



State of Wisconsin Department of Administration

Tony Evers, Governor
Kathy Blumenfeld, Secretary
Donna Bente, Division Administrator

Date: June 25, 2026

To: James Bond, Department of Veterans Affairs, Secretary

From: Donna Bente, Division of Personnel Management, Administrator

Recruitment and Retention Action Plan

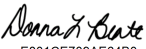
This letter serves as both the approval of Department of Veterans Affairs' Recruitment and Retention Action Plan for July 1, 2026 - June 30, 2028, and a celebration of the agency's commitment to continued development of a workforce designed to meet the needs of Wisconsin citizens.

Recruitment and Retention Action Plans are intended to be transparent documents so please be sure to post your approved plan on the agency's intranet and internet pages.

While your plan is now approved, please remember that plans are living documents and should remain current. If you have any updates to your plan such as when a major initiative is added or removed, please submit the amended document to BEI email DOADPMBEI@wisconsin.gov. Once the amended plan is approved, you will receive an updated letter of approval.

We look forward to seeing the results from the execution of your plan including improved recruitment and retention of a diverse, innovative, knowledgeable, and talented workforce, advancement of an inclusive culture promoting a sense of belonging for state employees, and development of a workforce from the inside out that understands the needs of Wisconsin citizens and provides the best in customer service.

Sincerely,

Signed by:

F80105709AE94B0...

Donna Bente
Administrator, Division of Personnel Management
P.O. Box 7855
Madison, WI 53707
dpm.wi.gov

State of Wisconsin
Department of Veterans Affairs
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 Veterans Affairs 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: James Bond

Title: Secretary

Date: 5/30/2020

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: James Bond

Title: Secretary

Email: James.Bond@dva.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.

Names and individuals on the team:

- Committee Chair and Retention Member: Dawn LaFond, Executive Staff Assistant – Office of the Secretary Dawn.LaFond1@dva.wisconsin.gov
- Committee Co-Chair, Retention Chair and Culture Member: Jennifer Van Haaften, Assistant Director – Museum Jennifer.VanHaaften@dva.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 and individuals on the team:

- Committee Chair and Retention Member: Dawn LaFond, Executive Staff Assistant – Office of the Secretary Dawn.LaFond1@dva.wisconsin.gov
- Committee Co-Chair, Retention Chair and Culture Member: Jennifer Van Haaften, Assistant Director – Museum Jennifer.VanHaaften@dva.wisconsin.gov
- Committee Secretary, Recruitment & Retention Member: Kristy Hartke, Operations Associate – NWVMC Kristy.Hartke@dva.wisconsin.gov
- Recruitment Chair: Andrea Northwood, Veterans Affairs Manager – Division of Veterans Benefits Andrea.Northwood@dva.wisconsin.gov
- Culture Chair: Jamie Petersen-Johnson, Social Worker-Clinical – King Veterans Home Jamie.PetersenJohnson@dva.wisconsin.gov
- Culture Co-Chair: Kris Ward, Auditor-Advanced, Division of Enterprise Services Kris.Ward@dva.wisconsin.gov
- Culture Member: Leslie Busby-Amegashie, Veterans Benefit Specialist 2 – Division of Veterans Benefits Leslie.BusbyAmegashie@dva.wisconsin.gov

- Culture Member: Kelly Harrison, Member Finance Specialist-Senior – Division of Enterprise Services Kelly.Harrison@dva.wisconsin.gov (term ended 05/12/2026)
- Recruitment Member: Amy Formella, Therapist-Senior – King Veterans Home Amy.Formella@dva.wisconsin.gov
- Recruitment Member: Cortney Mihulka, Archivist – Museum Cortney.Milhulka@dva.wisconsin.gov
- Recruitment Member: Gina Strobusch, Nursing Instructor – King Veterans Home Gina.Strobusch@dva.wisconsin.gov
- Recruitment Member: Justine Taylor, Financial Specialist-Senior – Division of Enterprise Services Justine.Taylor@dva.wisconsin.gov
- Retention Member: Christopher Leslie, IT Technical Services-Senior – Division of Enterprise Services Christopher.Leslie@dva.wisconsin.gov (term ends 02/05/2027)
- Retention Member: Jennifer Fahey, Veterans Affairs Manager – Division of Veterans Benefits Jennifer.Fahey@dva.wisconsin.gov
- Retention Member: Andrew Martin, Education Consultant – Division of Veterans Benefits Andrew.Martin1@dva.wisconsin.gov
- Retention Member: Danielle Wheelock, Custodian – King Veterans Home Danielle.Wheelock@dva.wisconsin.gov (term ends 06/30/2026)

