



State of Wisconsin
Department of Agriculture,
Trade and Consumer
Protection (DATCP)



Equity and Inclusion Plan

January 1, 2024 – December 31, 2026

Land Acknowledgement

The Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) has the privilege and responsibility to acknowledge the Indigenous people who have called this land home for generations.

This acknowledgement demonstrates our strong commitment to collaborate and partner with the sovereign Tribal nations located in Wisconsin. There are now 12 Tribal nations that call this land home, 11 of which are federally recognized. No matter where you are in the state, you are on the ancestral land of a Tribal nation. The Department reminds each of us to take the opportunity to learn about and appreciate the history of the land we are on and the great historical, present, and future contributions of Indigenous people.

Table of Contents

| | |
|--|----|
| Acknowledgments | 1 |
| Equity and Inclusion Commitment Letter | 4 |
| Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan | 5 |
| Introduction..... | 9 |
| Workforce Analysis Summary | 12 |
| Goals and Strategies..... | 20 |
| Workplan | 21 |
| Communication Plan | 28 |
| Implementation..... | 31 |

Acknowledgments

We have reviewed and firmly endorsed the content of this Equity and Inclusion Plan (EI 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 EI Plan enables progress and results to be measured agencywide.

Appointing Authority:

Randy Romanski – Secretary
(608) 224-5012, randy.romanski1@wisconsin.gov



Signature

December 15, 2023

Date

Equity and Inclusion Officer:

Joey Stella, Human Resources Supervisor
(608) 224-4761, joey.stella@wisconsin.gov

Joey Stella
Signature

December 15, 2023

Date

Date of submission to Division of Personnel Management-Bureau of Equity and Inclusion: December 15, 2023

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

DATCP Equity and Inclusion Planning and Development Team members:

Division of Agricultural Development

Morgan Brandenburg, Marketing Specialist

Shirley Acedo, Economic Development Consultant

Division of Animal Health

Tony Centracchio, Companion Animal Inspector-Objective

Julie McGwin, Veterinarian Specialist-Senior

Division of Agricultural Resource Management

Jordyn Johnston, Environmental Analysis Review Specialist

Chad Kauffman, Financial Specialist-Senior

Division of Food and Recreational Safety

Michele Doolan, License Permit Program Associate

Matthew Bruley, Meat Safety Inspector-Objective

Nicole Lukens, Region Manager
Jenna Ouradnik, Environmental Health Sanitarian-Advanced
Stephanie Sticka, Food Scientist-Advanced
Andrea Northwood, Program and Policy Analyst-Advanced Management

Division of Management Services

Melissa Francois, Microbiologist-Senior

Office of the Secretary

Laurie Lawrence, IS Comprehensive Services Professional
Madelyn Adler, Communications Specialist-Senior
ChaNelle Baines, Records Forms Management Specialist LTE

Division of Trade and Consumer Protection

Adin Palau, Communications Specialist-Senior
Alicia Gilmore, Consumer Protection Investigator-Advanced
Sara Bocher, Clerical Assistant LTE

Contributors and other subject matter experts consulted:

Randy Romanski, Secretary
Aileen Switzer, Deputy Secretary
Mike Strigel, Assistant Deputy Secretary
Kelly Smithback, Administrator – Division of Management Services (DMS)
Sam GO, Communications Director
Ashley Andre, Policy Initiatives Advisor
Stacy Davidsaver, DATCP Equity and Inclusion Officer/Human Resources Manager
Madeline Erce, Human Resources Specialist-Senior

Others as appropriate:

Dan Bauer, Ag Program Supervisor
Jayne Krull, Bureau Director
Paul Humphrey, Bureau Director
Tyson Villarreal, Environmental Health Services Supervisor
Troy Sprecker, Bureau Director
Brittney Duescher, Meat Safety Supervisor
Michael Domke, Bureau Director
Jeremy McPherson, Bureau Director
Gabrielle (Elle) Winters, Consumer Complaint Supervisor
Sally Sutherland, Agriculture Audit Supervisor
Joe Smith, Bureau Director
Samantha Lange, Environmental Program Supervisor
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Melissa Mace, Bureau Director
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Dr. Elisabeth Patton, Bureau Director
Dr. Darlene Konkle, Administrator
Melissa Cochran, Animal Health Inspector Supervisor
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Karen Arriola, Bureau Director
Amy Knoploh, IS Supervisor 2
Gil Kelly, Bureau Director
Dora Rodgers, Science Management Supervisor

Equity and Inclusion Advisory Committee members:

Dr. Ellen Hooker, Veterinarian, Senior
Nicole Shea, Chemist
Molly Henning, Consumer Protection Investigator-Advanced

Equity and Inclusion Commitment Letter

On November 12, 2019, Governor Evers issued Executive Order #59 establishing standards for diversity, equity, and inclusion in state government. DATCP hereby affirms our commitment to the principles of equity and inclusion (EI) for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

DATCP is committed to meeting the state laws and policies and federal laws for equal employment opportunity and affirmative action. DATCP 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 DATCP's commitment to this overall process, we will apply EI 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 accommodations where necessary.

DATCP has developed and is committed to maintaining a written EI Plan. In Executive Order #59, Governor Evers emphasized the importance of agency EI Plans. In response, DATCP implemented the 2021–2023 EI Plan and was dedicated to its implementation during the past three years. This 2024–2026 EI Plan has my total support, and DATCP pledges its best good faith efforts to achieve the goals identified. I expect each DATCP manager, supervisor, and employee to aid in the implementation of this program and be accountable for complying with the objectives of this EI Plan. DATCP will maintain a monitoring and reporting system to ensure compliance with the EI mandates. The plan is available for review on DATCP's website or at the Human Resources office.

We look forward to working with the Division of Personnel Management (DPM), Bureau of Equity and Inclusion (BEI), to implement our 2024–2026 EI Plan, as well as the related policies and programs to correct the present effects of past discrimination and build a motivated and skilled workforce that reflects the population we serve.

