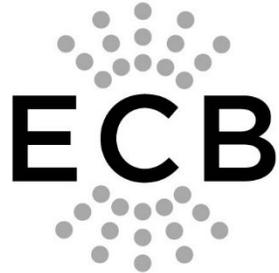


State of Wisconsin



**Educational  
Communications  
Board**

**Equity and Inclusion Plan**  
*January 1, 2021 – December 31, 2023*

## Acknowledgment

We have reviewed and firmly endorsed the content of this equity and inclusion plan. We are committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. By formally integrating equity and inclusion values and practices into existing processes, the Equity and Inclusion Plan enables progress and results to be measured agency-wide.

### Appointing Authority:

Marta Bechtol  
Executive Director

Signature/Date:  12/16/2021  
Marta.Bechtoll@ecb.org

### Equity and Inclusion Officer:

Nicholas Wittwer  
EI Officer

Nicholas.Wittwer1@Wisconsin.gov  
608-267-1015

Date of submission to DPM/BEI: 12/08/2020

Updated to include Equity and Inclusion Designee/Professional: 12/16/2021

Each individual or group listed below contributed to the development of the plan:

#### Implementation Team Members:

Marta Bechtol, ECB Executive Director  
Nicholas Wittwer, Region 1 DOA HR EI Officer  
Adam Fermanich, Region 1 DOA HR Manager  
Christy Plautz, DOA Equal Opportunity Program Specialist  
Aimee Wright, ECB Director of Finance  
Dawn Nowakowski, PBS Wisconsin Director of Business Sponsorship

#### Contributors and other subject matter experts consulted:

Peter Dally, Former ECB Deputy Director  
Adam Hargrove, ECB Director of Engineering  
Mike Crane, Director of Wisconsin Public Radio  
Jon Miskowski, Director of PBS Wisconsin  
Gene Purcell, Director of Wisconsin Public Media  
Kristina Thole, Former Region 1 Human Resources Specialist Advanced  
Department of Administration – Division of Personnel Management – Bureau of Merit  
Recruitment and Selection  
Department of Administration – Division of Personnel Management – Bureau of Equity and  
Inclusion  
Board of Directors, ECB

## **Educational Communications Board Equity and Inclusion Commitment Letter**

Diversity is central to our mission and our values. We embrace diversity in all respects: in our programming, our engagement with the community, our content sources and partners, and our staff. We believe that inclusivity is central to the vitality and vibrancy of Wisconsin.

The Wisconsin Educational Communications Board is an equal opportunity employer and does not discriminate against individuals on the basis of any characteristic protected by law. But beyond legal compliance, recruiting and maintaining a diverse workforce and management team is an organizational responsibility and goal. Diverse perspectives contribute to our knowledge and understanding of the culture and diversity of Wisconsin citizens. Staff diversity directly affects our ability to deliver content and services that reflect that our population which helps us attract, grow and engage audiences.

We are a stronger organization when our workforce consists of people with diverse backgrounds, people who bring different styles of thinking and have faced different challenges in life. We recognize that diversity comes in many forms, sometimes apparent and sometimes invisible. At its heart, diversity speaks to the range of perspectives and ideas that come from a variety of individuals and their personal and cultural perspectives. Often this diversity is a result of different cultures, histories, races, ethnicities, genders, sexual orientation, abilities, age, national origins, religions, creeds, colors and veteran status.

The reputation of public media rests on public trust; the public must be confident that the Educational Communications Board operates with the highest standards of honesty and integrity. Thus, we are committed to creating and supporting an inclusive workplace environment where every employee is valued for their unique skills, experiences and perspectives. The Educational Communications Board (ECB) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, marital or veteran status.

ECB adheres to the Affirmative Action and Equal Employment Opportunity policies of Wisconsin's Department of Administration. Our agency management sets annual goals in support of these policies and meets at least annually to evaluate our progress. We also assess the diversity of our staff each time we conduct a new recruitment. We are deliberate in all of our employment practices to ensure that employment opportunities are widely advertised; that all applicants and employees are welcomed and treated fairly and equally; and that policies and practices are administered in an unbiased and objective manner at all times.

Each manager, supervisor, and employee is expected to aid in the implementation of this program and will be accountable for complying with the objectives of this Equity and Inclusion Plan. ECB will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The plan is available for review on the ECB website or at the Human Resources office.

We look forward to working with the Division of Personnel Management, Bureau of Equity and Inclusion to implement our policies and programs in efforts to correct the present effects of past discrimination and to build a motivated and skilled workforce that is reflective of the population we serve.



