

State of Wisconsin  
Board on Aging and Long-Term Care  
Recruitment and Retention Action Plan  
July 1, 2026 – June 30, 2028

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## 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 Board on Aging and Long Term Care 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.

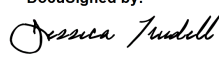
## Appointing Authority

Name: Jessica Trudell

Title: Executive Director

Date: 6/1/2026 | 1:37 PM CDT

Signature:

DocuSigned by:  
  
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## 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: Jessica Trudell

Title: Executive Director

Email: [Jessica.trudell@wisconsin.gov](mailto:Jessica.trudell@wisconsin.gov)

### 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 may 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: Kristen Johnson

Title: Counsel to the Board

Email: [kristenk.johnson@wisconsin.gov](mailto:kristenk.johnson@wisconsin.gov)

## Agency Action Plan Advisory Committee

An agency's action plan advisory committee is a group of agency employees selected by the appointing authority to lead the action plan development and implementation process.

Duties may 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.
- Implementing the agency's action plan, including continued communications with agency employees to share information and solicit participation in goal-related activities.
- Advising agency leadership on programming related to action plan activities.

BOALTC:

BOALTC has less than 50 FTE employees and is therefore not required to have an official Agency Action Plan Advisory Committee. However, we have developed the BOALTC Connect Workgroup, which provides staff with an opportunity to guide agency efforts related to recruitment, retention, and agency culture. The Workgroup drafts and implements the agency's Recruitment and Retention Plan, develops staff surveys, schedules wellness presentations, and identifies other areas of interest and opportunity throughout the agency. The group is comprised of staff from all programs and meets on a regular basis to coordinate these efforts throughout the year.

Names: Kristen Johnson, Alyssa Kulpa, Mary LeMay, Mary Mckeown, Sheryl Meyer, Sarah Schellinger, Gina Singletery

Titles: Kristen Johnson – Counsel to the Board, Alyssa Kulpa – Lead Medigap Insurance Specialist, Mary LeMay – Volunteer Coordinator, Mary Mckeown – Managed Care Ombudsman, Sheryl Meyer – Volunteer Coordinator, Sarah Schellinger – Medigap Part D Counselor, Gina Singletery – Regional Ombudsman

Emails: Meyer, Sheryl A - BOALTC <Sheryl.Meyer@wisconsin.gov>; LeMay, Mary M - BOALTC <Mary.LeMay@wisconsin.gov>; Mckeown, Mary - BOALTC <Mary.Mckeown@wisconsin.gov>; Schellinger, Sarah L - BOALTC <sarahl.schellinger@wisconsin.gov>; Kulpa, Alyssa R - BOALTC <alyssa.kulpa@wisconsin.gov>; Singletery, Gina L - BOALTC

gina.singletery@wisconsin.gov; Johnson, Kristen K - BOALTC  
<kristenk.johnson@wisconsin.gov>

## Workforce Analysis

### Agency Overview

- Total Employee Count: 50
  - Permanent Classified Employee Count: 47
  - Full-Time Equivalent (FTE) Total: 46.50
- Average Years of State Service: 8
- Average Age: 49
- Average Hourly Pay Rate: \$32.38
- Median Hourly Pay Rate: \$30.94
- Vacancy Rate: 0%
- Turnover Rate: 8.7%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 23.4%
- Proportion of “Protective” Occupation Employees: 0%
- Proportion of Executive/Management Employees: 6.38%
- Proportion of Supervisory (Non-management/Executive) Employees: 10.64%

### Recruitment Data

Table 1: Applicant and Hire Data by Gender

Gender	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Male	16	12.6%	0	0%
Female	110	86.61%	3	100%
Not Indicated	1	0.79%	N/A	N/A