Agency Head Name: Randy Romanski

Agency Head Title: Secretary



Signature

December 15, 2023

Date

DPM Equity and Inclusion Officer Name: Joey Stella

Joey Stella

Signature

December 15, 2023

Date

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority is responsible 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 department leadership to ensure involvement and commitment to the agency's EI efforts.*
- *Develops an equity and inclusion action plan to implement strategies that comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to EI, and incorporates EI 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 EI-related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.*
- *Ensures that designated personnel responsible for EI efforts and programs are given the authority, senior leadership support, and resources to implement their assigned responsibilities successfully.*
- *Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.*
- *Provides professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.*
- *Seeks advice and guidance from the Equity and Inclusion Advisory Committee (EIAC) on agency EI programs, initiatives, and policies.*

Name of individual(s) responsible

Name: Randy Romanski **Title:** Secretary
Email: randy.romanski1@wisconsin.gov **Phone:** (608) 224-5012

Name: Kelly Smithback **Title:** DMS Administrator
Email: kelly.smithback@wisconsin.gov **Phone:** (608) 224-4743

Equity and Inclusion Officer

As delegated, the Equity and Inclusion Officer (EI Officer) is directly responsible for developing, coordinating, and implementing the agency's EI Plan. The EI Officer:

- *Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining EI Plans, programs, and policies. This responsibility includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.*
- *Develops, coordinates, and implements EI initiatives that support the agency's EI Plan goals.*
- *Keeps the DATCP Secretary and leadership at various organizational levels informed of EI developments, progress, and potential concerns.*
- *Ensures communication and dissemination of EI Plan, policy and program information, and employee access to the plan and related policies.*

- *Works with leadership to identify, coordinate, facilitate, or provide EI 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 review includes gathering, researching, and analyzing data.*
- *Audit the 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 EI programs and initiatives, including the State of Wisconsin Student Diversity Internship Program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.*
- *Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.*
- *Attends at least 12 hours of EI training annually.*
- *Attends EI and agency supervisory training.*
- *Participates in and advises the DATCP EIAC as a non-voting member.*

Name of individual(s) responsible

Name: Joey Stella

Title: Human Resources Supervisor

Email: joey.stella@wisconsin.gov

Phone: (608) 224-4761

Equity and Inclusion Professional

The EI professional is responsible for assisting with implementing the EI plan efforts within their agency. The EI professional:

- *Ensures dissemination of all relevant EI information to appropriate staff.*
- *Reviews policies, procedures, and practices and recommends changes to the EI Officer.*
- *Assists in developing, implementing, and managing oversight of policies, programs, and procedures for the administration of EI efforts for the agency.*
- *Assists with promoting and coordinating agency EI programs and initiatives, including the State of Wisconsin Student Diversity Internship Program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.*
- *Ensures communication and dissemination of the EI Plan, policy, and program information and employee access to the plan and related policies.*
- *Assists the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic EI goals and objectives.*
- *Attends at least 6 hours of EI training annually.*
- *Attends EI and agency supervisory training.*
- *As designated, manages the agency's medical issues. This responsibility may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).*

Name of individual(s) responsible

Name: Jensen Peterson

Email: jensen.peterson@wisconsin.gov

Title: Human Resources Specialist – Senior

Phone: (608) 224-4763

Executive Human Resources Director and Human Resources Manager

The Executive Human Resources (HR) Director and HR Manager are responsible for ensuring equitable and consistent administration, applying all personnel policies, and providing resources, support, and supervision of the EI Officer and the EI professional. The Executive HR Director and HR Manager:

- *Maintain effective working relationships with agency EI officers and designees.*
- *Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and EI principles.*
- *Ensure the hiring managers and supervisors work effectively with the EI Officer and EI professional to develop and execute the EI Plan.*
- *Provide the EI Officer with the support and data necessary to perform duties and responsibilities related to EI.*

Name of Executive HR Director

Name: Jesús Villa

Email: jesusj.villa@wisconsin.gov

Title: DPM Deputy Administrator

Phone: 608 261-6057

Name of HR Manager

Name: Vacant

Email:

Title: Human Resources Manager

Phone:

List names of individuals role and responsibilities on the DATCP EI Planning and Development team:

Division of Agricultural Development

Morgan Brandenburg, Marketing Specialist

Shirley Acedo, Economic Development Consultant

Division of Animal Health

Tony Centracchio, Companion Animal Inspector-Objective

Julie McGwin, Veterinarian Specialist-Senior

Division of Agricultural Resource Management

Jordyn Johnston, Environmental Analysis Review Specialist

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Michele Doolan, License Permit Program Associate

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Jenna Ouradnik, Environmental Health Sanitarian-Advanced

Stephanie Sticka, Food Scientist-Advanced

Andrea Northwood, Program and Policy Analyst-Advanced Management

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Adin Palau, Communications Specialist-Senior

Alicia Gilmore, Consumer Protection Investigator-Advanced

Sara Bocher, Clerical Assistant LTE

Patrick Studenec, Consumer Protection Investigator

Introduction

Alignment with Agency Mission, Vision, and Core Values

DATCP has a broad mission to partner with all the citizens of Wisconsin to grow the economy by promoting quality food, healthy plants and animals, sound use of land and water resources, and a fair marketplace. To partner with all the citizens of Wisconsin, DATCP must ensure it is meeting the needs of the diverse population we serve and be inclusive to customers in both rural and urban communities, and Tribal nations.

DATCP's vision is to deliver efficient and effective programs and services to Wisconsin agriculture, consumers, and businesses, to provide market confidence and to enhance competitiveness and profitability. To provide programs and services to the state's farmers, consumers, and businesses, DATCP needs to ensure there is equitable access to all customers.

DATCP is committed to its core values of diversity, accountability, teamwork, customer service, and professionalism. DATCP's employees work professionally as a team to provide quality service and are held accountable for their results in serving our diverse customers.

Importance of Equity and Inclusion Related to Recruitment, Retention, and Agency Culture

Secretary Romanski is dedicated to diversity, equity, and inclusion in the department. DATCP is committed to attaining a diverse workforce that resembles the customers we serve and works to recruit diverse candidates for all department positions. In DATCP's 2021-2023 EI Plan, hiring supervisors and interview panel members were trained in unbiased interview practices, and all interview panels were required to include representatives of at least two affirmative action groups. Participation in the enterprise State of Wisconsin Student Diversity Internship Program grew from having four, to five, to nine interns, annually between 2021 and 2023. A program specific internship was established with the College of Menominee Nation in 2023.

Through our strong relationship with the Department of Workforce Development, hiring of DATCP's disabled and veteran workers have grown. From January 1, 2021 to July 1, 2023, the percent of DATCP employees who identify as disabled grew by more than 9%, and the percent of DATCP employees who identify as veterans increased by nearly 2%. Semi-annual virtual Open House/Career Fairs also helped to expand the knowledge of who DATCP is and what we do with community and educational organizations. We met last year's goal of increasing the number of applicants from affirmative action groups in regularly recruited classifications. Applicant interviews now include a question addressing training or experience in diversity, equity, and/or inclusion, which has become common practice in the public and private sectors.

To retain DATCP's workforce, the agency regularly reviews agency policies to ensure they are meeting the needs of the diverse workforce. The agency seeks to offer trainings for leadership about diversity, equity, and inclusion related topics. DATCP works to regularly review available data, including exit interviews and reclassification and promotion data, to ensure there is equitable access for DATCP staff.

The Secretary shares numerous messages related to diversity, equity, and inclusion with department staff to emphasize its importance in our agency culture and updates the Board of Agriculture, Trade and Consumer Protection annually on our progress. The EIAC coordinates staff trainings and presentations about diversity, equity, and inclusion topics. To measure the agency culture, there are now questions related to diversity, equity, and inclusion in the annual DATCP employee survey. DATCP also works to continually improve our website accessibility for all visitors.

