

# Equity and Inclusion Plan

1/1/2021 to 6/30/2023

State of Wisconsin

Department of Natural Resources

Preston D. Cole  
SECRETARY

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## **Executive Summary**

The Department of Natural Resources (DNR) is committed to becoming an organization that is fair, diverse, and representative of the public we serve. Employees and leadership are expected to participate in workplace practices that reflect the DNR core values and that promote a diverse and inclusive work environment. We recognize that equity and inclusion are not just milestones to achieve, but that they are a mindset that every employee, supervisor, and manager must adopt to continuously improve. The following plan describes DNR's goals and initiatives that we will implement over the next three years to help us advance equity and inclusion within our organization. The DNR Equity and Inclusion Plan includes goals for three core areas: Recruitment, Retention and Agency Culture.

The core values of the Wisconsin Department of Natural Resources reflect a strong commitment to integrity, professionalism, collaboration, respect, and customer service. These values extend beyond natural resources and include showing this same commitment to our workforce and the public we serve. It is essential to respect the differences of staff by offering an environment that celebrates diversity and embraces inclusion. All DNR employees and customers regardless of age, race, color, disability, sex, physical condition, developmental disability, military or veteran status, sexual orientation, gender identity or expression, national origin, marital or familial status, genetic information, or political affiliation, should feel welcome and valued here at the DNR.

## **Strategies to Implement**

The agency's Department Leadership Team, Diversity Team, Employee Engagement Team, and Supervisor workgroups have identified a wide-ranging set of strategies to help DNR achieve the goals laid out in its E&I Plan. We will ensure all staff responsible for hiring have the training and tools to make inclusive hiring decisions. To create greater professional opportunities for women and people of color and to expand diversity, equity and inclusion in the agency's workforce, we will implement a new fellowship program. The DNR Fellowship for Persons of Color will expand the department's outreach to these underrepresented groups. The DNR fellowship program will provide first-hand experience on real-world challenges, valuable experience through direct interactions with and service to department staff and stakeholders. The fellowship program will help build a pipeline of future diverse DNR employees across all department programs. The DNR recognizes the path to greater equity and inclusion will not be short or simple. The steps detailed in this document are intended to provide an ongoing direction that will help each level of our organization create lasting change.

## **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](mailto:preston.cole@wisconsin.gov)



12/11/2020

Signature/Date

**Equity and Inclusion Officer:**

Regina M. Kammes

[regina.kammes@wisconsin.gov](mailto:regina.kammes@wisconsin.gov)



12/11/2020

Signature/Date

**Date of submission to DPM/BEI:**

December 11, 2020

## 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 in order to maximize the quality and diversity of the state's workforce. This commitment is extended to all job applicants and employees in every type of position, including unclassified, classified, project, limited-term, volunteers, interns, and work-study personnel.

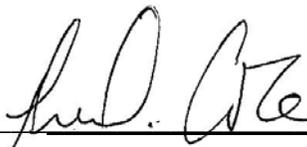
As part of the Wisconsin Department of Natural Resources commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs, wherever it's appropriate, to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodation will be provided, as 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 Affirmative Action 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 the overall compliance with the equity and inclusion mandates. The plan is available for review on the Wisconsin Department of Natural Resources website or at the Human Resources office.

We look forward to working with the Division of Personnel Management, Bureau of Equity and Inclusion to implement our policies and programs in efforts 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  
December 11, 2020

Signature: 

Regina M. Kammes, EI Officer  
December 11, 2020:

Signature: 

# Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

## Agency Appointing Authority

The state agency appointing authority 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:

- 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 incorporates 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 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.
- 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 Equity and Inclusion Advisory Committee on agency EI programs, initiatives, and policies.

## **Name of individual responsible**

**Name:** Preston D. Cole

**Email:** [preston.cole@wisconsin.gov](mailto: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, 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, 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:** Regina M. Kammes

**Email:** [regina.kammes@wisconsin.gov](mailto:regina.kammes@wisconsin.gov)

**Title:** Equal Opportunity Program Specialist

**Phone:** (608) 267-9481

**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 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, 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.
- Assist the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attaining 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 American with Disabilities Act (ADA).