Other individuals consulted:

- Scott Sussman, Deputy Legal Counsel – Office of Legal Counsel Scott.Sussman@dva.wisconsin.gov
- Jennifer Ginter-Lyght, Equity and Inclusion Specialist-Senior, Division of Personnel Management Jennifer.GinterLyght1@dva.wisconsin.gov

Workforce Analysis

Agency Overview

- Total Employee Count: 815
 - Permanent Classified Employee Count: 652
 - Full-Time Equivalent (FTE) Total: 608.15
- Average Years of State Service: 10
- Average Age: 47
- Average Hourly Pay Rate: \$33.02
- Median Hourly Pay Rate: \$29.01
- Vacancy Rate: 39.8%
- Turnover Rate: 20.2%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 63.5%
- Proportion of "Protective" Occupation Employees: 1.53%
- Proportion of Executive/Management Employees: 2.76%
- Proportion of Supervisory (Non-management/Executive) Employees: 7.06%

Recruitment Data

Table 1: Applicant and Hire Data by Gender

Gender	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Male	678	38.72%	40	27.4%
Female	1046	59.74%	106	72.6%
Not Indicated	27	1.54%	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	14	0.8%	4	2.74%
Asian	158	9.02%	5	3.42%
Black or African American	310	17.7%	26	17.81%
Hispanic or Latino	116	6.62%	10	6.85%
Native Hawaiian or Pacific Islander	2	0.11%	1	0.68%
Two or More Races	55	3.14%	3	2.05%
White	1051	60.02%	95	65.07%
Not Indicated	45	2.57%	2	1.37%

Table 3: Applicant and Hire Data by Disability Status

Disability Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Disabled	307	17.53%	30	20.55%
Severely Disabled	N/A	N/A	3	2.05%
Not Indicated	1444	82.47%	116	79.45%

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	187	10.68%	2	1.37%
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	238	13.59%	17	11.64%
Disabled Veteran	131	7.48%	9	6.16%
Not Indicated	1513	86.41%	129	88.36%

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	182	27.83%	51.9%	50.1%
Female	472	72.17%	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	5	0.76%	1.3%	1.2%
Asian	23	3.52%	2.9%	3.5%
Black or African American	38	5.81%	4.8%	6.7%
Hispanic or Latino	21	3.21%	7.0%	8.4%
Native Hawaiian or Pacific Islander	1	0.15%	0.04%	0.1%
Two or More Races	8	1.22%	5.5%	2.4%

Race and Ethnicity	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
White	548	83.79%	83.3%	86.1%
Not Indicated	10	1.53%	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	112	17.13%	5.7%	8.7%
Severely Disabled	9	1.38%	N/A	N/A
Not Indicated	542	82.87%	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	76	11.62%	4.6%	5.0%
Disabled Veteran	23	3.52%	N/A	N/A
Not Indicated	578	88.38%	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	5	0.76%	N/A	20.8%
20 – 29 years old	39	5.96%	N/A	13.0%
30 – 39 years old	124	18.96%	N/A	12.9%
40 – 49 years old	190	29.05%	N/A	12.2%
50 – 59 years old	219	33.49%	N/A	11.8%
60 plus years old	77	11.77%	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	221	33.79%	N/A	N/A

