



State of Wisconsin
Office of the Commissioner of Insurance
Recruitment and Retention Action Plan
July 1, 2026 – June 30, 2028

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Acknowledgement

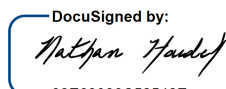
I have reviewed and I approve this Recruitment and Retention Action Plan. I endorse the goals outlined in the plan and I am committed to supporting implementation of this plan. I affirm the Office of the Commissioner of Insurance is committed to ensuring equal employment opportunity, freedom from discrimination,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

Appointing Authority

Name: Nathan Houdek

Title: Commissioner

Date: 6/15/2026 | 1:25 PM CDT

Signature: DocuSigned by:
Nathan Houdek

Name: Rebecca Eastland
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Title: Deputy Commissioner

Date: 6/15/2026 | 1:59 PM CDT

Signature: Signed by:
Rebecca Eastland
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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: Nathan Houdek

Title: Commissioner

Email: Nathan.Houdek@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: Kristina Thole

Title: Director, Office of Administrative Services

Email: Kristina.Thole@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.

Name	Title	Email
Lilian Kahite	Chair	Lilian.Kahite@wisconsin.gov
Karyn Culver	Vice Chair	Karyn.Culver@wisconsin.gov
Monica Hale	Secretary	Monica.Hale@wisconsin.gov
Kendra Lazzeroni	Member	Kendram.Lazzeroni@wisconsin.gov
Kali Anditon	Member	Kali.Anditon@wisconsin.gov
Alexander Gratz	Member	Alexander.gratz@wisconsin.gov
Moua Yang	Member	Moua.Yang@wisconsin.gov
Molly Pappenheim	Member	Molly.Pappenheim@wisconsin.gov
Sarah Smith	Member	Sarah.Smith2@wisconsin.gov
Kristina Thole	Action Plan Advisory Officer	Kristina.Thole@wisconsin.gov

Workforce Analysis

Includes only filled classified, permanent, staff unless otherwise noted. Provided by the Bureau of Merit, Recruitment, and Selection within the Division of Personnel Management.

Agency Overview

(As of December 31, 2025)

- Total Employee Count: 150¹
 - Permanent Classified Employee Count: 138
 - Full-Time Equivalent (FTE) Total: 136.83
- Average Years of State Service: 11
- Average Age: 46
- Average Hourly Pay Rate: \$43.61
- Median Hourly Pay Rate: \$41.50
- Vacancy Rate: 2.1%
- Turnover Rate: 5.9%
- Proportion of Fair Labor and Standards Act (FLSA) Eligible Employees: 36.96%
- Proportion of “Protective” Occupation Employees: 0%
- Proportion of Executive/Management Employees: 14.49%
- Proportion of Supervisory (Non-management/Executive) Employees: 2.9%

Recruitment Data²

(From January 1, 2025 – December 31, 2025)

Table 1: Applicant and Hire Data by Gender

Gender	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Male	206	39.24%	5	50%
Female	309	58.86%	5	50%
Not Indicated	10	1.9%	N/A	N/A

¹ Includes all staff, unclassified, classified permanent, and LTEs (Limited Term Employees).

² This data includes recruitment data for permanent, classified, positions only, and is based upon the date the applicant applied for a position or the effective date of the hire.

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	2	0.38%	0	0%
Asian	48	9.14%	1	10%
Black or African American	26	4.95%	0	0%
Hispanic or Latino	55	10.48%	0	0%
Native Hawaiian or Pacific Islander	0	0%	0	0%
Two or More Races	17	3.24%	0	0%
White	365	69.52%	9	90%
Not Indicated	12	2.29%	0	0%

Table 3: Applicant and Hire Data by Disability Status

Disability Status	Applicant Count	Applicant Proportion	Hire Count	Hire Proportion
Disabled	91	17.33%	2	20%
Severely Disabled	N/A	N/A	2	20%
Not Indicated	434	82.67%	8	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	18	3.43%	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	20	3.81%	0	0%
Disabled Veteran	10	1.9%	0	0%
Not Indicated	505	96.19%	10	100%

Employee Data

(As of December 31, 2025, for OCI)

Table 6: Agency Gender Compared to the Labor Market³ and State Population

Gender	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Male	70	50.36%	51.9%	50.1%
Female	69	49.64%	47.5%	49.9%
Not Indicated	N/A	N/A	N/A	N/A

Table 7: Agency Race and Ethnicity Compared to the Labor Market⁴ and State Population