**Name of individual responsible**

**Name:** Regina M. Kammes

**Email:** [regina.kammes@wisconsin.gov](mailto:regina.kammes@wisconsin.gov)

**Title:** Equal Opportunity Program Specialist

**Phone:** (608) 267-9481

**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, and equity and inclusion and 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:** Amber Hansman

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**Title:** Director of Human Resources

**Phone:** (608) 266-6999

## Implementation Team Members

Each individual or group listed below contributed to the development of the plan.

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

**Contributors and other subject matter experts consulted:**

Garth Maletic (DNR HR Staffing Section Chief)

Andrew Geissler (DOA Selection and Assessment Specialist)

## 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. It is important for us 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 that we serve 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 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 five divisions and agency administration which includes the bureau of law enforcement. These region and division breakdowns are referenced below.

The **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

The **External Services Division** consists of five diverse programs or bureaus 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 & Sustainability
- Watershed Management
- Waterways

The **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

The **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 eight programs:

- Forest Health
- Forest Products Services
- Forest Protection
- Prescribed Fire
- Privately Owned Forest Lands
- Public Lands
- Reforestation
- Urban Forests

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

- Facility and Property Services
- Human Resources
- Fleet Management
- Budget and Finance
- Information Technology

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

- Office of the Secretary
- Legal Services
- Office of Communications
- Management and Budget
- Policy Advisors
- Tribal, Federal and Legislative Liaisons
- **Bureau of Law Enforcement:** The Bureau of Law Enforcement is home to the Conservation Warden Service. The Warden Service performs the law enforcement function within DNR and is dedicated to protecting the people and natural resources of Wisconsin. The warden service also works cooperatively with other law enforcement agencies at the local, state and federal level on a variety of law enforcement and emergency response initiatives. We 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.

## Equity and Inclusion Core Area Strategies

DNR has actively participated in equity and inclusion awareness activities through the Department Leadership Team, DNR Diversity Team, Employee Engagement Team, and within our human resources department. Our strategy has been to work with the groups listed above and review all our goals through an equity and inclusion lens. This will allow us to take positive steps to remove systemic barriers, improve satisfaction of our workforce and customers, create a more positive and respectful workplace, and generate better solutions by incorporating diverse perspectives. To demonstrate our commitment to the pursuit of greater equity and inclusion, DNR has analyzed workforce data and used that data to create goals and action steps around three core goals:

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

DNR will have a strong focus around recruitment and will review hiring processes and policies, expand partnerships, promote DNR job opportunities, and diversify our applicant pool. We will develop metrics for tracking the impact of our recruitment outreach efforts, and individual DNR programs will develop and implement plans designed to increase diverse hires specific to their program. The DNR will be engaging diverse applicant pools through expanding their use of internship programs, increasing diversity in LTE hires, utilizing the Division of Vocational Rehabilitation (DVR) program through the Department of Workforce Development, developing engagement and future recruitment opportunities through K-12 youth programs, developing inclusive recruitment promotional materials, utilizing social media, and through the creation of our new DNR Fellowship Program for Persons of Color.

Our strategies for employee retention include offering training and development learning opportunities related to diversity and inclusion, providing resources to supervisors via the DNR intranet "Supervisors' Toolbox" considering diversity when selecting staff for DNR leadership training programs, acting assignment, and workgroups, reviewing onboarding processes, expanding mentorship programs, and continuing to promote equity and inclusion in the weekly staff newsletter, "The Resource."

To continue to improve the DNR's culture and create a work environment where all staff feel safe, valued, included, and empowered we will review all interactions with employees and customers with an equity and inclusion lens. This includes communications with staff through our newsletters, updated position descriptions, job announcements, training offerings, meetings, supporting the Diversity Team and Employee Engagement initiatives, and updated language in agency policy and manual codes to ensure they align with governor Evers Executive Order 1 which relates to prohibiting discrimination in state employment, public services, and contracting.

