



COMMONWEALTH of VIRGINIA

Department of Medical Assistance Services

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MEMORANDUM

TO: The Honorable Glenn Youngkin
Governor of Virginia

Members, Virginia General Assembly

FROM: Cheryl Roberts
Director, Virginia Department of Medical Assistance Services

SUBJECT: Annual Report: DMAS Diversity, Opportunity, and Inclusion (DOI)

This report is submitted in compliance with Chapter 659 of the 2024 Virginia Acts of the Assembly, which states:

Each agency shall establish an infrastructure to effectively support ongoing progress and achievements by reporting diversity, equity, and inclusion goals in coordination with the Governor's Director of Diversity, Equity, and Inclusion and the General Assembly.

Each agency shall submit an annual report to the Governor and the General Assembly by July 1 of each year assessing the impact of the strategic plan on the populations served by the agency and on the agency's workforce and budget.

Should you have any questions or need additional information, please feel free to contact me at 804-664-2660.

CR/wf
Enclosure

Pc: The Honorable John Littel, Secretary of Health and Human Resources

Our Mission &

To improve the health and well-being of Virginians through access to high-quality health care coverage and



Service



Collaboration



Trust



Adaptability



Problem Solving

VIRGINIA DEPARTMENT OF
MEDICAL ASSISTANCE SERVICES
(DMAS) DIVERSITY, OPPORTUNITY,
AND INCLUSION PLAN 2024





In accordance to Executive Order 10, The Department of Medical Assistance Services is reporting their Diversity, Opportunity and Inclusion goals for 2024. The report shall provide a summary of organizational goals and initiatives to promote inclusive ideas, policies and practices for all workforce members.

Summary

The Department of Medical Assistance Services is a highly professional and efficient organization with an average of 10 years of service and experience. DMAS has 23 Divisions and/or Offices where the Executive Leadership Team has oversight for essential business functions within the Agency & Medicaid activities for over 2 million Members across the Commonwealth. Through DMAS' diversity, inclusion, and opportunity goals, DMAS has built a diverse workforce with 543 authorized Classified positions (for SFY2023) with an average of 520 filled positions. DMAS has put a greater focus on workforce engagement and development initiatives by ensuring that our workforce has the tools needed to carry out the essential business functions that directly affect the delivery of services to our Medicaid members. DMAS continues working on innovative ways to energize and retain a diverse and inclusive workforce.

Agency Goal 1: Access and Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

- Determine the success of the DMAS Accelerator Program (DAP) and the DMAS Veteran Accelerator Program (DVAP), two internship-focused talent channels which establish more presence in Markets of Opportunities. Interns will fall into the following categories, interns currently pursuing or recently received a degree from a college/universities and interns that are Veterans who have expressed an interest in starting a career in Public Service. Goals for the internship program include: building a talent pipeline, preparing government leaders, and fostering strong relationships with institutions of higher education. There are cohorts this calendar year aligned with the academic calendar (Spring, Summer, and Fall cohorts).
- Improve DMAS social media and college fair presence, which will support recruitment of diverse applicants who understand the mission and values of the agency. DMAS has built a pipeline of 27

The mission of the Virginia Medicaid agency is to improve the health and well-being of Virginians through access to high-quality health care coverage.

The Department of Medical Assistance Services (DMAS) administers Virginia's Medicaid and Children's Health Insurance Program (CHIP) programs for over 2.2 million Virginians.

Members have access to primary and specialty health services, inpatient care, dental, behavioral health as well as addiction and recovery treatment services. In addition, Medicaid long-term services and supports enable thousands of Virginians to remain in their homes or to access residential and nursing home care.

Medicaid members historically have included children, pregnant individuals, parents and caretakers, older adults, and individuals with disabilities. In 2019, Virginia expanded the Medicaid eligibility rules to make health care coverage available to more than 600,000 low-income adults.

