

DIVERSITY EQUITY & INCLUSION

Strategic Plan

July 1, 2026



INTRODUCTION

At the Virginia Department for Aging and Rehabilitative Services (DARS), our mission is to improve the employment, quality of life, security, and independence of older Virginians, Virginians with disabilities, and their families. Through the efforts of the six program areas outlined below, we are here to support Virginians' efforts to secure independence, inclusion, and integration within their communities.

- **Disability Determination Services (DDS)** processes disability benefits claims to help Virginians attain financial security
- **Adult Protective Services (APS)** ensures the safety and security of vulnerable older adults and individuals with disabilities
- **Office for the State Long-Term Care Ombudsman (OSLTCO)** is the voice for those who often cannot speak for themselves ... we listen, inform, assist, investigate, and advocate
- **Division for Aging Services (DAS)** strives to improve the lives of older Virginians to live independently longer and participate fully in their communities
- **Division for Community Living (DCL)** maximizes independence for people with disabilities across the Commonwealth
- **Division of Rehabilitative Services (DRS)** provides Vocational Rehabilitation (VR) Services to assist individuals with disabilities obtain employment

The Wilson Workforce and Rehabilitation Center (WWRC) is a vocational-educational facility which is operated under the scope and mission DARS, specifically the Division of Rehabilitative Services. WWRC assists Virginians with disabilities from across the Commonwealth enter the workforce through our comprehensive vocational rehabilitation programs.

Leadership Commitment

The DARS leadership team is committed to shaping and sustaining a workplace culture that embraces Diversity, Equity, and Inclusion as core components of organizational excellence. This commitment reflects a renewed and intentional focus on fostering an environment where all employees feel valued, respected, supported, and empowered to contribute to the agency's success.

DARS firmly believes that building and maintaining a diverse and inclusive workplace is essential to fulfilling its mission and serving the citizens of the Commonwealth effectively. By welcoming differing perspectives, experiences, backgrounds, and ideas, the agency strengthens its ability to innovate, collaborate, and respond to the evolving needs of the individuals and communities it serves.

An equitable and inclusive workplace contributes to numerous organizational benefits, including:

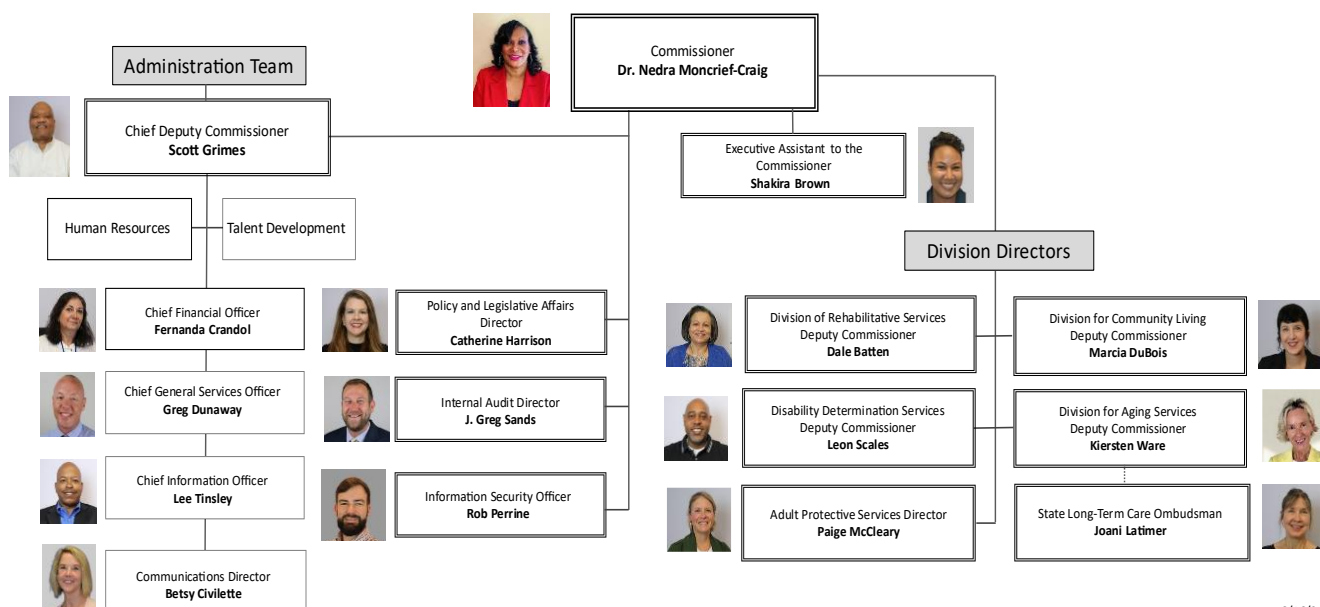
- Enhanced creativity and innovation
- Stronger communication and collaboration
- More effective and efficient problem-solving
- Increased employee engagement and job satisfaction
- Improved recruitment and retention of talented employees
- Enhanced programs, services, and outcomes for Virginians served by the agency

