

State of Wisconsin
Educational Communications Board



Recruitment and Retention Action Plan
July 1, 2026 – June 30, 2028

Contents

| | |
|--|----|
| Acknowledgement | 3 |
| Appointing Authority | 3 |
| Agency Roles and Responsibilities | 4 |
| Agency Appointing Authority | 4 |
| Agency Action Plan Officer | 4 |
| Agency Action Plan Advisory Committee | 4 |
| Workforce Analysis | 6 |
| Agency Overview as of December 31, 2025 | 6 |
| Recruitment Data (New Hires) | 6 |
| Employee Data | 7 |
| Geographic Data | 9 |
| Trends in Employee Data | 11 |
| ECB Employee Engagement Survey | 13 |
| Goals | 15 |
| Goal 1: Recruitment | 15 |
| Goal 2: Retention | 16 |
| Goal 3: Culture | 17 |
| Bureau of Equity and Inclusion (BEI) Action Plan Approval Criteria | 18 |

Acknowledgement

I have reviewed and I approve this Recruitment and Retention Action Plan. I endorse the goals outlined in the plan and I am committed to supporting implementation of this plan. I affirm Educational Communications Board is committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws.

Appointing Authority

Name: Marta S. Bechtol

Title: Executive Director

Date: 5/26/26

Signature: Marta S.
Bechtol

Digitally signed by Marta
S. Bechtol
Date: 2026.05.26
14:54:32 -05'00'

Agency Roles and Responsibilities

Agency Appointing Authority

- Communicates direction and vision to agency leadership, encouraging their involvement in and commitment to the agency's action plan.
- Appoints agency action plan advisory committee members and an agency action plan officer.
- Reviews and approves the agency's action plan.
- Seeks advice from the agency's action plan advisory committee on related topics and issues.
- Provides support and resources to facilitate implementation of plan goals and actions.

Name: Marta S. Bechtol

Title: Executive Director

Email: marta.bechtol@ecb.org

Agency Action Plan Officer

Agency action plan officers are agency employees designated by the agency appointing authority to serve as a designated point of contact and project manager for the agency's action plan.

Duties include:

- Guiding action plan development, including engaging stakeholders outside the agency's action plan advisory committee.
- Leading action plan implementation, including ensuring a communications plan is developed and executed.
- Monitoring action plan enactment and progress, including coordinating activities required by the action plan and ensuring action plan goals are met in a timely manner or are updated appropriately if conditions shift.
- Communicating with agency leadership and employees to provide updates on action plan activities and status.

Name: Jennifer Dargan

Title: Deputy Executive Director

Email: jennifer.dargan@ecb.org

Agency Action Plan Advisory Committee

The agency's action plan advisory committee is the group of agency employees selected by the appointing authority to lead the action plan development.

Duties include:

- Creating the agency's action plan, including soliciting feedback from other agency employees to inform the development process.
- Launching the agency's action plan, including a communications plan to ensure all agency employees are made aware of the plan's goals.
- Handing off implementation of the agency's action plan (including continued communications with agency employees to share information and solicit participation in goal-related activities and advising agency leadership on programming related to action plan activities) to the Equity and Inclusion Advisory Committee.

Names: Marta Bechtol, Nick Wittwer, Jennifer Dargan, Ed Snow, Aaron Lawler

Titles: Executive Director, Equity and Inclusion Specialist, Senior, Deputy Director, Chief Information Security Officer, Master Control Operator

Emails: marta.bechtol@ecb.org, nicholas.wittwer1@wisconsin.gov, jennifer.dargan@ecb.org, ed.snow@ecb.org, aaron.lawler@ecb.org

Workforce Analysis

Sources: U.S. Census, Wisconsin Department of Workforce Development, Wisconsin Council on Veterans Employment 2025 Annual Report, Wisconsin Works Annual Report for fiscal year 2025, and State of Wisconsin Human Capital Management System, March 4, 2026. The applicant, hires, and employee data is for calendar year 2025 and includes both classified and unclassified employees. The one-year comparable data is from 2024 and 2025. The three-year comparable data is from 2022 and 2025.