Race and Ethnicity	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
American Indian or Alaskan Native	2	1.44%	1.3%	1.2%
Asian	11	7.91%	2.9%	3.5%
Black or African American	7	5.04%	4.8%	6.7%
Hispanic or Latino	5	3.6%	7.0%	8.4%
Native Hawaiian or Pacific Islander	0	0%	0.04%	0.1%
Two or More Races	2	1.44%	5.5%	2.4%
White	107	76.98%	83.3%	86.1%
Not Indicated	5	3.6%	N/A	N/A

Table 8: Agency Disability Status Compared to the Labor Market⁵ and State Population

Disability Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Disabled	22	15.83%	5.7%	8.7%
Severely Disabled	3	2.16%	N/A	N/A
Not Indicated	117	84.17%	94.1%	91.3%

³ WI Gender data: US Census Bureau – Quick Facts 2024, <https://www.census.gov/quickfacts/fact/table/WI/PST045224>, accessed on March 10, 2025 and US Census Bureau - American Community Survey (ACS) 2019-2023 5-Year Estimate (Table C24010A-G,I) - Compiled by the Wisconsin Dept of Workforce Development - Office of Economic Advisors

⁴ WI Race & Ethnicity: US Census Bureau - American Community Survey (ACS) 2019-2023 5-Year Estimate <https://www.census.gov/quickfacts/fact/table/WI/PST045224> (Table C24010A-G,I) - Compiled by the Wisconsin Dept of Workforce Development - Office of Economic Advisors

⁵ WI Disability: US Census Bureau – Quick Facts 2024, <https://www.census.gov/quickfacts/fact/table/WI/PST045224>, accessed on March 10, 2025 and US Census Bureau - American Community Survey (ACS) 2019-2023 5-Year Estimate (Table C24010A-G,I) - Compiled by the Wisconsin Dept of Workforce Development - Office of Economic Advisors <https://jobcenterofwisconsin.com/wisconomy/pub/aa>,

Table 9: Agency Veteran Status Compared to the Labor Market⁶ and State Population

Veteran Status	Agency Count	Agency Proportion	Wisconsin Labor Market	Wisconsin Population
Veteran	3	2.16%	4.6%	5.0%
Disabled Veteran	1	0.72%	N/A	N/A
Not Indicated	136	97.84%	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	21	15.11%	N/A	13.0%
30 – 39 years old	24	17.27%	N/A	12.9%
40 – 49 years old	36	25.9%	N/A	12.2%
50 – 59 years old	33	23.74%	N/A	11.8%
60 plus years old	25	17.99%	N/A	29.9%

Table 11: Enterprise 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	50	35.97%	N/A	N/A
5 – 9 years	21	15.11%	N/A	N/A
10 – 14 years	31	22.3%	N/A	N/A
15 – 19 years	12	8.63%	N/A	N/A
20 – 24 years	8	5.76%	N/A	N/A
25 – 29 years	11	7.91%	N/A	N/A
30 – 35 years	2	1.44%	N/A	N/A
More Than 35 years	4	2.88%	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*	7	5.11%	N/A	N/A
Involuntary**	1	0.73%	N/A	N/A
Retirement***	0	0%	N/A	N/A

*Voluntary separations only include leaving state employment.

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

***Retirement only includes when staff are finished with sabbatical and other accrued leave and are considered inactive.

⁶ WI Veteran Status: Wisconsin Council on Veterans Employment 2025 Annual Report

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	13	9.35%	N/A	N/A
Within 5 years	31	22.3%	N/A	N/A
Within 10 years	51	36.69%	N/A	N/A
More than 10 years	88	63.31%	N/A	N/A

Geographic Data

(As of December 31, 2025)