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	4	3.15%	0	0%
Asian	1	0.79%	0	0%
Black or African American	17	13.39%	0	0%
Hispanic or Latino	8	6.3%	0	0%
Native Hawaiian or Pacific Islander	0	0%	0	0%
Two or More Races	4	3.15%	0	0%
White	92	72.44%	3	100%
Not Indicated	1	0.79%	0	0%

Table 3: Applicant and Hire Data by Disability Status

Disability Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Disabled	20	15.75%	0	0%
Severely Disabled	N/A	N/A	0	0%
Not Indicated	107	84.25%	3	100%

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	6	4.72%	0	0%
Enrolled in W-2	N/A	N/A	0	0%

Table 5: Applicant and Hire Data by Veteran Status

Veteran Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Veteran	4	3.15%	0	0%
Disabled Veteran	2	1.57%	0	0%
Not Indicated	123	96.85%	3	100%

## 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	3	6.38%	51.9%	50.1%
Female	44	93.62%	47.5%	49.9%
Not Indicated	N/A	N/A	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	2.13%	1.3%	1.2%
Asian	1	2.13%	2.9%	3.5%
Black or African American	1	2.13%	4.8%	6.7%
Hispanic or Latino	2	4.26%	7.0%	8.4%
Native Hawaiian or Pacific Islander	0	0%	0.04%	0.1%

Race and Ethnicity	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Two or More Races	1	2.13%	5.5%	2.4%
White	39	82.98%	83.3%	86.1%
Not Indicated	2	4.26%	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	6	12.77%	5.7%	8.7%
Severely Disabled	2	4.26%	N/A	N/A
Not Indicated	41	87.23%	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	3	6.38%	4.6%	5.0%
Disabled Veteran	2	4.26%	N/A	N/A
Not Indicated	44	93.62%	95.4%	95.0%

Table 4: 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	3	6.38%	N/A	13.0%
30 – 39 years old	8	17.02%	N/A	12.9%
40 – 49 years old	12	25.53%	N/A	12.2%
50 – 59 years old	13	27.66%	N/A	11.8%
60 plus years old	11	23.4%	N/A	29.9%

Table 5: Agency 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	21	44.68%	N/A	N/A
5 – 9 years	13	27.66%	N/A	N/A
10 – 14 years	4	8.51%	N/A	N/A
15 – 19 years	6	12.77%	N/A	N/A
20 – 24 years	1	2.13%	N/A	N/A
25 – 29 years	2	4.26%	N/A	N/A
30 – 35 years	0	0%	N/A	N/A
More Than 35 years	0	0%	N/A	N/A

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

Separation Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Voluntary	1	2.11%	N/A	N/A
Involuntary*	0	0%	N/A	N/A
Retirement	3	6.32%	N/A	N/A

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

Table 7: Agency Retirement Eligibility Compared to the Labor Market and State Population

Retirement Eligibility	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Immediate	5	10.64%	N/A	N/A
Within 5 years	13	27.66%	N/A	N/A
Within 10 years	18	38.3%	N/A	N/A
More than 10 years	29	61.7%	N/A	N/A