Agency Overview as of December 31, 2025

- Total Employee Count: 50 (includes four LTEs)
 - Full-Time Equivalent (FTE) Total: 45.50 (46 staff members)
- Average Years of State Service: 13
- Average Age: 50
- Average Hourly Pay Rate: \$41.42
- Median Hourly Pay Rate: \$37.52
- Vacancy Rate: 11.7%
- Turnover Rate: 22.4%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 47.83%
- Proportion of “Protective” Occupation Employees: 0%
- Proportion of Executive/Management Employees: 4.35%
- Proportion of Supervisory (Non-management/Executive) Employees: 21.74%

Recruitment Data (New Hires)

Table 1: Applicant and Hire Data by Gender

| Gender | Applicant Count | Applicant Proportion | Hire Count | Hire Proportion |
|---------------|-----------------|----------------------|------------|-----------------|
| Male | 97 | 59.88% | 4 | 80% |
| Female | 61 | 37.65% | 1 | 20% |
| Not Indicated | 4 | 2.47% | 0 | 0% |

Table 2: Applicant and Hire Data by Race and Ethnicity

| Race and Ethnicity | Applicant Count | Applicant Proportion | Hire Count | Hire Proportion |
|-------------------------------------|-----------------|----------------------|------------|-----------------|
| American Indian or Alaskan Native | 0 | 0% | 0 | 0% |
| Asian | 16 | 9.88% | 0 | 0% |
| Black or African American | 6 | 3.7% | 0 | 0% |
| Hispanic or Latino | 14 | 8.64% | 1 | 20% |
| Native Hawaiian or Pacific Islander | 0 | 0% | 0 | 0% |
| Two or More Races | 1 | 0.62% | 0 | 0% |
| White | 119 | 73.46% | 4 | 80% |
| Not Indicated | 6 | 3.7% | 0 | 0% |

Table 3: Applicant and Hire Data by Disability Status

| Disability Status | Applicant Count | Applicant Proportion | Hire Count | Hire Proportion |
|-------------------|-----------------|----------------------|------------|-----------------|
| Disabled | 30 | 18.52% | 1 | 20% |
| Severely Disabled | N/A | N/A | 0 | 0% |
| Not Indicated | 132 | 81.48% | 4 | 80% |

Table 4: Applicant and Hire Data by Wisconsin Works (W-2) Status

| Wisconsin Works (W-2) Status | Applicant Count | Applicant Proportion | Hire Count | Hire Proportion |
|------------------------------|-----------------|----------------------|------------|-----------------|
| Eligible for W-2 | 7 | 4.32% | 0 | 0% |
| Enrolled in W-2 | N/A | N/A | N/A | N/A |

Table 5: Applicant and Hire Data by Veteran Status

| Veteran Status | Applicant Count | Applicant Proportion | Hire Count | Hire Proportion |
|------------------|-----------------|----------------------|------------|-----------------|
| Veteran | 11 | 6.79% | 1 | 20% |
| Disabled Veteran | 6 | 3.7% | 1 | 20% |
| Not Indicated | 151 | 93.21% | 4 | 80% |

Employee Data

Table 6: Agency Gender Compared to the Labor Market and State Population

| Gender | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|---------------|--------------|-------------------|------------------------|----------------------|
| Male | 36 | 78.26% | 51.9% | 50.1% |
| Female | 10 | 21.74% | 47.5% | 49.9% |
| Not Indicated | 0 | 0% | N/A | N/A |

