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**VIRTUAL/TELECONFERENCE  
ACTION PLAN COMMITTEE  
Virtual, 4822 Madison Yards Way, Madison, WI 53705  
Contact: Melinda Boyle-Prior, (608) 266-2112  
April 24, 2026**

*The following agenda describes the issues that the Committee plans to consider at the meeting. At the time of the meeting, items may be removed from the agenda. Please consult the meeting minutes for a record of the actions of the Committee.*

**AGENDA**

**11:00 AM**

**CALL TO ORDER – ROLL CALL**

- A. Adoption of Agenda (1)**
- B. Approval of Minutes from April 17, 2026 (2)**
- C. Introductions, Announcements, and Recognition
- D. Administrative Matters
- E. Action Plan Creation – Discussion and Consideration (3-22)**
- F. Action Plan Officer or Equity and Inclusion Officer Update**
- G. Public Comments**

**ADJOURNMENT**

**NEXT MEETING: MAY 1, 2026**

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**MEETINGS ARE OPEN TO THE PUBLIC AND MAY BE CANCELLED WITHOUT NOTICE.**

Times listed for meeting items are approximate and depend on the length of discussion and voting. All meetings are held virtually unless otherwise indicated. In-person meetings are typically conducted at 4822 Madison Yards Way, Madison, Wisconsin, unless an alternative location is listed on the meeting notice. In order to confirm a meeting or to request a complete copy of the agenda, please visit the Department website at <https://dps.wi.gov>. The body may also consider materials or items filed after the transmission of this notice. Times listed for the commencement of any agenda item may be changed by the body for the convenience of the parties. Requests for interpreters for the hard of hearing, or other accommodations, are considered upon request by contacting the Affirmative Action Officer or reach the Meeting Staff by calling 608-267-7213.

**VIRTUAL/TELECONFERENCE  
ACTION PLAN COMMITTEE  
MEETING MINUTES  
APRIL 17, 2026**

**PRESENT:** Melinda Boyle-Prior, Audra Cohen-Plata, Jaspreet Kaur, Ashley Sarnosky,  
Colleen Uhlenkamp

Also Present: Regina Howard

**CALL TO ORDER**

Melinda Boyle-Prior, Action Plan Officer, called the meeting to order at 11:00 a.m.

**ADOPTION OF AGENDA**

**MOTION:** Audra Cohen-Plata moved, seconded by Melinda Boyle-Prior, to adopt the Agenda as published. Motion carried unanimously.

**APPROVAL OF MINUTES OF APRIL 10, 2026**

**MOTION:** Colleen Uhlenkamp moved, seconded by Audra Cohen-Plata, to approve the Minutes of April 10, 2026 meeting, as published. Motion carried unanimously.

**ADJOURNMENT**

**MOTION:** Colleen Uhlenkamp moved, seconded by Jaspreet Kaur, to adjourn the meeting. Motion carried unanimously.

The meeting adjourned at 11:20 a.m.

State of Wisconsin  
Department of Safety and Professional Resources  
Recruitment and Retention Action Plan  
July 1, 2026 – June 30, 2028

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## Acknowledgement

I have reviewed and I approve this Recruitment and Retention Action Plan. I endorse the goals outlined in the plan and I am committed to supporting implementation of this plan. I affirm Department of Safety and Professional Resources is committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws.

## Appointing Authority

Name: Niko Ruud

Title: Assistant Deputy Secretary

Date:

Signature:

## DPM Administrator

Name: Click to enter DPM Administrator name.

Title: Click to enter DPM Administrator title.

Date:

Signature:

## Agency Roles and Responsibilities

### Agency Appointing Authority

- Communicates direction and vision to agency leadership, encouraging their involvement in and commitment to the agency's action plan.
- Appoints agency action plan advisory committee members and an agency action plan officer.
- Reviews and approves the agency's action plan.
- Seeks advice from the agency's action plan advisory committee on related topics and issues.
- Provides support and resources to facilitate implementation of plan goals and actions.

Name: Niko Ruud

Title: Assistant Deputy Secretary

Email: Niko.Ruud1@wisconsin.gov

### Agency Action Plan Officer

Agency action plan officers are agency employees designated by the agency appointing authority to serve as a designated point of contact and project manager for the agency's action plan.

