

STATE OF WISCONSIN

Department of Corrections

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 am committed to supporting their implementation. I affirm the Department of Corrections is committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state and federal laws and policies.

Appointing Authority

Name: Jared Hoy

Title: Secretary

Date: June 29, 2026

Signature: 

Wisconsin Department of Corrections Recruitment & Retention Action Plan

Mission, Vision, Guiding Principles, and Strategic Priorities

Mission

The Wisconsin Department of Corrections is committed to protecting the public, our staff, and those in our care; providing opportunities for positive change and growth; promoting, informing, and educating others about our programs and successes; and partnering with community service providers and criminal justice stakeholders to achieve positive outcomes.

Vision

To achieve excellence in correctional practices while fostering safety for all.

Guiding Principles

Integrity – We act ethically, transparently, and honestly in all decisions and interactions.

Teamwork – We strengthen partnerships, foster collaboration, and build community across the agency and with external stakeholders.

Respect – We value diverse perspectives and treat all individuals with dignity, fairness, and professionalism.

Accountability – We uphold high standards, comply with laws and policies, and take responsibility for achieving positive outcomes.

Evidence-Based Results – We use research, workforce data, and best practices to guide decision-making and improve organizational effectiveness.

Strategic Priorities

Safety: We are dedicated to creating and sustaining safe environments for all. Through effective recruitment, retention, and workforce development, we strengthen our ability to protect people, reduce risk, maintain operational readiness, and accomplish our mission.

Wellness: We recognize that employee well-being is essential to individual success and organizational performance. By promoting physical, emotional, and psychological wellness, we foster resilience, reduce burnout, strengthen engagement, and support healthier workplace environments.

Collaboration: We are committed to working together across divisions, disciplines, and community partnerships to deliver consistent, evidence-based correctional services.

Collaboration strengthens recruitment pipelines, enhances employee development, and supports successful outcomes for those we serve.

Consistency: We apply our strategic priorities consistently across the agency to promote alignment, accountability, and unity. Standardized practices, equitable opportunities, and data-informed decision-making help ensure a positive and consistent employee experience.

Workforce Commitment

The Recruitment and Retention Action Plan supports the Department's mission and vision by attracting, developing, engaging, and retaining a highly qualified workforce. Through a commitment to safety, wellness, collaboration, and consistency, the Wisconsin Department of Corrections will continue building a resilient, engaged, and high-performing workforce prepared to meet the evolving needs of our employees, communities, and the future of corrections.

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: Jared Hoy

Title: Secretary

Email: Jared.Hoy@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: Tifene Brown

Title: Equity & Inclusion Chief

Email: Tifene.Brown@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.

Name	Title	Email
Shel'rie Wilson	Supervising Officer 1	Shelrie.Wilson@wisconsin.gov
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Amanda Kragness	Corrections Program Supervisor	Amanda.Kragness@wisconsin.gov

Workforce Analysis

- The information came from the Human Capital Management System on March 04, 2026.
- Applicant, Hires, and Employee data 01/01/2025 – 12/31/2025.
- The calendar years ending 12/31/2024 and 12/31/2025 represent the one-year comparable data, and the years ending 12/31/2022 and 12/31/2025 were used for the three-year change comparison.
- Wisconsin Works data was taken from the 2025 FY Wisconsin Works Annual Report

Agency Overview

- Total Employee Count: 9,422
 - Permanent Classified Employee Count: 9,005
 - Full-Time Equivalent (FTE) Total: 8,929.28
- Average Years of State Service: 10
- Average Age: 43
- Average Hourly Pay Rate: \$37.93
- Median Hourly Pay Rate: \$36.91
- Vacancy Rate: 12.7%
- Turnover Rate: 15.6%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 73.46%
- Proportion of “Protective” Occupation Employees: 63.15%
- Proportion of Executive/Management Employees: 2.74%
- Proportion of Supervisory (Non-management/Executive) Employees: 10.15%