Table 7: Agency Race and Ethnicity Compared to the Labor Market and State Population

| Race and Ethnicity | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|-------------------------------------|--------------|-------------------|------------------------|----------------------|
| American Indian or Alaskan Native | 1 | 2.17% | 1.3% | 1.2% |
| Asian | 0 | 0% | 2.9% | 3.5% |
| Black or African American | 1 | 2.17% | 4.8% | 6.7% |
| Hispanic or Latino | 2 | 4.35% | 7.0% | 8.4% |
| Native Hawaiian or Pacific Islander | 0 | 0% | 0.04% | 0.1% |
| Two or More Races | 1 | 2.17% | 5.5% | 2.4% |
| White | 39 | 84.78% | 83.3% | 86.1% |
| Not Indicated | 2 | 4.35% | N/A | N/A |

Table 8: Agency Disability Status Compared to the Labor Market and State Population

| Disability Status | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|-------------------|--------------|-------------------|------------------------|----------------------|
| Disabled | 7 | 15.22% | 5.7% | 8.7% |
| Severely Disabled | 2 | 4.35% | N/A | N/A |
| Not Indicated | 39 | 84.78% | 94.1% | 91.3% |

Table 9: Agency Veteran Status Compared to the Labor Market and State Population

| Veteran Status | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|------------------|--------------|-------------------|------------------------|----------------------|
| Veteran | 9 | 19.57% | 4.6% | 5.0% |
| Disabled Veteran | 3 | 6.52% | N/A | N/A |
| Not Indicated | 37 | 80.43% | 95.4% | 95.0% |

Table 10: Agency Employee Age Compared to the Labor Market and State Population

| Age | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|-------------------|--------------|-------------------|------------------------|----------------------|
| Under 20 | 0 | 0% | N/A | 20.8% |
| 20 – 29 years old | 2 | 4.35% | N/A | 13.0% |
| 30 – 39 years old | 9 | 19.57% | N/A | 12.9% |
| 40 – 49 years old | 11 | 23.91% | N/A | 12.2% |
| 50 – 59 years old | 10 | 21.74% | N/A | 11.8% |
| 60 plus years old | 14 | 30.43% | N/A | 29.9% |

Table 11: State Years of Service Compared to the Labor Market and State Population

| Years of Service | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|--------------------|--------------|-------------------|------------------------|----------------------|
| 0 – 4 years | 13 | 28.26% | N/A | N/A |
| 5 – 9 years | 15 | 32.61% | N/A | N/A |
| 10 – 14 years | 2 | 4.35% | N/A | N/A |
| 15 – 19 years | 2 | 4.35% | N/A | N/A |
| 20 – 24 years | 2 | 4.35% | N/A | N/A |
| 25 – 29 years | 8 | 17.39% | N/A | N/A |
| 30 – 35 years | 3 | 6.52% | N/A | N/A |
| More Than 35 years | 1 | 2.17% | N/A | N/A |

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

| Separation Status | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|-------------------|--------------|-------------------|------------------------|----------------------|
| Voluntary | 4 | 8.16% | N/A | N/A |
| Involuntary* | 1 | 2.04% | N/A | N/A |
| Retirement | 6 | 12.24% | N/A | N/A |

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

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

| Retirement Eligibility | Agency Count | Agency Proportion | Wisconsin Labor Market | Wisconsin Population |
|------------------------|--------------|-------------------|------------------------|----------------------|
| Immediate | 6 | 13.04% | N/A | N/A |
| Within 5 years | 17 | 36.96% | N/A | N/A |
| Within 10 years | 23 | 50% | N/A | N/A |
| More than 10 years | 23 | 50% | N/A | N/A |

