the process.	Increased awareness and collaboration in career fair attendance by all programs.	Carrie Wilson; EIO Recruitment workgroup	Jan. 2024 - Oct. 2024
Develop, share, and train on best practices (e.g., effective communication, mutual trust, shared vision, accountability) for relationship and partnership building.	Project plan developed. Workgroup expanded if necessary. Best practices identified to include partner preference for receiving career and job vacancy info. Training and tools shared (ongoing).	Partnerships are equitable, inclusive, and respect and value partners' diverse cultures and perspectives.	FWP Team (Lead) Julie Majerus; Environmental Justice Policy Coordinator Carrie Wilson; EIO	Jan. 2024 - Dec. 2024
The DNR Veteran Hiring Plan is updated annually, and a process is determined and shared for full utilization by HR specialists and hiring supervisors.	HR specialists utilize and support the process. Hiring supervisors understand and utilize the opportunity as applicable. Recruitment opportunities are explored and utilized.	Veteran hiring information appears in most recruitment postings and hiring supervisors are aware of the opportunities for utilizing the veteran non-competitive hiring process.	Carrie Wilson, EIO Donna Marchese, SCCPO	Feb. 2024 - Feb. 2025
The DNR W2 hiring plan is updated annually, and a process is determined and shared for full utilization by HR specialists and hiring supervisors.	HR specialists utilize and support the process. Hiring supervisors understand and utilize the opportunity as applicable. Recruitment opportunities are explored and utilized.	Updated DNR W2 hiring plan that is actionable and implemented.	Carrie Wilson, EIO Donna Marchese, SCCPO	May 2024 - May 2025

Strategy 14

Increased awareness and transparency for applicants and candidates on the state hiring process through communication, resources, and tools.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Develop a resource and/or tool for applicants to learn DNR interview best practices.	Review what has been utilized with in the DNR and beyond. Discussion of appropriate options.	Candidates understand and feel prepared for the interview process.	PSRP Office of Communications Donna Marchese, SCCPO Carrie Wilson, EIO	TBD with PSRP
Review and update the Employment Opportunities webpage with information, tools, and resources on applying for state positions and highlight welcoming, inclusive, and equitable culture.	Employment Opportunities webpage is reviewed and updated.	An updated and relevant Employment Opportunities webpage that reflects the commitment to equity and inclusion and is welcoming to all candidates.	Carrie Wilson, EIO Recruitment workgroup	Jan. 2024 - March 2024

Strategy 15

Youth outreach (under 18) will remain a high-priority strategy for programs and divisions to encourage youth to consider a career in natural resources.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Identify current youth outreach efforts and best practices to coordinate, collaborate, and fully utilize for all DNR.	Inventory of current DNR youth outreach related to career development. Identification of best practices. Develop process for ongoing tracking. Identify gaps and opportunities. Focus on utilizing current programs versus creating new. Recommend process for sharing out information.	Robust youth outreach efforts that are collaborative, coordinated, and utilize best practices.	Leadership Academy	Jan. 2024 - May 2024

Strategy 16

Outreach for (18 and older) young adults will remain a high-priority strategy for programs and divisions to encourage young adults to consider a career with the DNR.

Actions	KPI	Outcome/Metric	Responsible Employees/Team	Timeline
Identify current young adult career development efforts (e.g., internships, apprenticeships, work study) and best practices to coordinate, collaborate, and fully utilize for all DNR.	Inventory of current DNR young adult career development opportunities. Identification of best practices. Develop process for ongoing tracking. Identify gaps and opportunities. Focus on utilizing current programs versus creating new. Recommend process for sharing out information.	Offer a variety of young adult career development opportunities that support the DNR mission and vision and develop talent from diverse backgrounds.	Leadership Academy	Jan. 2024 - May 2024
Explore State Agency workforce programs to identify those that could potentially be utilized to fill DNR vacancies.	Inventory of current State Workforce Development Programs. Summary of programs create to share details. Recommendations for further exploration or use of each program.	DNR fully utilizes State workforce programs as applicable to the business need.	Leadership Academy	Jan. 2024 - May 2024

Implementation Plan and Internal Monitoring Process

The EIO will solicit members for the EI Implementation Team from the OMT. Each division will have the option to select one or two members to participate in the EI Implementation Team. See the *Contributors to the 2024-2026 Equity and Inclusion Plan* section for team directives and standing members. The EI Implementation Team will meet regularly to review progress, roadblocks, and successes of the EI plan and will report out quarterly to DNR Leadership.

