

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

Equity and Inclusion Plan

January 1, 2021 to
June 30, 2023



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Equity and Inclusion Commitment Letter

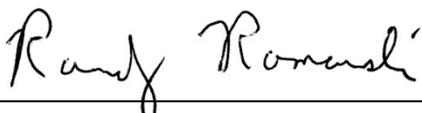
The Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants including, but not limited to: an individual's race, color, sex, religion, national origin, age, disability, creed, physical condition, developmental disability, military or veteran status, sexual orientation, gender identity or expression, marital or familial status, pregnancy, genetic information, arrest or conviction record, use or non-use of lawful products outside the workplace, or political affiliation.

DATCP is firmly committed to complying with state and federal laws and policies regarding equal employment opportunity and affirmative action. DATCP 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 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 process, we will apply equity and inclusion principles to all employment policies, procedures, and programs. We will make every effort to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. DATCP will provide reasonable accommodation, as requested, to employees and applicants with disabilities.

DATCP has developed and is committed to maintaining a written Equity and Inclusion Plan. This Equity and Inclusion Plan has my total support, and DATCP pledges its best good faith efforts to achieve the identified goals. I expect each manager, supervisor, and employee of DATCP to aid in the implementation of this program and be accountable for complying with the Equity and Inclusion Plan objectives. DATCP will maintain a monitoring and reporting system to ensure compliance with the equity and inclusion mandates. The plan will be available for review on DATCP's website and in the Human Resources office.

We look forward to working with the Bureau of Equity and Inclusion in the Department of Administration's Division of Personnel Management to help correct the effects of discrimination and to build a motivated and skilled workforce that is reflective of the populations we serve.

Signature:  Date: December 10, 2020
Agency Head Name: Randy Romanski Agency Head Title: Secretary-designee
Secretary - September 28, 2021

Signature:  Date: December 10, 2020
Equity and Inclusion Officer Name: Tracey Caradine

Signature:  Date: August 1, 2021
Replacement Equity and Inclusion Officer Name: Stacy Davidsaver

Introduction

About the department

DATCP Mission: We 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.

DATCP Vision: We will deliver efficient and effective programs and services to Wisconsin agriculture, consumers, and businesses, to provide market confidence and to enhance competitiveness and profitability.

DATCP Core Values:

- Diversity
- Accountability
- Teamwork
- Customer Service
- Professionalism

Importance of equity and inclusion to the agency

Equity and inclusion are important to recruitment, retention, and agency culture. We work to meet the needs of the diverse citizens we serve across Wisconsin, from farmers in our rural communities to consumers in our urban centers. We understand that, for our programs to be effective, we need to meet the individual needs of our customers and be accessible in our services in-person, over the phone, and online. It is important that equity and inclusion are emphasized from New Employee Orientation throughout each individual's career at DATCP.

To have a diverse workforce that is representative of the constituents we serve, we need to have a diverse pool of qualified candidates from which to draw. Over the past two years, our department has sought to share our recruitment postings by increasing communications to individuals and targeted organizations, as well as larger email distributions. By sharing our employment postings more broadly, we expand our opportunities to build a diverse workforce.

As a leadership team, we understand that agency culture is essential to employee retention. For employees to remain in their positions, they must feel DATCP's culture is inclusive and that there are equitable opportunities to grow in their professional development. We work together as a team to build an equitable and inclusive culture through the messages we send and actions we take. We need to recognize our strengths and seek to grow in the areas identified in this report.

Process to develop and implement plan

The timeline for developing DATCP's Equity and Inclusion Plan was as follows:

- December 2019 – January 2020: DATCP leadership team (including Secretary-designee, General Counsel, Division Administrators, and Bureau of Human Resources) meets to discuss plan development.
- January 23, 2020: Secretary-designee emails all DATCP employees, recruiting volunteers for the Equity and Inclusion Plan Workgroup.
- February 12, 2020: Attendees of a department-wide Black History Month presentation receive an update on the development of the plan.
- March 19, 2020: Equity and Inclusion Plan Workgroup formed.

- April – May 2020: Equity and Inclusion Plan Workgroup completes review of various equity and inclusion workforce reports.
- May 2020: Equity and Inclusion Plan Workgroup members complete a survey to determine next steps.
- June – July 2020: Equity and Inclusion Plan Workgroup reviews DATCP policies and their potential impact on recruitment, retention, and culture.
- June 2020: DATCP leadership provides an update on the plan development in the Pulse employee newsletter.
- July 2020: Human Resources staff provides the Equity and Inclusion Plan Workgroup with a presentation about underutilization, and leads a discussion about DATCP’s status and areas for potential growth.
- July – August 2020: Equity and Inclusion Plan Workgroup reviews Employee Handbook, which is a resource for both new and current employees.
- August – October 2020: Leadership team holds meetings to develop the goals and strategies based on the Equity and Inclusion Workgroup recommendations.
- October – November 2020: Leadership team finalizes goals and strategies. Secretary’s Office works with Human Resources to complete the draft of the Equity and Inclusion Plan. Draft is sent to DOA for review.
- November 2020: DATCP incorporates DOA feedback on the draft plan and resubmits for final approval.
- December 2020: Final Equity and Inclusion Plan approved and signed.

Employee input

Equity and inclusion are common themes in communications to DATCP employees from the Secretary-designee and Division of Management Services Administrator. These messages regularly welcome input and feedback from staff. Recent examples have included the importance of using the term “manager” instead of “chief” in working position titles going forward, as well as offering staff the option to include gender pronouns in their email signature blocks.