Geographic Data

Table 14: Agency Employee Work and Home Location by County

| County | # of Employees Headquartered in County | Proportion of Employees Headquartered in County | # of Employees Residing in County | Proportion of Employees Residing in County |
|------------|--|---|-----------------------------------|--|
| Adams | 0 | 0% | 0 | 0% |
| Ashland | 0 | 0% | 0 | 0% |
| Barron | 0 | 0% | 0 | 0% |
| Bayfield | 0 | 0% | 0 | 0% |
| Brown | 4 | 8.7% | 0 | 0% |
| Buffalo | 0 | 0% | 0 | 0% |
| Burnett | 0 | 0% | 0 | 0% |
| Calumet | 0 | 0% | 0 | 0% |
| Chippewa | 0 | 0% | 0 | 0% |
| Clark | 0 | 0% | 0 | 0% |
| Columbia | 0 | 0% | 0 | 0% |
| Crawford | 0 | 0% | 0 | 0% |
| Dane | 29 | 63.04% | 22 | 47.83% |
| Dodge | 0 | 0% | 1 | 2.17% |
| Door | 0 | 0% | 0 | 0% |
| Douglas | 2 | 4.35% | 2 | 4.35% |
| Dunn | 1 | 2.17% | 2 | 4.35% |
| Eau Claire | 2 | 4.35% | 1 | 2.17% |
| Florence | 0 | 0% | 0 | 0% |

| County | # of Employees Headquartered in County | Proportion of Employees Headquartered in County | # of Employees Residing in County | Proportion of Employees Residing in County |
|-------------|--|---|-----------------------------------|--|
| Fond du Lac | 0 | 0% | 0 | 0% |
| Forest | 0 | 0% | 0 | 0% |
| Grant | 0 | 0% | 0 | 0% |
| Green | 0 | 0% | 1 | 2.17% |
| Green Lake | 0 | 0% | 0 | 0% |
| Iowa | 0 | 0% | 1 | 2.17% |
| Iron | 0 | 0% | 0 | 0% |
| Jackson | 0 | 0% | 0 | 0% |
| Jefferson | 0 | 0% | 0 | 0% |
| Juneau | 0 | 0% | 0 | 0% |
| Kenosha | 0 | 0% | 0 | 0% |
| Kewaunee | 0 | 0% | 0 | 0% |
| La Crosse | 0 | 0% | 2 | 4.35% |
| Lafayette | 0 | 0% | 1 | 2.17% |
| Langlade | 0 | 0% | 0 | 0% |
| Lincoln | 0 | 0% | 0 | 0% |
| Manitowoc | 0 | 0% | 0 | 0% |
| Marathon | 3 | 6.52% | 3 | 6.52% |
| Marinette | 0 | 0% | 0 | 0% |
| Marquette | 0 | 0% | 0 | 0% |
| Menominee | 0 | 0% | 0 | 0% |
| Milwaukee | 0 | 0% | 0 | 0% |
| Monroe | 0 | 0% | 0 | 0% |
| Oconto | 0 | 0% | 1 | 2.17% |
| Oneida | 0 | 0% | 0 | 0% |
| Outagamie | 0 | 0% | 3 | 6.52% |
| Ozaukee | 0 | 0% | 0 | 0% |
| Pepin | 0 | 0% | 0 | 0% |
| Pierce | 0 | 0% | 0 | 0% |
| Polk | 0 | 0% | 0 | 0% |
| Portage | 0 | 0% | 0 | 0% |
| Price | 2 | 4.35% | 1 | 2.17% |
| Racine | 0 | 0% | 0 | 0% |
| Richland | 0 | 0% | 0 | 0% |
| Rock | 0 | 0% | 1 | 2.17% |
| Rusk | 0 | 0% | 0 | 0% |
| St. Croix | 0 | 0% | 0 | 0% |
| Sauk | 0 | 0% | 1 | 2.17% |
| Sawyer | 0 | 0% | 0 | 0% |
| Shawano | 0 | 0% | 0 | 0% |
| Sheboygan | 0 | 0% | 0 | 0% |