Medicaid and CHIP (known in Virginia as Family Access to Medical Insurance Security, or FAMIS) are jointly funded by Virginia and the federal government under Title XIX and Title XXI of the Social Security Act. Virginia generally receives a dollar-for-dollar federal spending match in the Medicaid program. Medicaid expansion qualifies the Commonwealth for a federal funding match of no less than 90% for newly eligible adults, generating cost savings that benefit the overall state budget.

colleges and universities, with the goal of increased attendance to career fairs and pipelines for future job candidates.

- Review metrics of applicants and new hires to ensure that we are understanding our candidate pool and positions that are being applied for. Also review the Employee Work Profile and job descriptions to ensure they are inclusive and able to attract candidates.
- Re-review and enhance the recruitment processes for all hiring managers to include additional hands-on monthly trainings and succession planning meetings. Skill building resources within the Leadership Toolkit that help provide hiring managers with innovative ways to attract candidates. Teaching managers how to select candidates with the characteristics of high-performers versus just selecting for specific skill needed for the job.

Objective 2: Continue to retain and promote a diverse workforce

- Launch DMAS PALs Partners in Agency Learning (PALs) program – an initiative that matches incoming new hires with tenured employees to connect with them throughout their first 30 days of employment. The intent of the PALs is to be a non-supervisor point of contact to support onboarding and introduction to agency culture.
- Review metrics of retention data for the first year of employment, along with any performance management data to determine how long the average employee stays with DMAS and identify areas of improvement during the candidate’s first 30, 60, and 90 days of employment.
- Explore implementing 30, 60, and 90 days of employment reviews for internal promotions/lateral changes of current employees who are recruited into a new role to ensure they are successful.

Agency Goal 2: Welcoming and Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- Implement monthly community service opportunities for employees to connect with each other while giving back to our community that we serve daily. This will provide the employees with a connection to the populations we serve, and allow for them to understand the importance of their work.
- Continue to support work-life balance – in response to the overwhelmingly popular “wellness day,” DMAS will offer organizational recognition leave in the month of the employee’s birthday.
- Gather additional data from employees on how they would prefer to be recognized for a job well done.
- Advance work of the DMAS Culture and Engagement Committee (CEC), an employee-led group with an Executive Board (nominated & voted for by the committee) that formed to promote positive workplace culture and inform agency leadership of opportunities for workforce engagement (formerly known as the Diversity, Equity, and Inclusion Committee). This Committee is charged with determining strategic initiatives and goals aimed to:
 - Create a safe space for workforce members to bring forward their ideas for improving the agency culture and foster meaningful discussions through speakers and other collaborations that promote an inclusive workplace and a greater understanding and respect for different lived experiences.

- Encourage connection by hosting diverse and engaging events that celebrate and educate workforce members about DMAS culture, emphasizing how we collaborate and are all connected to the agency’s mission through our work.
- Enhance inclusion and a sense of connection among all teams and promote civility and respect among colleagues.
- Improve teamwork and collaboration within teams and across divisions by providing opportunities for engagement and resources/tools for implementing best practices.

Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- Enhance Performance Management process and procedures
- Enhance Employee Relations Process:
 - Provide a supportive process for employees who escalate/report a conflict, concern, or complaint; versus those escalated from leadership on performance management. Our hope is that we split these out from just 1 Employee Relations Manager, and create more avenues for items to be handled expeditiously.
 - Automate via DocuSign (with only those with confidentiality agreements to be able to see them) to ensure that complaints are addressed, documented, and resolved timely.
 - Review metrics from Employee Relations Reports to determine: the workforce areas with most frequent Employee Relations complaints; types of conflict reported; average time to resolve; and resolution types.
- Review the workforce data such as aggregated results from exit interviews

Agency Goal 3: State Agency DOI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework

- Review the metrics of professional development including training provided/attended. This is a goal for the agency and is intended to develop a better understanding for how employees are advancing their professional growth and in what ways DMAS has invested to support that growth.
- Review metrics of all positions that require a specified certification/degree for the preferred and minimum requires to ensure they are in alignment with the position.
- Review learning objectives during the Performance Evaluations, as all employees are required to submit learning objectives/personal learning goals applicable to their position. In addition to determine what agency-wide trainings can be conducted versus those specialized to certain roles.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- Enhance current business functions and efficiency of agency operations by fully digitizing all employment documentation. Currently, 98% of all physical forms and processes within the agency are now automated. Human Capital Development division, with assistance from Information Management, will complete the process of scanning all paper employee records that were generated

prior to process automation. These digitized forms will be securely managed via cloud site and will facilitate DMAS ability to visualize an employee's complete life cycle of DMAS employment and monitor DOI efforts moving forward.

- Create and maintain regular Health & Human Resources (HHR) "Best in Class" Retreats for all human resource leaders within the HHR Secretariat to share best practices.
- Utilize newly created role of a Human Capital & Development Policy Manager to act as a liaison between DMAS and DHRM and ensure all DMAS policies and procedures are up-to-date with DHRM standards and guidance.
- DMAS staff to attend all trainings and workshops provided by DHRM.

Objective 3: Continue to provide training and educational workshops available to all employees.

- Review the metrics from the implementation of the DMAS Leadership toolkit. This toolkit will provide monthly content based on areas of greatest interest and need focused on supporting DMAS leaders with building strong teams.
- Prioritize the professional development and subject matter expertise of DMAS senior and mid-level leaders through a Medicaid Academy training program tailored to increase working knowledge of Medicaid policy and how to apply this knowledge to drive innovation.
- Provide and maintain a workshop where employees can learn about different aspects of their positions and/or build skillsets required of their position.
- Utilize the DMAS Dispatch email newsletter distributed three times each week to provide employees updates on DMAS, its programs and include trivia and other strategies to advance workforce learning. Review the metrics of how many employees participated and identify training opportunities on areas where we saw a large amount of incorrect responses.

Diversity, Opportunity, and Inclusion

2023 Annual Report

Department of Medical Assistance Services 2023

2023
ACCOMPLISHMENTS

Plan Goal 1: Access & Success

Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

- Goal: Ensure each member of DMAS feels safe, supported, valued, and has the tools necessary to be successful in their position and opportunities for advancement: To include attracting, developing, training, and retaining qualified employees.
- DMAS has utilized LinkedIn to increase access for diverse applicants. The Talent Acquisition team generated over 100,000 digital impressions on LinkedIn between January 1 and October 25, 2023. This digital outreach caused a significant uptick in hiring results compared to previous Fiscal Year (FY) time periods. When comparing FY23 and FY24 (July to October 25), the Talent Acquisition team increased hiring by 49%, with 45 total hires (classified and wage) in FY24 compared to 22 total hires in FY23.
- Reviewed Working Titles to ensure competitiveness within the Market
- Implementation of Paid Internship Program.
 - The Department of Medical Assistance Services (DMAS) is excited to announce an agency internship program for 2024. The DMAS Accelerator Program (DAP) and the DMAS Veteran Accelerator Program (DVAP), two focused talent channels which establish more presence in Markets of Opportunities (MOO). Interns will fall into two categories, interns currently pursuing a degree from a college/universities and interns that are Veterans who are interested in a career in Public Service. The agency has established the following goals as a guide to developing the Internship Program and assessing the success of the inaugural 2024 Internship program.
 - Addresses the Commonwealth's need for talented, trained, and prepared government leaders.
 - Building and establishing a talent pipeline for current and future business needs.
 - Increasing presence and awareness in the Veteran community on opportunities in Public Service.
 - Building stronger agency leaders with the opportunity to serve as an intern mentor.
 - Strengthening agency branding, mission awareness, and community outreach.
 - Fostering strong relationships with institutions of higher education and maintaining long-term relationships with colleges and universities.
 - The Agency will recruit and place interns based on their areas of interest/study. Interns will receive experience with hands-on agency work and research opportunities to facilitate lasting and effective contributions to Commonwealth operations and programs.
- Virtual Job Fairs