In the past year, DATCP’s Affirmative Action Advisory Committee changed its name to the Equity and Inclusion Advisory Committee. This group includes membership from each division, with representation from field staff as well as those based in Madison. Meetings of the Advisory Committee are open to the public, and the information shared is made available to all staff on the DATCP Intranet. Throughout the development of DATCP’s Equity and Inclusion Plan, members of the Equity and Inclusion Plan Workgroup provided the Equity and Inclusion Advisory Committee members with an update on their progress at each meeting.

Employees play a critical role in creating an equitable and inclusive workplace. Because of that, we seek to ensure the continued availability of training opportunities and resources for all DATCP staff. In the past several months, we have worked to share free virtual training opportunities as they occur. Following a recent operational change, these trainings are available for viewing on work time. The Equity and Inclusion Advisory Committee has also developed a list of books, movies, and other resources for staff to access in their own time.

Participation in plan development

To begin to develop our Equity and Inclusion Plan, a leadership team including DATCP's Secretary-designee, General Counsel, Division Administrators, and Bureau of Human met to map out a planning process. Staff from across the department volunteered to participate on the Equity and Inclusion Plan Workgroup. Additionally, the Bureau of Human Resources staff were essential subject matter experts, providing valuable guidance on items such as recruitment efforts and retention statistics.

This plan is a three-year commitment to equity and inclusion. The plan was developed over the past nine months. We will continue to evaluate and monitor the plan throughout implementation, making adjustments and additions as necessary. While the goals are broad, the strategies in the work plan are specific and measurable. These strategies, including agency communications, employee training, and community outreach, will be valuable to strengthening our equitable and inclusive workplace. Once complete, this Equity and Inclusion Plan will be available on the Intranet for all DATCP employees to access at any time. There will be an announcement of the posting in an agency-wide communication, and updates of our progress will regularly be shared. This document will also be available to the public and external stakeholders on DATCP's website. This plan will provide a road map of our journey as a department.

Agency Goals and Strategies

Goal Selection

DATCP’s Equity and Inclusion Plan overall goals and strategies were selected after completing the workforce analysis summary, considering our current outreach, hearing from the Equity and Inclusion Plan Workgroup, and collecting feedback from staff. The workforce analysis summary later in this document shows there is work to do to ensure DATCP is an inclusive workplace. For example, to recruit a more diverse workforce, we need to increase our community outreach to a broader audience. The Equity and Inclusion Plan Workgroup analyzed dozens of policies, procedures, and other documents identifying opportunities to improve their content and implementation to ensure equity. Analysis also identified areas where DATCP was falling short of required enterprise goals, such as hiring Wisconsin Works (W-2) participants. DATCP staff and supervisors have provided valuable insight into a desire for additional training in numerous areas including hiring and leadership. Communication continues to be a priority for the department, and communications about a diverse, equitable, and inclusive workplace will be vital to our department retention and culture going forward.

Overarching Goals	Strategies
<p>Recruitment Goal: The agency will actively address hiring disparities.</p>	<ol style="list-style-type: none"> 1. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates. 2. Assess policies and procedures for potential selection bias to remove barriers to diversity, equity, and inclusion and embrace the importance of incorporating diverse candidates in the workforce. 3. Set standards for hiring managers that incorporate an equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural disparity. 4. Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens. 5. Create and implement a plan to become a Wisconsin Works (W-2) worksite to increase hiring of W-2 participants.
<p>Retention Goal: The agency will promote leadership opportunities to retain and reduce turnover of underutilized job classifications.</p>	<ol style="list-style-type: none"> 1. Ensure department policies serve a diverse workforce. 2. Create a shared leadership structure that promotes staff leadership and voices on issues that affect the workforce. 3. Provide development for supervisors and managers that focus on leadership in addition to management. 4. Establish career pathways with equitable access.
<p>Agency Culture Goal: The agency will promote an agency culture free of bias, a respectful culture that values diversity, promotes equity, and actively engages inclusion.</p>	<ol style="list-style-type: none"> 1. Align our management and business practices accordingly to provide for greater diversity. 2. Foster a culture of open communication and transparency. Promote forums for discussion of diversity, equity, and inclusion. 3. Establish expectations and processes to make our communications inclusive to employees and customers. 4. Coordinate staff trainings to encourage a diverse, equitable, and inclusive workplace.

Work Plan

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/ office	Targeted Completion Date
1a. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Send job postings through DATCP's GovDelivery listserv	Number of hits to DATCP jobs in Wisc.jobs quarterly	Increase by 5% annually	Human Resources Director (Stacy Davidsaver) Policy Initiatives Advisor (Ashley Andre)	June 2023
1b. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Develop an internship program with colleges and universities, including historically black and tribal colleges or universities	Number of internships filled	At least one intern annually	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21	December 2022
1c. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Hold virtual open house events with community organizations	Number of events held Number of invitations sent	At least one virtual open house every six months. At least 1/3 of invitees attend.	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21	June 2023

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/ office	Targeted Completion Date
1d. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Increase participation in the State of Wisconsin Student Diversity Internship Program (SDIP)	Number of SDIP interns participating	At least four interns/calendar year	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21	June 2023
1e. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Attend and hold job fairs across the state with diverse communities, including Tribal Nations, W-2 program locations, and specific minority job fairs	Number of job fairs attended Number of applicants indicating they heard about DATCP through job fairs	At least three job fairs per calendar year Increase by 1% annually	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21	January 2023
1f. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Give presentations to high school and college students about potential careers at DATCP	Number of presentations completed	At least two per year, per division	Division of Management Services Administrator (Kelly Smithback) Human Resources Director (Stacy Davidsaver)	June 2023
1g. Increase community outreach in recruitment efforts to develop relationships with diverse communities and attract diverse candidates.	Participate in the LTE internship program with the Department of Workforce Development's Division of Vocational Rehabilitation (DVR)	Number of DVR interns participating	At least 1 intern annually	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
2a. Assess policies and procedures for potential selection bias to remove barriers to diversity, equity, and inclusion and embrace the importance of incorporating diverse candidates in the workforce.	Review relevant policies and procedures related to attracting and hiring staff, including balanced interview panels and conducting background checks, with an equity and inclusion lens and staff participation	Number of policies reviewed	100% completion	Division of Management Services Administrator (Kelly Smithback) Human Resources Director (Stacy Davidsaver)	April 2021
2b. Assess policies and procedures for potential selection bias to remove barriers to diversity, equity, and inclusion and embrace the importance of incorporating diverse candidates in the workforce.	Perform an annual step-by-step review, with staff participation, of a random sample of recruitments in classifications used frequently that are underutilized for woman and minorities	Number of recruitments reviewed	100% completion of the random sample review each calendar year	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine) Equity and Inclusion Advisory Committee	Begin July 2021. June 2023