Years of Service	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
5 – 9 years	151	23.09%	N/A	N/A
10 – 14 years	121	18.5%	N/A	N/A
15 – 19 years	78	11.93%	N/A	N/A
20 – 24 years	35	5.35%	N/A	N/A
25 – 29 years	23	3.52%	N/A	N/A
30 – 35 years	21	3.21%	N/A	N/A
More Than 35 years	4	0.61%	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	63	9.66%	N/A	N/A
Involuntary*	40	6.13%	N/A	N/A
Retirement	28	4.29%	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	26	3.98%	N/A	N/A
Within 5 years	107	16.36%	N/A	N/A
Within 10 years	210	32.11%	N/A	N/A
More than 10 years	444	67.89%	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%	2	0.31%
Ashland	0	0%	0	0%
Barron	0	0%	1	0.15%
Bayfield	0	0%	0	0%
Brown	0	0%	3	0.46%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Buffalo	0	0%	0	0%
Burnett	0	0%	1	0.15%
Calumet	0	0%	1	0.15%
Chippewa	1	0.15%	1	0.15%
Clark	0	0%	1	0.15%
Columbia	0	0%	3	0.46%
Crawford	0	0%	1	0.15%
Dane	97	14.88%	47	7.21%
Dodge	0	0%	2	0.31%
Door	0	0%	0	0%
Douglas	0	0%	1	0.15%
Dunn	0	0%	0	0%
Eau Claire	0	0%	1	0.15%
Florence	0	0%	0	0%
Fond du Lac	0	0%	2	0.31%
Forest	0	0%	0	0%
Grant	0	0%	0	0%
Green	0	0%	4	0.61%
Green Lake	0	0%	0	0%
Iowa	0	0%	0	0%
Iron	0	0%	0	0%
Jackson	0	0%	1	0.15%
Jefferson	0	0%	6	0.92%
Juneau	0	0%	0	0%
Kenosha	0	0%	19	2.91%
Kewaunee	0	0%	0	0%
La Crosse	0	0%	0	0%
Lafayette	0	0%	0	0%
Langlade	0	0%	1	0.15%
Lincoln	0	0%	0	0%
Manitowoc	0	0%	0	0%
Marathon	0	0%	2	0.31%
Marinette	0	0%	0	0%
Marquette	0	0%	1	0.15%
Menominee	0	0%	0	0%
Milwaukee	0	0%	24	3.68%
Monroe	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
Oconto	0	0%	0	0%
Oneida	0	0%	0	0%
Outagamie	0	0%	16	2.45%
Ozaukee	0	0%	0	0%
Pepin	0	0%	0	0%
Pierce	0	0%	0	0%
Polk	0	0%	0	0%
Portage	0	0%	67	10.28%
Price	0	0%	1	0.15%
Racine	123	18.87%	70	10.74%
Richland	0	0%	0	0%
Rock	0	0%	5	0.77%
Rusk	0	0%	0	0%
St. Croix	0	0%	0	0%
Sauk	0	0%	1	0.15%
Sawyer	0	0%	1	0.15%
Shawano	0	0%	5	0.77%
Sheboygan	0	0%	2	0.31%
Taylor	0	0%	0	0%
Trempealeau	0	0%	0	0%
Vernon	0	0%	0	0%
Vilas	0	0%	1	0.15%
Walworth	0	0%	4	0.61%
Washburn	7	1.07%	4	0.61%
Washington	0	0%	4	0.61%
Waukesha	0	0%	13	1.99%
Waupaca	424	65.03%	273	41.87%
Waushara	0	0%	44	6.75%
Winnebago	0	0%	9	1.38%
Wood	0	0%	3	0.46%
Out of State	0	0%	4	0.61%

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	(+2)	(+0.3%)	(-1)	(+0.9%)
Female	(-2)	(-0.3%)	(-25)	(-0.9%)
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)	(+0.6%)	(+3)	(+0.5%)
Asian	(-1)	(-0.2%)	(-3)	(-0.3%)
Black or African American	(0)	(0%)	(-1)	(+0.1%)
Hispanic or Latino	(0)	(0%)	(+2)	(+0.4%)
Native Hawaiian or Pacific Islander	(0)	(0%)	(0)	(0%)
Two or More Races	(-1)	(-0.2%)	(+6)	(+0.9%)
White	(-3)	(-0.5%)	(-37)	(-2.2%)
Not Indicated	(+1)	(+0.2%)	(+3)	(+0.5%)

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	(0)	(0%)	(+32)	(+5.4%)
Severely Disabled	(+1)	(+0.2%)	(+2)	(+0.3%)
Not Indicated	(0)	(0%)	(-58)	(-5.4%)

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	(+6)	(+0.9%)	(-3)	(+0%)
Disabled Veteran	(-12)	(-1.8%)	(-11)	(-1.5%)
Not Indicated	(-6)	(-0.9%)	(-23)	(0%)

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	(+3)	(+0.5%)	(+4)	(+0.6%)
20 – 29 years old	(-11)	(-1.7%)	(-6)	(-0.7%)
30 – 39 years old	(-2)	(-0.3%)	(-29)	(-3.5%)
40 – 49 years old	(+3)	(+0.5%)	(+11)	(+2.7%)
50 – 59 years old	(+18)	(+2.8%)	(+8)	(+2.5%)
60 plus years old	(-11)	(-1.7%)	(-14)	(-1.6%)