Employees Support of Equity and Inclusion

Department Leadership

Leaders, formal or not, have a responsibility to take steps to model and build a culture of belonging. Employees take cues from leaders and gauge the authenticity of the leader based on their actions, words, and strategies.

A culture of belonging matters because organizations that have a high degree of belonging are more likely to achieve high rates of profit due to enhanced collaboration, innovation, and decision-making; maintain and recruit top talent because the culture of the organization is known to be a great place to work; and contribute to the organizations' reputation as a differentiator for success among employees and customers.

In practice, this looks like

- Supporting and practicing efforts for equity in recruitment.
- Reviewing and understanding workforce demographics on several different levels of the DNR.
- Fostering multi-dimensional communication on your teams.
- Showing up and engaging at all types of employee and organization events.

Multi-dimensional Communication is:

- Allowing time in meetings for all to share.
- Providing multiple methods of communication inputs.
- Continuing the communication by sharing/reporting out on inputs received and actions taken.



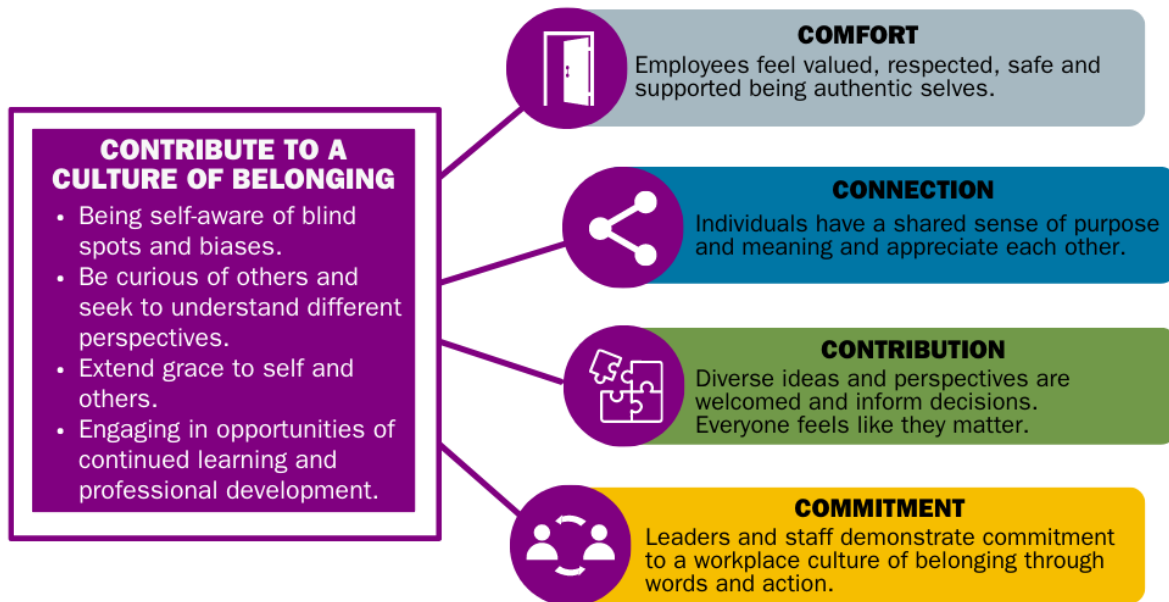
Supervisors and Managers

Managers and supervisors can institute change through hiring practices and role modeling. It is the expectation of all DNR supervisors and managers to maintain standards of practice that reflects DNR core values and inclusive leadership ideals. This includes, at a minimum:

- Using the *Diversity & Inclusion Management Toolkit*, available in the Supervisor's Toolshed.
- Setting aside time to review and reflect on best hiring practices.
- Reviewing and talking through workforce demographics with your employees and peers.
- Fostering multi-dimensional communication on your teams.
- Showing up and engaging at all types of employee and organization events.