This DEI Strategic Plan reflects DARS' commitment to advancing the Commonwealth's diversity, equity, and inclusion goals and integrating those principles into the agency's workforce practices, leadership development efforts, organizational culture, and service delivery. Success will require the active participation and engagement of employees at every level of the organization.

Together, DARS employees will continue building a workplace culture that values respect, opportunity, accessibility, collaboration, and belonging—ensuring that the agency remains an employer of choice and a trusted provider of services throughout the Commonwealth.



LEADERSHIP/DIVISIONS



6/16/26

Workforce Demographics

From the leadership team to employees serving communities across the Commonwealth—from Abingdon to Norfolk—DARS is proud to employ a talented, dedicated, and diverse workforce committed to advancing the agency’s mission. The breadth of experiences, perspectives, backgrounds, and skills represented throughout the organization strengthens DARS’ ability to effectively serve Virginians with disabilities and their families.

As of June 16, 2026, DARS, including WWRC, employed 1,145 individuals, consisting of 1,054 classified employees and 91 wage employees. The workforce demographic information presented below provides a snapshot of the composition of the DARS and WWRC workforce and highlights the diversity of talent and experience that supports the agency’s strategic goals and service delivery throughout the Commonwealth.

<u>Gender</u> 72.9 % females 27.1 % males	<u>Race/Ethnicity</u> Alaskan/Am. Ind.: 0.3 % Asian: 3.4 % Black: 24.4 % Hispanic or Latino: 4.1 % Multi-Racial: 0.8 % White: 65.2 % Undisclosed: 1.9 %	<u>Age</u> Silent Gen (81-98): 0.5 % Baby Boomer (60-80): 14.9 % Gen X (46-61): 44.3 % Millennials/Gen Y (30-45): 33.5 % Gen Z (under 30): 6.8 %
<u>Pay Bands</u> PB1: 0.8 % PB2: 0.5 % PB3: 17.0 % PB4: 43.8 % PB5: 24.2 % PB6: 4.8 % PB7: 0.7 % PB8: 0.1 % Other: 8.0 %	<u>Persons with Disabilities</u> 12.4 % (voluntary self-disclosed)	<u>Years of Service</u> With DARS: Median 6 Years Average 9 Years (Longest 52 Years) With State: Median 8 Years Average 10 Years
	<u>Veterans</u> 4.6 %	