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	(+15)	(+2.3%)	(+19)	(+4.1%)
5 – 9 years	(-14)	(-2.1%)	(-56)	(-7.4%)
10 – 14 years	(0)	(0%)	(+19)	(+3.5%)
15 – 19 years	(0)	(0%)	(-4)	(-0.1%)
20 – 24 years	(0)	(0%)	(-5)	(-0.5%)
25 – 29 years	(-7)	(-1.1%)	(-8)	(-1%)
30 – 35 years	(+5)	(+0.8%)	(+6)	(+1%)
More Than 35 Years	(+1)	(+0.8%)	(+3)	(+0.5%)

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	(-7)	(-1.3%)	(-21)	(-1.3%)
Involuntary*	(+19)	(+2.9%)	(+20)	(+3.5%)
Retirement	(-7)	(-1.2%)	(-28)	(-3%)

*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	(-1)	(-0.2%)	(+4)	(+0.7%)
Within 5 years	(-9)	(-1.4%)	(-15)	(-1.6%)
Within 10 years	(-6)	(-0.9%)	(-17)	(-1.3%)
More than 10 years	(+6)	(+0.9%)	(-9)	(+1.3%)

Goals

Goal 1: Recruitment

This goal must be related to improving agency recruitment strategies.

What is your concrete and tangible goal?

WDVA will increase its volunteer opportunities to attract job seekers and thereby build a pipeline of prepared, passionate candidates.

How will you track progress?

WDVA will track progress by the number of volunteer opportunities and the number of applicants per job posting referred by the volunteer events.

How will you know when you have achieved your goal?

WDVA will have achieved its goal when it increases volunteer opportunities and there are additional applicants per job posting from those volunteer opportunities.

Describe how your goal is challenging, but actionable. Identify Resources you expect to use.

The goal is challenging because WDVA lacks a formal internal process to increase volunteer opportunities. Yet the goal is actionable because WDVA can adapt existing resources to support increased volunteer opportunities.

How does your goal satisfy the recruitment objective?

The goal supports the recruitment objective by expanding volunteers' awareness of WDVA and thereby encourages them to apply for a position with WDVA.

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?

Yes, WDVA can accomplish this goal and WDVA will rely on the interim markers: on the number of WDVA hoisted volunteer opportunities and will document how these volunteer opportunities are marketed to potential volunteers.

How is the goal supported by the data?

WDVA will track progress in a centralized SharePoint list on the Equity and Inclusion Committee SharePoint page. The list will capture status, metrics, tasks, contact information, task ownership, and key dates. This will empower WDVA to

document the total number of active volunteer opportunities engaged throughout WDVA each quarter.

Goal 2: Retention

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

What is your concrete and tangible goal?

WDVA will implement a strategic New Employee Orientation (NEO) program focused on building deeper connections between new staff and WDVA as a whole by highlighting our shared public service mission, which will help to reduce staff turnover.

How will you track progress?

WDVA will track progress by surveying a sample of new employees every quarter to see if they understand the mission of WDVA and state benefits.

How will you know when you have achieved your goal?

New employee surveys will indicate whether they have a knowledge of WDVA and know how to use state benefits, at a rating of at least 70% or better.

Describe how your goal is challenging, but actionable. Identify Resources you expect to use.

Expending resources on NEO programs can be difficult because supervisors often lack time to guide new hires properly and providing a wide array of information in a short time can result in information overload for the new employee. WDVA intends to increase communication with supervisors about the importance of the NEO program to assist their employees to understand how they fit in the bigger picture of the work of the WDVA.

How does your goal satisfy the retention objective?

An informed workforce who understand the mission of WDVA and their benefits and how they are part of a larger team will help create a shared sense of identity and thereby facilitate employee retention.

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?

Yes, WDVA can achieve its goal by the target completion date. The interim markers WDVA will use include monitoring the NEO program to ascertain how it is being used and short surveys to compare new employees' growth in understanding over time.

How is the goal supported by the data?

Effective onboarding creates a lasting bond between employees and the organization and, consequently, for the retention of new hires. See Mosquera, Pilar & Eduarda Soares, Maria Onboarding: a key to employee retention and workplace well-being (*citing* Snell 2006; Bauer and Erdogan 2011; Gupta et al. 2018; Cesário and Chambel 2019; Narayansany and Isa 2021) available at <https://link.springer.com/article/10.1007/s11846-025-00864-3>.

In calendar year 2024 and 2025, per data from the Enterprise TAM Dashboard WDVA experienced separations of 19.9% and 20.2% of its workforce, respectively. The goal will be to decrease this separation rate to less than 19% in calendar years 2026 and 2027.

