

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

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Acknowledgement

I have reviewed and 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 the Department of Transportation 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: Kristina Boardman

Title: Secretary

Date: June 1, 2026

Signature: 

About WisDOT

The Wisconsin Department of Transportation (WisDOT) was officially established in 1967 by combining formerly independent agencies and the Department of Motor Vehicles (which included the State Highway Commission, State Aeronautics Commission and State Patrol).

WisDOT supports all forms of transportation. The department is responsible for planning, building and maintaining Wisconsin's network of state highways and Interstate highway system. The department shares the costs of building and operating county and local transportation systems - from highways to public transit and other modes. WisDOT plans, promotes and financially supports statewide air, rail and water transportation.

The department works closely with other state, federal and local agencies to meet changing and growing travel needs. Transportation impacts everyone and WisDOT is committed to providing the safest, most efficient and highest quality transportation services to best serve the needs of the state, its citizens and many visitors.

[The department](#) is made up of [three executive offices](#) and [six divisions](#) organized according to transportation function. WisDOT's main office is located in Madison, but the department maintains regional offices throughout the state as a way to preserve the local approach to transportation development and better serve customer needs.

Mission, Vision and Values

Mission: Provide leadership in the development and operation of a safe and efficient transportation system.

Vision: Dedicated people creating transportation solutions through innovation and exceptional service.

Values – the WisDOT IDEA:

- **Integrity** - Building trust and confidence in all our relationships through honesty, commitment and the courage to do what is right.
- **Diversity** - Creating an environment, inclusive of all people and opinions, which cultivates opportunities to bring varied perspectives to the work being done and decisions being made.
- **Excellence** - Providing quality products and services that exceed our customers' expectations by being professional and the best in all we do.
- **Accountability** - Being individually and collectively responsible for the impact of our actions on resources, the people we serve, and each other.

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: Kristina Boardman

Title: Secretary

Email: Kristina.Boardman@dot.wi.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: Rodney Saunders, Jr.

Title: Employee Engagement Officer

Email: Rodney.SaundersJr@dot.wi.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.

Committee: Workforce DRIVE Committee (Strategic Planning Subcommittee)

Email: DRIVE@dot.wi.gov

Members:

Name	Title	Email
Rodney Saunders Jr. (Subcommittee Chair)	DOT Officer	rodney.saundersjr@dot.wi.gov
Mathias Rekowski (Vice Chair)	Attorney	mathias.rekowski@dot.wi.gov
Jose Del Rio Avina	State Patrol Trooper	jose.delrioavina@dot.wi.gov
Regina Howard	AA/EEO Officer	reginam.howard@dot.wi.gov
Andrea Jean	DMV Customer Service Rep Lead	andrea.jean@dot.wi.gov
Autumn Pettibone	DMV Customer Service Rep Adv.	autumn.pettibone@dot.wi.gov
Cedric Rembert	State Patrol Major	cedric.rembert@dot.wi.gov
Randy Sarver	DOT Manager	randy.sarver@dot.wi.gov
Jeremy Weso	DOT Program Chief	jeremy.weso@dot.wi.gov
Tara Wiltse	DMV Customer Service Rep	taraa.wiltse@dot.wi.gov

Workforce Analysis

Agency Overview

- Total Employee Count:
 - Permanent Classified Employee Count: 3079
 - Full-Time Equivalent (FTE) Total: 3091
- Average Years of State Service: 12.24
- Average Age: 44.68
- Average Hourly Pay Rate: \$40.40
- Median Hourly Pay Rate: \$38.45
- Vacancy Rate: 7.5%
- Turnover Rate: 6.1%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 39.99%
- Proportion of “Protective” Occupation Employees: 14.46%
- Proportion of Executive/Management Employees: 5.63%
- Proportion of Supervisory (Non-management/Executive) Employees: 9.19%