## Planning and Engagement Process

The DNR's diversity planning started in 2019 after Governor Evers implemented Executive Order 1. We engaged all DNR supervisors and began training on equity and inclusion. All DNR supervisors were required to participate in meetings where they were engaged in equity and inclusion training and discussion. Supervisors identified solutions and goals for:

- 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 Affirmative Action Plan, the goals of the Diversity Team, the work that came out of the annual DNR supervisor training and discussions, and the programs supported by our human resources department. That work was compiled into a publication “Everyone Matters” which was released to all department employees in August 2019 as a first step toward communicating the agency commitment to diversity and inclusion. The release of this publication was done intentionally prior to the release of this plan, in order to introduce staff to leaderships’ commitment to equity and inclusion, and let the workforce know that many employee groups were involved in the equity and inclusion work of the agency. That publication also paved the way for the “Supervisor’s Toolbox” which provides supervisors with easy access to information and resources to assist in implementing aspects of the plan. The toolbox is updated regularly as new resources are developed.

This Equity and Inclusion Plan was developed, reviewed and updated incorporating information, ideas, and feedback from DLT, the Diversity Team, the Employee Engagement Team and other contributors. This plan builds upon the commitment and ideals initiated in 2019 and utilizes our workforce data to establish specific measurable goals for our agency to implement over the next three years. We will monitor and evaluate our progress as we continue our journey toward a workforce that reflects the diversity of our state.

## **Workforce Analysis Summary**

We reviewed workforce data from May of 2019 pulled from DNR resources and new data from July of 2020 provided by DPM Central Office and have discovered some successes and some areas for improvement. As the Workforce Analysis-Demographic Summary in the appendix shows, DNR workforce is 34% female and 4.8% minority. Our hires and promotions of minorities and women in fiscal year 2019 are 38% and 7% respectively. This shows we are headed in the right direction, however the large number of DNR employees compared with the small number of new hires, will tend to minimize the impact of these successes on our overall workforce demographics.

While we are moving the needle 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 move the needle further and faster. Reliable data is not readily available to us on the number of applicants who identified as people of color that applied, made the cert list, or interviewed but were not selected. This data will be available to us once the TAM system goes live early in 2021 at which time, we will be able to accurately track the advancement of diverse candidates through the hiring process. We can then analyze and identify appropriate actions to improve the process.

### **Focus on Recruitment**

Supervisors made up a workgroup that identified best practices in recruitment and retention strategies. We identified that approximately 36% of new permanent hires were previously LTEs with the DNR, but the demographics of our LTEs shows an even 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 great advantage when competing for permanent positions, so we recognize the importance and opportunity to make a difference by taking steps to increase diversity among our LTE

workforce. This will be accomplished by utilizing recruitment resources, partnerships with schools and diverse community organizations, and other expanded recruitment efforts that we incorporate for permanent recruitments. It's important to diversify our LTE hires and provide access to these on-the-job training opportunities to people of color, women, people with disabilities, and veterans.

The agency's Diversity Team is a group of department employees that represent a variety of perspectives and aspects of diversity within the DNR. This group has developed a "staff bio" recruitment tool utilizing volunteers from current diverse DNR staff who were willing to share their story. These personal stories can spark the interest of diverse youth in the many ways they can turn their passion for the environment into a career and can inspire them to pursue non-traditional careers like Conservation Warden or Engineer. The team submits a different bio each month to department communication staff for use in social media posts. It's important for youth to see someone that "looks like me" in these positions to encourage them to see these as real opportunities for them. These bios include pictures of the employee at work and a summary of the career path they took including, their job, education, and what they love about working for the DNR. The idea is to show youth and potential applicants that someone who "looks like me" works here, creating a welcoming environment.

The team has also developed a short PowerPoint presentation illustrating some of the many careers available at the DNR. This piece was developed to enable staff to illustrate the variety of careers at DNR when presenting at career day events and career fairs. While staff may focus on their own positions, this will provide an overview of positions available at the agency. New displays were purchased and are ready to be deployed when the pandemic resolves and we can return to in-person career events. We also 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.

### **Focus on Retention**

DNR turnover rates average 8% over the past three years with retirements alone accounting for 5% turnover. Termination data shows that for the past three years 63% of those leaving the department have been due to retirement, 31 % are due to other voluntary reasons, and an average of 6% are involuntary. The workforce report indicates that 37% of DNR employees will be eligible to retire in the next 10 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; why did they leave and is there something we can do different 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 confirms compensation, pay equity, and lack of advancement opportunities as reasons for staff leaving the department, however this survey also shows work/life balance as a factor in the decision for 59% of respondents who left the agency.

