

**Department of Accounts (DOA)**  
**Report Submission for July 1, 2026**

**Diversity, Equity, and Inclusion - 2025 Annual Report**

**2025-2026 Accomplishments**

**1. Plan Goal 1: Access & Success**

- a. **Objective 1:** Continue to improve hiring processes and increase access to potential applicants from diverse populations
  - i. Accomplishment: Succession plans remain in place for all leadership positions and have been modified as necessary. The plans identify internal talent pipelines and the skill gaps necessary to develop current staff to promote readiness for future advancement or temporary coverage of duties. Plans support stronger readiness for internal promotions and address when external recruitment may be necessary. Diversity remains a key consideration in preparing for future leadership transitions.
  - ii. Accomplishment: Led an active year of agency recruitment efforts by leveraging multiple platforms, including the state jobs website, Indeed, Handshake, and employee referrals. An agency recruitment flyer was created for use in showcasing the agency as an employer of choice. Expanded outreach aims to broaden applicant diversity and increased visibility of agency opportunities. Advertising newly approved positions will enhance our ability to meet agency staffing and service goals.
  - iii. Accomplishment: Successfully transitioned all Employee Work Profiles (EWPs) into the statewide PageUp system as Position Descriptions (PDs), including physical demands, in alignment with new state policy. This ensures full integration with recruitment and performance management processes and supports the state's updated performance management initiative.
- b. **Objective 2:** Continue to retain and promote a diverse workforce
  - i. Accomplishment: Maintain a staff population that reflects strong diversity across race, gender, age, and disability status. Continued monitoring and reporting ensures the agency sustains an inclusive workforce and supports equitable access to development and advancement opportunities.
  - ii. Accomplishment: Continued efforts to strengthen employee engagement through staff recognition programs, including events such as Public Service Week, Service Awards, and various appreciation activities. These efforts support improved morale and reinforce a positive workplace culture.
  - iii. Accomplishment: Recognition Leave has been awarded to recognize individual efforts, as well as awarded agency-wide (for Public Service Week) and to recognize the efforts of department groups (such as Payroll Week). Performance based bonuses were also issued at the end of the performance year cycle, reinforcing a culture of employee appreciation that rewards high performance.

**2. Plan Goal 2: Welcoming, Inclusive, and Respectful Culture**

- a. **Objective 1:** Create and maintain a climate that is inclusive, supportive and respectful and that values and integrates differing perspectives and experiences

- i. Accomplishment: Agency departments continue to hold regular team meetings to promote open communication, encourage the sharing of ideas, and support a culture where diverse perspectives are welcomed and valued.
    - ii. Accomplishment: Departments follow training plans for new hires, ensuring employees feel welcomed, supported, valued, and equipped with the tools and knowledge needed for success. These efforts reinforce a positive, respectful onboarding experience across the agency.
  - b. **Objective 2:** Continue to foster an environment where conflicts, concerns, and complaints are shared and addressed timely and effectively
    - i. Accomplishments: The dedicated presence of an HR Director and HR Analyst ensures timely responses to staff concerns. Employees and Directors are encouraged to bring issues forward to HR or their Directors/Supervisors, reinforcing a culture of transparency and a collaborative approach to conflict resolution.
    - ii. Accomplishment: Supervisors completed mandatory in-person supervisory training. The program included key components on communication, further strengthening leadership's ability to address concerns and maintain a respectful, responsive workplace.
- 3. **Plan Goal 3: State Agency DEI Infrastructure & Training**
  - a. Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework
    - i. Accomplishment: Continued to support transparency, inclusivity, and alignment by reinforcing agency-wide visibility of Strategic Plan goals. This approach strengthens a team-based, collaborative effort toward achieving agency goals.
    - ii. Accomplishment: Updated diversity metrics are assessed and reported in HR reporting for the agency, including the Employment Opportunities Plan and the Workforce Planning annual report.
  - b. Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness in alignment with state guidance
    - i. Accomplishment: Ensured compliance with state training requirements by having all agency staff complete EEO training in the COVLC system in two consecutive years. All new hires also continue to complete this training as part of the standard onboarding process, reinforcing consistent expectations and awareness.
    - ii. Accomplishment: There are ongoing efforts to appropriately monitor, assess, and track ADA accommodation requests to ensure staff with disabilities receive proper support. This ongoing process promotes an equitable and accessible work environment for all employees.
  - c. Objective 3: Continue to provide training and educational workshops to all employees, with a focus on leadership development for supervisors
    - i. Accomplishment: Continued investing in leadership development by sending multiple employees to offsite supervisory and leadership programs with a focus on individuals newly promoted into supervisory roles. We also held mandatory supervisory training onsite for all supervisors. This included components of inclusive communication and setting clear expectations.
    - ii. Accomplishment: Supported employees at various levels to participate in external training and development programs to build knowledge, maintain certifications and stay current with laws, regulations, and best practices within

their professional disciplines. These opportunities help ensure staff remain knowledgeable and effective in their assigned duties and increase their ability to identify ways to improve existing processes.

### **2026-2027 Agency DEI Goals**

#### **Agency Goal 1:**

Continue strengthening succession planning and cross training for all key leadership and supervisory positions in anticipation of upcoming retirements and career advancement opportunities. Updated plans will support internal career growth by preparing staff for upward mobility within their departments, while also incorporating external recruitment to ensure a strong and diverse talent pipeline. Promoting and embracing diversity within both management and non-management staff remains an area of focus, along with inclusive communication practices.

#### **Agency Goal 2:**

Recently, new and revised agency policies included specific references to inclusive communication. We aim to incorporate expectations regarding inclusive communication and practices in policy revisions and new policies to be rolled out in the upcoming year.

#### **Agency Goal 3:**

Advance recruitment efforts by expanding advertising pathways, attracting new talent, and promoting qualified internal candidates of diverse backgrounds. These efforts aim to reduce turnover, strengthen continuity of operations, and support effective transfer of responsibilities and institutional knowledge as current staff retire or move on to other career opportunities.

**Department of Accounts**  
**Submission for July 1, 2026**

**Addendum to Agency Strategic Plan for  
Diversity, Equity, and Inclusion 2025**

**1. Plan Goal 1: Access & Success**

- a. Objective 1: Continue strengthening hiring practices to expand access for applicants from diverse populations and broaden outreach to underrepresented communities.
- b. Objective 2: Sustain efforts to retain and promote a diverse workforce by supporting equitable development, advancement pathways, and employee engagement.

**2. Plan Goal 2: Welcoming & Respectful Culture**

- a. Objective 1: Maintain and enhance a climate that is supportive, respectful, and inclusive, ensuring that differing perspectives and experiences are valued and integrated into our daily work.
- b. Objective 2: Continue to provide an environment in which conflicts, concerns, and complaints can be raised safely and addressed promptly, consistently, and fairly.

**3. Plan Goal 3: State Agency DOI Infrastructure & Training**

- a. Objective 1: Expand opportunities to advance the goals outlined in this plan through ongoing initiatives, partnerships, and collaborative efforts.
- b. Objective 2: Strengthen structures and processes of accountability within the agency to improve organizational effectiveness in alignment with DHRM guidance and statewide expectations.
- c. Objective 3: Continue offering training and implement new and revised policies which build awareness, encourage inclusive behaviors, and equip all employees with practical skills to support a diverse, respectful, and inclusive workplace.

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