## Geographic Data

Table 8: 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%

County	# of Employees Headquartered in County	Proportion of Employees Headquartered in County	# of Employees Residing in County	Proportion of Employees Residing in County
Barron	1	2.13%	1	2.13%
Bayfield	0	0%	0	0%
Brown	1	2.13%	1	2.13%
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	1	2.13%	2	4.26%
Crawford	0	0%	0	0%
Dane	15	31.91%	8	17.02%
Dodge	2	4.26%	3	6.38%
Door	0	0%	0	0%
Douglas	0	0%	0	0%
Dunn	0	0%	0	0%
Eau Claire	0	0%	0	0%
Florence	0	0%	0	0%
Fond du Lac	0	0%	1	2.13%
Forest	0	0%	0	0%
Grant	1	2.13%	2	4.26%
Green	0	0%	0	0%
Green Lake	0	0%	0	0%
Iowa	0	0%	0	0%
Iron	0	0%	0	0%
Jackson	0	0%	0	0%
Jefferson	1	2.13%	1	2.13%
Juneau	0	0%	0	0%
Kenosha	0	0%	0	0%
Kewaunee	0	0%	0	0%
La Crosse	3	6.38%	3	6.38%
Lafayette	0	0%	0	0%
Langlade	0	0%	0	0%
Lincoln	0	0%	0	0%
Manitowoc	0	0%	0	0%
Marathon	1	2.13%	1	2.13%
Marinette	0	0%	0	0%
Marquette	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
Menominee	0	0%	0	0%
Milwaukee	4	8.51%	4	8.51%
Monroe	0	0%	0	0%
Oconto	1	2.13%	1	2.13%
Oneida	1	2.13%	1	2.13%
Outagamie	1	2.13%	1	2.13%
Ozaukee	0	0%	0	0%
Pepin	0	0%	0	0%
Pierce	0	0%	0	0%
Polk	0	0%	0	0%
Portage	2	4.26%	2	4.26%
Price	0	0%	0	0%
Racine	1	2.13%	1	2.13%
Richland	1	2.13%	1	2.13%
Rock	0	0%	0	0%
Rusk	0	0%	0	0%
St. Croix	1	2.13%	1	2.13%
Sauk	1	2.13%	1	2.13%
Sawyer	0	0%	0	0%
Shawano	0	0%	0	0%
Sheboygan	0	0%	0	0%
Taylor	0	0%	0	0%
Trempealeau	0	0%	0	0%
Vernon	1	2.13%	1	2.13%
Vilas	0	0%	0	0%
Walworth	2	4.26%	3	6.38%
Washburn	0	0%	0	0%
Washington	0	0%	2	4.26%
Waukesha	2	4.26%	2	4.26%
Waupaca	0	0%	0	0%
Waushara	0	0%	0	0%
Winnebago	3	6.38%	3	6.38%
Wood	0	0%	0	0%
Out of State	0	0%	0	0%

## Trends in Employee Data

Table 9: 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	(0)	(+0.1%)	(+2)	(+3.9%)
Female	(-1)	(-0.1%)	(+4)	(-3.9%)
Not Indicated	N/A	N/A	N/A	N/A

Table 10: 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%)	(0)	(-0.3%)
Asian	(0)	(+0%)	(0)	(-0.3%)
Black or African American	(0)	(+0%)	(0)	(-0.3%)
Hispanic or Latino	(0)	(+0.1%)	(+1)	(+1.8%)
Native Hawaiian or Pacific Islander	(0)	(0%)	(0)	(0%)
Two or More Races	(0)	(+0%)	(0)	(-0.3%)
White	(-1)	(-0.4%)	(+4)	(-2.4%)
Not Indicated	(0)	(+0.1%)	(+1)	(+1.8%)

Table 11: 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)	(+0.3%)	(+1)	(+0.6%)
Severely Disabled	(+1)	(+2.2%)	(0)	(0%)
Not Indicated	(-1)	(-0.3%)	(+5)	(-0.6%)

Table 12: 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)	(+0.1%)	(-1)	(-3.4%)
Disabled Veteran	(+1)	(+2.2%)	(0)	(-0.6%)
Not Indicated	(-1)	(-0.1%)	(+7)	(+3.4%)

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)	(+0.1%)	(0)	(0%)
30 – 39 years old	(0)	(+0.4%)	(-1)	(-4.9%)
40 – 49 years old	(+1)	(+2.6%)	(+7)	(+13.3%)
50 – 59 years old	(0)	(+0.6%)	(+1)	(-1.6%)
60 plus years old	(-2)	(-3.7%)	(-4)	(-13.2%)