Plan Development Process and Implementation Timelines

The process to develop the 2024–2026 EI Plan began in late 2022. A timeline of the process includes:

November 2022: DATCP responded to our monitoring visit, evaluating the 2021–2023 EI Plan.

- *November – January 2023: DATCP held meetings between the Office of the Secretary, Division of Management Services, and HR to begin the planning process for the 2024–2026 EI Plan.*
- *January 2023: DATCP Secretary Randy Romanski emailed agency staff, seeking members of the DATCP EI Planning and Development Team.*
- *February 2023: DATCP EI Planning and Development Team members were selected.*
- *March 2023: DATCP EI Planning and Development Team congratulated and thanked in a message from the Secretary. Team members announced in an agency-wide email.*
- *March 2023: The DATCP EI Planning and Development Team charter was finalized and shared with members.*
- *March 2023: DATCP EI Planning and Development Team held its first meeting, beginning its regular meeting biweekly meeting schedule. The first meeting included a review of the 2021-2023 EI Plan.*
- *April 2023: DATCP began including DATCP EI Planning and Development Team monthly updates in the Pulse employee newsletter for all staff.*
- *April 2023: The DATCP EI Planning and Development Team began its subgroup meetings to review available data and reports, sharing report outs in the regular biweekly meetings.*
- *May 2023: The DATCP EI Planning and Development Team held subgroup meetings to collect feedback from stakeholders and shared a report out in a regular biweekly meeting.*
- *June 2023: The DATCP EI Planning and Development Team utilized the results of its analysis to form potential action items for the 2024–2026 EI Plan.*
- *July 2023: The DATCP EI Planning and Development Team used digital dot voting to prioritize the potential action items related to recruitment, retention, and agency culture.*
- *July 2023: The DATCP EI Planning and Development Team reviewed the previous communications plan and offered input for the next EI Plan.*
- *August 2023: DATCP held meetings between the Office of the Secretary, Division of Management Services, and HR to review the results of the action items and form key performance indicators, outcomes, and responsible staff.*
- *August 2023: The 2024–2026 EI Plan was drafted by numerous staff, including DATCP EI Planning and Development Team members creating the workforce analysis.*
- *August 2023: The draft 2024–2026 EI Plan was reviewed, edited, and approved by DATCP leadership.*
- *September 2023: The draft 2024–2026 EI Plan was submitted to BEI for review.*
- *October 2023: BEI approved the draft 2024-2026 EI Plan to finalize for submission by December 15, 2023.*

Stakeholder Input

During the creation of the 2024–2026 EI Plan, the EI Officer provided regular updates to key stakeholders to ensure they were informed about the process and had opportunities to provide input. These updates included:

- *Meetings with the Secretary, Deputy Secretary, Assistant Deputy Secretary, and Administrator of the Division of Management Services to discuss goals, strategies, and the work plan.*
- *Meetings with the Executive Staff, including the division administrators, the Communications Director, and the Legislative Liaison to share about the DATCP EI Planning and Development Team's work.*
- *Meetings with the EIAC to share about the DATCP EI Planning and Development Team's work.*

Feedback and insight from agency leadership and staff was critical to progressing the plan's development.

Planning and Development Team, Subject Matter Experts and Stakeholder Participation

The DATCP EI Planning and Development Team met with numerous subject matter experts and stakeholders as part of its process. To gather input from across the agency, the team divided into five subgroups. The subgroups' assignments were:

- *EIAC members about their current activities, issues, and concerns.*
- *Wellness Coordinator about the agency's program and trainings.*
- *Policy Initiatives Advisor about agency wide training and development activities.*
- *Bureau directors and supervisors to assess division training and development.*
- *Bureau directors and supervisors to assess workplace climate related to harassment and discrimination.*

The subgroups met with the subject matter experts and stakeholders, summarized their feedback, and shared a report in a full DATCP EI Planning and Development Team meeting.

Workforce Analysis Summary

To develop the 2024-2026 EI Plan, DATCP first evaluated past and present practices related to recruitment, retention, and agency culture. Through this analysis, DATCP gained a greater understanding on how these practices impact equity, inclusion, and diversity in the department and identify future goals and priorities.

The DATCP EI Planning and Development Team began this workforce analysis by evaluating data from a variety of sources including employee demographics, recruitment, hiring, employee turnover, and advancement. The team also closely analyzed the department’s current EI Plan to identify next steps. Team members provided their EI Plan input in full meetings, subcommittees, and surveys. This allowed each member to contribute to specific strategies and actions that would improve DATCP’s ability to recruit and retain a diverse workforce and build a culture that was inclusive.

DATCP’s workforce includes approximately 600 employees. More than half of DATCP’s employees are field-based, working across the state as sanitarians, inspectors, and more. In the State of Wisconsin Classified Workforce & Affirmative Action Report, the average years of state service at DATCP is 10.2 years, and the average age of employees is 44.2 years as of June 2022. Table 1 depicts the demographics of DATCP’s workforce throughout the 2021-2023 EI Plan.

Table 1 – Employee Percentages with Specific Demographics

| DATCP | January 2021 | January 2022 | January 2023 | July 2023 |
|-------------------------------|--------------|--------------|--------------|-----------|
| Females | 50.7% | 50.3% | 48.3% | 49.1% |
| American Indian/Alaska Native | 0.3% | 0.3% | 0.3% | 0.2% |
| Asian | 1.8% | 1.5% | 1.5% | 1.7% |
| Black/African American | 2.0% | 1.5% | 1.5% | 1.7% |
| Hispanic/Latino | 0.7% | 0.8% | 1.4% | 1.5% |
| White | 93.5% | 92.9% | 92.0% | 91.8% |
| Veterans | 6.5% | 6.9% | 7.8% | 8.2% |
| Individuals with Disabilities | 4.8% | 5.6% | 11.7% | 13.9% |
| Total Filled Positions | 604 | 594 | 588 | 584 |

Recruitment Goal: *DATCP will strive to achieve diversity in recruitment activities to create a workforce that represents the communities we serve.*

When considering recruitment strategies and actions, the DATCP EI Planning and Development Team worked to understand how current DATCP applicants learned about department employment opportunities. During the 2021–2023 EI Plan, DATCP held semi-annual virtual open house/career fair events. The team reviewed the invitations and advertisements for these events to consider their impact. The team members analyzed DATCP’s career fair participation and Division of Personnel Management (DPM) Constant Contact distribution list. They also evaluated the recruitment checklist to understand where recruitments are advertised and what contacts are being utilized.

The team considered the applicant flow statistics, i.e., where applicants, including their demographic make-up drop out of the recruiting process and applicant referral source information. The table below shows the makeup of all applicants from recruitments posted open to the public in 2022 and how they indicated they learned of the job opportunity.