- Conducted 2 Virtual Recruitment Sessions (1 for external and 1 for internal) that contained a brief overview of DMAS, State Benefits, open job positions, and Workforce Development & Engagement Activities within DMAS. There were 88 attendees at the online event that ranged from State Agencies and the Private Sector.
- Interview Innovation:
 - The Agency has a Recruitment report that goes out weekly to DMAS Leadership that shows the status of all vacant positions.
 - Mandatory Interview Panel Member training - Between July and December 2023, 190 employees completed the enhanced Interview Panel training, so they are able to serve as an Interview Panel Member or Hiring Manager for a recruitment.
 - Updated Recruitment Internal Preparation process that entails meetings with Hiring Manager and Talent Acquisition to ensure proper classification for positions.
 - Updated Recruitment Policies to ensure Interview Panels are diverse (Same or higher role pay band of the position being filled, representation of a panel member outside of their division, and also of various race/ethnicity, gender, and etc.)
 - Human Capital & Development Leadership, as well as the Chief of Staff Office conducts a Quality Review of the following forms/documents once submitted via DocuSign:
 - The Interview Panel for diversity and Pay Band guidelines
 - The Interview Questions
 - The Screening Matrix to ensure adequate and equitable screening
 - Hiring documentation
 - Establishment of the Conflict of Interest form
 - Establishment of “All Panel members agree” checkbox on the hiring form
 - Review of all interview panel notes, conflict of interest forms, and interview summaries to ensure equitable hiring practices.
 - All Hiring Managers, Division Directors, and Deputies are required to review and sign off on the approval of the recruitment of the desired candidate & hiring salary.
 - Alternative Hiring Process - Implemented
 - Added language to the job postings: The Department of Medical Assistance Services practices fair and equal employment opportunity to all employees and applicants in accordance with applicable laws and regulations. It is our policy to prohibit discrimination on the basis of race, sex, color, national origin, religion, sexual orientation, gender identity, age, veteran status, political affiliation, genetics, or disability in the recruitment, selection, and hiring of its workforce. Qualified individuals with disabilities are encouraged to apply.
 - Regular notification to the Agency on all open positions
 - Attendance of Job Fairs
 - Veterans
 - Revamp of the Talent Onboarding Platform (TOP) onboarding automation & Web Portal

Objective 2: Continue to retain and promote a diverse workforce

- Enhanced New Employee Orientation program by consolidating New Employee Orientation (NEO) materials into 3 days; added in Agency Overview and review of EWP with Hiring Managers.