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 however, our compensation rates still tend to be lower than that of private sector employers and the federal government. We offer an excellent benefit package, paid time off, and a good deal of flexibility

in most positions which helps to retain staff.

Several exit survey respondents felt the reduced headcount achieved through attrition over the past several years, has resulted in heavier workloads and affecting the work/life balance of employees. 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 and 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 for over three years, the team submits an article for the employee newsletter, The Resource. Their 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, 30<sup>th</sup> 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 all over the state, this feature provides transparency and gives everyone an opportunity 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. Even if there are no people of color on duty at a park on a specific day, our hope is that visitors and staff will feel an increased sense of belonging just by seeing people of color and women in non-traditional roles celebrated in these posters. In this respect the staff bio posters and social media posts serve more than one purpose. They enhance a sense of inclusion and belonging within our internal culture and for our customers and visitors, they inspire youth to expand their career dreams, and they demonstrate our commitment to diversity to those seeking career opportunities.

The DNR will continue helping staff grow and learn about equity and inclusion. 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.

## Equity and Inclusion Strategic Plan DNR Goals and Strategies

Overarching Goals for EI	Strategies to Achieve Goals
<p><b>Recruitment Goal</b></p> <p>Increase percentage of recruitments with women, minorities, veterans and people with disabilities on the certification lists and advancing to the interview stage.</p>	<ul style="list-style-type: none"> <li>• Review hiring processes and policies</li> <li>• Expand partnerships</li> <li>• Promote DNR job opportunities</li> <li>• Targeted diversity hiring</li> </ul>
<p><b>Retention Goal</b></p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Increase training and development opportunities</li> <li>• Focus on improving first years on the job</li> <li>• Provide guidance support and resources to supervisors to foster an inclusive environment</li> <li>• Each Division will establish goals to support and increase diversity and inclusion within their programs</li> </ul>
<p><b>Agency Culture</b></p> <p>Ensure the DNR is a welcoming and inclusive workplace where all staff feel valued and respected.</p>	<ul style="list-style-type: none"> <li>• Continue to highlight diversity in employee and supervisory newsletters, <i>The Resource</i> and <i>The Connection</i></li> <li>• Continued support of Diversity Team initiatives</li> <li>• Employee Engagement Team</li> </ul>

## 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. KPI's gauge the progress of the actions taken to reach the desired outcome.

KPI's provide clarity to the process for reaching short-term and long-term goals and allows teams to focus on efforts that fall short and require attention immediately to stay on track. KPI's 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	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
<b>Review hiring processes and policies</b>	<ul style="list-style-type: none"> <li>• Analyze hiring process to determine if diverse candidates fall out of the process before the final stages and why.</li>   <li>• Data analysis to include demographic factors.</li> </ul>	<p>Manually track demographics of candidates throughout the selection process until TAM is available in 2021.</p> <p>Implement and utilize TAM applicant tracking system to identify and track diverse applicants advancing through the hiring process for all recruitments.</p>	<p>Increase numbers of diverse candidates applying for DNR positions.</p> <p>Increase number of recruitments with diverse candidates on certification lists and the number of diverse candidates offered interviews.</p>	<p>Garth Maletic, Staffing Section Chief</p> <p>Regina Kammes, EIO</p>	<p>Begin manually tracking data January 1, 2021 and continue until TAM applicant tracking system is implemented</p> <p>TAM implementation estimated for March 2021. Track and review data quarterly.</p>
<b>Expand partnerships</b>	<ul style="list-style-type: none"> <li>• Partner with diverse organizations to connect with diverse youth interested in natural resources.</li>   <li>• Participate in career exploration events with schools to spark NR interest in youths. Seek out additional opportunities especially in diverse communities.</li> </ul>	<p>Track DNR staff partnerships with organizations serving diverse youth groups.</p> <p>Track staff participation in career exploration events at schools with diverse student populations.</p>	<p>Increase number of partner organizations engaged.</p> <p>Increase number of career exploration/ outreach events attended; specifically in diverse communities.</p>	<p>Diversity Team and Regina Kammes, EIO</p> <p>Diversity Team and Regina Kammes, EIO</p>	<p>6/1/2021 establish baseline with current partners engaged. Track and monitor additional partners.</p> <p>3/1/2021 Develop spreadsheet of events attended in the past and add new opportunities as they present themselves.</p>