Recruitment Data

Table 1: Applicant and Hire Data by Gender

Gender	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Male	6,885	41.96%	795	49.5%
Female	9,371	57.11%	811	50.5%
Not Indicated	152	0.93%	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	105	0.64%	7	0.44%

Race and Ethnicity	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Asian	494	3.01%	34	2.12%
Black or African American	3,063	18.67%	322	20.05%
Hispanic or Latino	1,113	6.78%	115	7.16%
Native Hawaiian or Pacific Islander	14	0.09%	1	0.06%
Two or More Races	503	3.07%	38	2.37%
White	10,815	65.91%	1,076	67%
Not Indicated	301	1.83%	13	0.81%

Table 3: Applicant and Hire Data by Disability Status

Disability Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Disabled	2,205	13.44%	238	14.82%
Severely Disabled	N/A	N/A	11	0.68%
Not Indicated	14,203	86.56%	1368	85.18%

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	1,660	10.12%	25	1.56%
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	1,203	7.33%	168	10.46%
Disabled Veteran	422	2.57%	57	3.55%
Not Indicated	15,205	92.67%	1,438	89.54%

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	4,818	53.45%	51.9%	50.1%
Female	4,196	46.55%	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	25	0.28%	1.3%	1.2%
Asian	122	1.35%	2.9%	3.5%
Black or African American	839	9.31%	4.8%	6.7%
Hispanic or Latino	446	4.95%	7.0%	8.4%
Native Hawaiian or Pacific Islander	6	0.07%	0.04%	0.1%
Two or More Races	152	1.69%	5.5%	2.4%
White	7,259	80.53%	83.3%	86.1%
Not Indicated	165	1.83%	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	1,084	12.03%	5.7%	8.7%
Severely Disabled	40	0.44%	N/A	N/A
Not Indicated	7,930	87.97%	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	946	10.49%	4.6%	5.0%
Disabled Veteran	258	2.86%	N/A	N/A
Not Indicated	8,068	89.51%	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	18	0.2%	N/A	20.8%
20 – 29 years old	1,240	13.76%	N/A	13.0%
30 – 39 years old	2,354	26.11%	N/A	12.9%
40 – 49 years old	2,690	29.84%	N/A	12.2%
50 – 59 years old	2,099	23.29%	N/A	11.8%
60 plus years old	613	6.8%	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	3,723	41.3%	N/A	N/A
5 – 9 years	1,728	19.17%	N/A	N/A
10 – 14 years	1,045	11.59%	N/A	N/A
15 – 19 years	722	8.01%	N/A	N/A
20 – 24 years	796	8.83%	N/A	N/A
25 – 29 years	759	8.42%	N/A	N/A
30 – 35 years	225	2.5%	N/A	N/A
More Than 35 years	16	0.18%	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	715	7.98%	N/A	N/A
Involuntary*	317	3.54%	N/A	N/A
Retirement	348	3.88%	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	739	8.2%	N/A	N/A
Within 5 years	2,154	23.9%	N/A	N/A
Within 10 years	3,619	40.15%	N/A	N/A
More than 10 years	5,395	59.85%	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	7	0.08%	40	0.44%