| County | # of Employees Headquartered in County | Proportion of Employees Headquartered in County | # of Employees Residing in County | Proportion of Employees Residing in County |
|--------------|--|---|-----------------------------------|--|
| Taylor | 0 | 0% | 0 | 0% |
| Trempealeau | 0 | 0% | 0 | 0% |
| Vernon | 0 | 0% | 0 | 0% |
| Vilas | 0 | 0% | 1 | 2.17% |
| Walworth | 0 | 0% | 1 | 2.17% |
| Washburn | 0 | 0% | 0 | 0% |
| Washington | 0 | 0% | 0 | 0% |
| Waukesha | 1 | 2.17% | 0 | 0% |
| Waupaca | 0 | 0% | 0 | 0% |
| Waushara | 0 | 0% | 0 | 0% |
| Winnebago | 0 | 0% | 0 | 0% |
| Wood | 0 | 0% | 0 | 0% |
| Out of State | 2 | 4.35% | 1 | 2.17% |

Trends in Employee Data

Table 15: Changes in Gender Over Time

| Gender | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|---------------|-----------------------------------|--|-------------------------------------|--|
| Male | (-2) | (+5.2%) | (0) | (+4.8%) |
| Female | (-4) | (-5.2%) | (-3) | (-4.8%) |
| Not Indicated | N/A | N/A | N/A | N/A |

Table 16: Changes in Race and Ethnicity Over Time

| Race and Ethnicity | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|-------------------------------------|-----------------------------------|--|-------------------------------------|--|
| American Indian or Alaskan Native | (0) | (+0.3%) | (0) | (+0.1%) |
| Asian | (0) | (0%) | (0) | (0%) |
| Black or African American | (0) | (+0.3%) | (-1) | (-1.9%) |
| Hispanic or Latino | (+1) | (+2.4%) | (+1) | (+2.3%) |
| Native Hawaiian or Pacific Islander | (0) | (0%) | (0) | (0%) |
| Two or More Races | (0) | (+0.3%) | (0) | (+0.1%) |
| White | (-8) | (-5.6%) | (-4) | (-3%) |
| Not Indicated | (+1) | (+2.4%) | (+1) | (+2.3%) |

Table 17: Changes in Disability Status Over Time

| Disability Status | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|-------------------|-----------------------------------|--|-------------------------------------|--|
| Disabled | (0) | (+1.8%) | (-1) | (-1.1%) |
| Severely Disabled | (0) | (+0.5%) | (0) | (+0.3%) |
| Not Indicated | (-6) | (-1.8%) | (-2) | (+1.1%) |

Table 18: Changes in Veteran Status Over Time

| Veteran Status | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|------------------|-----------------------------------|--|-------------------------------------|--|
| Veteran | (0) | (+2.3%) | (+1) | (+3.2%) |
| Disabled Veteran | (+1) | (+2.7%) | (+1) | (+2.4%) |
| Not Indicated | (-6) | (-2.3%) | (-4) | (-3.2%) |

Table 19: Changes in Age Over Time

| Age | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|-------------------|-----------------------------------|--|-------------------------------------|--|
| Under 20 | (0) | (0%) | (0) | (0%) |
| 20 – 29 years old | (0) | (+0.5%) | (0) | (+0.3%) |
| 30 – 39 years old | (-2) | (-1.6%) | (0) | (+1.2%) |
| 40 – 49 years old | (-1) | (+0.8%) | (+3) | (+7.6%) |
| 50 – 59 years old | (-4) | (-5.2%) | (-11) | (-21.1%) |
| 60 plus years old | (+1) | (+5.4%) | (+5) | (+12.1%) |

Table 20: Changes in Years of Service Over Time

| Years of Service | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|--------------------|-----------------------------------|--|-------------------------------------|--|
| 0 – 4 years | (-6) | (-8.3%) | (-6) | (-10.5%) |
| 5 – 9 years | (+4) | (+11.5%) | (+10) | (+22.4%) |
| 10 – 14 years | (-1) | (-1.4%) | (0) | (+0.3%) |
| 15 – 19 years | (0) | (+0.5%) | (-1) | (-1.8%) |
| 20 – 24 years | (-5) | (-9.1%) | (-10) | (-20.1%) |
| 25 – 29 years | (+2) | (+5.9%) | (+4) | (+9.2%) |
| 30 – 35 years | (-1) | (-1.2%) | (0) | (+0.4%) |
| More Than 35 Years | (0) | (-1.2%) | (0) | (+0.1%) |