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
2c. Assess policies and procedures for potential selection bias to remove barriers to diversity, equity, and inclusion and embrace the importance of incorporating diverse candidates in the workforce.	Increase the number of applicants from affirmative action groups (minority, women, disabled person, and/or veteran) in the following regularly-recruited classifications: consumer protection investigators, environmental sanitarians, meat safety inspectors, and regulatory specialists	Number of affirmative action group applicants annually per classification	Increase by 5%	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023
3a. Set standards for hiring managers that incorporate an equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural disparity.	Educate hiring managers about the interview process, including incorporating unbiased interview practices in areas such as interview questions and in selecting candidates Record training to make available to all new hiring managers	Percent of hiring managers attending interview training biennially	95%	Division of Management Services Administrator (Kelly Smithback) Human Resources Director (Stacy Davidsaver)	Complete hiring manager education by March 2021. January 2023

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
3b. Set standards for hiring managers that incorporate an equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural disparity.	Distribute data and analysis about hiring decisions related to women and minorities to hiring managers	Data provided quarterly	100%	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023
3c. Set standards for hiring managers that incorporate an equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural disparity.	Educate hiring managers about processes for hiring veterans and disabled veterans to increase use of these procedures	Number of veterans and disabled veterans hired annually	Increase by 1% annually	Division of Management Services Administrator (Kelly Smithback) Human Resources Director (Stacy Davidsaver)	Complete hiring manager education by March 2022. January 2023
4a. Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens.	Applicant interviews to include a question addressing training or experience in diversity, equity, and/or inclusion	Number of first round interviews with said question	100%	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine) All hiring managers	June 2023

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
4b. Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens.	Require human resources staff to attend training on diversity, equity, and inclusion	Number of trainings attended	At least one training annually per staff person	Human Resources Director (Stacy Davidsaver)	June 2023
4c. Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens.	Require all interview panels to include representatives of at least two affirmative action groups (minority, woman, disabled person, and/or veteran)	Number of panels meeting requirement	98% annually	Human Resources Director (Stacy Davidsaver)	June 2023
4d. Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens.	Require all interview panel participants, including external panel members, to participate in online unconscious bias course prior to participating on an interview panel	Number meeting requirement	98% annually	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine) Division office managers (DOMs)	June 2023
5a. Create and implement a plan to become a W-2 worksite to increase hiring of W-2 participants.	Increase use of W-2 certification lists, including requesting additional W-2 applicants on the certification lists as appropriate	Number of times W-2 cert. lists are used	Increase W-2 hires by 1% each fiscal year	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023

Recruitment Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/ office	Targeted Completion Date
5b. Create and implement a plan to become a W-2 worksite to increase hiring of W-2 participants.	Hold workshops and informational sessions at W-2 program locations	Number of workshops attended	Increase W-2 hires by 1% each fiscal year	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023
Associated Recruitment Staff Training		<ul style="list-style-type: none"> • Include an equity and inclusion presentation in each quarterly New Employee Orientation session. • Train all managers on the use of an equity tool in the development of policies and procedures. 			

Retention Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/ office	Targeted Completion Date
1. Ensure department policies serve the diverse workforce.	Review department policies, except those noted in the recruitment strategies, on a regular rotation, using a bias equity tool, staff input, legal review, and leadership approval	Number of policies reviewed	One policy per quarter	Division of Management Services Administrator (Kelly Smithback) Human Resources Director (Stacy Davidsaver) General Counsel (Jane Landretti) (Fratney Miller) As of 1/18/22 Policy Initiatives Advisor (Ashley Andre)	June 2023

Retention Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
2. Create a shared leadership structure that promotes staff leadership and voices on issues that affect the workforce.	Include equity, inclusion, and diversity topics in scheduled leadership sessions with the agency's Executive Staff	Number of leadership meetings with equity, inclusion, and diversity agenda topics	At least once per year	Secretary-designee (Randy Romanski) As of 9/28/21	June 2023
3. Provide development for supervisors and managers that focus on leadership in addition to management.	Include equity, inclusion, and diversity topics in quarterly Bureau Director meetings	Number of times equity, inclusion, and diversity appear on agenda	At least once per year	Policy Initiatives Advisor (Ashley Andre)	January 2023
4a. Establish career pathways with equitable access.	Analyze previous years' (2016-2020) exit interview data using a bias equity tool	Review completed	100%	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21 Equity and Inclusion Advisory Committee	December 2021
4b. Establish career pathways with equitable access.	Share summarized themes of the exit interview submissions with agency leadership	Number of reports shared quarterly	100%	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21 Equity and Inclusion Advisory Committee	June 2023

4c. Establish career pathways with equitable access.	Analyze department reclassification and promotion data using a bias equity tool	Review completed	100%	Assistant Human-Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21 Equity and Inclusion Advisory Committee	January 2023
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Retention Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
Associated Retention Staff Training		<ul style="list-style-type: none"> Require all staff to complete the Respectful Workplace training annually. Require all staff to complete the Diversity and Inclusion training annually. 			