DARS AND WWRC WORKFORCE DEMOGRAPHIC BREAKDOWN

As of 6/19/2026		DARS		WWRC		COMBO	
CATEGORY		%	COUNT	%	TOTAL	%	COUNT
Gender							
Male		24.1%	226	40.6%	84	27.1%	310
Female		75.9%	712	59.4%	123	72.9%	835
Race / Ethnicity							
American Indian or Alaska Native		0.2%	2	0.5%	1	0.3%	3
Asian		3.7%	35	1.9%	4	3.4%	39
Black/African American		28.3%	265	6.8%	14	24.4%	279
Hispanic or Latina		4.6%	43	1.9%	4	4.1%	47
Multi-Racial		1.0%	9	0%	0	0.8%	9
Native Hawaiian/Pacific Islander		0%	0	0%	0	0%	0
White (<i>non-Hispanic</i>)		60.3%	566	87.0%	180	65.1%	746
Undisclosed		1.9%	18	1.9%	4	1.9%	22
Persons with Disabilities							
		12.6%	118	11.6%	24	12.4%	142
Veterans							
		4.8%	45	3.9%	8	4.6%	53
Pay Bands							
1		0%	0	4.4%	9	0.8%	9
2		0.2%	2	1.9%	4	0.5%	6
3		15.3%	143	25.1%	52	17.0%	195
4		46.2%	433	33.3%	69	43.8%	502
5		27.1%	254	11.1%	23	24.2%	277
6		5.2%	49	2.9%	6	4.8%	55
7		0.8%	8	0%	0	0.7%	8
8		0.1%	1	0%	0	0.1%	1
Other (<i>Wage & At-Will Staff</i>)		5.1%	48	21.3%	44	8.0%	92
Age							
Silent Gen (<i>81-98</i>)		0.2%	2	1.9%	4	0.5%	6
Baby Boomer (<i>62-80</i>)		13.9%	130	19.8%	41	14.9%	171
Gen X (<i>46-61</i>)		42.6%	400	51.7%	107	44.3%	507
Millennials/Gen Y (<i>30-45</i>)		36.5%	342	19.8%	41	33.5%	383
Gen Z (<i>under 30</i>)		6.8%	64	6.8%	14	6.8%	78
Years of Service							
With Agency (<i>Median</i>)		6		7		7	
Average		9.2		10.8		9.3	
Longest		47		52		52	
With State (<i>Median</i>)		6		7		8	
Average		9.2		10.8		10	

Commonwealth of Virginia

Diversity Opportunity and Inclusion Plan

On January 19, 2022, Governor Youngkin signed Executive Order 10, which provided a concrete plan to further strengthen and focus the Office of Diversity, Equity, and Inclusion and to include the promotion and expansion of equal opportunity for all Virginians in the Office's work. The inclusion of Opportunity is a critical factor in making Virginia the best place to live, work, and raise a family. Since the first days of the Youngkin Administration, the Commonwealth has dedicated resources to promoting ideas, policies, and practices that improve quality of life and expand economic opportunities for Virginians. At the same time, this plan and the programs and policies to promote Diversity, Opportunity, and Inclusion (DEI) within the Commonwealth's agencies and authorities have significantly expanded.

In 2000, the Equal Employment Opportunity policy (*DHRM, Policy Number 2.05*) was implemented to promote respectful workplace and non-discrimination practices. Since that time, plans have evolved to address changing social and economic conditions, with Virginia state government becoming more diverse—even more diverse than the Commonwealth overall.

Our focus is to continue to increase opportunities for all Virginians. The goals and objectives below build upon the plan --- and the promise --- of Executive Order 10. They continue our focus on creating a culture of inclusion where all Virginia state employees are recognized for their contributions, further provide the opportunity for growth through skills development to achieve both personal and professional goals, and institute regular employee engagement surveys to allow leaders to obtain feedback on a regular basis.

The Commonwealth's DEI goals and objectives are intended to provide guidance for agencies to establish measurable objectives that align with agency business operations and mission.

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.

Objective 2: Continue to retain and promote a diverse workforce.

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.

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

Goal 3: State Agency DEI Infrastructure & Training

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

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

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

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

DARS COMMITMENT TO THE COMMONWEALTH'S GOALS

At DARS, diversity, equity, inclusion, and accessibility are not viewed as temporary initiatives or stand-alone programs. Rather, they are integrated into the agency's culture, strategic priorities, workforce practices, and service delivery model. DARS is committed to fostering a workplace where all employees are valued, respected, supported, and empowered to contribute their unique perspectives and talents.

The agency's DEI actions and initiatives represent a coordinated and intentional effort to advance the goals and objectives established by the Commonwealth of Virginia. These efforts support the continued development of a welcoming and inclusive workplace while strengthening DARS' ability to recruit, retain, develop, and engage a highly qualified workforce that reflects the diverse communities it serves.