Recruitment Data

Table 1: Applicant and Hire Data by Gender

Gender	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Male	3785	41.73%	164	53.95%
Female	5109	56.32%	140	46.05%
Not Indicated	177	1.95%	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	65	0.72%	0	0%
Asian	742	8.18%	9	2.96%
Black or African American	1268	13.98%	12	3.95%
Hispanic or Latino	645	7.11%	30	9.87%
Native Hawaiian or Pacific Islander	10	0.11%	0	0%
Two or More Races	230	2.54%	10	3.29%
White	5852	64.51%	232	76.32%
Not Indicated	259	2.86%	11	3.62%

Table 3: Applicant and Hire Data by Disability Status

Disability Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Disabled	1416	15.61%	53	17.43%
Severely Disabled	N/A	N/A	1	0.33%
Not Indicated	7655	84.39%	251	82.57%

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	863	9.51%	4	1.32%
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	527	5.81%	44	14.47%
Disabled Veteran	250	2.76%	21	6.91%
Not Disabled or Not Indicated	8544	94.19%	260	85.53%

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	1906	61.66%	51.9%	50.1%
Female	1185	38.34%	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	19	0.61%	1.3%	1.2%
Asian	127	4.11%	2.9%	3.5%
Black or African American	123	3.98%	4.8%	6.7%
Hispanic or Latino	147	4.76%	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	83	2.69%	5.5%	2.4%
White	2586	83.66%	83.3%	86.1%
Other/Not Indicated	89	2.88%	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	395	12.78%	5.7%	8.7%
Severely Disabled	34	1.1%	N/A	N/A
Not Disabled or Not Indicated	2696	87.22%	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	292	9.45%	4.6%	5.0%
Disabled Veteran	75	2.43%	N/A	N/A
Not a Veteran or Not Indicated	2799	90.55%	95.4%	95.0%

Table 10: 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	345	11.16%	N/A	13.0%
30 – 39 years old	794	25.69%	N/A	12.9%
40 – 49 years old	817	26.43%	N/A	12.2%
50 – 59 years old	780	25.23%	N/A	11.8%
60 plus years old	355	11.48%	N/A	29.9%

Table 11: 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	1001	32.38%	N/A	N/A
5 – 9 years	586	18.96%	N/A	N/A
10 – 14 years	624	20.19%	N/A	N/A
15 – 19 years	279	9.03%	N/A	N/A
20 – 24 years	126	4.08%	N/A	N/A
25 – 29 years	299	9.67%	N/A	N/A
30 – 35 years	109	3.53%	N/A	N/A
More Than 35 years	67	2.17%	N/A	N/A

Table 12: Agency Separation Status Compared to the Labor Market and State Population

Separation Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Voluntary	98	3.17%	N/A	N/A
Involuntary*	29	0.94%	N/A	N/A
Retirement	95	3.07%	N/A	N/A

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

Table 13: Agency Retirement Eligibility Compared to the Labor Market and State Population

Retirement Eligibility	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Immediate	292	9.45%	N/A	N/A
Within 5 years	728	23.55%	N/A	N/A
Within 10 years	1124	36.36%	N/A	N/A
More than 10 years	1930	62.44%	N/A	N/A