- DMAS Welcome Kits
 - The DMAS Welcome Kit was created in early 2022. The kit is comprised of numerous items contained in a tote with the DMAS logo in efforts to make new staff feel welcomed and engaged. The DMAS Welcome Kit was distributed to 92 new hires in calendar year 2023.
- Enhanced New Employee/Leader Orientation. Created a specific orientation and training for new supervisors and managers, called New Leadership Orientation (NLO). NLO consists of a two-day onboarding for new leaders to learn about important policies related to their position and important topics such as how to provide feedback, performance management and progressive discipline. New Hires rate their NEO experience 4.3 out 5.
- In 2023, a group of agency onboarding stakeholders assembled to review workforce data and discuss lessons learned from the new hire check-ins and New Employee Orientation (NEO) to create data-driven onboarding enhancements.
- The Workforce Development and Engagement (WFDE) Unit continues to conduct 30-Day Check-ins for new hires and workforce members new to a role. In 2023, more than 95, 30-Day Check-ins were conducted. The average 30-day experience rating is 4.5 out of 5.
- All Divisions/Office recognized staff in FY23 that had not been recognized in the last two FYs
- The DMAS Dispatch for all internal news updates to keep staff informed has an average open rate of 85%
- Launch new HERO recognition awards (Jan 2023), a peer nominated acknowledgement of a job well done. HERO awards are posted to the agency SharePoint and shared twice monthly in the DMAS Dispatch.
- Successful networking event ahead of all-agency meeting and successful coordination with COS team for all-agency meeting (April)
- First DMAS Picture Day (April)
- Successful Public Service Week, featuring first hybrid week of events and more gift card giveaways than ever before!
- Developed SharePoint repository for check-in data of 150+ new employee check-ins
- Started monthly observances (Foster Care & Mental Health Awareness in May, Alzheimer's and Brain Health Awareness in June)
- Created an All Agency Policy SharePoint Page
 - Ensure all Agency policies are all up to date to be updated annually in November.
- Develop Stay Interviews
 - launched a "Stay Survey" as part of the ongoing work to retain and improve the DMAS employee experience, a final response rate of 74%, equivalent to 138 respondents, was garnered. The survey targeted employees with 2 years or less of DMAS service and those with specific role titles from a select few divisions. The survey indicated that the top 3 reasons employees continue to work at DMAS, include the people/their immediate team, the meaning and purpose of their job, and their immediate supervisor. The overall satisfaction rate is 3.84 out of 5.
- Recorded training to increase access and awareness of SharePoint & Onboarding resources
- Established Small Groups for Engagement:
 - Book Club - Launched the DMAS Book Club Series, a professional leadership development opportunity and agency director initiative, that consisted of both virtual and in-person sessions to discuss diverse leadership and personal development concepts outlined in Dare to Lead by Brene Brown. In total, 14 workforce members participated, and the program received high regards from

participants through the post-test knowledge assessment and program evaluation.

- DMAS Veterans Group – Convened 11 of the 25 veterans at DMAS to honor them for their service to our country. This group will continue to meet virtually and in person as they develop plans to help veterans in Virginia, including veterans who are receiving Medicaid services.
- Staff Appreciation Day
 - Networking event held to engage with agency staff, introduce the Workforce Development and Engagement team to the agency and express appreciation to agency staff for their extraordinary work efforts over the previous year. This event included coordinating multiple food vendors and preparing communications. The successful event was attended by over 200 employees.
- ELT Quarterly Networking Breakfast and Blood Drive
 - Workforce Engagement coordinated this two-part event for agency staff. First, after receiving positive feedback for the successful agency appreciation event in February 2023, executive leadership wanted to continue to encourage a culture of collaboration and engagement amongst agency employees during this breakfast event focused on wellness. Second, Workforce Engagement brought back the Blood Drive that had not been held since 2019. The Blood Drive event was deemed a success with 26 successful donors. The Wellness Breakfast Event drew a crowd of approximately 150 employees.
- The agency continued to support, conduct, and refine the DMAS Exit Interview Process. The Workforce Development and Engagement Unit created and maintained 40+ unique records of Exit Interview Information for 2023 and presented data insights to leadership.
- Language Access & Accessibility:
 - Completed the digital assessment report, webcrawl and other deliverables, and began sharing findings with key internal stakeholders.
 - Made improvements in the digital accessibility training program by increasing automation and utilizing tools with more accessibility features to accommodate staff with disabilities. Participation increased over the previous year: 447 staff members attended at least one session pertinent to their daily work and 51 staff members are on track to earn Level One Digital Accessibility Certification by the end of the year.
 - Provided accessibility guidance for two major external projects affecting all Virginians: the VITA Website Modernization Program and the Virginia Department of Social Services CommonHelp redesign.

Plan Goal 2: Welcoming & Respectful Culture

Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.