Equity and Inclusion Culture Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
1a. Align our management and business practices accordingly to provide for greater diversity.	Provide Equity and Inclusion Plan dashboard and share KPIs, outcomes, and metrics at leadership team meetings	Number of reports shared quarterly	100%	Secretary-designee (Randy Romanski) As of 9/28/21 Division of Management Services Administrator (Kelly Smithback) General Counsel (Jane Landretti) (Fratney Miller) As of 1/18/22 Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine) Policy Initiatives Advisor (Ashley Andre)	June 2023
1b. Align our management and business practices accordingly to provide for greater diversity.	Submit a progress report based on the dashboard to the Bureau of Equity and Inclusion in DOA's Division of Personnel Management.	Number of reports submitted	100%	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023
1c. Align our management and business practices accordingly to provide for greater diversity.	Provide presentation on equity, inclusion, and diversity to the DATCP board members	Presentation completed	At least once per year	Secretary-designee (Randy Romanski) As of 9/28/21 Human Resources Director (Stacy Davidsaver)	January 2023

Equity and Inclusion Culture Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
				Assistant Human Resources Director (Tracey Caradine)	
1d. Align our management and business practices accordingly to provide for greater diversity.	Add bilingual add-on information to Recruitment Intake Checklist and discuss use with hiring managers	Number of times used	2% annually	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023
2a. Foster a culture of open communication and transparency. Promote forums for discussion of diversity, equity, and inclusion.	Share the Equity and Inclusion Advisory Committee’s work and resources in the Pulse employee newsletter	Number of times information shared monthly	100%	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21 Policy Initiatives Advisor (Ashley Andre)	June 2023
2b. Foster a culture of open communication and transparency. Promote forums for discussion of diversity, equity, and inclusion.	Facilitate equity and inclusion-related focus groups with selected groups in divisions, including administrators and employees	Complete “before and after” participant surveys to measure cultural perspective of employees	Hold one session per year, surveying participants before and 6 months later	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine)	June 2023
3a. Establish expectations and processes to make our communications inclusive to employees and customers.	Inform communications staff of the importance of developing and distributing bilingual materials for the public	Number of times topic is on agenda in communications team meetings	At least once quarterly	Communications Director (Grace Atherton) (Sam Otterson) As of 9/7/21	June 2023

Equity and Inclusion Culture Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/ Metric	Responsible staff/office	Targeted Completion Date
3b. Establish expectations and processes to make our communications inclusive to employees and customers.	Implement a website accessibility policy	Task completed	100%	Communications Director (Grace Atherton) (Sam Otterson) As of 9/7/21 Policy Initiatives Advisor (Ashley Andre)	June 2023
3c. Establish expectations and processes to make our communications inclusive to employees and customers.	Review employee handbook contents with an equity and inclusion lens and staff participation	Task completed	Once at least annually	Division of Management Services Administrator (Kelly Smithback) Communications Director (Grace Atherton) (Sam Otterson) As of 9/7/21 Policy Initiatives Advisor (Ashley Andre)	June 2023
4a. Coordinate staff trainings to encourage a diverse, equitable, and inclusive workplace.	Provide staff trainings/ presentations about topics including anti-racism, implicit bias, and bystander impact	Number of trainings/ presentations provided	At least four annually	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine) Division of Management Services Administrator (Kelly Smithback) Policy Initiatives Advisor (Ashley Andre)	June 2023
4b. Coordinate staff trainings to encourage a diverse, equitable, and inclusive workplace.	Distribute an equity, inclusion, and diversity survey	Task completed	Annually	Human Resources Director (Stacy Davidsaver) Assistant Human Resources Director (Tracey Caradine) Equity and Inclusion Advisory Committee	June 2023

Equity and Inclusion Culture Strategies	Actions	Key Performance Indicator(s) (KPI)	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Associated Culture Staff Training	<ul style="list-style-type: none"> • Hold presentations on recognized months such as Black History Month (February) and National Native American Heritage Month (November). • Share recommended resources from the Equity and Inclusion Advisory Committee with all department staff. 				

Communication Plan

Internal Methods of Communication

Communication	Platform	Who is Responsible	Who Receives	Timing
Completion of the Equity and Inclusion Plan including: <ul style="list-style-type: none"> • Link to plan • Responsibility to read, understand, support, and implement 	Email Pulse employee newsletter	Secretary-designee (Randy Romanski)	All DATCP staff	December 2020
Equity and Inclusion feature including: <ul style="list-style-type: none"> • Articles and points of interest • Examples of Equity and Inclusion Plan progress • Quarterly workforce demographic information 	Pulse employee newsletter	Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21	All DATCP staff	Monthly, for the duration of the plan
Equity and Inclusion Plan	Intranet In alternate forms, as requested	Policy Initiatives Advisor (Ashley Andre) Assistant Human Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21	All DATCP staff	Duration of the plan
Equity and Inclusion Plan feedback including: <ul style="list-style-type: none"> • Sharing the Assistant Human Resources Director's email • Sharing an anonymous survey link 	Intranet	Policy Initiatives Advisor (Ashley Andre)	All DATCP staff	Duration of the plan
Equity and Inclusion Plan dashboard	Intranet	Policy Initiatives Advisor (Ashley Andre)	All DATCP staff	Updated quarterly for the duration of the plan