Geographic Data

Table 14: 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	2	0.06%	10	0.32%
Ashland	2	0.06%	2	0.06%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Barron	10	0.32%	13	0.42%
Bayfield	0	0%	9	0.29%
Brown	215	6.96%	140	4.53%
Buffalo	0	0.00%	3	0.1%
Burnett	2	0.06%	3	0.1%
Calumet	17	0.55%	61	1.97%
Chippewa*	217	7.02%	131	4.24%
Clark	1	0.03%	5	0.16%
Columbia	4	0.13%	82	2.65%
Crawford	2	0.06%	8	0.26%
Dane	1255	40.60%	876	28.34%
Dodge	15	0.49%	61	1.97%
Door	2	0.06%	5	0.16%
Douglas	56	1.81%	44	1.42%
Dunn	6	0.19%	25	0.81%
Eau Claire*	0	0.00%	20	0.65%
Florence	1	0.03%	2	0.06%
Fond du Lac	86	2.78%	24	0.78%
Forest	3	0.1%	6	0.19%
Grant	2	0.06%	11	0.36%
Green	2	0.06%	21	0.68%
Green Lake	2	0.06%	4	0.13%
Iowa	1	0.03%	20	0.65%
Iron	3	0.1%	9	0.29%
Jackson	4	0.13%	15	0.49%
Jefferson	0	0.00%	58	1.88%
Juneau	3	0.1%	20	0.65%
Kenosha	16	0.52%	24	0.78%
Kewaunee	2	0.06%	10	0.32%
La Crosse	110	3.56%	93	3.01%
Lafayette	3	0.1%	2	0.06%
Langlade	3	0.1%	4	0.13%
Lincoln	0	0.00%	21	0.68%
Manitowoc	7	0.23%	13	0.42%
Marathon	80	2.59%	49	1.59%
Marinette	1	0.03%	7	0.23%
Marquette	0	0.00%	15	0.49%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Menominee	1	0.03%	0	0%
Milwaukee	170	5.5%	250	8.09%
Monroe	55	1.78%	35	1.13%
Oconto	3	0.1%	19	0.61%
Oneida	72	2.33%	45	1.46%
Outagamie	2	0.06%	41	1.33%
Ozaukee	4	0.13%	10	0.32%
Pepin	0	0.00%	4	0.13%
Pierce	2	0.06%	10	0.32%
Polk	1	0.03%	5	0.16%
Portage	9	0.29%	36	1.16%
Price	2	0.06%	4	0.13%
Racine	15	0.49%	51	1.65%
Richland	3	0.1%	2	0.06%
Rock	15	0.49%	65	2.1%
Rusk	1	0.03%	4	0.13%
St. Croix	8	0.26%	18	0.58%
Sauk	8	0.26%	69	2.23%
Sawyer	1	0.03%	5	0.16%
Shawano	3	0.1%	17	0.55%
Sheboygan	7	0.23%	13	0.42%
Taylor	2	0.06%	3	0.1%
Trempealeau	1	0.03%	22	0.71%
Vernon	1	0.03%	11	0.36%
Vilas	1	0.03%	11	0.36%
Walworth	11	0.36%	23	0.74%
Washburn	40	1.29%	16	0.52%
Washington	12	0.39%	37	1.2%
Waukesha	403	13.04%	219	7.09%
Waupaca	2	0.06%	9	0.29%
Waushara	2	0.06%	5	0.16%
Winnebago	12	0.39%	34	1.1%
Wood	88	2.85%	49	1.59%
Out of State	0	0%	23	0.74%

*Regarding Chippewa and Eau Claire counties: The city of Eau Claire is divided into both counties. Employee counts were attributed to the former, given the limited data available.

Trends in Employee Data

Table 15: 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	(+27)	(-0.04%)	(+61)	(-0.9%)
Female	(+19)	(+0.04%)	(+81)	(+0.9%)
Not Indicated	N/A	N/A	N/A	N/A

Table 16: 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	(-3)	(-0.11%)	(-1)	(-0.06%)
Asian	(-1)	(-0.09%)	(+16)	(+0.34%)
Black or African American	(3)	(+0.04%)	(4)	(-0.06%)
Hispanic or Latino	(+8)	(+0.19%)	(+16)	(+0.31%)
Native Hawaiian or Pacific Islander	(0)	(0%)	(-1)	(-0.03%)
Two or More Races	(8)	(+0.22%)	(+34)	(+1.02%)
White	(+30)	(-0.28%)	(+88)	(-1.04%)
Not Indicated	(+9)	(+0.25%)	(+19)	(+0.51%)

Table 17: 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	(+13)	(+.23%)	(+75)	(+1.93%)
Severely Disabled	(+20/)	(+0.64%)	(+30)	(+0.96%)
Not Indicated	(+33/50)	(-0.23%)	(+67)	(-1.93%)