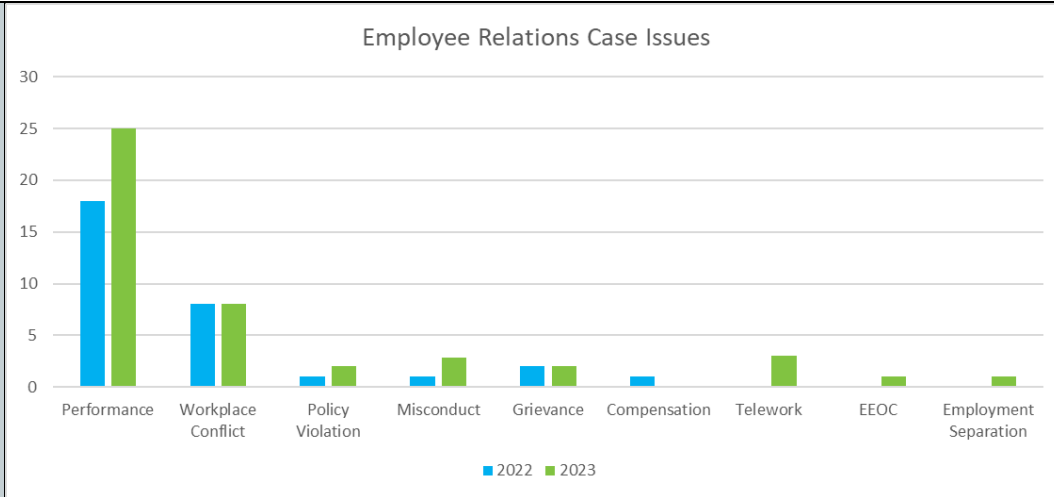
Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- DMAS Policy 13.0 Americans with Disabilities Act Accommodations that details. In compliance with the Americans with Disabilities Act and the ADA Amendments Act of 2008, 42 U.S.C. § 12101 et seq., this policy provides guidance for Department of Medical Assistance Services employees to request accommodations and/or short-term temporary adjustments to work assignments based upon a qualifying condition. This Policy is found on SharePoint accessible to all DMAS employees
- It also details Interactive Process with all processes and procedures
- All DMAS Leadership were required to take ADA Accommodation training, which 100% did.

- DMAS has a Civility in the Workplace policy, and also has sent out reminders through the DMAS Dispatch.
- DMAS encourages cross-collaboration by ensuring that all Agency news is sent out through the DMAS Dispatch. Division Directors have meet together once a month for team building and also cross collaboration. Division Directors and ELT meet quarterly.
- DMAS has participated in various employee surveys to receive feedback on the culture and Agency decisions, and also what could better help them achieve their goals.
- DMAS Cultural and Engagement Committee: The DMAS Cultural and Engagement Committee (CEC) is committed to making the Virginia Department of Medical Assistance Services (DMAS) a more welcoming and inclusive workplace where everyone can learn from each other and ensure that each person feels valued and respected. The committee specifically focuses on improving and strengthening the DMAS Culture and enhancing the employee experience through making connections and strengthening collaboration.

Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- DMAS currently has a process and policy in place for all Employee Relations items. This also includes ensuring adequate documentation, mediation, counseling and resolutions that are respectful and fair.
- DMAS tracks all employee relations items, and are reviewed with the Chief of Staff and Agency Head weekly.
- Employee Relations saw an approximately 35% increase in new ER cases in 2023 compared to 2022.
- In 2022, ER oversaw 31 cases, 24 of which were closed by year end. Seven were carried over into 2023 for further action/follow-up.
- In 2023, ER has overseen a total of 49 cases, including the seven that were carried over from 2022. Of the new cases, 23 have been closed, including the seven from 2022.
- The 35% increase of new cases in 2023 appear to be in performance-related issues. This uptick is mainly attributed to a lack of shared understanding between the employee and supervisor regarding job expectations. Identified and repeated occurrences include but are not limited to:
 - Inconsistency in meeting with new employees within 30-days of hire to review the Employee Work Profile (EWP), establish clear work expectations, and provide a metric for measuring progress and providing ongoing feedback.
 - Not maximizing opportunities to coach employees for optimum performance.
 - Inconsistency in setting clear learning steps to align with the EWP.
 - Inconsistent documentation and feedback to employees regarding performance issues.
 - Breakdown in dialogue between the employee and supervisor.
- DMAS has put greater emphasis on each of these to prevent future occurrences.