All Employees

Employees are expected to be respectful to their coworkers and participate in workplace practices that reflect DNR core values and that promote a culture of belonging. A culture of belonging promotes the following ideals:



In addition, employees can:

- Notify the DNR of job posting sites and career fairs through tracking tools.
- Take time to review and understand workforce demographics.
- Stay current with DNR and division news by reading emails and newsletters.
- Provide feedback and input, thoughts and suggestions, as they are comfortable.

DNR DEI Teams

The agency had many DEI teams as mentioned in the *Equity Across The DNR Today* section. Each of these teams will contribute to the EI plan in a significant way by:

- Roll out the EI Plan at a team meeting and establishing how they plan to contribute to the plan and sharing this with the implementation team.
- Collect photographs and highlights of DEI events.
- Maintain regular communication, feedback, and inputs to the plan.

Equity and Inclusion Plan Communications Overview

To ensure all DNR employees are aware of the EI Plan and to ensure it is utilized to its fullest, the following communication schedule has been developed. The EIO and the implementation team are responsible for ensuring the communication plan is followed. The primary sources for information sharing are the agency-wide newsletter for all employees, *The Resource*, and the agency-wide newsletter for supervisors, *The Connection*. Additionally, a virtual town hall, with an in-person option, has been planned for the EI Plan kickoff event. Once the plan has been finalized, town hall recorded and resource documents created, the Office of Communications will also update both DNR internal and external facing websites with the applicable materials.

Communications schedule

Target Date	Communication	Audience	Purpose
August 2023	Draft of EI Plan	Contributors, stakeholders, and Leadership	Review and feedback of EI Plan prior to submission to BEI
Fall 2023	Final EI Plan	Contributors, stakeholders, and Leadership	Share finalized EI Plan prior to roll out to all employees. Present plan to HR Staffing Analysts, Agency Diversity Team, Wellness Committee, and Engagement Team as well as the 12 division and program DEI teams, Division Administrators and Secretary's Directors, and other leadership teams.
December 2023	<i>The Resource</i> and <i>The Connection</i>	All employees	Launch of plan and instructions to access the EI Plan. Invite to town hall.
Winter 2024 (TBD)	Virtual and in- person town hall (or similar method)	All employees	Educate and inform employees about the plan and how this impacts their day-to-day work.
Variable	Division newsletters	Division specific employees	Launch of plan and instructions to access the EI Plan.
Monthly updates	Agenda item	DEI C&C Team	Two-way sharing on division DEI initiatives.
Quarterly basis	EIO update to DNR leadership.	Leadership meetings	Progress and plan reminder.
December or January annually	<i>The Resource</i> and <i>The Connection</i>	All employees	Year-end review, request for feedback and input.
January or February annually	<i>The Resource</i> and <i>The Connection</i>	All employees	Updated EI Plan shared.



Equity and Inclusion Commitment Letter and Acknowledgements

The DNR hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, ethnicity, color, national origin, ancestry, gender, age, disability, religion, creed, marital status, sexual orientation, political affiliation, and membership in the armed forces.

DNR employees and all leaders are encouraged and expected to participate in workplace practices that reflect DNR values and that promote an equitable and inclusive work environment, including participating in annual independent and community learning opportunities.

The DNR is firmly committed to meeting the state laws and policies and federal laws for equal employment opportunity (EEO) and AA. The DNR recognizes that equal employment opportunity is a legal, organizational, and economic necessity to ensure equity and diversity of the state's workforce. This commitment extends to all job applicants and employees in every type of position, including unclassified, classified, project, limited-term, volunteers, interns, and work-study personnel.

As part of the DNR commitment to this overall process, we intend to apply equity and inclusion principles to all 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. Employees and applicants with disabilities will receive reasonable accommodation.

The DNR has developed and committed to maintaining a written plan. This plan has our total support, and the DNR pledges its best good faith efforts to achieve the goals identified in the plan. We expect each manager, supervisor, and employee of the DNR to aid in the implementation of this program and be accountable for complying with the objectives of this Plan. The DNR will maintain a monitoring and reporting system to ensure compliance with the equity and inclusion mandates. The plan is available for review on the DNR website and on the HR section of the intranet.