Table 2 – 2022 Open Recruitment Applicant Demographics by Referral Source

| Referral Source | White | Female | Veteran | Asian | Hispanic | Race Not Specified | Black | WI Works Eligible | American Indian | Pacific/ Islander | Individual with Disabilities | Referral Source Total: |
|--------------------------------|-------|--------|---------|-------|----------|--------------------|-------|-------------------|-----------------|-------------------|------------------------------|------------------------|
| Wisc .Jobs | 531 | 287 | 59 | 23 | 15 | 18 | 15 | 10 | 9 | 0 | 0 | 611 |
| Unknown | 312 | 190 | 29 | 34 | 16 | 32 | 32 | 19 | 6 | 1 | 0 | 433 |
| Internet Search | 221 | 138 | 12 | 12 | 14 | 7 | 12 | 9 | 4 | 0 | 0 | 269 |
| Job Websites (Monster, Indeed) | 212 | 130 | 10 | 12 | 20 | 5 | 6 | 7 | 5 | 2 | 1 | 262 |
| State Employee Referral | 229 | 117 | 28 | 14 | 2 | 2 | 0 | 3 | 4 | 0 | 0 | 251 |
| Friend of Family Referral | 62 | 39 | 3 | 1 | 3 | 1 | 1 | 1 | 1 | 1 | 0 | 70 |
| Job /Service | 31 | 16 | 4 | 3 | 1 | 2 | 1 | 0 | 1 | 0 | 0 | 39 |
| School/ College/ University | 19 | 7 | 0 | 1 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 24 |
| Social Media | 19 | 16 | 0 | 2 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 23 |
| Billboard | 5 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 7 |
| Career Fair | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| Newspaper/ Print Advertising | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| Demographic Total: | 1647 | 943 | 146 | 103 | 73 | 70 | 69 | 50 | 30 | 4 | 1 | |

In addition to this information, the DATCP EI Planning and Development Team reviewed numerous reports including the:

- *DATCP Veterans Employment Plan of Action*
- *2022 State of Wisconsin Veterans Report*
- *2019-2020 State of Wisconsin Classified Workforce & Affirmative Action Report*
- *2020 Statewide Utilization Report*
- *State Council on Affirmative Action Annual Report*
- *2022 Written Hiring Reasons Report*
- *State of Wisconsin W-2 Hiring Report*

The team recognized the need to understand the current employee demographics when considering recruitment. DATCP identified our recruitment goal as, “DATCP will strive to achieve diversity in recruitment activities to create a workforce that represents the communities we serve.” The following table demonstrates the need to continue to work to emphasize this goal and identify opportunities for staff growth for several underrepresented groups.

Table 3: DATCP Workforce Demographics versus the State Population

| Workforce Demographics | DATCP Workforce | State Population |
|----------------------------------|------------------------|-------------------------|
| Female | 49.1% | 50.3% |
| American Indian/Alaska Native | 0.2% | 1.2% |
| Asian | 1.7% | 3.2% |
| Black/African American | 1.7% | 6.6% |
| Hispanic/Latino | 1.5% | 7.6% |
| Native Hawaiian/Pacific Islander | 0.0% | 0.1% |
| White | 91.8% | 86.6% |
| Two or More Races | 0.9% | 2.2% |
| Not Specified | 2.2% | ---- |
| Veteran *ages 18-64 | 8.2% | *7.8% |
| Individuals with Disabilities | 13.9% | 9.5% |

DATCP Workforce: as of 7/1/2023

Veterans Data Source: (of the state workforce) [230.04 \(9\)\(em\) Veterans Report FY2022.pdf \(wi.gov\)](#)

Disabled Data Source: Demographics of [Disability in Wisconsin | Wisconsin Department of Health Services](#)

State Population: as of 7/1/2023, Source: [U.S. Census Bureau QuickFacts: United States](#)

In this workforce analysis, the DATCP EI Planning and Development Team summarizes its research and discussions by each strategy to provide an explanation for the action items recommended.

Strategy 1 – Develop and Implement Outreach Strategies to Increase the Number of Applicants from Underutilized Groups.

To increase the number of applicants from underutilized groups, the DATCP EI Planning and Development Team first needed to understand the department’s underutilized classifications. Below is a table which identifies the 10 underutilized classifications with the most DATCP employees.

**Table 4:
Racial Designation of Underutilized Classifications with the Most DATCP Employees**

| 10 Underutilized Classifications with the Most DATCP Employees | | |
|---|----------------------------|--|
| Job Classification | Number of Employees | Percentage of Non-White Employees |
| Consumer Protection Investigator/Snr/Adv | 17 | 0% |
| Financial Specialist/Snr/Adv | 12 | 0% |
| Animal Health Inspector/Obj-Compliance | 12 | 0% |
| Environmental Enforcement Specialist/Snr/Adv | 16 | 6% |
| Grain Inspector/Leadworker | 14 | 7% |
| Meat Safety Inspector-Entry/Obj | 62 | 8% |
| Plant Pest Disease Specialist/Snr/Adv | 25 | 8% |
| Weights Measures Petro Sys Specialist-Entry/Snr | 30 | 10% |
| Environmental Health Sanitarian-Entry/Snr/Adv | 50 | 12% |
| Environmental Analysis Review Specialist/Adv | 15 | 13% |

The team carefully considered how current job applicants were finding DATCP opportunities. The Applicant Referral source data allowed the department’s team to calculate the percentage of applicants from each source. Current significant sources of applicants include:

- *Wisc.Jobs notifications (21%)*
- *Internet searches (18%)*
- *Referrals by State employees (17%)*
- *Job search websites like Monster and Indeed (16%)*

Comparatively, the data indicated that career fairs have resulted in just 1% of applicants, highlighting an area for possible growth. The DATCP career fair tracker and the 2021–2023 EI Plan dashboard indicates that DATCP consistently attends career fairs at UW-Madison, UW-Platteville, UW-River Falls, and UW-Eau Claire. By utilizing staff who are actively engaged in the alumni associations at these schools, DATCP could expand its outreach efforts, cultivate interest in DATCP through the college programs, and potentially increase the number of college applicants for agency recruitments. In addition, building relationships and DATCP brand awareness outside of career fairs will make the fairs more successful. The team recognized that additional colleges could be prioritized for outreach based on those that serve diverse communities and those that provide training for skills that are required for DATCP positions.

When the team analyzed the 2021–2023 EI Plan, they recognized there was still a need to strengthen our relationships with diverse communities to attract diverse candidates. In addition, they recognized that 17% of applicants identified that they were referred to job openings by state employees. The

team identified action items for the 2024–2026 EI Plan to empower current employees to build these connections with identified community organizations. These connections will be fundamental to building a workforce that is more representative of our communities.