Table 18: 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	(+12)	(+0.25%)	(+11)	(-0.08%)
Disabled Veteran	(+9)	(+0.26%)	(+20)	(+0.56%)
Not Indicated	(+32)	(-0.32%)	(+129)	(+0.02%)

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	(+6)	(+0.03%)	(+12)	(-0.13%)
30 – 39 years old	(-10)	(-0.72%)	(+44)	(+0.26%)
40 – 49 years old	(+42)	(+0.98%)	(+73)	(+1.2%)
50 – 59 years old	(-6)	(-0.58%)	(-27)	(-2.13%)
60 plus years old	(+14)	(+0.29%)	(+40)	(+0.8%)

Table 20: 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	(+90)	(+2.47%)	(+153)	(+3.63/4.3%)
5 – 9 years	(-48)	(-1.86%)	(-131)	(-5.36/5.6%)
10 – 14 years	(+42)	(+1.07%)	(+245)	(+7.34%)
15 – 19 years	(+13)	(+0.29%)	(+43)	(+1.02%)
20 – 24 years	(-114)	(-3.81%)	(-254)	(-8.81%)
25 – 29 years	(+74)	(+2.28%)	(+113)	(+3.37%)
30 – 35 years	(-23)	(-0.81%)	(-53)	(-1.97%)
More Than 35 Years	(+12)	(-0.36%)	(+26)	(+0.78%)

Table 21: 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	(+14)	(+0.41%)	(-86)	(-3.07%)
Involuntary*	(+8)	(+0.25%)	(-1)	(-0.08%)
Retirement	(-16)	(-0.57%)	(-66)	(-2.39%)

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

Table 22: 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	(+88)	(+2.75%)	(-5)	(-0.62%)
Within 5 years	(+81)	(+2.3%)	(-193)	(-7.68%)
Within 10 years	(+44)	(+0.9%)	(-302)	(-11.99%)
More than 10 years	(+35)	(+0.21%)	(+312)	(+7.57%)

Ambassadors Program Data

Table 23: Changes in Ambassadors Program Participation Over Time

Division/Office	EOY '25	Q1 '26	Q2 '26
Division of Business Management (DBM)	0	0	1
Division of Budget & Strategic Initiatives (DBSI)	1	1	1
Division of Motor Vehicles (DMV)	31	31	31
Division of State Patrol (DSP)	2	2	2
Division of Transportation Investment Management (DTIM)	5	5	5
Division of Transportation System Development (DTSD)	18	17	16
Executive Offices	2	2	2
Region	EOY '25	Q1 '26	Q2 '26
North Central (NC)	3	3	3
Northeast (NE)	11	11	11
Northwest (NW)	3	3	3
Southeast (SE)	13	13	13
Southwest (SW)	29	28	28
TOTAL:	59	58	58

Note on Data Sources:

- Agency Overview, Geographic Data and Trends were collected by the WisDOT Office of Workforce Development (OWD) via PeopleSoft in March 2026.
- Employee Data:
 - Agency Count and Agency Proportion: OWD, PeopleSoft
 - Wisconsin Labor Market, Wisconsin Population: Human Capital Management System
- Recruitment Data:
 - Applicants and Hires data from 01/01/2025 – 12/31/2025
 - Wisconsin Works: 2025 Fiscal Year Wisconsin Works Annual Report
- Ambassadors Program Data is managed by OWD and was reported as of May 2026.

Goals

Goal 1: Recruitment

This goal must be related to improving agency recruitment strategies.