Table 21: Changes in Separation Status Over Time

| Separation Status | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|-------------------|-----------------------------------|--|-------------------------------------|--|
| Voluntary | (+3) | (+6.2%) | (+3) | (+6%) |
| Involuntary* | (+1) | (+2%) | (+1) | (+2%) |
| Retirement | (+4) | (+8.4%) | (+4) | (+7.8%) |

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

Table 22: Changes in Retirement Eligibility Over Time

| Retirement Eligibility | Count of One-Year Employee Change | Proportion of One-Year Employee Change | Count of Three-Year Employee Change | Proportion of Three-Year Employee Change |
|------------------------|-----------------------------------|--|-------------------------------------|--|
| Immediate | (0) | (+1.5%) | (+1) | (+2.8%) |
| Within 5 years | (-2) | (+0.4%) | (+3) | (+8.4%) |
| Within 10 years | (-2) | (+1.9%) | (-5) | (-7.1%) |
| More than 10 years | (-4) | (-1.9%) | (+2) | (+7.1%) |

ECB Employee Engagement Survey

ECB conducts an annual employee engagement survey. In 2026, ECB had a 63% response rate. In anticipation of this plan, this survey asked staff for feedback and ideas on goals for recruitment and retention. Staff shared in various answers the following: ECB should have an internship program or tour days for students, advocate for pay increases for staff, and to “continue to do what we've been doing - to respect our team members as professionals - that goes a long way to keeping our staff.”

ECB also asked staff why they work at ECB. Staff could check as many of the following statements that they felt applied. The percentages indicate how many staff members chose that statement.

- I earn a decent salary. (90%)
- I appreciate the benefits of state employment. (87%)
- I like my colleagues. (87%)
- I hope to reach retirement here. (87%)
- I enjoy working on my assigned tasks. (83%)
- I trust the leadership. (77%)
- I feel respected and valued. (73%)
- I believe in the mission of the agency. (70%)
- I have access to training I want/need to grow in my job. (43%)
- I don't have any better options at this time. (0%)

Finally, when asked to rate the statement, “Overall, I’m satisfied with ECB as a place to work,” from 1 (strongly disagree) to 5 (strongly agree), the average response was 4.7. The open-ended follow-up question about what would improve satisfaction included four comments regarding increasing salary.

Goals

Goal 1: Recruitment

This goal must be related to improving agency recruitment strategies.

- **What is your concrete and tangible goal?**

During the plan cycle, ECB will partner with at least three colleges or high schools to share information about the industry of broadcast technology. Depending on the schools' needs, the program could be a tour, hands-on activity, career days, information sharing, etc.

- **How will you track progress?**

During EIAC meetings (six times per year), the owner will report on the status of the goal and share next steps.

- **How will you know when you have achieved your goal?**

We have partnered with three schools and documented the programming.

- **Describe how your goal is challenging, but actionable. Identify resources you expect to use.**

The goal will involve creating relationships and assessing needs of schools, which will make it challenging. It is actionable because we have strong relationships with some schools, the Department of Public Instruction and Cooperative Educational Service Agencies.

- **How does your goal satisfy the recruitment objective?**

According to our engagement survey and feedback to leadership, there are staff who have a strong desire to share the benefits of working in the broadcast industry field with students. ECB will support a formal way to share an insider view of the field. By partnering with schools, we hope to pique interest in a career path in the field and ultimately in working at ECB.

- **What is the target completion date for the goal?**

June 30, 2028

- **Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?**

Yes. We will report on goal progress at each EIAC meeting, then adjust committee member workload as needed to meet completion date.