Marta S. Bechtol, Executive Director

12/07/2020

## Agency Appointing Authority

The state agency appointing authority carries the overall responsibility for establishing an Equity and Inclusion Program, including goals, timetables, and compliance with all federal and state laws and regulations. The Appointing Authority:

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an equity and inclusion action plan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to equity and inclusion, and incorporates equity and inclusion throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the E&I plan to review equity and inclusion related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Ensures that that designated personnel responsible for equity and inclusion efforts and programs are given the necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provide professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency E&I programs, initiatives, and policies.

Name of individual responsible

Name: Marta S. Bechtol

Email: [marta.bechtol@ecb.org](mailto:marta.bechtol@ecb.org)

Title: Executive Director

Phone: 608-264-9733

## Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or designee, as delegated by the EIO, is directly responsible for developing, coordinating, implementing the agency's E&I plan. The Equity and Inclusion Officer:

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of E&I developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.

- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet state and federal requirements. This includes gathering, researching, and analyzing data.
- Audits hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform and job-related, and that personnel decision-making processes adhere to EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's program, W-2 program, the disabled veteran's program, etc.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion and agency supervisory training annually.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual responsible

Name: Nicholas Wittwer

Title: EI Officer

Email: Nicholas.Wittwer1@Wisconsin.gov

Phone: 608-267-1015

### **Equity and Inclusion Designee/Professional**

The designee/professional is responsible for assisting with the implementation of the equity and inclusion plan efforts within their agency. The EI designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices, and recommends changes to the EIO.
- Assists in development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state diversity awards, the non-competitive appointment for certain disabled veteran's program, W-2 program, the disabled veteran's program, etc.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assist the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attaining strategic equity and inclusion goals and objectives.
- Attends equity and inclusion and agency supervisory training annually.
- As designated, manages the agency's medical issues. This may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the American with Disabilities Act (ADA).

Name of individual(s) responsible

Name: Jennifer Dargan

Title: Deputy Director

Email: jennifer.dargan@ecb.org

Phone: 608-264-9673

## **Executive HR Manager/HR Manager**

The Executive HR Manager/HR Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the EI Officer and EI professionals. The Executive HR Manager/HR Manager:

- Maintains effective working relationships with agency EIO officers and designees.
- Provides leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion and principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of individual(s) responsible

Name: Adam Fermanich

Email: adam.fermanich@wisconsin.gov

Title: Human Resources Manager

Phone: 608-261-8078

## Introduction

The mission of the Educational Communications Board (ECB), as described in Wis. Stat. 39.11, is to provide a statewide telecommunications system and assistance in the diffusion of advanced technologies in support of education, public broadcasting, public safety and media. As part of that mission, **public radio and television programs and services that reflect and respond to the educational and cultural interests and needs of the state** are made available throughout the State of Wisconsin.

The Educational Communications Board is committed to ensuring that all Wisconsin residents have **equitable access** to telecommunications services and advanced technologies in support of educational and public safety goals. **The purpose of the network is to ensure that all citizens, regardless of geographic location, education or income level have reliable access to high quality educational content that improves and enhances their daily lives** – a manifestation of The Wisconsin Idea. Our emergency response systems ensure that all citizens, not only those with access to expensive technology, are alerted and informed when emergent events might endanger their lives, livelihoods or wellbeing.

Equity and inclusion are core to the service mission of the agency, and by corollary, core to the values of our workforce. In addition to racial diversity, ECB views the contributions of *all* protected classes as important and valuable to our staff.

*Recruitment* – ECB positions are located around the state in metro areas as well as farmland. In order to maintain a full staff we must recruit individuals willing to live and work in varied locations. This means we must hire individuals with diverse preferences and lifestyles that accept the agency's mission and are willing to work toward common goals.

*Retention* – ECB's technical work requires a rare mixture of RF broadcasting and I.T.-based skills. Because these are not found together in most other career fields, we devote significant resources to staff training and employee development. Turnover is costly to our agency, so it behooves us to retain the individuals in which we invest.

*Agency Culture* – Personnel issues distract from the mission. Employees are more productive when they are happily engaged. It is simply not expedient to foster a work environment that is anything but fair and kind to everyone. We always strive to follow the example set for us by Mr. Rogers.

ECB has been actively engaged in the work of equity and inclusion for many years. The development of this plan is not a new effort; it builds on ongoing requirements to which the agency is annually accountable by the Federal Communications Commission (FCC), the Corporation for Public Broadcasting (CPB) and foundational work accomplished in our previous DOA/BEI Affirmative Action plans.

ECB reviews agency demographics and adjusts our goals as appropriate every year. The agency's executive staff is responsible for crafting the agency's statement and training; midlevel and direct supervisors uphold the agency's commitment with their staff. The agency analysis conducted for this particular plan coincides with our Board of Directors' triennial strategic planning initiative, all of which roll together to form a cohesive and redundant effort to move the agency's EI goals forward.

Agency members of the implementation team have volunteered above and beyond their regular work assignments. Work on this plan will begin in earnest in January 2021.