Ashland	11	0.12%	6	0.07%
Barron	17	0.19%	27	0.3%
Bayfield	0	0%	7	0.08%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Brown	358	3.98%	273	3.03%
Buffalo	2	0.02%	3	0.03%
Burnett	7	0.08%	5	0.06%
Calumet	6	0.07%	67	0.74%
Chippewa	528	5.86%	287	3.19%
Clark	6	0.07%	95	1.05%
Columbia	280	3.11%	199	2.21%
Crawford	193	2.14%	148	1.64%
Dane	1,029	11.43%	681	7.56%
Dodge	1,344	14.93%	572	6.35%
Door	5	0.06%	6	0.07%
Douglas	35	0.39%	18	0.2%
Dunn	11	0.12%	28	0.31%
Eau Claire	33	0.37%	172	1.91%
Florence	0	0%	1	0.01%
Fond du Lac	347	3.85%	879	9.76%
Forest	5	0.06%	3	0.03%
Grant	260	2.89%	221	2.45%
Green	7	0.08%	39	0.43%
Green Lake	7	0.08%	160	1.78%
Iowa	9	0.1%	27	0.3%
Iron	0	0%	1	0.01%
Jackson	318	3.53%	183	2.03%
Jefferson	19	0.21%	77	0.86%
Juneau	293	3.25%	163	1.81%
Kenosha	93	1.03%	194	2.15%
Kewaunee	4	0.04%	11	0.12%
La Crosse	28	0.31%	61	0.68%
Lafayette	2	0.02%	6	0.07%
Langlade	8	0.09%	13	0.14%
Lincoln	270	3%	173	1.92%
Manitowoc	22	0.24%	59	0.66%
Marathon	44	0.49%	123	1.37%
Marinette	15	0.17%	15	0.17%
Marquette	0	0%	57	0.63%
Menominee	0	0%	0	0%
Milwaukee	758	8.42%	843	9.36%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Monroe	15	0.17%	131	1.45%
Oconto	14	0.16%	51	0.57%
Oneida	37	0.41%	47	0.52%
Outagamie	67	0.74%	219	2.43%
Ozaukee	10	0.11%	48	0.53%
Pepin	0	0%	3	0.03%
Pierce	6	0.07%	5	0.06%
Polk	14	0.16%	14	0.16%
Portage	13	0.14%	34	0.38%
Price	4	0.04%	17	0.19%
Racine	834	9.26%	551	6.12%
Richland	7	0.08%	37	0.41%
Rock	49	0.54%	159	1.77%
Rusk	5	0.06%	21	0.23%
St. Croix	61	0.68%	37	0.41%
Sauk	14	0.16%	107	1.19%
Sawyer	34	0.38%	11	0.12%
Shawano	14	0.16%	24	0.27%
Sheboygan	323	3.59%	158	1.75%
Taylor	4	0.04%	26	0.29%
Trempealeau	7	0.08%	43	0.48%
Vernon	5	0.06%	32	0.36%
Vilas	11	0.12%	14	0.16%
Walworth	26	0.29%	42	0.47%
Washburn	5	0.06%	17	0.19%
Washington	24	0.27%	81	0.9%
Waukesha	65	0.72%	199	2.21%
Waupaca	12	0.13%	72	0.8%
Waushara	254	2.82%	146	1.62%
Winnebago	663	7.36%	552	6.13%
Wood	27	0.3%	45	0.5%
Out of State	0	0%	119	1.32%

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	(+22)	(-0.3%)	(+530)	(-0.4%)
Female	(+65)	(+0.3%)	(+514)	(+0.4%)
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	(-4)	(0%)	(-2)	(-0.1%)
Asian	(+11)	(+0.1%)	(+40)	(+0.3%)
Black or African American	(+89)	(+0.9%)	(+252)	(+1.9%)
Hispanic or Latino	(+23)	(+0.2%)	(+119)	(+0.8%)
Native Hawaiian or Pacific Islander	(0)	(0%)	(0)	(0%)
Two or More Races	(+5)	(+0%)	(+70)	(+0.7%)
White	(-34)	(-1.2%)	(+550)	(-3.6%)
Not Indicated	(-3)	(-0.1%)	(+15)	(-0.1%)

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	(+112)	(+1.1%)	(+614)	(+6.1%)
Severely Disabled	(-5)	(-0.1%)	(-1)	(-0.1%)
Not Indicated	(-25)	(-1.1%)	(+430)	(-6.1%)