Plan Goal 3: State Agency DOI Infrastructure & Training

Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.

Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework

- DMAS will incorporate the DOI plan into the agency’s strategic plan and reporting efforts.
- DMAS will continue to design processes to openly share DOI resources and best practices across agencies and units

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- DMAS reviews all policies and procedures within the Agency annually. These are reviewed by HCD and all of DMAS Leadership.
- DMAS has increased it’s weekly and monthly reporting of all employee activities such as:
 - Automation efforts (cycle times, transparency) - Streamlining Workflows & Transparency within our Agency
 - Performance Evaluations/ Employee Work Profiles
 - ADA Accommodations
 - Telework/Hybrid Environment
 - Awards/Recognition
 - Employee Career Path
 - All Employee Organizational Report
 - Professional Development
 - Separations/Exit Clearance
 - Employee Relations
 - Outside Employment
 - Alternative Work Schedules
 - Hard to fill/critical positions
- The Agency created a new Business Continuity Site on SharePoint to consolidate all internal DMAS policies and key DHRM policies, in addition to key standard operating procedures that correspond with the agency’s business functions. The consolidation of these resources was crucial in ensuring the documents contained the most accurate information. Workforce members can readily access this site.

Objective 3: Continue to provide training and educational workshops available to all employees.

Number of Employees Trained by WFDE



The Workforce Development team is responsible for the effective development, coordination and presentation of training and development programs for all employees, to include assessing agencywide developmental needs to drive training initiatives, evaluating and measuring results, and identifying and arranging suitable training solutions for employees. Professional Development also includes the administration of the Agency Learning Management System (LMS) and tracking/maintaining training records for all employees. DHRM/DMAS required training compliance rates increased from 31% in September 2023 to 88% by November 2023. Other key accomplishments include:

- Professional Goals Form – Developed policy related to performance review learning goals to include three mandatory learning goals in-line with EWP’s core responsibilities. The Goals Form will be used to promote a culture of learning, provide statistical insight on workforce learning needs, and improve staff retention by developing and providing a living resource of free learning tools and classes to enhance professional success. 472 Professional Goals Forms were completed in 2023.
- Succession Planning –
 - DMAS documented all processes and procedures within the Agency and will review this annually.
 - Upon a departure, the immediate supervisor is required to fill out the DMAS Succession Planning Questionnaire. The purpose of this succession planning questionnaire is to gather important information regarding the position. The critical information gathered will assist the agency during this important transition period.
 - DMAS utilizes Dual Incumbency as necessary
 - DMAS utilizes classroom – instruction, virtual, online self-paced, as well as PowerPoint led trainings.

Agency Goal 1: Access and Success

- Launch DMAS PALs (Partners in Agency Learning) program – an initiative that matches incoming new hires with tenured employees to connect with them throughout their first 30 days of employment. The intent of the PAL is to be a non-supervisor point of contact to support onboarding and introduction to agency culture.
- Improve our social media presence, which will support recruitment of diverse applicants.

Agency Goal 2: Welcoming and Respectful Culture

- Implement monthly community service opportunities for employees to connect with each other while giving back to our community.
- Gather information from employees on their preferred method of being recognized
- Support work-life balance – in response to the overwhelmingly popular “wellness day,” DMAS will offer organizational recognition leave in the month of the employee’s birthday.

Agency Goal 3: State Agency DOI Infrastructure & Training

- Implement a Leadership toolkit with monthly content added based on areas of greatest interest and need to support DMAS managers and supervisors building strong teams.
- Review additional professional development opportunities
- Develop structure for tracking degree and certification completion (stretch goal) - better picture of how employee is bettering themselves and what we have invested