The involvement of our employees, stakeholders, DOA HR and our Board of Directors in proposing solutions to our challenges has demonstrated that we are able to advance our equity and inclusion goals, though there is always room for improvement.

## Workforce Analysis Summary

As part of the workforce analysis process, the following data was used in the review:

- 2020 State Underutilization Report
- 2020 Availability Report
- 2020 Availability Calculation Report
- 2020 Agency employee demographic data
- 2019 Workforce Analysis demographic data
- 2019 vacancy report

We also utilized historical agency recruitment and retention reports, work climate surveys, bureau-level feedback, and compensation survey data.

Data in the 2020 State Underutilization Report indicates that ECB is performing well in hiring and retaining employees from underrepresented groups. The agency exceeds expectations for hiring veterans and people with disabilities, notable successes from previous AA plans.

Agency demographics show that there is an unequal age distribution among staff, with the tenure of our population representative of the age distribution. This data, along with information gathered from exit interviews, supports the agency's positive work culture. This has, however, created an age bubble which will likely lead to significant retirements in the near future. Retirements present opportunities to improve the demography of the agency. We would like to creatively expand our recruitment efforts to reach even larger applicant pools. However, the nature of the technical work has changed over the past 20 years at ECB. Jobs have moved from those that were exclusively Radio-Frequency (RF) based to work that is now a hybrid of RF and I.T. This means we are now competing with the I.T. sector for talent. Due to the state's classification structure, salaries at ECB are not commensurate with this market which makes it difficult not only to recruit diversity, but to recruit *anyone*.

Further, the data shows that ECB will need to focus attention on the retention of the new employees that are hired to ensure the same level of tenure in the long run. Sustaining a positive and inclusive agency culture will require *both* compensation *and* a positive and inclusive agency culture if we expect to recruit and retain employees at the levels we have in the past.

Lastly, at just over 27% female, the agency as a whole would benefit from a more gender-balanced workforce. Our ongoing challenge is that the majority of ECB positions require specialized technical skills where qualified applicants typically have backgrounds in electronics and engineering. Women are underrepresented in applicant pools for these positions; therefore there are fewer to choose from when selections are made. This issue is an identified problem within the Science, Technology, Engineering and Mathematics (STEM) education pipeline, and one that begins early on in that continuum. It is not a problem that is unique to ECB, nor one that can easily be solved by accelerated inclusive recruitment efforts. Surveys and discussions with the small number of women currently employed at ECB indicate that they are generally satisfied with their working conditions; do not feel any gender discrimination or report harassment; and are happy in their work.

That said, the agency does show a disproportionate representation of males in job group 195 Administrative Support. The availability of applicants in the market for this job group is significantly

higher for females than represented by ECB. However, there are only two employees in this job group at the agency so the discrepancy appears more extreme than it is in actuality. Should the opportunity to recruit for these positions arise during the timeframe of this plan, the agency will use the opportunity to address gender balance. The efforts and strategies identified in the overall plan will assist not only in job group 195 but in all other job groups as well.

<b>Overarching EI Goals</b>	<b>Strategies to Achieve Goals</b>
<p><b>Recruitment</b></p> <p>ECB will actively address ways our position descriptions, job announcements and hiring practices can be more inclusive.</p>	<ul style="list-style-type: none"> <li>• Review policies and procedures for selection to identify potential bias and remove barriers to diversity, equity and inclusion.</li> <li>• Review position descriptions and job postings to determine if they include unnecessary requirements or include language that presents bias.</li> <li>• Identify and provide training on topics of bias and equity for all those participating in the recruitment process.</li> </ul>
<p><b>Retention</b></p> <p>ECB will actively address disparities and promote leadership opportunities in marginalized workforce populations.</p>	<ul style="list-style-type: none"> <li>• Establish career path opportunities for all staff that is equitable and free of bias.</li> <li>• Provide opportunities and training for supervisors and managers that focus on leadership and employee development.</li> <li>• Further enhance the shared leadership structure that promotes staff leadership and voices on issues that affect the workforce.</li> </ul>
<p><b>Agency Culture</b></p> <p>Promote a respectful culture free of bias that values diversity, promotes equity, and actively engages inclusion.</p>	<ul style="list-style-type: none"> <li>• Ensure all agency work spaces, technologies and requirements are accessible to employees.</li> <li>• Foster a culture of open communication and transparency that includes discussion of diversity, equity, and inclusion.</li> </ul>