Strategy 2 – Set Strategic Hiring Standards to Promote Equal Opportunity in Staffing Selection.

When considering the second recruitment strategy, to set strategic hiring standards to promote equal opportunity in staffing selection, the group closely reviewed the BEI’s monitoring visit report and guidelines. The team discussed potential improvements to the current hiring standards and entry level job qualifications. Many DATCP positions provide all the required training needed to meet the expectations of the position description. The team identified a need to inform potential applicants they do not need to come into the job with the direct, succinct knowledge the job requires. The team developed actions for this EI Plan to formalize the practice of identifying positions with on-the-job training and clearly identifying these positions in postings.

The team also believed it is important to review minimum requirements in positions to ensure they meet the needs of the position without deterring potential candidates from applying. While some positions do require certain skills or licenses to be qualified for the position, there are others with more flexibility that should be reviewed and updated to indicate on-the-job training

The team recognized that applicants come from a variety of backgrounds and experiences. They identified that some DATCP position summaries may be interpreted as needing job skills unique to DATCP staff when they are not. Instead, there are numerous transferable skills that may be applicable. The team created an action item to review the most often filled positions and create standard transferable skills templates to provide clarity and accessibility to potentially qualified applicants.

During the workforce analysis, team members also considered that while HR has access to the number of applicants that meet the minimum requirements for a posted position, it is up to the hiring manager to decide how many applicants to interview. In doing so, they are not informed of the candidates’ demographics. All they know is that everyone on the list has been screened and that they are minimally qualified for the job in accordance with job-related criteria. Due to the time needed for both the hiring manager and the interview panel to interview applicants, however, the number of applicants who are minimally qualified and the number of applicants that are offered interviews may not be the same. For example, there may be 25 names on the list, but only 10 are offered interviews. This may result in qualified applicants with diverse backgrounds inadvertently not being interviewed. From team discussions, members created an action item to better educate hiring managers about the process for determining the number of qualified applicants accessible to interview.

Strategy 3 – Assess the Effectiveness of Current Recruitment Procedures.

As part of the workforce analysis, the team evaluated components related to the recruitment procedures. This included a review of DATCP’s Policy 299: Balanced Interview Panels, which requires that at least two underrepresented groups be included on an interview panel. The DATCP EI Planning and Development Team also noted that applications are reviewed and ranked under a separate process, typically a resume screen that requires at least one person from a protected class be involved. In considering the process, the team developed an action item to implement a post-hiring survey for hiring managers and interview panelists to complete that will gather feedback about the process to allow HR to better assess the effectiveness of current recruitment administration and department procedures and adjust, as necessary.

Retention Goal: *DATCP will actively promote advancement opportunities to retain and reduce turnover in underutilized job classifications.*

The DATCP EI Planning and Development Team was tasked with assessing available data and interviewing before developing recommendations pertaining to employee retention. Specifically, the group reviewed the following data:

- *Active/inactive employees*
- *Employee exit interviews*
- *Hire, rehire, retire, and terminations*
- *Hire, promotion, and demotion*

In addition to reviewing data, the team met with employees, including managers, to receive their input. The team's analysis of this information informed the recommended action items in each of these retention strategies below.

Strategy 1 - Develop and Implement a Mentorship Program.

To complete a workforce analysis relating to retention, the DATCP EI Planning and Development Team spoke with current employees. Some of these employees were members of the department's EIAC. The EIAC members shared information about current committee issues, concerns, and activities pertaining to retention goals and opportunities.

Through their research and discussions, an opportunity was identified to develop a mentorship for new employees. Mentors would assist new employees as they become familiar with their workplace environment, share guidance about department expectations, answer questions, and ultimately, help the new employee to feel more included as a member of the DATCP team. These mentors would not be direct supervisors, but rather someone with applicable experience and skills that would be beneficial to the new employee's development.

Strategy 2 – Identify and Establish Career Pathways with Equitable Access Based on Skills/Knowledge Obtained.

The team also reviewed employee exit interviews as part of the workforce analysis. A common reason identified for staff leaving DATCP was an interest in seeking advancement opportunities. The team acknowledged the need to identify and establish career pathways with equitable access based on skills and knowledge that have been gained. To accomplish this, career pathways within DATCP need to be identified and communicated with staff. These also could be referenced in job postings for prospective employees.

The team also considered how reclassifications at DATCP impact employee retention. Members identified the need to update reclassification processes and related documentation to support supervisor and staff conversations. These updated resources will be helpful to supervisors when connecting with staff, allowing them both to have a meaningful discussion about their potential career development opportunities. This resource could be a template with suggested questions and conversations prompts related to career advancement. This resource will work to help staff better understand how they may advance their careers within and across classifications.

Strategy 3 – Collect Feedback from Staff on Issues that Affect Job Satisfaction and Retention and Create Actionable Strategies at the Division and Agency Levels.

To increase employee retention, the team identified the importance of collecting input from current employees on issues that affect their job satisfaction and retention. In addition, the team also identified the importance of clearly responding to the feedback received.

Employee exit interview/survey data is limited. From 2021 through 2022, 133 employees left the department, and 76 surveys were completed. The workforce analysis revealed limited available data from employee exit surveys. However, the HR 2020-2022 Hires, Promotions, and Demotions spreadsheet tracks internal staff movements. During this time, there were 16 promotions and 19 transfers between divisions. By expanding the use of the employee exit survey to employees moving between different positions within DATCP, there is an opportunity to gain further feedback from employees.

The team also created an action to develop a stay interview program at DATCP. This program would include meetings between the staff supervisor and current employees to find out what keeps them with the agency, what they value, and what could be improved upon. Stay interviews could be prioritized near employment milestones, such as five-year increments of years of service, emphasizing to employees they are valued, and their viewpoints are important. The below table provides a snapshot of employee age percentages at DATCP.

Table 5 – DATCP Employee Age Percentages

| Age Category | January 2021 | January 2022 | January 2023 | July 2023 |
|-----------------------------|--------------|--------------|--------------|-----------|
| 29 and under | 14.4% | 12.8% | 13.6% | 12.8% |
| 30-49 | 47.5% | 49.9% | 50.3% | 52.5% |
| 50 and over | 38.1% | 37.3% | 36.1% | 34.6% |
| Total # of Employees | 604 | 594 | 588 | 584 |

Strategy 4 - Provide Professional Development for Supervisors and Managers that Focuses on Leadership, not Management.

As part of the workforce analysis, team members interviewed supervisors and managers to understand their current professional development and training and to identify possible future needs. As a result of these discussions, the team identified the need for a strategy to incorporate diversity, equity, and inclusion topics more regularly into trainings. There is an opportunity to do this during the current monthly HR informational meetings with all DATCP supervisors, as well as team specific meetings.