Table 13: 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	(-2)	(-3.2%)	(+5)	(+5.7%)
5 – 9 years	(+1)	(+2.7%)	(+1)	(-1.6%)
10 – 14 years	(+2)	(+4.3%)	(+1)	(+1.2%)
15 – 19 years	(0)	(+0.3%)	(+2)	(+3%)
20 – 24 years	(-2)	(-4.1%)	(-1)	(-2.8%)
25 – 29 years	(0)	(+0.1%)	(0)	(-0.6%)
30 – 35 years	(0)	(0%)	(0)	(0%)
More Than 35 Years	(0)	(0%)	(0)	(0%)

Table 14: 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	(-2)	(-4.3%)	(-3)	(-7.5%)
Involuntary*	(0)	(0%)	(0)	(0%)
Retirement	(0)	(-0.1%)	(+2)	(+3.9%)

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

Table 15: 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	(+1)	(+2.3%)	(-1)	(-4%)
Within 5 years	(-1)	(-1.5%)	(-3)	(-11.4%)
Within 10 years	(0)	(+0.8%)	(-3)	(-12.9%)
More than 10 years	(-1)	(-0.8%)	(+9)	(+12.9%)

Data sources:

- The information came from the Human Capital Management System on March 04, 2026.
- Applicant, Hires, and Employee data 01/01/2025 – 12/31/2025.
- The calendar years ending 12/31/2024 and 12/31/2025 represent the one-year comparable data, and the years ending 12/31/2022 and 12/31/2025 were used for the three-year change comparison.
- Wisconsin Works data was taken from the 2025 FY Wisconsin Works Annual Report.

## Goals

In developing these goals, data from the Workforce Analysis was reviewed and analyzed.

In developing our recruitment goal, we specifically reviewed applicant data along with how our current employee data compares to the overall Wisconsin labor market. The most significant difference is that nearly 82% of applicants to our agency and over 93% of current employees identify as female, where only 47.5% of the Wisconsin labor market identifies as female. Recruitment efforts may focus on reaching applicants who more closely represent the Wisconsin labor market. We will continue to recruit applicants representing a vast geographical area of the state, which also enables our agency to best reach and serve consumers throughout the state.

In developing both the retention and agency culture goal, we recognized that there has been an increase in the number of employees with 0-4 years of service. There has also been a significant change in the data related to retirement eligibility. In previous years, our agency has had high numbers of employees who are eligible for retirement within the next 5 to 10 years. Table 15 in the Workforce Analysis section above shows a 28.3% decrease in employees who are eligible for retirement within the next 10 years over the past 3 years and an almost 13% increase in employees who have more than 10 years until retirement eligibility. With this in mind, we will continue to focus on employee retention efforts with an emphasis on building a positive agency culture, cultivating retention within those employees who have less than 4 years of service.

### Goal 1: Recruitment

*This goal must be related to improving agency recruitment strategies.*

- What is your concrete and tangible goal?  
Develop and implement a professional recruitment and outreach video that highlights the mission of the Board on Aging and Long Term Care, employee experiences, and the agency's supportive workplace culture.

The video will be used to increase awareness of career opportunities within the agency and support outreach to a broad and diverse applicant pool. The video will aim to feature BOALTC staff discussing topics such as how their work contributes to the agency's mission; what attracted them to BOALTC; what they value most about working for the agency; workplace culture, flexibility and work-life balance; and why they would encourage others to apply.

The final product may be distributed through the agency website, recruitment

materials, community organizations, workforce development partners, and any other locations deemed appropriate and applicable. This video will have the added benefit of providing the general public with insight into the mission and workplace culture at BOALTC, even for those who are not seeking career opportunities. By featuring agency staff and highlighting the agency's mission, BOALTC will gain more recognition throughout the communities we serve.