Duties may include:

- Guiding action plan development, including engaging stakeholders outside the agency's action plan advisory committee.
- Leading action plan implementation, including ensuring a communications plan is developed and executed.
- Monitoring action plan enactment and progress, including coordinating activities required by the action plan and ensuring action plan goals are met in a timely manner or are updated appropriately if conditions shift.
- Communicating with agency leadership and employees to provide updates on action plan activities and status.

Name: Melinda Boyle-Prior

Title: Division Administrator – Division of Performance Management

Email: Melinda.Boyle-Prior@wisconsin.gov

## Agency Action Plan Advisory Committee

An agency's action plan advisory committee is a group of agency employees selected by the appointing authority to lead the action plan development and implementation process.

Duties may include:

- Creating the agency's action plan, including soliciting feedback from other agency employees to inform the development process.
- Launching the agency's action plan, including a communications plan to ensure all agency employees are made aware of the plan's goals.
- Implementing the agency's action plan, including continued communications with agency employees to share information and solicit participation in goal-related activities.
- Advising agency leadership on programming related to action plan activities.

Names: Audra Cohen-Plata, Jaspreet Kaur, Ashley Sarnosky, Colleen Uhlenkamp.

Titles: Division Administrator – Division of Policy Development, Program and Policy Analyst – Division of Professional Credential Processing, Board Administration Specialist – Division of Policy Development, EAP School Administration Consultant.

Emails: Audra.CohenPlata@wisconsin.gov, Jaspreet.Kaur1@wisconsin.gov, Ashley.Sarnosky@wisconsin.gov, Colleen.Uhlenkamp@wisconsin.gov.

# Workforce Analysis

## Agency Overview

- Total Employee Count: 284
  - Permanent Classified Employee Count: 223
  - Full-Time Equivalent (FTE) Total: 222.89
- Average Years of State Service: 8
- Average Age: 48
- Average Hourly Pay Rate: \$35.83
- Median Hourly Pay Rate: \$36.55
- Vacancy Rate: 4.3%
- Turnover Rate: 5.9%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 56.5%
- Proportion of “Protective” Occupation Employees: 0%
- Proportion of Executive/Management Employees: 4.48%
- Proportion of Supervisory (Non-management/Executive) Employees: 5.83%

## Recruitment Data

Table 1: Applicant and Hire Data by Gender

Gender	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Male	271	43.15%	7	43.75%
Female	339	53.98%	9	56.25%
Not Indicated	18	2.87%	N/A	N/A

Table 2: Applicant and Hire Data by Race and Ethnicity

Race and Ethnicity	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
American Indian or Alaskan Native	2	0.32%	0	0%
Asian	44	7.01%	0	0%
Black or African American	39	6.21%	0	0%
Hispanic or Latino	41	6.53%	2	12.5%
Native Hawaiian or Pacific Islander	1	0.16%	0	0%
Two or More Races	17	2.71%	0	0%
White	467	74.36%	13	81.25%
Not Indicated	17	2.71%	1	6.25%

Table 3: Applicant and Hire Data by Disability Status

Disability Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Disabled	114	18.15%	3	18.75%
Severely Disabled	N/A	N/A	0	0%
Not Indicated	514	81.85%	13	81.25%

Table 4: Applicant and Hire Data by Wisconsin Works (W-2) Status

Wisconsin Works (W-2) Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Eligible for W-2	17	2.71%	0	0%
Enrolled in W-2	N/A	N/A	0	0%

Table 5: Applicant and Hire Data by Veteran Status

Veteran Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Veteran	40	6.37%	3	18.75%
Disabled Veteran	19	3.03%	1	6.25%
Not Indicated	588	93.63%	13	81.25%

## Employee Data

Table 6: Agency Gender Compared to the Labor Market and State Population

Gender	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Male	122	53.51%	51.9%	50.1%
Female	106	46.49%	47.5%	49.9%
Not Indicated	N/A	N/A	N/A	N/A

Table 7: Agency Race and Ethnicity Compared to the Labor Market and State Population

Race and Ethnicity	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
American Indian or Alaskan Native	1	0.44%	1.3%	1.2%
Asian	6	2.63%	2.9%	3.5%
Black or African American	3	1.32%	4.8%	6.7%
Hispanic or Latino	10	4.39%	7.0%	8.4%
Native Hawaiian or Pacific Islander	0	0%	0.04%	0.1%

Race and Ethnicity	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Two or More Races	5	2.19%	5.5%	2.4%
White	197	86.4%	83.3%	86.1%
Not Indicated	6	2.63%	N/A	N/A