Agency Culture Goal: DATCP will foster a respectful agency culture that values diversity, promotes equity, and actively engages staff in creating an inclusive workplace.

The DATCP EI Planning and Development Team sought to understand DATCP’s current agency culture in terms of employee training and development, workplace climate, and employee wellness. EIAC members and management representatives from each division provided input on current strengths and areas for improvement.

Strategy 1 - Develop Relationships with Diverse Communities as Standard Practice.

Management representatives shared information on current training and development opportunities available to employees. The team considered how trainings are promoted, how employees sign up for training, how EI trainings are discussed in the performance evaluation process, and who presents the trainings. The team recommended an action item to ensure that subject matter experts are included when developing trainings and that presenters are representatives of diverse cultural groups.

The team also considered how DATCP makes those connections with subject matter experts with diverse backgrounds for presentations. They identified the need to build longstanding relationships with diverse communities to expand DATCP’s network and available resources. By forming these connections, DATCP would also be able to further promote the department’s employment opportunities in these diverse communities.

Strategy 2 – Expand Awareness of DEI Resources and Initiatives Currently in Place.

Team members also collected input from the department’s Wellness Coordinator. Members considered how the Employee Assistance Program is promoted and utilized, as well as what barriers exist to encourage staff participation. An action was developed to increase promotion of the

Employee Assistance Program, not only as a resource to use in stressful times, but also as a tool for everyday life.

Strategy 3 – Foster a Culture of Open Communication and Increase Opportunities for DATCP Staff to Share Feedback with Agency Leadership.

The team considered how staff can provide input on topics related to diversity, equity, and inclusion, including the effectiveness of the EI Plan. The team identified an action item to further promote its existing anonymous method for employees to contact the DATCP EI Officer with questions, concerns, or training recommendations. While there has been an existing structure in place for years, many staff may not be aware of its availability. The intention of this anonymous contact method is to foster a culture where staff feel safe when sharing feedback with agency leadership.

Strategy 4 - Establish Venues for Neutral Conflict Resolution Support Regarding Issues that Emerge Around Race, Culture, Ethnicity, Gender, or Other Diversity-Related Issues; and Act to Support Enhancement to Agency Respectful Work Policies.

To assess the climate in the workplace related to harassment and discrimination, members of the DATCP EI Planning and Development Team met separately with the EI Officer and division management representatives. These discussions did not include names or specific information, but they did include areas of common concern and how those concerns are addressed. Based on these discussions, the team recommended creating an action to educate staff about neutral conflict resolution support, including concerns that emerge around race, culture, ethnicity, gender, or other diversity-related issues for marginalized communities.

Conclusion

The thorough data analysis and in-depth discussions of the DATCP EI Planning and Development Team provided the basis for each of the department's goals, strategies, and actions in the 2024-2026 EI Plan. DATCP will continue to build on previous efforts to further inclusion in our workplace, enhance transparency, increase equity in professional development opportunities, and address inclusion barriers.

Goals and Strategies

DATCP identified broad goals from its workforce analysis to address barriers to advancing EI in each focus area - Recruitment, Retention, and Agency Culture. Strategies to address the barriers and achieve the department's goals are included in the EI workplan.

| Overarching Goals for Equity and Inclusion | Strategies to Achieve Goals |
|---|---|
| <p>Recruitment Goal DATCP will strive to achieve diversity in recruitment activities to create a workforce that represents the communities we serve.</p> | <p>Develop and implement outreach strategies to increase the number of applicants from underutilized groups.</p> <p>Set strategic hiring standards to promote equal opportunity in staffing selection.</p> <p>Assess effectiveness of current recruitment procedures.</p> |
| <p>Retention Goal DATCP will actively promote advancement opportunities to retain and reduce turnover in underutilized job classifications.</p> | <p>Develop and implement a mentorship program.</p> <p>Identify and establish career pathways with equitable access based on skills/knowledge obtained.</p> <p>Collect feedback from staff on issues that affect job satisfaction and retention and create actionable strategies at the division and agency levels.</p> <p>Provide professional development for supervisors and managers that focuses on leadership, not management.</p> |
| <p>Agency Culture DATCP will foster a respectful agency culture that values diversity, promotes equity, and actively engages staff in creating an inclusive workplace.</p> | <p>Develop relationships with diverse communities as standard practice.</p> <p>Expand awareness of DEI resources and initiatives currently in place.</p> <p>Foster a culture of open communication and increase opportunities for DATCP staff to share feedback with agency leadership.</p> <p>Establish venues for neutral conflict resolution support regarding issues that emerge around race, culture, ethnicity, gender, or other diversity-related issues; and act to support enhancement to agency respectful work policies.</p> |

Workplan

The agency workplan represents the strategies and actions for DATCP’s EI Plan. Each strategy identified will meet the agency EI goals listed, through implementation of the actions identified to achieve that strategy are described. Each action implemented is part of the process of achieving specific strategic outcomes. The comprehensive selection of activities to support the strategy may include short-term or long-term actions. Key Performance Indicators (KPIs) gauge the progress of the actions taken to reach the desired outcome.

KPIs provide clarity to the process for reaching short-term and long-term goals and allow teams to focus on efforts that require attention to stay on track. KPIs support the monitoring and continuous improvement activities of the strategic plan. Associated training has also been identified to support the implementation for each strategy.

Recruitment Goal

DATCP will strive to achieve diversity in recruitment activities to create a workforce that represents the communities we serve.

Recruitment Sponsors

Administrators of the Divisions of Agricultural Resource Management and Food and Recreational Safety

| Recruitment Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|---|---|--|--|--------------------------|--|
| 1. Develop and implement outreach strategies to increase the number of applicants from underutilized groups. | 1A. Develop an annual career fair plan, utilizing agency staff to represent the agency. | Plan development Communication of plan Implementation of plan | Number of fairs attended annually Track applicant data indicating which jobs were applicants learned of from career fairs | EI Officer HR | <ul style="list-style-type: none"> Initial plan - March 31, 2024 Communication – April 2024 Implementation – May 1, 2024 |
| | 1B. Utilize a team of alumni staff to connect with targeted colleges to discover ways to attract more applicants. | Creation of team Creation of colleges and contacts list Creation of a list of college alumni employees | Number of contacts/events/activities engaged in Number of staff alumni utilized | EIAC DATCP staff team | <ul style="list-style-type: none"> Team selected - January 1, 2025 Outreach list/plan created - June 30, 2025 Implementation - September 30, 2025 |