- What is your concrete and tangible goal?
 1. Increase membership in WisDOT's Ambassadors Program by at least one Transportation Civil Engineer (DTSD) and State Patrol Trooper (DSP) in each of the respective division's regions. This will provide better representation of the positions available at WisDOT during outreach events.
 2. Workforce DRIVE Committee to partner with the Office of Public Affairs (OPA) to produce a video about working at WisDOT to include in future job postings.
- How will you track progress?
 1. The Office of Workforce Development (OWD) Employee Engagement Officer will track the number of people in the Ambassadors Program (by position, division and region).
 2. DRIVE Committee members will identify people (at least one representing each division) to be featured in the video, draft questions to ask each person, work with OPA to create the final product and submit a video link to Human Resources (HR) for inclusion in job postings.
- How will you know when you have achieved your goal?
 1. Metrics for the Ambassadors Program, including the number of participants by both division and region, will be maintained and tracked quarterly as part of the program. This will be indicative of the goal's progress.
 2. This goal will be complete when OPA shares a final link that HR subsequently includes in future job postings online.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 1. The Ambassadors Program is a new effort to unify the varying recruitment efforts across divisions. Many employees who work directly in the field (e.g., Troopers and Engineers) can be difficult to reach, as evidenced by the current lack of representation in the program. Furthermore, with the majority of events—as well as employees (29 of 58 Ambassadors)—located in Dane County (and 13 of 58 in Southeast – Waukesha/Milwaukee), the northern regions of the state are most difficult to reach. Resources will include the Board of Directors to help grow the program internally in their divisions, as well as including information about the Ambassadors Program in onboarding

materials. (NOTE: Presentations typically strive to include customer service as well. DMV is well-represented, currently with 31 of 58 Ambassadors.)

2. Similar to the challenges of the Ambassadors Program, reaching employees through Bulletin posts and email communications may not always have the desired outcome. The DRIVE Committee will utilize OPA as a resource to produce the video and HR to publish the video in all future job postings.
- How does your goal satisfy the recruitment objective?
 1. The Ambassadors Program aims to unite WisDOT's recruitment and outreach efforts. Currently, the program has a large number of employees (31 of 58) who work in customer service. Increasing the number of engineers (6) and law enforcement officers (1) helps cover the other major areas with currently independent recruitment efforts. These three fields make up 59% of WisDOT jobs and the Ambassadors Program aims to reflect this with its presenters. This will also provide assistance with recruitment challenges in the law enforcement and engineering disciplines.
 2. This video will inherently be tied to recruitment by inclusion in job postings and increasing engagement possibilities among prospective employees.
 - What is the target completion date for the goal?
 1. December 31, 2027
 2. June 30, 2027
 - Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?

OWD tracks metrics on its various program operations, including the Ambassadors Program. WisDOT's DRIVE Committee will track progress of the recruitment video development.

Goal 2: Retention

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

- What is your concrete and tangible goal?
 - OWD will conduct at least 100 Stay Interviews biennially. This will build upon the success of the program and result in more trend data since 2024 when the pilot program began. Learning reasons why employees stay working at WisDOT, what motivates them, and why they would consider leaving provides valuable information to help with our retention strategies. Participants of the Stay Interviews will be randomly selected from those who voluntarily sign up to participate in the program.

- How will you track progress?
 - 2026/2027: Analyze current program based on existing data; examine strengthening program. Implement any recommended changes to program and conduct 100 new stay interviews. Create summary document, present and publish results, etc.
 - Obtain at least one actionable item from each division based on the results of the Stay Interviews.
- How will you know when you have achieved your goal?
 - OWD will follow-up with divisions and Board of Directors on action items annually and continue implementing Stay Interview program.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - The Stay Interview program requires several hands to conduct the Stay Interviews, in addition to the data analysis and follow-up with BOD.
- How does your goal satisfy the retention objective?
 - The Stay Interview program is geared towards the overarching goals of the retention objective: to understand why employees stay working at WisDOT, what motivates employees, and what would make employees leave.
- What is the target completion date for the goal?
 - Hold Stay Interviews annually, review progress over two fiscal years.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
 - Prior to implementing the Stay Interview program, a detailed timeline and plan will be established.

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?
 - Psychological Safety: Create employee and supervisor workshops to educate employees on what Psychological Safety is and how participants can help create psychologically safe work environments. This will also include a component for Individual Action Planning and self-evaluation.
- How will you track progress?
 - OWD will create the tool and workflow to capture the Individual Action Plans and follow up with participants to report out on their self-evaluation of their committed action.