DARS' commitment to DEI is grounded in the agency's core values of Customer Service, Innovation, Accountability, Engagement, and Diversity, Equity, and Inclusion. These values guide decision-making, shape organizational culture, and reinforce the agency's mission to improve the employment, quality of life, security, and independence of older Virginians, Virginians with disabilities, and their families.

This DEI Plan serves as both a foundation and a roadmap for the agency's ongoing journey toward organizational excellence. It highlights current accomplishments, identifies opportunities for continued growth, and establishes a framework for future actions that will strengthen inclusion, accessibility, employee engagement, leadership development, and workforce effectiveness throughout the agency.

DARS recognizes that building and sustaining an inclusive workplace requires continuous learning, evaluation, and improvement. Through collaboration, accountability, and a shared commitment to its values, DARS will continue to advance a workplace culture where employees can thrive and where all Virginians served by the agency can have confidence that they are supported by a workforce dedicated to equity, opportunity, and excellence.

Goal 1: Access and Success – Agency and Division Actions and Initiatives

- **DDS Internship Program** – Launched in 2023, the Disability Determination Services (DDS) Internship Program was established to create a talent pipeline that helps address workforce recruitment and retention challenges while providing higher education students with valuable exposure to disability adjudication as a potential career field. The program supports the agency's commitment to cultivating a workforce enriched by diverse perspectives, experiences, and backgrounds. DDS has welcomed sixteen interns and plans to continue the program to strengthen future workforce capacity and increase awareness of career opportunities within public service.
- **HireVue Recruitment Platform** – DDS utilizes the HireVue hiring platform to expand access to potential candidates through a comprehensive, end-to-end recruitment and hiring solution. The platform streamlines the hiring process and helps identify candidates whose skills and attributes align with organizational needs. Since implementation in June 2022, HireVue has facilitated more than 1,000 video interviews, contributing to the successful hiring of over 200 employees.
- **Talent Acquisition Specialist Position** – DDS established a dedicated Talent Acquisition Specialist position in January 2023 to lead branding and marketing initiatives that enhance awareness of the agency's mission, strengthen its employment brand, and support recruitment and workforce development efforts.
- **Recruitment Video Initiatives** – DDS developed the three-minute recruitment video, *"A Day in the Life of a DDS Analyst,"* to increase public awareness of career opportunities within DDS and showcase the meaningful work performed by agency employees. The Division of Rehabilitative Services (DRS) is developing a similar video, *"A Day in the Life of a VR Counselor."*

- **Employee Referral Program** – DDS maintains an Employee Referral Program that supports recruitment efforts by encouraging current employees to refer qualified candidates for Analyst Trainee positions, helping to expand applicant pools and attract talented individuals to the agency.
- **Expanded Recruitment Partnerships** – Human Resources continues to broaden recruitment outreach through partnerships with colleges and organizations serving diverse populations, including institutions supporting individuals who are blind or deaf, Goodwill Industries, the Virginia Employment Commission (*including veterans' representatives*), AARP, the U.S. Marine Corps, and Job Corps programs serving low-income young adults.
- **Statewide Workforce Recruitment** – Through its field offices located throughout the Commonwealth, DRS recruits and hires counselors and support staff from a wide range of socioeconomic, geographic, educational, and professional backgrounds. This statewide presence enables the agency to attract talent from both urban and rural communities, supporting a workforce that reflects the populations it serves.
- **Student Loan and 529 College Savings Assistance Program** – DDS offers a one-time reimbursement benefit of up to \$10,000 for eligible student loan repayment assistance and/or up to \$10,000 in contributions to a 529 College Savings Plan, helping employees manage educational expenses and invest in future educational opportunities.
- **Compensation Equity Reviews** – DDS and DRS maintain established salary structures for all positions and conduct annual compensation reviews to promote equitable pay practices and ensure consistency among similarly situated employees and positions.
- **Employee Recognition Program** – DARS maintains a formal employee recognition program that acknowledges individual and team contributions to agency goals, reinforces a culture of appreciation, and rewards exemplary performance.
- **Retention Monitoring and Workforce Metrics** – The Division for Aging Services (*DAS*) has partnered with Human Resources to monitor employee retention rates across the division and establish baseline metrics to evaluate workforce engagement, retention trends, and the effectiveness of employee-focused initiatives over time.