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	(-17)	(-0.3%)	(+34)	(-0.9%)
Disabled Veteran	(-9)	(-0.1%)	(+42)	(+0.2%)
Not Indicated	(+104)	(+0.3%)	(+1010)	(+0.9%)

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	(-25)	(-0.3%)	(-6)	(-0.1%)
20 – 29 years old	(+18)	(+0.1%)	(+237)	(+1.2%)
30 – 39 years old	(+50)	(+0.3%)	(+385)	(+1.4%)
40 – 49 years old	(+77)	(+0.6%)	(+268)	(-0.5%)
50 – 59 years old	(-28)	(-0.5%)	(+142)	(-1.3%)
60 plus years old	(-5)	(-0.1%)	(+18)	(-0.7%)

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	(+229)	(+2.2%)	(+1157)	(+9.1%)
5 – 9 years	(-35)	(-0.6%)	(+43)	(-2%)
10 – 14 years	(+126)	(+1.3%)	(+273)	(+1.9%)
15 – 19 years	(-89)	(-1.1%)	(-194)	(-3.5%)
20 – 24 years	(-154)	(-1.8%)	(-361)	(-5.7%)
25 – 29 years	(+2)	(-0.1%)	(+89)	(+0%)
30 – 35 years	(+13)	(+0.1%)	(+49)	(+0.3%)
More Than 35 Years	(-5)	(+0.1%)	(-12)	(-0.2%)

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	(+55)	(+0.3%)	(-106)	(-1.8%)
Involuntary*	(+55)	(+0.5%)	(+196)	(+2.1%)
Retirement	(+116)	(+1.2%)	(-67)	(-1.1%)

*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	(-30)	(-0.4%)	(+147)	(+0.8%)
Within 5 years	(-21)	(-0.5%)	(+308)	(+0.7%)
Within 10 years	(+23)	(-0.1%)	(+395)	(-0.3%)
More than 10 years	(+64)	(+0.1%)	(+649)	(+0.3%)

Goals

Executive Summary

The Wisconsin Department of Corrections (DOC) will focus on five goals: Recruitment, Retention, Culture, Veteran hiring, and Wisconsin Works hiring.

These priorities are informed by workforce data, including a 12.7% vacancy rate, 15.6% turnover rate, retirement eligibility trends, and workforce demographic data.

Goal 1: Recruitment

- What is your concrete and tangible goal?
 - The WI DOC will expand and diversify DOC recruitment measures by implementing multi-channel outreach strategies (including targeted digital advertising, community-based partnerships, and specialized professional networks) to engage a broader, more representative applicant pool.
- How will you track progress?
 - In Year 1, the WI DOC will audit recruitment methods used in 2025 and 2026 to categorize them by channel type (e.g., career fairs, digital media, community partnerships, professional networks) and establish a baseline for applicant reach across each channel.
 - In Year 2, the WI DOC will track the number of new recruitment channels launched, monitor the demographics of applicants generated by each specific channel, and analyze which methods yield the highest volume of qualified candidates.
- How will you know when you have achieved your goal?
 - We will have received new applicants sourced from our expanded channels, community partnerships, and specialized networks advance through our evaluation stages.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.

- By integrating multi-channels outreach strategies, the WI DOC is taking practical, measurable steps to diversify its workforce and improve its public-facing image.
 - Some of the challenges include:
 - **Resources:**
 - Expanding recruitment strategies may have a fiscal impact on the agency.
 - **Operational Integration:**
 - Requires closer collaboration with hiring teams and human resources to encourage participation of community-based partnerships and specialized professional networking.
 - **Retention Pressures:**
 - The correctional field has high turnover, with many employees staying less than five years.
 - Resources needed to achieve this goal include:
 - **Budget Authority:**
 - Identification of funding to support expanded recruitment efforts.
 - **EIAC & HR Professionals:**
 - Focusing on recruitment and marketing to build community partnerships.
 - **Communication Professionals:**
 - Establish external communication plan and best multi-channel outreach.
 - **Recruitment & Outreach Data:**
 - Utilizing hiring data to focus outreach on specific underutilized groups.
- How does your goal satisfy the recruitment objective?
 - **Targeted Digital Advertising:**
 - Uses data to deploy tailored messaging where specific demographics spend their time. This increases click-through rates, engages "passive"

candidates who aren't actively searching traditional job boards, and casts a much wider geographical net.