- How will you track progress?  
Progress will be tracked through completion of key project milestones, including development of project scope and target audience, creation of interview questions and video outline, identification and coordination of staff participants, recording and editing of video content, and completion and publication of the final video product.
- How will you know when you have achieved your goal?  
Success will be measured by completion and distribution of the video, utilization of the video in recruitment and outreach efforts, increased engagement with recruitment materials and job postings where measurable, and feedback from staff, applicants, and community partners regarding the effectiveness of the video. Long-term effectiveness may also be evaluated through recruitment trends, applicant data, and employee retention data over time.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.  
This goal is challenging because it requires project coordination, staff participation, content development, and technical production while balancing existing workloads and resource limitations. However, the goal is achievable through collaboration and use of existing agency resources.

The BOALTC Connect Workgroup will be primarily responsible for initiating, tracking, and completing this goal. Anticipated resources include BOALTC staff participation and subject matter expertise, internal communication and outreach tools, video editing and design platforms, collaboration with agency leadership and communication staff, and community and workforce development partners to assist with distribution and outreach. The team will also research cost-effective methods for producing a professional and engaging final product internally whenever feasible.

- How does your goal satisfy the recruitment objective?

This goal supports recruitment efforts by increasing awareness of BOALTC's mission, workplace culture, and career opportunities among potential applicants. A recruitment video allows prospective applicants to hear directly from employees about their experiences working at BOALTC, helping candidates better understand the agency's values, culture, and impact. Highlighting employee experiences, collaboration, flexibility, and commitment to serving older adults may improve applicant interest and alignment with the agency's mission.

The video also supports broader outreach efforts by providing a tool that can be shared with workforce development organizations, educational institutions, and community partners across Wisconsin, including organizations serving historically underrepresented or underserved communities. Additionally, showcasing workplace culture and employee experiences may help attract applicants who are more likely to remain engaged and committed to the agency long-term.

- What is the target completion date for the goal?

The goal is to have the video completed and publicly accessible by mid-2027, with the goal of assessing impact over the following year.

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

Interim milestones:

- (1) Determine project scope, intended audience, and distribution strategy;
- (2) Develop interview questions and video structure;
- (3) Identify staff participants and obtain participation commitments;
- (4) Record employee interviews and supporting footage;
- (5) Complete editing and internal review process;
- (6) Finalize and publish recruitment video;
- (7) Develop plan for ongoing use and distribution of the video and recruitment videos;
- (8) Analyze recruitment and applicant data to gauge success and impact of the video. The team will review progress periodically at regular meetings to ensure benchmarks are being met and adjust timelines or resources as necessary.

## Goal 2: Retention

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

- What is your concrete and tangible goal?  
Implement a structured employee recognition program to support retention by launching a quarterly Employee Spotlight initiative to recognize birthdays, work anniversaries, and other significant professional and personal events. Participation will be voluntary and optional, in order to meet the comfort levels of each employee.
- How will you track progress?  
Progress and success will be measured through consistent delivery of quarterly Employee Spotlights; employee participation rates in spotlight features (volunteer or nomination-based); employee engagement feedback through annual survey data, including job satisfaction and sense of recognition; and monitoring agency turnover rates with a goal of maintaining an annual turnover rate below 10% (not including retirements).
- How will you know when you have achieved your goal?  
Successful achievement will be demonstrated by consistent implementation, increased employee participation, and positive trends in engagement and satisfaction metrics.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.  
This goal is challenging yet achievable, as it requires consistent coordination, content development, and staff engagement.

The BOALTC Connect Workgroup will be primarily responsible for initiating, tracking, and completing this goal. Key resources include: internal communication platforms such as the agency intranet, collaboration with internal staff including the Office Manager and members of the BOALTC Connect Workgroup to support content development and scheduling, and a structured sign-up or nomination system to streamline Employee Spotlight participation. Ongoing communication and promotion will be essential to sustain engagement and participation.

- How does your goal satisfy the retention objective?  
This initiative directly supports employee retention by fostering a culture of recognition, appreciation, and connection. Regular acknowledgement of birthdays,

work anniversaries, and other significant professional and personal events ensures that employees feel valued on a consistent basis, particularly those in their early years of service.