These items collectively demonstrate DARS' commitment to workforce development, equitable employment practices, employee engagement, and the recruitment and retention of a highly qualified workforce.

Goal 2: Welcoming and Respectful Culture – Agency and Division Actions and Initiatives

- **DDS Continuous Innovation Team (C-IT)** – DDS promotes employee engagement and continuous improvement through the Continuous Innovation Team (*C-IT*), which provides employees with opportunities to submit ideas and recommendations for improving operations and service delivery. A core group of innovation advocates evaluates suggestions, develops viable proposals, and makes recommendations to division leadership for implementation.
- **District Office Communication** – DDS District Directors provide weekly communications to staff that include updates on upcoming events, training opportunities, operational reminders, and important deadlines, helping to ensure transparency and consistent information sharing across offices.
- **Social Committees** – DDS Social Committees coordinate office-wide activities and events that foster collaboration, strengthen workplace relationships, and support a culture that values differing perspectives, experiences, and contributions.

- **Director Fireside Chats** – The DDS Director conducts annual in-person fireside chat sessions at each of the division’s five district offices. These meetings provide employees with direct access to senior leadership and opportunities to ask questions, share feedback, and discuss ideas for organizational improvement.
- **Annual Leadership Conferences** – DDS and DRS host annual leadership conferences attended by approximately 125 supervisors and leaders from across the agency and divisions. The conferences provide leadership development opportunities and reinforce organizational values, culture, and strategic priorities.
- **Semi-Annual Leadership Advancement Meetings (SLAM)** – DDS SLAM focuses on agency and division advancements, policy updates, operational improvements, and leadership collaboration.
- **Wellbeing and Resiliency Training** – DARS Talent Development coordinated an agency-wide training series, *“The DARS Road Map to Wellbeing and Resiliency,”* designed to promote employee wellness, resilience, and professional growth.
- **Training Consistency and Continuous Improvement** – The DDS Training Team meets regularly with supervisors to review training content, ensure consistency with agency policies and procedures, and identify opportunities for improvement based on policy changes, operational trends, and employee feedback.
- **DDS 4-1-1 Newsletter** – DDS distributes the monthly *4-1-1 Newsletter* to employees, providing updates on policies, training opportunities, organizational initiatives, and a dedicated Diversity Corner that highlights topics related to diversity, equity, inclusion, and employee awareness.
- **SharePoint Collaboration Platform** – DARS utilizes SharePoint as a centralized platform to securely organize and share training materials, operating procedures, and other important agency information, ensuring employees have access to resources needed to perform their work effectively.
- **All Hands-on Deck Day Initiative** – Multiple divisions participate in an agency-wide “All Hands-on Deck Day,” during which employees work in the office on the same designated day to encourage collaboration, relationship building, knowledge sharing, and innovation.
- **DAS Employee Enrichment Meetings** – DAS hosts quarterly employee enrichment meetings involving all division staff. These sessions provide opportunities to celebrate accomplishments, recognize employee contributions, strengthen team connections, and foster enthusiasm for future initiatives and goals.
- **Windmills Disability Awareness Training** – DARS continues to provide Windmills training facilitated by internal staff. The training promotes disability awareness and equips employees with knowledge and skills to foster inclusive and supportive workplaces for individuals with disabilities.
- **Inclusive Decision-Making and Employee Engagement** – DARS is committed to maintaining an open and welcoming environment where employees are encouraged to participate in decision-making processes, express opinions, and contribute to maintaining the agency’s cultural and organizational values.
- **One-on-One Meetings** – Supervisors across multiple DARS divisions conduct recurring one-on-one meetings with employees to foster trust, encourage open communication, discuss professional development, address concerns, and provide ongoing support.
- **Open Door Policy** – DARS maintains an Open Door Policy that encourages transparent communication between employees and all levels of management and leadership, reinforcing a culture of trust, accessibility, and accountability.