Table 8: Agency Disability Status Compared to the Labor Market and State Population

Disability Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Disabled	41	17.98%	5.7%	8.7%
Severely Disabled	2	0.88%	N/A	N/A
Not Indicated	187	82.02%	94.1%	91.3%

Table 9: Agency Veteran Status Compared to the Labor Market and State Population

Veteran Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Veteran	17	7.46%	4.6%	5.0%
Disabled Veteran	8	3.51%	N/A	N/A
Not Indicated	211	92.54%	95.4%	95.0%

Table 4: Agency Employee Age Compared to the Labor Market and State Population

Age	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Under 20	0	0%	N/A	20.8%
20 – 29 years old	13	5.7%	N/A	13.0%
30 – 39 years old	45	19.74%	N/A	12.9%
40 – 49 years old	57	25%	N/A	12.2%
50 – 59 years old	71	31.14%	N/A	11.8%
60 plus years old	42	18.42%	N/A	29.9%

Table 5: Agency Years of Service Compared to the Labor Market and State Population

Years of Service	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
0 – 4 years	92	40.35%	N/A	N/A
5 – 9 years	67	29.39%	N/A	N/A
10 – 14 years	33	14.47%	N/A	N/A
15 – 19 years	9	3.95%	N/A	N/A
20 – 24 years	4	1.75%	N/A	N/A
25 – 29 years	14	6.14%	N/A	N/A
30 – 35 years	7	3.07%	N/A	N/A
More Than 35 years	2	0.88%	N/A	N/A

Table 6: Agency Separation Status Compared to the Labor Market and State Population

Separation Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Voluntary	8	3.59%	N/A	N/A
Involuntary*	1	0.45%	N/A	N/A
Retirement	4	1.79%	N/A	N/A

\*Involuntary separations include employer separations, employee death, and medical separations.

Table 7: Agency Retirement Eligibility Compared to the Labor Market and State Population

Retirement Eligibility	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Immediate	18	7.89%	N/A	N/A
Within 5 years	52	22.81%	N/A	N/A
Within 10 years	82	35.96%	N/A	N/A
More than 10 years	146	64.04%	N/A	N/A

## Geographic Data

Table 8: Agency Employee Work and Home Location by County

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Adams	0	0%	0	0%
Ashland	0	0%	0	0%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Barron	2	0.9%	2	0.9%
Bayfield	2	0.9%	2	0.9%
Brown	17	7.62%	8	3.59%
Buffalo	0	0%	0	0%
Burnett	0	0%	0	0%
Calumet	0	0%	1	0.45%
Chippewa	1	0.45%	1	0.45%
Clark	0	0%	0	0%
Columbia	0	0%	6	2.69%
Crawford	1	0.45%	1	0.45%
Dane	147	65.92%	110	49.33%
Dodge	1	0.45%	2	0.9%
Door	1	0.45%	1	0.45%
Douglas	1	0.45%	1	0.45%
Dunn	0	0%	0	0%
Eau Claire	1	0.45%	1	0.45%
Florence	0	0%	0	0%
Fond du Lac	2	0.9%	2	0.9%
Forest	0	0%	0	0%
Grant	1	0.45%	2	0.9%
Green	0	0%	1	0.45%
Green Lake	0	0%	0	0%
Iowa	0	0%	2	0.9%
Iron	0	0%	0	0%
Jackson	0	0%	1	0.45%
Jefferson	1	0.45%	5	2.24%
Juneau	0	0%	0	0%
Kenosha	0	0%	0	0%
Kewaunee	0	0%	0	0%
La Crosse	11	4.93%	6	2.69%
Lafayette	0	0%	0	0%
Langlade	0	0%	0	0%
Lincoln	0	0%	0	0%
Manitowoc	0	0%	0	0%
Marathon	2	0.9%	2	0.9%
Marinette	0	0%	0	0%
Marquette	1	0.45%	1	0.45%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Menominee	0	0%	0	0%
Milwaukee	0	0%	6	2.69%
Monroe	0	0%	0	0%
Oconto	0	0%	2	0.9%
Oneida	0	0%	1	0.45%
Outagamie	0	0%	1	0.45%
Ozaukee	0	0%	0	0%
Pepin	1	0.45%	1	0.45%
Pierce	0	0%	0	0%
Polk	1	0.45%	1	0.45%
Portage	0	0%	0	0%
Price	0	0%	0	0%
Racine	0	0%	0	0%
Richland	0	0%	0	0%
Rock	0	0%	8	3.59%
Rusk	0	0%	0	0%
St. Croix	1	0.45%	1	0.45%
Sauk	0	0%	5	2.24%
Sawyer	2	0.9%	2	0.9%
Shawano	0	0%	4	1.79%
Sheboygan	2	0.9%	2	0.9%
Taylor	1	0.45%	1	0.45%
Trempealeau	0	0%	1	0.45%
Vernon	2	0.9%	3	1.35%
Vilas	1	0.45%	1	0.45%
Walworth	1	0.45%	2	0.9%
Washburn	0	0%	0	0%
Washington	0	0%	2	0.9%
Waukesha	12	5.38%	8	3.59%
Waupaca	0	0%	1	0.45%
Waushara	1	0.45%	1	0.45%
Winnebago	2	0.9%	4	1.79%
Wood	2	0.9%	2	0.9%
Out of State	2	0.9%	5	2.24%