The Employee Spotlight initiative further strengthens retention by promoting connection and visibility throughout the agency. Currently, agency staff resides in 24 different counties throughout the state. Given that staff are geographically dispersed across Wisconsin and often work independently, these spotlights provide meaningful opportunities for employees to learn about one another, build relationships, and foster a stronger sense of community. Collectively, these efforts contribute to increased morale, stronger engagement, and improved employee loyalty.

- What is the target completion date for the goal?  
Full implementation by January 2027, with ongoing quarterly Employee Spotlight publications thereafter.
- Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?  
Initial implementation: develop Employee Spotlight questions and sign-up/nomination process; establishing communication templates and a schedule for quarterly Employee Spotlights. Annual review to evaluate engagement, participation, and turnover metrics to assess effectiveness.

### 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?  
Implement a structured employee wellness initiative by (1) coordinating quarterly wellness presentations and (2) launching an employee-led “Staff Show and Share” series to promote engagement, connection, and well-being across the agency.
- How will you track progress?  
Progress will be tracked through: Documentation of all scheduled and completed wellness presentation and Staff Show and Share Sessions; attendance metrics for each event; employee participation rates in leading or volunteering for sessions; and both formal and informal feedback and engagement indicators (i.e. responses to

staff survey questions targeted at these initiatives, repeat attendance at wellness presentations and Show and Share sessions, topic suggestions, and sign-up interest).

- How will you know when you have achieved your goal?  
Successful achievement of this goal will be demonstrated by consistent quarterly programming, sustained or increasing attendance, and active employee participation in leading sessions.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.  
This goal is both challenging and actionable, as it requires ongoing coordination, planning, and staff engagement.

The BOALTC Connect Workgroup will be primarily responsible for initiating, tracking, and completing this goal. To support implementation, quarterly wellness presentations will be coordinated through Acentra Health, which provides no-cost wellness programming and resources to state agencies.

The Staff Show and Share series will utilize an internal sign-up and scheduling system (i.e. shared calendar or form) to facilitate employee participation and advance planning. Additional internal communication tools, such as emails, regular updates on the agency intranet, and team meetings, will be used to promote participation and awareness.

- How does your goal satisfy the culture objective?  
This initiative supports agency culture objectives by fostering a workplace environment that prioritizes employee well-being, engagement and connection.

Quarterly wellness presentations create structured opportunities for staff to engage in self-care and learning, which may otherwise be overlooked due to competing workload demands and priorities. Offering a variety of topics ensures broad appeal and supports diverse interests. Planned topics for 2026 include: Self Care Right Now (already occurred on 4/17/2026), Exercise Basics (scheduled for 7/10/2026), and Embracing Happiness (scheduled for 12/18/2026).

The Staff Show and Share series further enhances workplace culture by encouraging peer-to-peer engagement. Employees will have the opportunity to lead brief (10-20

minute) sessions on topics of their choice, such as hobbies, wellness practices, or personal interests (i.e. meditation, stretching, health meal preparation ideas, beginner knitting, book/podcast recommendations, etc.). This initiative promotes collaboration, strengthens interpersonal connections, and provides a platform for employees to share their talents and interests beyond their formal roles and job responsibilities.

- What is the target completion date for the goal?

By the end of February each year: Finalize and schedule all quarterly wellness presentations for the calendar year.

Ongoing: Maintain at least three months of Staff Show and Share sessions planned in advance.

Quarterly: Review attendance, participation, and engagement trends to ensure continued progress.

Ongoing: Encourage continuous employee sign-up, participation, and topic submissions at various management and staff meetings, on the agency's intranet, and email reminders.

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

The timeline above ensures both proactive planning and flexibility to sustain engagement throughout the year. Interim markers to gauge progress will include the ongoing reviews of participation levels as well as conversations with supervisors and staff to ensure the new initiatives are sustainable and effective.

## 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.](#)