- **Open Mic Sessions and Leadership Engagement** – DRS promotes direct communication between staff and leadership through annual Open Mic sessions, providing employees with opportunities to raise concerns, ask questions, and discuss organizational culture and workplace issues. Concerns are addressed collaboratively and, when appropriate, in consultation with Human Resources.
- **Employment Support Services Team Collaboration** – The DRS Employment Support Services Team meets monthly to discuss program activities, operational issues, accomplishments, and employee concerns. These meetings foster open dialogue, collaborative problem-solving, continuous improvement, and a positive work environment. Additionally, the Transition Team meets weekly with management to support program growth, innovation, employee confidence, and team collaboration.

Goal 3: State Agency DEI Infrastructure & Training – *Agency and Division Actions and Initiatives*

- **Stone Leadership Academy (SLA)** – DDS offers the Stone Leadership Academy, an 18-month leadership development program designed for emerging leaders throughout the division. The program focuses on strengthening leadership competencies, enhancing interpersonal and communication skills, and developing solutions to real-world operational challenges facing DDS.
- **Employee Development and Growth through Education (EDGE)** – DDS also offers a 12-month Employee Development and Growth through Education (EDGE) program, which provides professional and personal development opportunities for employees identified as future leaders within the organization.
- **Health Equity Leadership Representation** – The Director of Community Living (DCL) Program Director serves on the State Health Commissioner’s Advisory Council on Health Disparity and Health Equity (ACHDHE), which promotes strategies to reduce health disparities and improve health equity among underserved and historically marginalized populations throughout the Commonwealth.
- **Alignment with Agency Values and Strategic Priorities** – The goals and objectives contained within this DEI Plan are fully aligned with the DARS Values and Strategic Plan, ensuring that diversity, equity, inclusion, accessibility, and belonging principles are integrated into agency operations and decision-making.
- **DHRM Diversity and Inclusion Training Opportunities** – DARS actively promotes diversity, equity, and inclusion training opportunities offered through the Virginia Department of Human Resource Management (DHRM), including courses focused on inclusive leadership, equitable hiring practices, employee engagement, and retaining a diverse workforce.
- **Commonwealth of Virginia Learning Center (COVLC)** – DARS utilizes the Commonwealth of Virginia Learning Center (COVLC) to provide employees with access to online self-paced learning opportunities that support professional growth, compliance training, leadership development, and workforce effectiveness.
- **Commitment to Accessibility in Training** – DARS is committed to ensuring that all training opportunities offered through COVLC are accessible to employees with disabilities. The agency works collaboratively with DHRM to identify and address accessibility barriers and ensure compliance with the Americans with Disabilities Act (ADA).
- **Power Hour Training Series** – DARS staff facilitate recurring “power hour” sessions that provide employees with opportunities to learn about new initiatives, policies, programs, and professional development topics in an informal and collaborative setting.