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?

WDVA aims to increase staff awareness and utilization of the Employee Assistance Program (EAP) to build a better and more positive work culture.

How will you track progress?

WDVA will track progress through tracking overall usage of EAP by employees.

How will you know when you have achieved your goal?

WDVA will seek a 2 percent increase in staff usage of EAP.

Describe how your goal is challenging, but actionable. Identify Resources you expect to use.

Employees can be made aware of available services but that does not mean that staff will utilize the service more. Resources expected to use: EAP usage reports.

How does your goal satisfy the culture objective?

Ensuring employees feel welcome and are aware of and comfortable accessing EAP services is part of culture.

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?

Yes, WDVA can complete the goal. The EAP usage reports will serve as the markers and help to guide what areas WDVA needs to focus on.

How is the goal supported by the data?

The American Psychological Association 2021 Work and Well-Being Survey results (available at <https://www.apa.org/pubs/reports/work-well-being/compounding-pressure-2021>) found that 37% of employees indicate that employer-provided mental health resources directly contribute to a better, more positive work environment.

Per data supplied by Acentra, the utilization rate of EAP by WDVA employees was as follows:

	Q3 2024	Q4 2024
Individual Utilization	3.8%	3.7%

The goal will be to have at least a 2 percent increase in usage of EAP.

Goal 4: Veteran Hires

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

What is your concrete and tangible goal?

WDVA will contact state and community resources to obtain information about outreach opportunities that are targeted towards veterans.

How will you track progress?

WDVA will track the number of events along with the average applicants per job posting by the event.

How will you know when you have achieved your goal?

WDVA will know it achieved its goal when it has an increased veteran applicant pool.

Describe how your goal is challenging, but actionable. Identify Resources you expect to use.

WDVA lacks dedicated staff to attend job fairs. During outreach events, WDVA can add material focused on hiring veterans and additionally staff could attend and answer questions from inquiries.

How does your goal satisfy the veteran hiring objective?

Attending career outreach events with material aimed towards veterans will increase veterans' knowledge of state career paths which in turn would lead to more veteran hires.

What is the target completion date for the goal?

December 31, 2028

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

Yes, WDVA can achieve its goal by the target completion date. The interim markers will be the creation of talking points, informational materials, and events selected and scheduled.

How is the goal supported by the data?

Pursuant to s. 230.042, Wis. Stats., the Wisconsin Council on Veterans Employment established a hiring benchmark for each agency with more than 100 authorized permanent full-time equivalent positions. That employment goal for veterans is 9%. Section 45.03(4)(a), Wis. Stats., further emphasizes the importance of WDVA hiring veterans. 11.64% of WDVA employees currently indicate they are veterans (Table 5), but despite already exceeding the objective further work can be done to recruit a greater percentage of veterans to be employees of WDVA.

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?

WDVA shall engage in increased recruitment efforts by seeking out outreach opportunities focused on Wisconsin Works (W-2) to provide information about WDVA and/or attending the event.

How will you track progress?

WDVA will track the number of such events and the average number of applicants, who are enrolled in W-2, per job posting referred by the event.

How will you know when you have achieved your goal?

Increased employees who are enrolled in W-2, at least 1 event attended each year.

Describe how your goal is challenging, but actionable. Identify Resources you

expect to use.

The goal of increasing the percentage of applicants who are enrolled in W-2 can be challenging because WDVA jobs often have specific job qualifications. For example, nurses at WDVA's Veterans Homes must have the qualifications to serve as a nurse in a long-term care setting. Yet through WDVA enhancing its recruitment strategies, WDVA can find candidates who satisfy the job requirements and who are also enrolled in W-2, which will then accomplish the W-2 hiring objective.

How does your goal satisfy the Wisconsin Works hiring objective?

Yes, this goal will accomplish the objective. Targeted enhanced recruitment efforts directed towards individuals enrolled in W-2 should increase applicants and hopefully employees in the near term.

What is the target completion date for the goal?

December 31, 2028

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

Yes, WDVA can accomplish this goal by the target completion date. The interim markers that WDVA will use include talking points, informational materials, events selected and scheduled.

How is the goal supported by the data?

WDVA currently employs 2 W-2 participants (Table 4). The enterprise-wide goal is 0.2 percent. Based on the FY25 W-2 Hiring Report, released by DOA DPM BEI, WDVA will attempt to satisfy the 0.2 percent hiring goal of those enrolled in W-2.

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.

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Comments:

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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.

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