## Trends in Employee Data

Table 9: Changes in Gender Over Time

Gender	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
Male	(+4)	(+1.3%)	(+13)	(+3.5%)
Female	(-2)	(-1.3%)	(-3)	(-3.5%)
Not Indicated	N/A	N/A	N/A	N/A

Table 10: Changes in Race and Ethnicity Over Time

Race and Ethnicity	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
American Indian or Alaskan Native	(0)	(0%)	(0)	(0%)
Asian	(+1)	(+0.4%)	(+4)	(+1.7%)
Black or African American	(0)	(0%)	(-3)	(-1.4%)
Hispanic or Latino	(+2)	(+0.8%)	(+1)	(+0.3%)
Native Hawaiian or Pacific Islander	(0)	(0%)	(0)	(0%)
Two or More Races	(0)	(0%)	(+2)	(+0.8%)
White	(-3)	(-2.1%)	(+3)	(-2.6%)
Not Indicated	(+2)	(+0.9%)	(+3)	(+1.3%)

Table 11: Changes in Disability Status Over Time

Disability Status	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
Disabled	(+2)	(+0.7%)	(+5)	(+1.5%)
Severely Disabled	(-1)	(-0.5%)	(-3)	(-1.4%)
Not Indicated	(0)	(-0.7%)	(+5)	(-1.5%)

Table 12: Changes in Veteran Status Over Time

Veteran Status	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
Veteran	(+3)	(+1.3%)	(+4)	(+1.5%)
Disabled Veteran	(+1)	(+0.4%)	(+2)	(+0.8%)
Not Indicated	(-1)	(-1.3%)	(+6)	(-1.5%)

Table 19: Changes in Age Over Time

Age	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
Under 20	(0)	(0%)	(0)	(0%)
20 – 29 years old	(-4)	(-1.8%)	(-9)	(-4.4%)
30 – 39 years old	(+2)	(+0.7%)	(+7)	(+2.3%)
40 – 49 years old	(+2)	(+0.7%)	(+5)	(+1.1%)
50 – 59 years old	(-2)	(-1.2%)	(-3)	(-2.8%)
60 plus years old	(+4)	(+1.6%)	(+10)	(+3.7%)

Table 13: Changes in Years of Service Over Time

Years of Service	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
0 – 4 years	(-3)	(-1.7%)	(-20)	(-11%)
5 – 9 years	(-7)	(-3.4%)	(+10)	(+3.2%)
10 – 14 years	(+11)	(+4.7%)	(+19)	(+8.1%)
15 – 19 years	(-1)	(-0.5%)	(+1)	(+0.3%)
20 – 24 years	(-2)	(-0.9%)	(-6)	(-2.8%)
25 – 29 years	(+2)	(+0.8%)	(+5)	(+2%)
30 – 35 years	(+1)	(+0.4%)	(0)	(-0.1%)
More Than 35 Years	(+1)	(+0.4%)	(+1)	(+0.4%)

Table 14: Changes in Separation Status Over Time

Separation Status	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
Voluntary	(-2)	(-1%)	(-14)	(-6.8%)
Involuntary*	(-4)	(-1.9%)	(-3)	(-1.4%)
Retirement	(+2)	(+0.9%)	(-1)	(-0.6%)

\*Involuntary separations include employer separations, employee death, and medical separations.