- **DDS Initial Skills Training Program** – DDS provides comprehensive Initial Skills Training for newly hired disability analysts. This extensive program equips employees with the technical knowledge and decision-making skills necessary to evaluate Social Security disability claims and make accurate medical determinations.
- **NADE/VADE Professional Development Conference** – DDS staff participate annually in the National Association of Disability Examiners (*NADE*) and Virginia Association of Disability Examiners (*VADE*) training conference to remain current on disability policy updates, emerging trends, and best practices within the disability adjudication profession.
- **Continuing Skills Development Training** – DDS offers Refresher Skills Training, New Claim Type Training, and Advanced Skills Training to reinforce previously learned concepts, introduce new program requirements, and expand employee expertise in specialized policy and adjudication areas.
- **Mentorship Program** – DDS maintains an informal Mentorship Program that pairs experienced employees with newer staff members to facilitate knowledge transfer, professional growth, organizational understanding, and career development.
- **Individualized Remediation Training** – DDS supervisors provide one-on-one remediation training when necessary to address learning gaps, reinforce foundational skills, improve performance, and support employee success.
- **Supervisory Essentials Training** – DARS offers Supervisory Essentials, a multi-day leadership development program designed to equip both new and experienced supervisors with the knowledge, tools, and resources necessary to effectively lead and manage employees.
- **Resilience and Wellbeing Training Initiative** – DRS partners with the University of Pennsylvania’s Master of Applied Positive Psychology Program to provide agency-wide training focused on workplace resilience, wellbeing, and employee engagement.
- **Strengths-Based Leadership Development** – DRS implemented a train-the-trainer program centered on the VIA Inventory of Strengths Assessment. This initiative helps managers and supervisors identify and leverage employee strengths through a “Strength Spotting” leadership approach that supports engagement, development, and organizational effectiveness.
- **Technology and Workplace Skills Training** – DRS provides training on virtual collaboration, workplace communication, and technology tools such as Microsoft Bookings, SharePoint, and other applications that support productivity and accessibility across a diverse workforce.
- **Comprehensive Counselor Development Training** – DRS remains committed to extensive staff development through New Counselor Skills Training, which was redesigned and strengthened in 2023. Employees receive weekly communications highlighting internal and external training opportunities offered through agency and national professional development partners. In 2024, field leadership also participated in specialized clinical supervision training facilitated by George Washington University.
- **Transition Services Training and Development** – The DRS Transition Team provides ongoing training related to Pre-Employment Transition Services (*Pre-ETS*) and best practices for serving students with disabilities. The team develops and delivers both virtual and in-person training programs for agency staff and service providers while collaborating with WWRC to expand career exploration opportunities for students.
- **Autism Spectrum Disorder Training Enhancement** – DARS partners with Virginia Commonwealth University (*VCU*) to strengthen WWRC staff capacity to effectively serve the ever-growing number of students with autism spectrum disorder and other neurodiverse populations.

- **Employee Feedback and Continuous Improvement** – DAS administers an annual anonymous employee satisfaction survey that includes questions regarding employee development, training opportunities, organizational culture, and engagement. Survey feedback is used to identify opportunities for improvement and inform future workforce initiatives.
- **Building Outstanding Leaders at DARS (*BOLD Institute*)** – The BOLD Institute serves as DARS’ premier leadership development program. Modeled after the Commonwealth Management Institute, BOLD cultivates a “One DARS” perspective, strengthens strategic relationships, and develops current and future agency leaders. In 2025, thirty-two leaders participated in the fifth annual BOLD Institute, bringing the total number of graduates to 157. The program focuses on self-awareness, leadership effectiveness, business acumen, critical thinking, communication, influence, and the advancement of DARS’ mission, vision, and values.

These initiatives demonstrate that DARS has established and maintains a robust DEI infrastructure through leadership development, workforce training, accessibility initiatives, employee engagement, mentoring, wellness programming, and continuous learning opportunities that support an inclusive and high-performing workplace culture.

DARS DEI Goals and Objectives – Measures and Metrics

DARS maintains its commitment to developing and implementing objective measures and metrics for DEI Goals that align with our business operations and mission.

Goal #1 – Access and Success: *DARS will enhance workforce recruitment, retention, advancement, and employee success through data-informed workforce practices.*

In addition to increasing the number of persons with disabilities hired throughout the agency and analyzing/reviewing other workforce demographics, to measure this goal, DARS will look at metrics such as agency and division retention and attrition rates as well as data on new hires and their integration into the agency.

Goal #2 – Welcoming and Respectful Culture: *DARS will foster a workplace environment where all employees are treated with dignity, respect, and professionalism and have opportunities to contribute and succeed.*

To measure this goal, information on grievances and resolutions will be analyzed/reviewed as well as data from employee engagement surveys and/or feedback from fireside chats, employee focus groups/team enrichment meetings, employee suggestions, etc.

Goal #3 – State Agency DEI Infrastructure & Training: *DARS will strengthen organizational capacity through employee development, leadership engagement, accountability, and continuous learning.*

This goal's measurement will include data from the COVLC and other training platforms on the number and types of training offered to and taken by agency and division employees.