| Recruitment Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|--|--|--|--|--------------------------|--|
| | 1C. Utilize an outreach team of DATCP staff to cultivate partnerships with targeted community organizations to attract new applicants. | <p>Creation of team</p> <p>Development of targeted community organizations and contacts list</p> <p>Determination of effective communication methods to utilize with each organization</p> | <p>Number of contacts/events/activities engaged in</p> <p>Number of staff utilized</p> | DATCP staff team | <ul style="list-style-type: none"> • Team selected - January 1, 2026 • Outreach list and plan created - July 1, 2026 • Implementation - September 1, 2026 |
| 2. Set strategic hiring standards to promote equal opportunity in staffing selection. | 2A. Create standards for use of transferable skills in job postings for most frequently filled positions. | <p>Most frequently filled positions are determined</p> <p>Transferable skills template/standard language created and implemented</p> | <p>Number of uses in job postings</p> <p>Applicant demographics annually compared to last year as a baseline</p> | DATCP staff team HR | <ul style="list-style-type: none"> • Positions determined - November 30, 2024 • Template language implemented - April 1, 2025 |
| | 2B. Where applicable, identify on-the-job training in job postings. | <p>List of entry-level jobs determined</p> <p>Standard language and/or graphic to signify on-the-job training in job postings is created</p> | <p>Number of uses in job postings</p> <p>Applicant demographics annually compared to last year as a baseline</p> | DATCP staff team | <ul style="list-style-type: none"> • Positions determined - November 30, 2025 • Template language implemented - May 1, 2026 |
| | 2C. Review entry-level job qualifications for perceived barriers to applying. | <p>List of applicable entry-level jobs determined</p> <p>Template/standard language created for preferred/desirable work experience and education qualifications</p> | <p>Number of uses in job postings</p> <p>Applicant demographics annually compared to last year as a baseline</p> | DATCP staff team | <ul style="list-style-type: none"> • Positions determined - July 31, 2024 • Template language implemented - March 31, 2025 |

| Recruitment Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|--|--|---|--|--------------------------|---|
| | 2D. Educate hiring managers about choices for determining the number of qualified applicants available to interview. | Training created Training implemented | Number of applicants interviewed | EI Officer | <ul style="list-style-type: none"> • Training developed - March 1, 2026 • Training implemented October 1, 2026 |
| 3. Assess effectiveness of current recruitment procedures | 3A. Implement a survey of hiring managers and interview panelists to provide feedback on the recruitment process. | Survey created Random sampling determination created Survey implemented | Evaluate quarterly, following up as needed | EI Officer HR | <ul style="list-style-type: none"> • Survey and sampling schedule developed - February 1, 2025 • Survey implemented - March 1, 2025 |

Associated Recruitment Staff Training

- *Require all interview panels to complete the Interview Best Practices training biennially (EI Officer/HR) - Effective 2024*
- *Require supervisors to complete a selected DEI training annually (DMS Admin/EI Officer) - Effective 2025*

Retention Goal

DATCP will actively promote advancement opportunities to retain and reduce turnover in underutilized job classifications.

Retention Sponsors

Administrators of the Divisions of Animal Health and Trade and Consumer Protection

| Retention Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|--|--|--|--|--------------------------|---|
| 1. Develop and implement a mentorship program. | 1A. Create a mentorship program for new employees to support and retain them as they learn their jobs. | <p>Program development team created</p> <p>Common entry-level career paths within the divisions created</p> <p>List of possible mentors created</p> <p>Plan created to align mentors with employees</p> | <p>Implement pilot program structure</p> <p>100% of identified employees matched with a mentor</p> | DATCP staff team | <ul style="list-style-type: none"> December 31, 2024 |
| 2. Identify and establish career pathways with equitable access based on skills/knowledge obtained. | 2A. Review and update reclassification processes and create documentation for supervisors and staff. | <p>Create a list of DATCP jobs that are in reclassification progression series and other jobs where reclassification is possible</p> <p>Update current reclass information/checklists</p> <p>Communicate identified classifications with supervisors and staff</p> | <p>Number of reclasses submitted</p> <p>Routine progression reclassifications are approved or denied within 14 days of effective receipt</p> <p>Non-progression reclassifications are approved or denied within 45 days of effective receipt</p> | HR DATCP staff team | <ul style="list-style-type: none"> Progression series reclassification list created - April 1, 2025 Information created on other jobs where reclassification is possible - June 1, 2025 Current reclass information/ checklists updated - June 1, 2026 |
| | 2B. Develop identified career pathways that can be shared with staff and used in job postings | Distribution of a career pathways template to be utilized by the divisions | Number of movements (transfers/promotions/voluntary demotions) within DATCP | HR DATCP staff team | <ul style="list-style-type: none"> Implemented - January 31, 2025 |

| Retention Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|--|---|--|--|--------------------------|---|
| | 2C. Create a template that staff and supervisors can use to facilitate career advancement discussions | New template created Disseminated to supervisors | Track increase in positive responses to Annual Employee Survey related to supervisor support of career development | HR DATCP staff team | <ul style="list-style-type: none"> • Template created/implemented December 31, 2024 |
| 3. Collect feedback from staff on issues that affect job satisfaction and retention and create actionable strategies at the division and agency levels. | 3A. Expand use of exit interview survey to employees moving to different positions within DATCP | Distribute exit interviews to all employees, including internal transitions | Track submissions quarterly | EI Officer HR | <ul style="list-style-type: none"> • January 31, 2024 |
| | 3B. Pilot a stay interview program to obtain information on why employees choose to stay at DATCP, if they have considered leaving; why, workload, career advancement, additional training, telecommuting, etc. | Creation of stay interview questions Creation of program structure Complete stay interview pilot program | Stay interviews completed on at least 5% of employees | DATCP staff team | <ul style="list-style-type: none"> • Design and structure by - December 31, 2024 • Pilot implementation - July 2025 • Evaluate pilot program and consider further implementation - July 2026 |
| 4. Provide professional development for supervisors and managers that focus on leadership, not management. | 4A. Incorporate DEI topics into the monthly HR Informational meeting with DATCP supervisors | Survey supervisors about topics of interest Implementation | One topic discussion every six (6) months | EI Officer | <ul style="list-style-type: none"> • Survey completed - September 30, 2024 |

Retention Staff Training

- Offer training for staff interested in State government, benefits, how DATCP is structured, and career opportunities - once every 6 months - Effective 2025
- Hold at least one (1) training or development activity related to retention annually for supervisors based on feedback - Effective 2025

Agency Culture Goal

DATCP will foster a respectful agency culture that values diversity, promotes equity, and actively engages staff in creating an inclusive workplace.