➤ **Community-Based Partnerships:**

- Connects WI DOC directly with local civic groups, educational institutions, and cultural centers. This builds local trust, allowing candidates to see the WI DOC as an organization that values and represents their community.

➤ **Specialized Professional Networks:**

- Establishes direct pipelines to specific groups (e.g., veterans' associations, professional associations, or specialized training programs), ensuring that the WI DOC recruits highly skilled, qualified candidates.

- What is the target completion date for the goal?

- This goal is ongoing and will be evaluated at the end of each action planning year.

- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?

- Achievement of the goal is feasible; however, intermediate milestones are required to monitor progress and allow for necessary adjustments.

- In Year 1, the WI DOC broadened multi-channels of recruitment to leverage diversified applicant pool.
- In Year 2, the WI DOC will evaluate and revise the Action Plan for expanded work as needed.

Goal 2: Retention

- What is your concrete and tangible goal?

- The WI DOC will identify differences in retention and promotion of high turnover demographics across work divisions to examine explanations behind turnover rates amongst divisions. Turnover will include voluntary and involuntary separation as well as retirement.

- How will you track progress?
 - In Year 1, the WI DOC will compile human resources data across divisions to investigate whether substantial differences in turnover type (e.g., voluntary, involuntary, or retirement) and promotion exist across divisions.
 - In Year 2, the WI DOC will utilize established committees and/or workgroups to identify why these differences exist, and measures to reconcile these differences.
- How will you know when you have achieved your goal?
 - When the WI DOC establishes a baseline of actionable causal explanations, and develops a model by which to anticipate attrition trends.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - Identifying and analyzing retention and promotion disparities for high-turnover demographics across work divisions is challenging due to complex data needs. However, it is actionable by directly empowering the WI DOC to capitalize on data-driven decisions that pinpoint potential systemic issues.
 - Some of the challenges include:
 - **Data Granularity:**
 - Need highly detailed, longitudinal HR data that tracks the demographics of employees who leave *and* those who are promoted. Cross-referencing this by division requires robust tracking systems.
 - **Separating Confounding Variables:**
 - Different divisions often require different skillsets or attract different employee levels.
 - **Clear Metrics:**
 - Defining turnover to include voluntary, involuntary, and retirement provides concrete, measurable endpoints.
 - Resources needed to achieve this goal include:
 - **Data & Research Analyst**

- Review and analyze data sets related to turnover.
- **EIAC & HR Team:**
 - Focusing on the six areas of employee lifecycle (attraction, recruitment, onboarding, development, retention and separation).
- How does your goal satisfy the retention objective?
 - **Pinpoints Root Causes:**
 - Categorizing turnover, whether voluntary, involuntary, or retirement, helps distinguish fixable workplace issues from natural attrition.
 - **Reveals Systemic Barriers:**
 - Comparing promotion rates highlights potential disparities or bottlenecks in career advancement that drive diverse or underrepresented demographics to leave.
 - **Drives Targeted Solutions:**
 - Instead of applying broad, agency-wide policies, the WI DOC can tailor specific retention and professional development strategies to the exact divisions or demographics struggling with high turnover.
- What is the target completion date for the goal?
 - This goal is ongoing and will be evaluated at the end of each action planning year.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
 - Achievement of the goal is feasible; however, intermediate milestones are required to monitor progress and allow for necessary adjustments.
 - In Year 1, the WI DOC will utilize data sets to identify differences in retention and promotion of high turnover demographics across work divisions to examine explanations behind turnover rates amongst divisions.
 - In Year 2, the WI DOC will evaluate and revise the Action Plan for expanded work as needed.