<p><b>Promote DNR job opportunities</b></p>	<ul style="list-style-type: none"> <li>Utilize social media to promote the variety of career opportunities available at DNR.</li> <li>Utilize social media to announce DNR's presence at recruiting events and generate interest.</li> <li>Actively participate in job fairs to promote DNR job opportunities, particularly with diverse populations.</li> <li>Display staff bio posters at DNR properties to highlight diversity and promote the wide variety of job opportunities at the DNR.</li> <li>Utilize a variety of job-posting websites to promote DNR job opportunities, particularly those focused on reaching candidates from diverse groups.</li> </ul>	<p>Track number of likes, followers, or responses to DNR social media posts for career information and job fairs.</p> <p>Track number of people to approach our booth and discuss job opportunities with recruiters.</p> <p>Analyze data from applicants indicating how they found out about the job to tie it back to a recruiting event if possible.</p> <p>Analyze data from applicants indicating what interested them in employment with DNR. Track those that mention seeing the staff bio posters as a factor in them applying. Perhaps add a QR code to the poster and data from the code scans can be tracked to monitor the response to the posters.</p> <p>Analyze data from applicants indicating how they learned of the job. Track effectiveness of the recruitment sources. Will require access to Wisc.Jobs and TAM.</p>	<p>Increase number of likes, comments and followers on DNR posts that promote job opportunities and aspects of diversity.</p> <p>Increase number of career fairs and events attended and number with a focus on diversity.</p> <p>Track number of people interacted with at career fairs.</p> <p>Track number of applicants who list referral source indicating recruitment posters. The number of responses on the QR code can help us track interest generated by the posters. And perhaps provide a way to follow up with interested parties.</p> <p>Track number of applicants from each career fair and analyze the diversity of candidates if information is provided.</p>	<p>Katie Grant, Office of Communications, Diversity Team, and Regina Kammes, EIO</p> <p>Recruiters (HR, supervisors, and any staff member representing the dept at an event.)</p> <p>Recruiters (HR, supervisors, and any staff member representing the dept at an event.)</p> <p>FOMS and Property Managers display posters and rotate them monthly to keep it fresh. Diversity Team and Regina Kammes, EIO to explore and monitor feedback.</p> <p>Garth Maletic, Staffing Section Chief</p> <p>Regina Kammes, EIO</p>	<p>3/1/2021 Develop method to track and monitor posts and responses.</p> <p>2/15/2021 Develop a spreadsheet or survey as an efficient way of tracking.</p> <p>Ongoing. Track and report on contacts 2x per year after spring and fall recruiting seasons.</p> <p>2/1/2021 Posters displayed at all properties.</p> <p>2/1/2021 Explore feasibility of QR codes to track views/like of posters.</p> <p>9/15/2021 roll out pilot program on a first recruitment</p>
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<b>Targeted diversity hiring</b>	<ul style="list-style-type: none"> <li>Create a new DNR fellowship program that would give people of color new professional opportunities to work in conservation-related fields and support functions for the department.</li> </ul>	Fellowship Team has formed and created a charter identifying goals and timelines to implement a DNR Fellowship program to provide opportunities for people of color to conduct research and gain valuable experience. The team is working to develop this new program as quickly as possible. Research and advise the DLT and OMT on innovative and best practices for implementation and maintenance of a fellowship program.	Goal is to sponsor our first fellow in 2021 and grow the program from there.	Fellowship Team	Implementation summer 2021
	<ul style="list-style-type: none"> <li>Partner with the UW-System, technical college system, high schools, community programs and other state agencies to coordinate recruitment, placement and employment of diverse populations.</li> </ul>	Track and report on contacts with organizations with access to diverse populations for recruitment and employment	Develop relationships with specific sources for with access to diverse populations with the skills and education needed.	Regina Kammes, EIO	Ongoing
	<ul style="list-style-type: none"> <li>Continue to promote opportunities for supervisors to hire LTES through the State of Wisconsin Student Diversity Internship Program.</li> </ul>	Inform and encourage supervisors of benefits of this program.	Hire summer interns to through the Student Diversity Internship Program, providing job experience in a variety of DNR roles.	Regina Kammes, EIO	Summer 2022 – 15 interns Summer 2023- 20 interns