We look forward to working with the Division of Personnel Management and BEI to implement our policies and programs to correct the present effects of past discrimination and build a motivated and skilled workforce that reflects the population we serve.

We have reviewed and firmly endorsed the content of this 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 plan enables progress and results to be measured agency wide.

Agency Appointing Authority:

Deputy Secretary Steven Little

Steven.Little@wisconsin.gov

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Steven Little
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11/27/2023 | 12:42 PM CST

Signature/Date

Equity and Inclusion Officer:

Carrie Wilson

CarrieB.Wilson@wisconsin.gov

DocuSigned by:
Carrie Wilson
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11/27/2023 | 10:09 AM CST

Signature/Date



Appendix A

Roles and Responsibilities of Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

Agency Appointing Authority

- Communicates the direction and vision to leadership that ensures involvement and commitment to the DNR's equity and inclusion efforts.
- Develops an equity and inclusion strategic plan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to equity and inclusion, and incorporates equity and inclusion throughout the DNR's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the plan to review equity and inclusion-related data, recommends opportunities for improvement, and provides support and shared ownership of DNR strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the authority, top management support, and resources to implement their assigned responsibilities successfully.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provide 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 DNR equity and inclusion programs, initiatives, and policies.

Equity and Inclusion Officer

- Plans, guides, and advises the appointing authority and leadership in establishing and maintaining the plan, and equity and inclusion programs and policies. Engages appropriate individuals and stakeholders in the development, implementation, and continuous improvement of the plan.
- Develops, coordinates, and implements equity and inclusion initiatives that support the plan goals.
- Keeps DNR Secretary and leadership, at various organizational levels, informed of equity and inclusion developments, progress, and potential concerns.
- Reviews policies, procedures, and practices and recommends changes.
- Ensures communication and dissemination of plan, equity and inclusion 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 systems to measure the effectiveness of the DNR's programs and activities, ensure compliance, and meet state and federal requirements. This review includes gathering, researching, and analyzing data.

- Audits the hiring and promotion patterns and the selection of candidates for career development and training programs to identify and remove any 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 but not limited to the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program.
- 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 training annually.
- Attends equity and inclusion and agency supervisory training.
- Participates in and advises the Diversity Team as a non-voting member.
- Supports coordination and collaboration amongst all DNR DEI teams.
- Manages the agency's reasonable accommodation process and provides support to the Family and Medical Leave Act (FMLA) process to ensure compliance with the Americans with Disabilities Act (ADA).

Executive HR Manager

The executive HR Manager is responsible for ensuring equitable and consistent administration, applying all personnel policies, and providing resources, support, and supervision of the EOI and other professionals. The executive HR director:

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

Appendix B

Acronyms

AA: Affirmative Action

ADA: American with Disabilities Act

AEILI: Annual Equity and Inclusion Learning Initiatives

BEI: Bureau of Equity and Inclusion at DOA

DEI Action Plan: Division of Forestry DEI and Engagement Action Plan

DEI C&C Team: DEI Communication and Collaboration Team

DEI: Diversity, Equity and Inclusion

LEADERSHIP : Department Leadership Team at DNR

DNR: Department of Natural Resources

DOA: Department of Administration

DPM: Division of Personnel Management at DOA

EEO: Equal Employment Opportunity

EI Plan: 2024- 2006 Equity and Inclusion Plan

EIO: Equity and Inclusion Officer

EM: Division of Environmental Management at DNR

ERG: Employee Resource Group

FMLA: Family Medical Leave Act

FTE: Full-time Employment

FWP: Division of Fish, Wildlife and Parks at DNR

HR: Human Resources

IS: Division of Internal Services at DNR

IT: Information Technology employees at DNR

KPI: Key Performance Indicators

LTE: Limited-term Employment

OMT: Operations Management Team at DNR

PD: Position Description

POC: People of Color

PRM: Permanent employees or permanent project employees

PSRP: Division of Public Safety and Resource Protection at DNR

R3: Recruitment, Retention and Reactivation employees in PSRP

SCCPO: Staffing, Classification, and Compensation Program Officer

SWSDIP: State of Wisconsin Student Diversity Internship Program

TBD: To Be Determined

WDIT: EM Workforce Diversity and Inclusion Team