Goal 3: Culture

- What is your concrete and tangible goal?
 - The WI DOC will examine staff self-reported changes in work culture and environment through the administration of a department-wide climate and engagement survey, addressing areas of concern through established committees and/or workgroups.
- How will you track progress?
 - In Year 1, the WI DOC will readminister the climate and engagement survey to staff across all divisions.
 - In Year 2, address areas of concern through established committees and/or workgroups within and across WI DOC divisions.
- How will you know when you have achieved your goal?
 - The goal of examining and improving staff self-reported changes is achieved when a subsequent department-wide climate and engagement survey confirms that previously flagged items.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - Interpreting and changing culture is complex, and failing to execute actionable change can erode employee trust. However, setting a firm agreement threshold creates clear, measurable targets for forming specific, task-oriented workgroups.
 - Some of the challenges include:
 - **Resource and Time Constraints:**
 - Implementing solutions requires time, pulling team members away from their core duties, which necessitates executive buy-in and realistic timelines.
 - **Survey Fatigue and Trust:**

- If staff participate and see no visible results or improvements, it can decrease engagement and response rates for future surveys.
- **Identifying Root Causes:**
 - Survey data provides the "what" but rarely the "why." Workgroups will need to dig into specific departmental pain points.
- Resources needed to achieve this goal include:
 - **EAIC & Analyst Professionals:**
 - Appointed workgroup facilitators to ensure diverse perspectives and keep the workgroups focused on execution.
 - **Communication Channels:**
 - Platforms for transparent, ongoing reporting (e.g., departmental town halls, newsletters, or dedicated intranet pages) to keep staff informed of progress.
- How does your goal satisfy the culture objective?
 - **Translates Abstract Goals into Measurable Metrics:**
 - Work culture is notoriously difficult to track without hard data. By establishing an agreement threshold, leadership turns subjective "feelings" into actionable Key Performance Indicators (KPIs). This provides a definitive baseline to assess progress year-over-year.
 - **Drives Tangible Action:**
 - By tying the creation of workgroups directly to the survey's quantitative data, the WI DOC guarantees that "listening" is followed by structured, transparent, and targeted interventions.

- What is the target completion date for the goal?
 - This goal is ongoing and will be evaluated at the end of each action planning year.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
 - Achievement of the goal is feasible; however, intermediate milestones are required to monitor progress and allow for necessary adjustments.
 - In Year 1, the WI DOC will administer climate and engagement survey across all divisions.
 - In Year 2, the WI DOC will evaluate and revise the Action Plan for expanded work as needed.

Goal 4: Veteran Hires

- What is your concrete and tangible goal?
 - The WI DOC will maintain a workforce representation of at least 9% veterans and 1% service-connected disabled veterans determined by Department of Workforce Development (DWD) in accordance with state statute [Wis. Stat. 230.042].
- How will you track progress?
 - In Year 1, the WI DOC will review the annual hiring goal set by the WI DWD in conjunction with the Bureau of Human Resource (BHR) tracking measures.
 - In Year 2, analyses will be completed to examine trends and identify gaps in workforce representation of qualified veteran hires.
- How will you know when you have achieved your goal?
 - The use of tracking data from BHR will allow the WI DOC to measure successful achievement.

- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - Sustaining the WI DOC workforce with at least 9% veterans and 1% service-connected disabled veterans is a standard goal set by the WI DWD, making it both challenging and actionable through targeted recruitment and reporting despite the challenges listed below.
 - Some of the challenges include:
 - **Transferable Skills:**
 - Applicants may potentially have limited skillsets for various positions within the WI DOC divisions making professional development essential in providing additional skillsets.
 - **Self-Identification Barriers:**
 - Applicants may choose not to self-disclose their veteran or disability status due to privacy concerns, perceived stigma and potential bias harm.
 - Resources needed to achieve this goal include:
 - **BHR Professionals:**
 - Knowledge regarding all state government employment provisions pertaining to veterans, veterans with a service-connected disability rating, and their spouses.
 - **WI DWD:**
 - Partnership with DWD for recruitment efforts and tracking measures.
- How does your goal satisfy the veteran hiring objective?
 - Under state statute [Wis. Stats 230.042], state agencies with more than 100 full-time equivalent positions are required to develop and implement plans to hire veterans. Achieving the hiring goal of 9% veterans and 1% service-connected disabled veterans proves successful compliance with this legislative mandate and objective.

- What is the target completion date for the goal?
 - This goal is ongoing and the percentage of disabled and non-disabled veterans in the state civilian labor force is determined by the WI DWD for each fiscal year.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
 - Achievement of the goal is feasible; however, intermediate milestones are required to monitor progress and allow for necessary adjustments.
 - In Year 1, the WI DOC will utilize applicant flow metrics from BHR to gauge what percentage of applicants self-identify as a veteran.
 - In Year 2, the WI DOC will evaluate and revise the Action Plan for expanded work as needed.

Goal 5: Wisconsin Works Hires

- What is your concrete and tangible goal?
 - The WI DOC will maintain a Wisconsin Works participant employment rate of at least 0.2% of its permanent classified workforce, upholding state standards determined by the Division of Personnel Management (DPM) in accordance with state statute [Wis. Stat. 230.147].
- How will you track progress?
 - In Year 1, the WI DOC will review the hiring goal set by the WI DPM in conjunction with the WI BHR tracking measures to ensure successful hiring rates for Wisconsin Works recipients.
 - In Year 2, analyses will be completed to examine trends and identify potential gaps in workforce representation of qualified Wisconsin Works recipients.

- How will you know when you have achieved your goal?
 - The use of tracking data from BHR will allow the WI DOC to measure successful achievement.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - Sustaining DOC workforce with at least 0.2% Wisconsin Works participants is a standard goal determined by the WI DPM, making it both challenging and actionable through targeted recruitment and reporting despite the challenges listed below.
 - Some of the challenges include:
 - **Transferable Skills:**
 - Applicants may potentially have limited skillsets for various positions within the WI DOC divisions making professional development essential in providing additional skillsets.
 - **Self-Identification Barriers:**
 - Applicants may choose not to self-disclose their Wisconsin Works status due to privacy concerns, perceived stigma and potential bias harm.
 - Resources needed to achieve this goal include:
 - **Recruitment Professionals:**
 - Connect with WorkSmart Network and other career fairs specific to Wisconsin Works participants.
 - **WI DWD:**
 - Partnership with DWD for recruitment efforts and tracking measures.

- How does your goal satisfy the Wisconsin Works hiring objective?
 - Under state statute [Wis. Stats 230.147], state agencies with more than 100 full-time equivalent positions are required to develop and implement plans to hire Wisconsin Works participants. Achieving the hiring goal of 0.2% proves successful compliance with this legislative mandate and objective.
- What is the target completion date for the goal?
 - This goal is ongoing and will be evaluated at the end of each action planning year.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
 - Achievement of the goal is feasible; however, intermediate milestones are required to monitor progress and allow for necessary adjustments.
 - In Year 1, the WI DOC will utilize applicant flow metrics from BHR to gauge what percentage of applicants self-identify as a Wisconsin Works participant.
 - In Year 2, the WI DOC will evaluate and revise the Action Plan for expanded work as needed.

References

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Wisconsin Department of Workforce Development. (2026). *2025 Wisconsin Works annual report*. State of Wisconsin. <https://dwd.wisconsin.gov/>

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Department of Personnel Management. (2026, March 4). *Applicant, hires, and employee data: 01/01/2025–12/31/2025*. Human Capital Management System.

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