<b>Associated Recruitment Staff Training</b>	<ul style="list-style-type: none"> <li>Train EIO and staffing team on use of TAM when implemented.</li> <li>DNR Interview Panel Best Practices training for employees participating in their first interview panel and as a refresher for experienced panel members.</li> <li>Provide FAQs and train a team of recruiters from all programs to help with this function and increase our presence at career fairs.</li> </ul>
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Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
<b>Increase training and development opportunities</b>	<ul style="list-style-type: none"> <li>Support and encourage staff seeking professional development opportunities (internal and external).</li> </ul>	Track staff requests for professional development opportunities. Analyze the demographics of staff requesting development opportunities and of those approved/denied.	Expect the demographic analysis to show no correlation between underrepresented groups and the denial of development opportunities.	Training team	Fall 2021
	<ul style="list-style-type: none"> <li>Use an equity lens when selecting staff for Leadership Academy, acting assignments, and leadership roles.</li> </ul>	Track staff submissions for Leadership Academy, acting assignments and leadership roles. Analyze the demographics of staff requesting these opportunities and of those approved/denied.	Expect the demographic analysis to show no correlation between underrepresented groups and the denial of development opportunities.	Training team	May 2021
<b>Focus on improving first years on the job</b>	<ul style="list-style-type: none"> <li>Review onboarding process (in-person and virtual) to identify opportunities to increase connection and sense of belonging for new employees.</li> </ul>	Obtain and analyze feedback from new employees to identify which pieces of onboarding are most helpful and areas where more details, time or information are needed. Follow-up with them after their first month to see how they are doing and get more feedback.	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.	Onboarding team Diversity team Training team	Onboarding program review complete by Spring 2021 before summer interns and LTEs are hired. Improvements and updates implemented on an ongoing basis.
	<ul style="list-style-type: none"> <li>Expand mentorship programs for new employees to provide ongoing support and promote connections with a wide network of peers and partners.</li> </ul>	Develop and implement a formal mentoring program that uses an equity lens to identify staff that may have special concerns or need additional or ongoing support.	Formal mentor program is developed and rolled out to programs.	Training team	Draft available for review by Fall 2021. Formal program to be developed and rolled out by Spring 2022.
<b>Provide guidance support and resources to supervisors to foster an inclusive environment</b>	<ul style="list-style-type: none"> <li>Training and resources accessible via DNR intranet, <i>Supervisor's Toolbox</i>.</li> </ul>	Update and add resources as available.	At least 5 new/updated resources provided each year. <i>Supervisor's Toolbox</i> is accessed monthly by supervisors.	Training team Human Resources team	Ongoing
	<ul style="list-style-type: none"> <li>All Supervisors training presented annually provides updates and training on Equity and Inclusion policies and initiatives.</li> </ul>	Solicit feedback from supervisors.	Equity and Inclusion topics on the agenda followed by discussion.	Regina Kammes, EIO	January/February each year (possibly delayed 2021 due to pandemic)

<b>Each Division will establish goals to support and increase diversity and inclusion within their programs</b>	<ul style="list-style-type: none"> <li>Divisions will institute practices to promote a welcoming and inclusive work environment.</li> </ul>	Division Administrators will report on their division initiatives 2 times per year at DLT Meeting.	Share best practices and successes with department leadership	Division Administrators	Report out each March and September
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<b>Associated Retention Staff Training</b>	<ul style="list-style-type: none"> <li>Training for staff mentors</li> <li>Training on use of an equity lens when making decisions</li> <li>Training on 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 use of technology even after the pandemic ends.</li> </ul>
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<b>EI Culture Strategies</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible staff/office</b>	<b>Targeted Completion Date</b>
<b>Continue to highlight diversity in employee and supervisory newsletters, The Resource and The Connection</b>	<ul style="list-style-type: none"> <li>Ask DLT-feature in the employee newsletter that provides a way for staff to engage and share concerns directly with the department leadership team.</li> <li>Focus on Diversity-monthly feature article in the employee newsletter to raise awareness and educate staff on significant events or issues affecting diverse groups.</li> </ul>	<p>Employees submit questions regarding DNR policy and operations.</p> <p>Focus on Diversity articles published on a regular basis.</p>	<p># of questions submitted</p> <p>12 articles published each year</p>	<p>DLT-Department Leadership Team and Program subject matter experts as needed.</p> <p>Diversity Team</p>	<p>Ongoing</p> <p>Ongoing</p>
<b>Continued support of Diversity Team initiatives</b>	<ul style="list-style-type: none"> <li>Recommend supervisor and staff training opportunities on issues surrounding equity and inclusion.</li> </ul>	New training on diversity topics is made available and promoted via the employee and supervisory newsletters.	Recommend a new training opportunity each quarter.	Diversity Team Training Team	Ongoing