Agency Culture Sponsors

Administrators of the Divisions of Agricultural Development and Management Services

| Agency Culture Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|--|--|--|--|--------------------------|---|
| 1. Develop relationships with diverse communities as standard practice. | 1A. Build a network with diverse communities to help identify potential speakers on diverse topics. | Identify presenters who are representative of underrepresented or diverse cultural groups for staff trainings. | At least two trainings each year with presenters who are representative of underrepresented or diverse cultural groups | EIAC DATCP Staff | <ul style="list-style-type: none"> Identify presenters - March 31, 2025 Implementation - July 1, 2025 |
| | 1B. Encourage staff to attend community events, activities, and meetings across the state to build relationships and promote DATCP career opportunities. | Notification to staff throughout the agency via email and the DATCP Pulse newsletter. | Staff communication sent. Utilize the Speaking Engagement Notification workflow to track engagement at community events, activities, and meetings promoting employment opportunities quarterly. | Communications Director | <ul style="list-style-type: none"> March 1, 2024 |
| 2. Expand awareness of DEI resources and initiatives currently in place. | 2A. Promote the EIAC members as division resources for expressing concerns or providing feedback, to facilitate better communication related to EI. | Incorporate EIAC members connecting (in-person, virtually, or in writing) with their division staff into the annual EIAC work plan | Quarterly EIAC members speak to or message their division employees about their role and current EIAC activities | EIAC | <ul style="list-style-type: none"> Implementation - June 30, 2024 |

| Agency Culture Strategies | Actions | KPI | Outcome/Metric | Responsible staff/office | Targeted Completion Date |
|--|---|--|---|--------------------------|--|
| | 2B. Promote the Employee Assistance Program as not only for use in stressful times but also as a tool for everyday life. | Share EAP website, phone number, and available resources in the PULSE Post EAP training recording to SharePoint | Share quarterly | HR | <ul style="list-style-type: none"> Implementation - May 1, 2024 |
| 3. Foster a culture of open communication and increase opportunities for DATCP staff to share feedback with agency leadership. | 3A. Promote an anonymous method for employees to contact the DATCP EI Officer with questions, concerns, or training recommendations. | Create methods to promote on the website, Intranet, email messages, and at physical office locations | Increased contacts from staff to the DATCP EI Officer | EI Officer | <ul style="list-style-type: none"> December 31, 2024 |
| 4. Establish venues for neutral conflict resolution support regarding issues that emerge around race, culture, ethnicity, gender, or other diversity-related issues; and act to support enhancement to agency respectful work policies. | 4A. Educate staff on how to access neutral conflict resolution support regarding issues that emerge around race, culture, ethnicity, gender, or other diversity-related issues. | Review current processes for employees to resolve conflicts | Communicate/remind staff twice annually | EI Officer | <ul style="list-style-type: none"> June 30, 2024 |

Associated Agency Culture Training

- *Hold at least one (1) informational presentation about the State’s Employee Assistance Program for all staff annually (EI Professional) - Effective 2024*
- *Identify at least one (1) DEI Culture related training to offer to staff annually (DMS Administrator, EI Officer) - Effective 2024*

Communication Plan

Internal Methods of Communication

| Communication | Platform | Who is Responsible | Who Receives | Timing |
|--|--|--|-----------------|--|
| 1. Completion of the EI Plan, including: <ul style="list-style-type: none"> • Link to plan • Responsibility to read, understand, support, and implement | Email Pulse employee newsletter | DATCP Secretary | All DATCP staff | December 2023 |
| 2. Regular Equity and Inclusion features, including: <ul style="list-style-type: none"> • Articles and points of interest • Examples of EI Plan progress • Quarterly workforce demographic information | Pulse employee newsletter | EI Officer December 14, 2023 | All DATCP staff | Monthly, for the duration of the plan |
| 3. EI Plan | Intranet Posted outside of HR office and on the Employment Bulletin Board Shared with new hires in the Equity and Inclusion Overview In alternate forms, as requested | EI Officer Policy Initiatives Advisor | All DATCP staff | Duration of the plan |
| 4. Welcoming EI Plan feedback, including: <ul style="list-style-type: none"> • Share the Equity & Inclusion Officer's contact information • Share anonymous survey link | Intranet | EI Officer Policy Initiatives Advisor | All DATCP staff | Duration of the plan |
| EI Plan dashboard | Intranet Pulse | EI Officer | All DATCP staff | Updated quarterly for the duration of the plan |

| Communication | Platform | Who is Responsible | Who Receives | Timing |
|---|------------------------------|--------------------|--|---|
| 5. EI Plan Leadership Team meeting | Virtual or in-person meeting | EI Officer | Secretary Deputy Secretary Assistant Deputy Secretary Division of Management Services Administrator General Counsel Policy Initiatives Advisor Communications Director HR Manager | At least quarterly for the duration of the plan |
| 6. Annual reminder about the EI Plan, including: • Link to plan • Responsibility to read, understand, support, and implement | Email | DATCP Secretary | All DATCP staff | At least once per year for the duration of the plan |
| 7. Nondiscrimination and equal opportunity statements and posters | Posted documents | EI Officer | All DATCP staff | Duration of the plan |

December 15, 2023

External Methods of Communication

| Communication | Platform | Who is Responsible | Who Receives | Timing |
|--|--|---|-----------------------|----------------------|
| 1. EI Plan | Posted on the DATCP website Available in alternate forms as requested | EI Officer Policy Initiatives Advisor | Public | Duration of the plan |
| 2. Statement noting DATCP is an equal opportunity employer | Website Letterhead Job postings | EI Officer Policy Initiatives Advisor DMS Administrator | Public | Duration of the plan |
| 3. Statement noting: “Women, minorities, veterans, and individuals with disabilities are encouraged to apply.” | Job postings | EI Officer | Potential applicants | Duration of the plan |
| 4. Inclusive marketing materials | Printed and electronic marketing materials | Communications Director | Public | Duration of the plan |
| 5. Nondiscrimination and equal opportunity statements and posters including: <ul style="list-style-type: none"> • Equal Employment Opportunity is the Law • Employee Rights under the Fair Labor Standards Act • The Americans with Disabilities Act Notice to the Public | Posted documents at DATCP buildings | EI Officer | DATCP staff Public | Duration of the plan |

Implementation

Responsible Parties

Responsible parties are identified for each action in the EI Plan. Responsible parties include the Secretary, Deputy Secretary, Assistant Deputy Secretary, Communications Director, EI Officer, HR Manager, the EIAC, division administrators, bureau directors, section managers, supervisors, and division representatives. In our plan, two division administrators have been designated as leadership sponsors for each plan goal. After the 2024–2026 EI Plan is finalized, a responsible party will be determined for each action item, accountable for the completion of that action item.

Internal monitoring plan

To monitor progress, a 2024–2026 EI Plan dashboard will be developed, reviewed, and shared each quarter. An opportunity was identified to update the 2021–2023 EI Plan dashboard to make it more accessible and easier to understand. Regular dashboard updates will be provided by the EI Officer to DATCP’s Executive Staff and EIAC.

Implementation team meeting schedule/reporting schedule

For each action item, the specific contact will need to clearly define the goal of each action, conduct any additional needed research, determine a schedule for implementation, and assign tasks. The contact will need to determine any risks to the action item’s success and ensure there are adequate resources available. After initial implementation, the responsible party will need to assess if any modifications need to be made prior to final implementation,