Goal 2: Retention

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

- **What is your concrete and tangible goal?**

To improve new employees' experience, ECB will expand the onboarding process, building clearer assignments and more accountability for completion into the process. The agency will move away from the generic DOA HR onboarding checklist to a new ECB-specific procedure. This procedure will assist supervisors and other key staff with sharing ECB's mission, vision and values; ensure that the employee understands key policies, procedures and who to ask if they have questions; and provide new staff with the resources and training to be confident and successful in their duties.

- **How will you track progress?**

During EIAC meetings (six times per year), the owner will report on the status of the goal and share next steps.

- **How will you know when you have achieved your goal?**

A new onboarding procedure has been researched, created, tested and implemented. The procedure is put into place for new employees with little to no issues reported by supervisors.

- **Describe how your goal is challenging, but actionable. Identify resources you expect to use.**

This goal will require collaboration at all levels of the agency to brainstorm useful features and implement the system. We expect to use SharePoint and may need to use automation features for reminders such as rules and Microsoft Power Automate. We have in-house expertise.

- **How does your goal satisfy the retention objective?**

ECB's turnover rate of 22.4% can be partially explained by retirements (over half). For those leaving voluntarily, we could begin to address turnover at the start of their career. The experience a new employee has during onboarding sets the stage for their relationship with an organization. Ensuring that not only are tasks assigned to the supervisor and other key staff members, but they are being followed up on and completed, we expect that new employees will have a more complete onboarding experience and be able to perform more effectively and with greater ease.

- **What is the target completion date for the goal?**

June 30, 2028

- **Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?**

Yes. We will report on timeline and goal progress at each EIAC meeting, then adjust committee member workload as needed to meet completion date.

Goal 3: Culture

This goal must be related to building a work environment in which all employees feel valued and supported.

- **What is your concrete and tangible goal?**

ECB will hold at least four staff events per year with training or conversations on topics of interest to staff as suggested or collected by the EIAC.

- **How will you track progress?**

During EIAC meetings (six times per year), the owner will report on the status of the goal and share next steps.

- **How will you know when you have achieved your goal?**

The EIAC will track and document to ensure that at least four events are offered per year.

- **Describe how your goal is challenging, but actionable. Identify resources you expect to use.**

Investing in bringing the staff together at this cadence has worked well in past plans. It is a good balance between the amount of work involved for the EIAC and the required employee time away from other duties. We will use resources such as EAP, training from our national partners, and vetted suggestions from staff.

- **How does your goal satisfy the culture objective?**

With 43% of staff choosing “I have access to training I want/need to grow in my job,” There is an opportunity to host training sessions with topics suggested by employees (as represented on the EIAC). Bringing our staff together for these types of events creates opportunities to build relationships while growing our skills.

- **What is the target completion date for the goal?**

June 30, 2028

- **Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?**

Yes. We will report on goal progress at each EIAC meeting, then adjust committee member workload as needed to meet completion date.

Bureau of Equity and Inclusion (BEI) Action Plan Approval Criteria

1. Plan Component – The appointing authority acknowledgement has been signed and dated.

Included or Complete Not Included or Incomplete

Comments:

Click or tap here to enter comments.

2. Plan Component - The roles and responsibilities section has been completed and includes an agency action plan officer, and agency action plan advisory committee members have been identified.

Included or Complete Not Included or Incomplete

Comments:

Click or tap here to enter comments.

3. Plan Component - The required workforce analysis has been completed.

Included or Complete Not Included or Incomplete

Comments:

Click or tap here to enter comments.

4. Plan Component - SMART goals have been developed for each of the five objectives. Measures of success and a path to achieve it are clearly defined.

Included or Complete Not Included or Incomplete

Comments:

Click or tap here to enter comments.

Reviewed by: Click or tap here to enter name.

Date: Click or tap to enter a date.