	<ul style="list-style-type: none"> <li>Staff Bio project recognizes diverse DNR staff and shares their story to educate and inspire.</li> <li>Identify opportunities to foster positive interactions and experiences with DNR for members of diverse groups.</li> </ul>	<p>Staff bios posted at DNR properties. New materials developed and postings rotated to keep it fresh.</p> <p>Team recommends events for DNR to host or attend showcasing and honoring diversity.</p>	<p>All Service Centers, State Parks and State Forest offices will displaying at least one staff bio poster and will change the display at least every other month.</p> <p>Host or attend at least 4 events per year.</p>	<p>Property Managers and Supervisors</p> <p>Diversity Team</p>	<p>February 2021</p> <p>Ongoing</p>
<b>Support initiatives of the Employee Engagement Team action plan</b>	<ul style="list-style-type: none"> <li>Conduct periodic employee engagement surveys to solicit feedback from staff on a variety of factors affecting their work environment and job satisfaction.</li> <li>Develop action plan to address issues identified in survey responses.</li> <li>Collaborate with leadership and other DNR teams to implement the Employee Engagement Team action plan.</li> </ul>	<p>Survey conducted and analysis completed in 2020. Summary report shared with staff and made available on the intranet. Findings show overwhelmingly positive relations with work units and teams. Staff like their jobs and feel the work is important. Top concerns from employees are compensation, pay equity, and lack of advancement opportunities.</p> <p>Action plan developed and items assigned</p>	<p>Decrease number of negative responses and issues identified.</p> <p>Increase 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>

<b>Associated Culture Staff Training</b>	<p>DNR and DOA/Enterprise Training offer 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"> <li>Moving Beyond Compliance training (required for all staff)</li> <li>Knowing Our Neighbors: WI American Indian nations and Tribal Communities</li> <li>Multigenerational Workplace</li> <li>Unconscious Bias: Sparking a Conversation</li> <li>Anti-Racism resources</li> </ul>
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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 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. We are confident that the DNR will show an increase in recruitment, retention and agency culture as reflected by data gathered.

Monitoring will occur through the following methods.

	<b>Frequency</b>	<b>Individual Responsible</b>
Ongoing meetings with Diversity Team	Monthly	Diversity Team Chair EIO
Ongoing Employee Engagement Team meetings	Monthly	EE Team Chair EIO
Ongoing EI updates at Department Leadership Meetings	Quarterly	HR Manager EIO Diversity Team Chair EE Team Chair
Progress report which will include KIP measures and metrics if available	Twice per year	HR Manager EIO Diversity Team Chair EE Team Chair
Communication of Equity and Inclusion Plan progress as outlined in Communication Plan	Twice per year or more frequently as requested	HR Manager 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 alternatively, 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 53707
- 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 during 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 53707

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.



**Department of Natural Resources**  
**Workforce Analysis - Demographic Summary**

*Time Frame: End of CY2020 Q3*

<b>EMPLOYEES BY TYPE*</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>GENDER</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>AGE</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>SENIORITY</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>RACE/ETHNICITY***</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>DISABILITY STATUS***</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>VETERAN STATUS***</b>				
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%
<b>Grand Total</b>	<b>2254</b>	<b>100.0%</b>	<b>2238</b>	<b>100.0%</b>

<b>VETERAN DISABILITY STATUS***</b>				
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%
<b>Grand Total</b>	<b>29</b>	<b>100.0%</b>	<b>29</b>	<b>100.0%</b>

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.