Table 15: Changes in Retirement Eligibility Over Time

Retirement Eligibility	Count of One-Year Employee Change	Proportion of One-Year Employee Change	Count of Three-Year Employee Change	Proportion of Three-Year Employee Change
Immediate	(+3)	(+1.3%)	(+6)	(+2.4%)
Within 5 years	(+7)	(+2.9%)	(+8)	(+2.6%)
Within 10 years	(0)	(-0.3%)	(+7)	(+1.6%)
More than 10 years	(+2)	(+0.3%)	(+3)	(-1.6%)

## Goals

### Goal 1: Recruitment

*This goal must be related to improving agency recruitment strategies.*

- What is your concrete and tangible goal?  
All hiring supervisors complete unconscious bias training annually. New unconscious bias training will be assigned annually. Trainings will be selected by Action Plan Officer. will be selected by Action Plan Officer.
- How will you track progress?  
Track course completion in Cornerstone with the assistance of the Bureau of Training and Development. Progress will be reported out to the Equity and Inclusion Advisory Committee and to leadership at regularly scheduled Operations Meetings.
- How will you know when you have achieved your goal?  
When all hiring supervisors have the assigned Unconscious Bias training completed in Cornerstone.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.  
Supervisors have many responsibilities, which makes it challenging to complete additional tasks. By having leadership support this initiative, we can make sure that supervisors are able to dedicate the time to complete the course. We expect that the Action Plan Officer will work with the Bureau of Training and Development to assign courses and receive regular reports on progress.
- How does your goal satisfy the recruitment objective?  
By keeping hiring supervisors up to date on unconscious bias, they can be more aware of their own potential biases, thus providing a more equitable recruitment process. The training will equip supervisors with ways to overcome biases and complete more fair recruitments.
- What is the target completion date for the goal?  
October 31, 2026  
October 31, 2027
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?  
Yes. We will track training completion with reports created by the Bureau of Training and Development. We will provide monthly reminders about the requirement as we approach the deadline, and work with supervisors to ensure they can dedicate the time to complete the assigned courses. The Equity and Inclusion Advisory

Committee and the Employee Engagement, Recruitment, and Retention committee will review progress, and plan additional reminders as needed.

## Goal 2: Retention

*This goal must be related to improving the agency's retention of employees.*

- What is your concrete and tangible goal?  
Implement a mentorship program by May 1<sup>st</sup> 2027..
- How will you track progress?  
Progress will be tracked by the Equity and Inclusion Advisory Committee (EIAC) subgroup that has already begun work on a Mentorship program. They will regularly report out the progress at EIAC meetings. Once implemented, the mentorship program will be introduced to all DSPS staff.
- How will you know when you have achieved your goal?  
When a mentorship program is created, and we are able to start accepting application for both mentors and mentees. Employees will be identified to review and approve applications and match mentors with mentees.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.  
Challenges include the availability of working group members to meet and move the implementation forward. With the current meeting schedule, there is sufficient time to work through the steps of implementation, additional meetings may be set as needed to meet the deadline. The Equity and Inclusion Advisory Committee working group for Mentorship, and the Employee Engagement, Recruitment, and Retention committee members will work on implementing this project. Resources from other states and other state agencies have been collected to review and inform the implementation process. the implementation process.
- How does your goal satisfy the retention objective?  
Mentorship provides opportunities for staff to learn from one another, and potentially advance in their career. We anticipate that this will lead to higher job satisfaction across the department, which will make people more likely to stay with DSPS as they look to advance their careers. We also anticipate that this will increase camaraderie across Divisions, and lead to efficiencies that will also positively impact job satisfaction. job satisfaction.
- What is the target completion date for the goal?  
May 1, 2027
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?  
Yes. The EIAC Mentorship Program Workgroup will continue to meet regularly and

provide timely updates after each meeting to the Action Plan Officer regarding progress towards goal implementation with a sub goal of having at least one additional component needed to fully implement the mentorship program completed each quarter.