Communication	Platform	Who is Responsible	Who Receives	Timing
Equity and Inclusion Plan leadership team meeting	Virtual or in-person meeting	Policy Initiatives Advisor (Ashley Andre)	Secretary-designee (Randy Romanski) As of 9/28/21 Division of Management Services Administrator (Kelly Smithback) General Counsel (Jane Landretti) (Fratney Miller) As of 1/18/22 Human Resources Director (Stacy Davidsaver) Assistant Human-Resources Director (Tracey Caradine)	At least quarterly for the duration of the plan
Annual reminder about the Equity and Inclusion Plan including: <ul style="list-style-type: none"> • Link to plan • Responsibility to read, understand, support, and implement 	Email	Secretary-designee (Randy Romanski) As of 9/28/21	All DATCP staff	At least once a year for the duration of the plan
Nondiscrimination and equal opportunity statements and posters	Posted documents	Management Services Administrator (Kelly Smithback)	All DATCP staff	Duration of the plan
DATCP Board report including progress of the plan	Verbal report	Assistant Human-Resources Director (Tracey Caradine) Human Resources Director (Stacy Davidsaver) As of 8/1/21 Equity and Inclusion Advisory Committee	DATCP board	At least once a year for the duration of the plan

		Chair (Annie Collier) Kevin Plante As of 10/26/21		
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External Methods of Communication

Communication	Platform	Who is Responsible	Who Receives	Timing
Equity and Inclusion Plan	Posted on the DATCP website Available in alternate forms as requested	Policy Initiatives Advisor (Ashley Andre) Assistant Human Resources Director (Tracey Caradine) (Stacy Davidsaver) Human Resources Director As of 8/1/21	Public	Duration of the plan
Statement noting DATCP is an equal opportunity employer	Website Letterhead Job postings	Policy Initiatives Advisor (Ashley Andre) Management Services Administrator (Kelly Smithback) Human Resources Director (Stacy Davidsaver)	Public	Duration of the plan
Statement noting: “Women, minorities, veterans, and individuals with disabilities are encouraged to apply.”	Job postings	Human Resources Director (Stacy Davidsaver)	Potential applicants	Duration of the plan
Inclusive marketing materials	Printed and electronic marketing materials	Communications Director (Grace Atherton) Sam Otterson) As of 9/7/21	Public	Duration of the plan
Nondiscrimination and equal opportunity statements and posters including: 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	Management Services Administrator (Kelly Smithback)	Public	Duration of the plan

Agency Monitoring

DATCP will monitor its progress at least quarterly on a dashboard, built in Excel, available to all employees on the Intranet. Each work plan item will be included on the dashboard with a note about progress toward the documented KPI. A color system will note if the strategy is being met including:

- Satisfactorily (Green).
- Room for improvement (Yellow).
- Not met (Red).
- Not measurable (Blue).
- Not started (Gray).

This dashboard will be updated after the leadership team's quarterly meeting to discuss the Equity and Inclusion Plan. The Intranet will include two opportunities for staff to provide feedback on the quarterly dashboard including an email address and anonymous survey.

Workforce Analysis Summary

As an agency that serves the entire state, DATCP has an important duty to embody and mirror the demographic composition of our clientele: the people of Wisconsin. Although DATCP is a smaller agency, its percentage of white employees exceeds the percentage of white employees in state government overall. As this statistic and the following data will show, DATCP has work to do to improve its recruitment and hiring of minority candidates. That work, as well as the ideals we hope to reach, are captured in the aforementioned goals and strategies.

One way to accomplish these goals is by repositioning the interview process as a focal point of the hiring process. This includes setting standards for hiring managers and training them to understand the difference between behavioral, situational, and competency-based interview questions. A clearer understanding of this distinction enables hiring managers to create benchmarks that help them more accurately answer the question of which candidate is best to hire.

Another focus of this Equity and Inclusion Plan is increasing the number of minorities hired by the agency. According to recruitment data, minorities do apply for DATCP positions, but the agency's overall racial composition remains largely white. This suggests that the disconnect lies not in the applicants, but in the tools used to assess their capabilities. One possible way to address this gap, as suggested by DATCP staff, is to require unconscious bias trainings for anyone serving on an interview panel.

Additionally, the DATCP Equity and Inclusion Plan Workgroup collaborated with agency leadership to develop strategies to reintroduce the department to the general public. Although DATCP plays a role in virtually every Wisconsin resident's life, many are unaware of the agency's work. In order for our workforce to adequately reflect the diverse public we serve, we must better showcase DATCP's widely varied responsibilities, services, and employment opportunities. The Equity and Inclusion Plan serves as a blueprint of how the agency will accomplish this by attending job fairs (work plan 1e), holding open houses (work plan 1c), and initiating internships (work plan 1d).

DATCP created the Equity and Inclusion Plan Workgroup, which included representation from all divisions and members of the agency Equity Inclusion Advisory Committee, to look at department policies, procedures, and data regarding our workforce, recruitment, retention, and agency culture, work plan retention item 1. As the Equity and Inclusion Plan Workgroup looked at statewide data, they identified a continuous effort across all state agencies to create an equitable and diverse workforce that mirrors the clientele they serve. When looking at DATCP's overall employee data, the department is 95% white and 92% non-veteran. The state workforce overall is at 85% white and 87% non-veteran.