<b>RECRUITMENT STRATEGIES</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible staff/office</b>	<b>Targeted Completion Date</b>
Review policies and procedures for selection to identify potential bias and remove barriers to diversity, equity and inclusion.	Establish a workgroup to review practices and policies in the selection process using an equity and inclusion lens.	30 % of all selection policies and practices to be reviewed annually.	100% of the agencies selection process and policies will be reviewed	Workgroup created at the inception of the plan. Director's Office HR	June 2023
Review position descriptions and job postings to determine if they include unnecessary requirements or include language that presents bias.	Workgroup to review PDs and job ads to open the possibilities for broader applicant pools and better describe our internal job training.	100% of PDs will be reviewed. Changes and enhancements to the process to be reviewed annually.	Measurable increase in qualified applicant pool with each recruitment versus similar recruitments prior to PD review.	Workgroup Deputy Director HR	Process review by December 2021 Annual review thereafter
Identify and provide training on topics of bias and equity for all those participating in the recruitment process.	Establish required training for interview panel members to establish the process, promote fidelity, and ensure fairness in selection.	100% of interview panel members receive training prior to panel participation.	New hires and panel members report high level of confidence in fairness and consistency of agency interview process in annual survey.	Workgroup Director's Office HR Interview panels	Process review December 2021 Annual review thereafter

<b>RETENTION STRATEGIES</b>	<b>Actions</b>	<b>KPI</b>	<b>Outcome/Metric</b>	<b>Responsible staff/office</b>	<b>Targeted Completion Date</b>
Establish career path opportunities for all staff that is equitable and free of bias.	Provide annual educational opportunities for staff that enhance and develop the culture of ECB.	80% of employees complete training on equity and inclusion annually.	Staff members report high degree of satisfaction that they are treated fairly in terms of professional development and growth in annual survey.	Agency supervisors Deputy Director HR	Annual training implemented, completed and surveyed June 2022
Provide opportunities and training for supervisors and managers that focus on leadership and employee development.	With the input of agency supervisors and managers, identify and provide training that enables them to be more fair and effective leaders.	80% of supervisors complete selected leadership training annually.	Staff members report trust in and support from their supervisors in annual survey.  Supervisors report feeling confident and more effective in their roles in annual survey.	Agency executive leadership Agency supervisors HR	Training opportunities implemented, completed and surveyed June 2022
Further enhance the shared leadership structure that promotes staff leadership and voices on issues that affect the workforce.	Formation of workgroups that address various aspects of the agency's EI Plan.	All employees have the opportunity to serve in 6-month rotations on EI Workgroups.	Staff members report having contributed and being heard by agency leadership in annual survey.	Deputy Director	6-month rotations will complete workgroup cycles every 2.5 years. June 2023

EI CULTURE STRATEGIES	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Ensure all agency work spaces, technologies and requirements are accessible to employees.	Workgroup to create inventory of all agency locations, websites, and activities that are legally inaccessible to assigned staff.	25% improvement of agency accessibility annually until we reach 100% compliance. (Due dates are drawn out to accommodate related budget events.)	All staff members can successfully complete required online trainings, maneuver in their assigned workspaces, and navigate their assigned technology.  Agency website passes accessibility reviews.	Executive Director Deputy Director DOA DFDM DOA DET I.T. Staff	25% - June 2022 50% - June 2023 75% - June 2024 100% - June 2025
Foster a culture of open communication and transparency that includes discussion of diversity, equity, and inclusion.	In coordination with workgroups, executive memos will include an emergent EI issues component.	Communications on EI-related issues will be transmitted to staff at least once a month.	Principles of diversity, equity and inclusion will become normal parts of agency discussion, as modeled by leadership.	Executive Director EI Workgroup	December 2021

**Agency Monitoring**

The agency will monitor and measure progress toward the plan’s goals through the KPI’s identified within the plan. The ECB Director’s office will review progress of the plan on a semi-annual basis or as described within each action item listed.

Progress updates will be provided to the management and staff on no less than an annual basis.

Tracking and analysis of recruitment and retention issues will also be conducted by the Equity and Inclusion Officer and any other relevant parties.

## **Communication and Dissemination of Equity and Inclusion Plan**

### *Internal Methods of Communication*

A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the Executive Director to all staff on an annual basis.

The agency's Equity and Inclusion Plan is available to all employees on the agency N: drive (file:///N:/ECB/RWshared/\_ECBNET/ECBNET.html) or in a print copy to anyone who requests it. As requested, ECB will make the plan available in alternative formats.

A physical copy of the ECB's Affirmative Action Plan will be available to employees at the following address: file:///N:/ECB/RWshared/\_ECBNET/ECBNET.html or N:\ECB\RWshared\\_ECBNET\policies

Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in the 4<sup>th</sup> floor supplies room and in the lower level lunch room.

### *External Methods of Communication*

The ECB's Equity and Inclusion Plan is available on the agency's public website at <https://ecb.org/board.html> or in a print copy to anyone who requests it. As requested, the ECB will make the plan available in alternative formats.

The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The agency will also ensure a representative ratio of diversity is on all diversity marketing materials.

A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: <https://ecb.org/board.html>