- How will you know when you have achieved your goal?
 - The completion of the tool without any technological errors will be indicative of success and readiness for implementation.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - As with any new workforce initiative, the Psychological Safety program requires buy-in from supervisors and employees throughout the department. Additionally, the creation of the tool requires technical expertise and willing volunteers.
 - With over 1,000 newer employees (32.38% within 0-4 years) and a similar number eligible for retirement (728 eligible within 5 years; 1,124 eligible within 10 years), it is critical for WisDOT to provide opportunities for newer employees to grow, as well as for more tenured employees to foster an environment conducive to said growth.
- How does your goal satisfy the culture objective?
 - Creating a psychologically safe workplace culture is a goal supported by the Secretary's Office.
- What is the target completion date for the goal?
 - December 31, 2026
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?

OWD will monitor progress of workshop development and test the functionality of the tool prior to implementation.

Goal 4: Veteran Hires

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

- What is your concrete and tangible goal?
 - Hold four Military Veteran Recruitment Webinars in calendar year 2026. Evaluate success of these sessions and plan for additional iterations.
 - Continue to engage with military and veterans in outreach efforts. This includes events such as resource fairs held at armories and veteran forward locations such as the VFW.
 - WisDOT Veterans CEN will continue to engage with WisDOT veteran employees to help connect them with necessary resources and benefits that will help with retention.

- How will you track progress?
OWD will track progress by:
 - Collecting attendance data at the webinars.
 - Collecting data on the number of veterans who have applied for WisDOT positions during each calendar year of this plan.
- How will you know when you have achieved your goal?
 - Completion of the webinar series and attendance data collected.
 - Veterans CEN will engage with partnerships with the VA and held sessions on suicide prevention, PTSD awareness and benefits.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - These goals involve many steps and resources needed to coordinate, such as OPA, WisDOT employees, marketing of sessions, social media and coordination between agencies (both state and federal).
- How does your goal satisfy the veteran hiring objective?
 - WisDOT aims to leverage the skills and knowledge of veterans to help WisDOT meet our mission and priorities.
 - Each of these efforts and programs are specifically focused on the veteran and military population.
- What is the target completion date for the goal?
 - The first round of webinars to be completed by July 2026. The remainder to be completed over the course of calendar year 2026.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
OWD will track efforts quarterly.

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?
Click or tap here to enter text.
 - In an effort to increase the applicant to hire ratio (4 of 863 W-2 eligible applicants were hired), OWD will create a short presentation/video (appx. 5-7 minutes) covering expectations and advice for applicants when applying, interviewing, etc.

- How will you track progress?
 - Condense previous “Career Development Training” presentation down to essential slides only, including expectations when applying and interviewing for a WisDOT job, including:
 - Addressing each part of every question during an interview
 - STAR method (for behavioral-based questions) and tips/examples
 - Giving specific examples, taking credit for what “I” (vs. “we”) did.
- How will you know when you have achieved your goal?
 - Following review and approval of the Secretary’s Office and HR, a link to the video recording will be made available on future job postings.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
 - This goal requires creating a new presentation, providing accurate and relevant information for applicants.
 - While the Wisconsin Works data can be indicative of any number of challenges, providing clear, transparent information benefits all applicants and may be most useful to groups with lower rates of hires.
- How does your goal satisfy the Wisconsin Works hiring objective?
 - Resume and interviewer skill growth are services that Wisconsin Works program offers. Providing this education and guidance about how to develop resumes and prepare for interviews at WisDOT will support the Wisconsin Works program goals.
 - Although the 863 applicants listed as eligible for W-2 were not enrolled (data unavailable), this goal directly supports that aim without enrollment.
- What is the target completion date for the goal?
December 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, interim markers will include creating the new presentation/video to reflect updated wisc.jobs website and keeping information specific to essential resume and interview guidance.

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.](#)