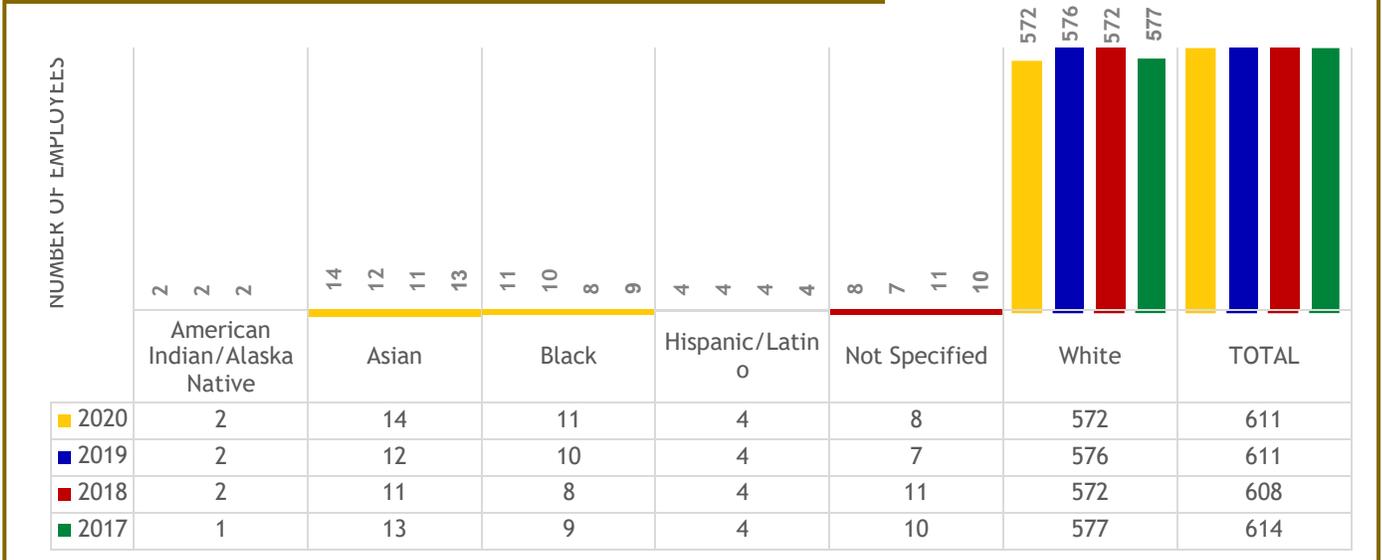
Table 1 - Racial Percentages

	June 2014	June 2016	June 2018
Percent Racial/Ethnic Minorities	4.80%	4.30%	4.20%
Percent Women	48.10%	48.80%	50.60%
Percent Persons w/ Disabilities	10.80%	7.80%	6.30%

One of the main focal points and reoccurring themes was the racial makeup of DATCP's workforce. When looking at the data and the overall workforce, there is no growth in the minority ratio, staying consistent at about 4%. This revelation resulted in work plan items relating to retention (2 and 3) and culture (2b, 3a, and 4a), coupled with recruitment efforts.

The Equity and Inclusion Plan Workgroup also reviewed data on the racial and gender makeup of DATCP's workforce and examined the composition of the agency's positions by category and division.

DATCP WORKFORCE - RACIAL MAKE-UP



After examining the data, it was clear that there was work to be done regarding outreach to the general public to not only educate on what DATCP does, but also to promote employment opportunities. When looking at DOA's State Underutilization Report, the positions that DATCP frequently hires for, the data shows that there is consistent underutilization for both women and minorities in the categories of:

- (006) – Physical, Natural and Social Science
- (025) – Inspector, Investigators and Compliance
- (049) – Science Professionals
- (057) – Physicians and Health Care Practitioners
- (147) – Natural Science and Laboratory Technicians
- (195) – Administrative Support

Looking at the 2017-2020 underutilization table compared to the new 2020-2023 table, DATCP continues to be the only agency underutilized in the (025) – Inspectors, Investigators and Compliance category, which is one of our bigger recruitment focuses. This brings us to another resounding theme throughout DATCP's Equity and Inclusion Plan: improving workplace culture and retention of current employees. Many of our new hires in the (025) category tend to stay for one to two years at most. When looking at DATCP exit interviews, employees cited higher pay and better advancement opportunities as reasons they left the agency. They also frequently stayed within state service. This observation led to a discussion among the Equity and Inclusion Plan Workgroup and agency leadership to determine what can be done to provide opportunity, guidance, acceptance, and understanding as the foundation of a viable, cohesive work atmosphere and a productive workplace. The results of this discussion are represented in the Retention Goals and Strategies section of the plan.

Department leadership also considered what types of programming would make the department an employer of choice. DATCP will undertake concerted recruitment efforts by examining the analytics of where recruitments are seen and how many people see them, as well as holding robust recruitment intake meetings with hiring managers to discuss other possible recruiting alternatives to help them understand the department's recruitment and hiring trends. This is captured in the Key Performance Indicators (KPIs) for items 1e, 2c, 3b and 5a in the Equity and Inclusion Plan.

The Equity and Inclusion Plan Workgroup found that the gender makeup of DATCP is 50.2% female-identified and 49.8% male-identified. With an overall workforce that is thought to be male-dominated, this makes the department somewhat unique.

The group also found that when viewed through the lens of seniority, DATCP is generally a young department. Of the department's 592 employees, 362 of them have between 0-9 years of seniority. Of those 362 people, 211 of them have 0-4 years.

Table 2 - Seniority

SENIORITY			
Years of Service	<i># of Employees</i>	<i>Sum of FTE</i>	<i>% of FTE</i>
0-4	211	210	35.7%
5-9	151	151	25.6%
10-14	66	65	11.1%
15-19	38	38	6.4%
20-24	45	45	7.7%
25-29	47	47	8.0%
30-35	25	25	4.2%
>35	9	8	1.4%
Grand Total	592	588	100.0%

DATCP looks favorably on hiring from within for various specialized positions to retain agency expertise. With this in mind, having a young department that is well-positioned to advance in the future may be an advantage. However, the agency recognizes that hiring from within can also become a hindrance if it stifles growth and the potential cultivation and introduction of new ideas that could be brought in with new hires.