•

### Goal 3: Culture

*This goal must be related to building a work environment in which all employees feel valued and supported.*

- What is your concrete and tangible goal?  
Implement an annual DSPS engagement survey.
- How will you track progress?  
Progress will be tracked by the Employee Engagement, Recruitment, and Retention Committee at regularly scheduled meetings.
- How will you know when you have achieved your goal?  
When a survey has been developed and implemented for staff feedback annually. There is a schedule for the engagement survey. Surveys provided and reviewed in 2026 and 2027.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.  
(Audra) This goal is a stretch for the committee, as it is implementation of a new activity. Staff will have to absorb this project among their existing duties. However, it allows DSPS to leverage existing resources and benchmark to existing efforts in the enterprise, such as employing sample survey questions from other agencies such as DOA. We also plan to tailor survey questions to obtain data about specific agency priorities.
- How does your goal satisfy the culture objective?  
An annual survey will allow us to start collecting feedback from staff on existing engagement and culture, and potential areas for improvement. Once we start collecting this feedback, we will be able to build future goals that target the areas of greatest need.
- What is the target completion date for the goal?  
August 31, 2026  
August 31, 2027
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?  
Yes. (Audra) Work has already begun on the survey design through review of resources and the selection of questions. Regular EERE meetings will continue to be

used to ensure that we can complete the creation, messaging, go-live, and follow up work for the DSPS survey on organizational culture.

## Goal 4: Veteran Hires

*This goal must be related to recruiting or retaining veteran employees.*

- What is your concrete and tangible goal?  
Hold at least one veteran activity annually to improve engagement and visibility. Events may include potlucks or other celebrations, lunch and learn sessions focusing on veteran contributions, or informal after hours events to build connections. events to build connections.
- How will you track progress?  
Progress will be tracked by the Equity and Inclusion Advisory Committee at regularly scheduled meetings.
- How will you know when you have achieved your goal?  
Once two events have been successfully held throughout the action plan timeframe.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.  
(Ashley). Throughout the numerous divisions, all employees come from unique backgrounds which can cause difficulty in identifying those that are veterans. By obtaining data from the Human Resources databases available, this will ensure that communications regarding annual activities are distributed to all veteran employees.
- How does your goal satisfy the veteran hiring objective?  
The goal satisfies the veteran retention objective, by providing opportunities to connect, build relationships, and focus on the positive contributions made to state government by veterans.
- What is the target completion date for the goal?  
June 30, 2028
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?  
(Ashley) Yes. By requesting quarterly reports of veteran employee statistics (number of employees) and business contact information, this will allow the Equity and Inclusion Advisory Committee to reach all necessary employees to communicate event occurrences. To achieve the goal of visibility, the Committee will ensure that invitation are extended to the entire agency.

## Goal 5: Wisconsin Works Hires

*This goal must be related to recruiting and retaining employees who are eligible for or participating in Wisconsin Works programming.*

- What is your concrete and tangible goal?  
We would like to receive more information on the Wisconsin Work job fair events in order to set a tangible goal for establishing a presence at a Job Fair event.  
(Frequency/when/where)
- How will you track progress?  
Click or tap here to enter text.
- How will you know when you have achieved your goal?  
Click or tap here to enter text.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
  - W-2 Program is new information to the Action Plan Committee
  - Potential of confidentiality and sensitivity to hiring bias
  - Increased knowledge and awareness is needed in order to benefit this goal
  - Resources: WorkSmart, Regina Howard, DCF/DOA, additional web resources  
Click or tap here to enter text.
- How does your goal satisfy the Wisconsin Works hiring objective?
  - Plan to attend one job fair annually, we will be addressing more intentional communication of recruitment with the W-2 program.  
Click or tap here to enter text.
- What is the target completion date for the goal?.
  - Proposed June 2028  
Click or tap to enter a date.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?  
Click or tap here to enter text.

## Bureau of Equity and Inclusion (BEI) Action Plan Approval Criteria

1. Plan Component – The appointing authority acknowledgement has been signed and dated.

Included or Complete  Not Included or Incomplete

Comments:

[Click or tap here to enter comments.](#)

2. Plan Component - The roles and responsibilities section has been completed and includes an agency action plan officer, and agency action plan advisory committee members have been identified.

Included or Complete  Not Included or Incomplete

Comments:

[Click or tap here to enter comments.](#)

3. Plan Component - The required workforce analysis has been completed.

Included or Complete  Not Included or Incomplete

Comments:

[Click or tap here to enter comments.](#)

4. Plan Component - SMART goals have been developed for each of the five objectives. Measures of success and a path to achieve it are clearly defined.

Included or Complete  Not Included or Incomplete

Comments:

[Click or tap here to enter comments.](#)

Reviewed by: [Click or tap here to enter name.](#)

Date: [Click or tap to enter a date.](#)