Table 3 - Age

AGE			
Age Category	<i># of Employees</i>	<i>Sum of FTE</i>	<i>% of FTE</i>
20-29	88	87	14.9%
30-39	134	133	22.7%
40-49	144	144	24.4%
50-59	144	144	24.4%
60 and up	82	80	13.6%
Grand Total	592	588	100.0%

In terms of age, approximately 71% of DATCP's workforce shows even distribution across the ages of 30-59 years. The remaining 29% of employees are between ages 20-29 (14.9%) and 60+ (13.6%).

The combined age and seniority makeup of the department is promising in that it poses a great opportunity for the possibility of transferring institutional knowledge among certain positions. Looking at the overall makeup and the positions of those who are retirement age, we found that there was a pattern of longevity across certain positions. As of June 30, 2020, DATCP had 147 employees with 20 or more years of state service. Of those 147, 24 employees had over 40 years of service, with 52 years being the highest. A deeper dive of the data showed that the positions that had the largest number of employees with over 20-plus years were in the Grain Inspector series with 13 of the 24 employees having 40 or more years of service. This correlates with the information regarding the (025) – Inspectors, Investigators and Compliance job category, which is underutilized for both women and minorities only at DATCP. As these 24 employees start to move toward retirement, there is a clear opportunity for cross-training and capturing the institutionalized knowledge that is required in these specialized positions.

Another focus of the Equity and Inclusion Plan Workgroup was the department’s turnover rate. The department is comprised of full, part, limited-term, and project employees. Looking at the department overall, from 2018 through July 2020 the turnover rate was 13.65%.

Table 4 - Overall Turnover Data

Overall Turn Over Data	Number	Total	Percentage
2018	101	611.5	16.52
2019	114	609.5	18.70
2020	35	611	5.73
2018-2020	250	610.67	13.65

When looking at the turnover rate for minorities within the agency as of June 30, 2020, there were a total of 10 who left the agency:

- African American – 1
- American Indian/Alaskan Native – 2
- Asian – 6
- Hispanic/Latino - 1

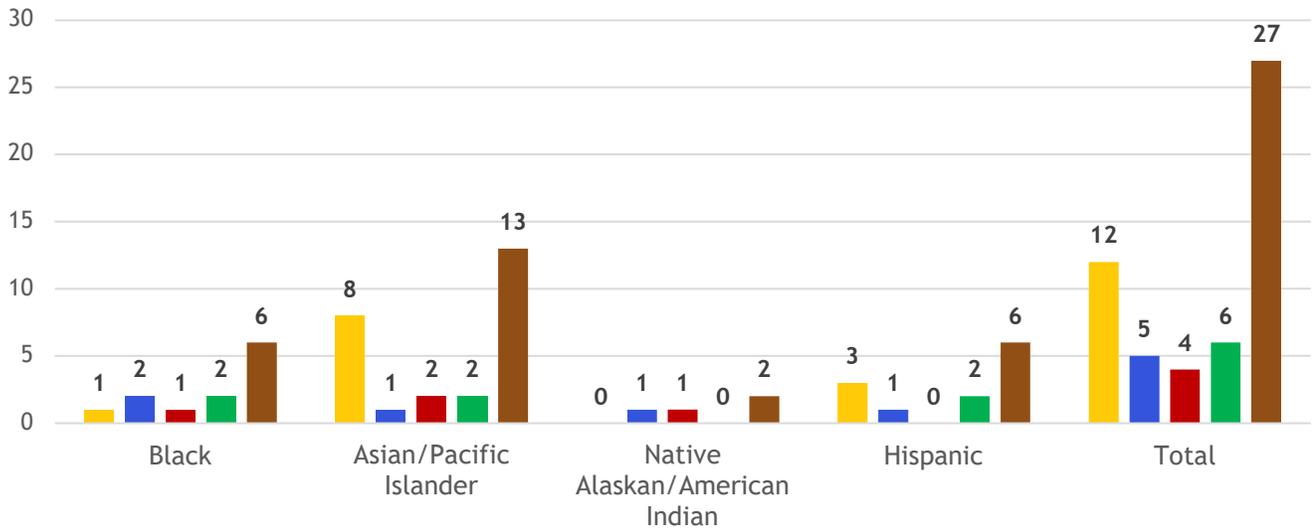
Most were hired within the (025) – Inspectors, Investigators and Compliance job group. (As stated previously, this job group is one of the most recruited for job groupings within DATCP.)

Between January 1, 2017 and September 1, 2020, DATCP completed 391 recruitments. Of those, there were 15 instances where the individual did not identify their gender or race, or whether they had veteran status. During this timeframe, there were 20 veterans hired, or 5.50%, and 27 minorities hired, or 7.40%. These numbers show that DATCP strives to have a culturally rich workforce and to mirror the clientele we serve.

Of DATCP’s 580 employees, 27 minorities are represented, with seven being identified as unspecified. This number is fairly consistent; as minority employees leave the agency, other minority employees are hired, and the overall number does not change significantly. One of DATCP’s Equity and Inclusion Plan goals is raising the overall number of minority employees. This is part of the reason that the plan seeks to balance the benefits of hiring internally with the advantage of hiring new, external candidates. This is a clear example of DATCP’s focus on culture and retention of minority hires. To retain these employees and nurture their growth, the agency will examine why employees leave and assess promotion and reclassification through an equity lens (items 4b, 4c).

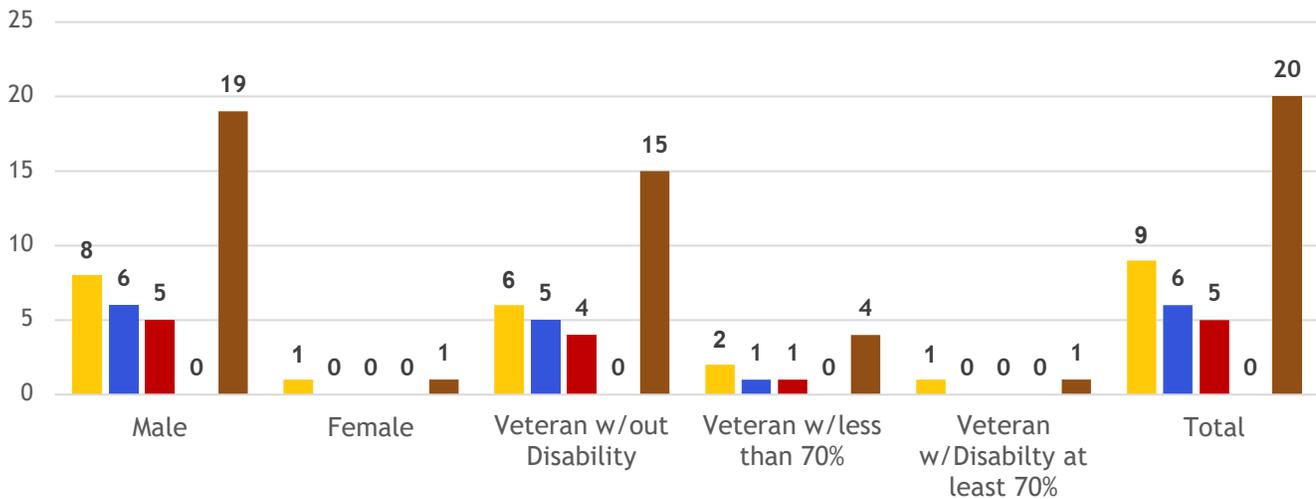
Minority - New Hires 2017-2020

2017 2018 2019 2020 TOTAL



Veteran - New Hires 2017-2020

2017 2018 2019 2020 TOTAL



Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan

Agency Appointing Authority

A state agency's 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 equity and inclusion 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 necessary authority, top management support, and resources to successfully implement their assigned responsibilities is provided, to designated personnel responsible for equity and inclusion efforts and programs.
- 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 equity and inclusion programs, initiatives, and policies.

Name of DATCP Appointing Authorities

Name: Randy Romanski Title: Secretary-designee-As of 9/28/21
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

The Equity and Inclusion Officer, or the designee, is directly responsible for developing, coordinating, implementing the agency's Equity and Inclusion 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 equity and inclusion 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, 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 equal employment opportunities and affirmative action 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 Equity and Inclusion Advisory Committee as a non-voting member.

Name of DATCP Equity and Inclusion Officer

~~Name: Tracey Caradine — Title: Human Resources Assistant Director~~

~~Email: Tracey.Caradine@wisconsin.gov — Phone: (608) 224-4761 —~~

Name: Stacy Davidsaver Title: Human Resources Director As of 8/1/21

Email: StacyL.Davidsaver@wisconsin.gov Phone: (608) 224-4763

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 Equity and Inclusion designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the Equity and Inclusion Officer.
- Assists in development, implementation, and management oversight of policies, programs, and procedures for the administration of equity and inclusion 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 Equity and Inclusion 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 Family Medical Leave Act and reaasonble accommodation requirements to ensure compliance with the American's with Disability Act.

Name of DATCP Equity and Inclusion Designee/Professional

Name: Madeline Erce Title: Human Resources Specialist

Email: Madeline.Erce@Wisconsin.gov Phone: (608) 224-4764

Human Resources Manager

The Human Resources Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the Equity and Inclusion Officer and Equity and Inclusion professionals. The Human Resources Manager:

- Maintains effective working relationships with the agency Equity and Inclusion Officer and designees.
- Provides leadership to human resources 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 Equity and Inclusion Officer to develop and execute the Equity and Inclusion plan.
- Provides the Equity and Inclusion Officer the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of DATCP Human Resources Manager:

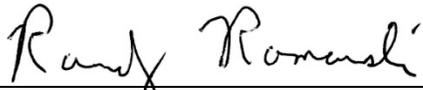
Name: Stacy Davidsaver Title: Human Resources Director

Email: StacyL.Davidsaver@wisconsin.gov Phone: (608) 224-4763

Acknowledgments

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:

Signature:  Date: December 10, 2020
Randy Romanski, Secretary-designee Randy.Romanski1@wisconsin.gov
Secretary As of 9/28/21

Equity and Inclusion Officer:

Signature:  Date: December 10, 2020
Tracey Caradine, Tracey.Caradine@wisconsin.gov, (608) 224-4761

Signature:  Date: August 1, 2021
Replacement - Stacy Davidsaver, stacyl.davidsaver@wisconsin.gov, (608) 2244763

**Date of submission to the Department of Administration,
Department of Personnel Management, Bureau of Equity and Inclusion: December 10, 2020**

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

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Eric Ebersberger, Assistant Deputy Secretary
Jane Landretti, General Counsel
Randy Romanski, Secretary-designee

Note: An * recognizes a member of the agency's Equity and Inclusion Advisory Committee.

Contributors and other subject matter experts consulted:

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We are grateful to the Department of Administration's Division of Personnel Management for their guidance in developing our Equity and Inclusion Plan.

Definitions and Acronyms

Definitions

- Diversity: the varied identities and characteristics that distinguishes individuals or groups
- Equity: the fair treatment, access, opportunity, and advancement for all
- Inclusion: the active and intentional cultivation of an environment in which everyone feels welcomed, respected, supported, valued, and empowered to fully engage

Acronyms

- DATCP: Department of Agriculture, Trade and Consumer Protection
- DOA: Department of Administration
- DOM: Division Office Manager
- DVR: Division of Vocational Rehabilitation
- KPIs: Key Performance Indicators
- SDIP: Student Diversity Internship Program
- W-2: Wisconsin Works