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	0	0%	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%	2	1.45%
Crawford	0	0%	0	0%
Dane	138	100%	102	73.91%
Dodge	0	0%	4	2.9%
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	0.72%
Forest	0	0%	0	0%
Grant	0	0%	0	0%
Green	0	0%	5	3.62%
Green Lake	0	0%	0	0%
Iowa	0	0%	0	0%
Iron	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
Jackson	0	0%	0	0%
Jefferson	0	0%	3	2.17%
Juneau	0	0%	0	0%
Kenosha	0	0%	0	0%
Kewaunee	0	0%	0	0%
La Crosse	0	0%	0	0%
Lafayette	0	0%	0	0%
Langlade	0	0%	0	0%
Lincoln	0	0%	0	0%
Manitowoc	0	0%	0	0%
Marathon	0	0%	0	0%
Marinette	0	0%	0	0%
Marquette	0	0%	0	0%
Menominee	0	0%	0	0%
Milwaukee	0	0%	4	2.9%
Monroe	0	0%	0	0%
Oconto	0	0%	0	0%
Oneida	0	0%	0	0%
Outagamie	0	0%	0	0%
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	0	0%	1	0.72%
Racine	0	0%	0	0%
Richland	0	0%	0	0%
Rock	0	0%	7	5.07%
Rusk	0	0%	0	0%
St. Croix	0	0%	0	0%
Sauk	0	0%	2	1.45%
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	0	0%	0	0%
Vilas	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
Walworth	0	0%	2	1.45%
Washburn	0	0%	0	0%
Washington	0	0%	0	0%
Waukesha	0	0%	3	2.17%
Waupaca	0	0%	0	0%
Waushara	0	0%	0	0%
Winnebago	0	0%	0	0%
Wood	0	0%	1	0.72%
Out of State	0	0%	1	0.72%

Trends in Employee Data

Table 15: Changes in Gender Over Time⁷

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	(+4)	(+2.2%)	(+11)	(+2.4%)
Female	(-2)	(-2.2%)	(+5)	(-2.4%)
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%)	(+1)	(+0.6%)
Asian	(+1)	(+0.6%)	(+3)	(+1.4%)
Black or African American	(0)	(-0.1%)	(+1)	(+0.2%)
Hispanic or Latino	(-1)	(-0.8%)	(-1)	(-1.3%)
Native Hawaiian or Pacific Islander	(0)	(0%)	(0)	(0%)
Two or More Races	(0)	(0%)	(+1)	(+0.6%)
White	(+2)	(+0.3%)	(+9)	(-2.7%)
Not Indicated	(0)	(-0.1%)	(+3)	(+2%)

⁷ One-Year: December 31, 2024 – December 31, 2025; Three-Year: December 31, 2022 – December 31, 2025

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	(+1)	(+0.5%)	(+11)	(+6.9%)
Severely Disabled	(+2)	(+1.4%)	(+2)	(+1.3%)
Not Indicated	(+1)	(-0.5%)	(+5)	(-6.9%)

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)	(0%)	(-1)	(-1.1%)
Disabled Veteran	(0)	(0%)	(0)	(-0.1%)
Not Indicated	(+2)	(+0%)	(+17)	(+1.1%)

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	(-1)	(-1%)	(+13)	(+8.6%)
30 – 39 years old	(-1)	(-1%)	(+4)	(+1%)
40 – 49 years old	(0)	(-0.4%)	(0)	(-3.4%)
50 – 59 years old	(+4)	(+2.6%)	(+2)	(-1.5%)
60 plus years old	(0)	(-0.3%)	(-3)	(-4.8%)

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	(-1)	(-1.3%)	(+14)	(+6.7%)
5 – 9 years	(-5)	(-3.9%)	(-10)	(-10.1%)
10 – 14 years	(+4)	(+2.6%)	(+14)	(+8.5%)
15 – 19 years	(+3)	(+2.1%)	(-1)	(-1.9%)
20 – 24 years	(0)	(-0.1%)	(-6)	(-5.6%)
25 – 29 years	(-1)	(-0.8%)	(+8)	(+5.5%)
30 – 35 years	(+1)	(+0.7%)	(-3)	(-2.6%)
More Than 35 Years	(+1)	(+0.7%)	(0)	(-0.4%)

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*	(+4)	(+2.8%)	(-1)	(-1.5%)
Involuntary**	(0)	(0%)	(0)	(0%)
Retirement***	(0)	(0%)	(0)	(0%)

*Voluntary separations only include leaving state employment.

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

***Retirement only includes when staff are finished with sabbatical and other accrued leave and are considered inactive.

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	(+4)	(+2.8%)	(+2)	(+0.4%)
Within 5 years	(0)	(-0.3%)	(0)	(-2.9%)
Within 10 years	(+2)	(+0.9%)	(+2)	(-3.1%)
More than 10 years	(0)	(-0.9%)	(+14)	(+3.1%)

Additional Workforce Analysis

Provided by OCI, as of December 31, 2025

Table 23: OCI Classifications that may be targeted in the future for a W-2 hires upon vacancy⁸

Classifications	Count of Position(s)
ADMIN POLICY ADVISOR	1
CONSUMER COMPLAINT PROG ASSOC	3
EXEC STAFF ASSISTANT	1
FINANCIAL SPECIALIST-SEN	1
INSURANCE EXAMINER	1
INSURANCE EXAMINER-ADV	14
INSURANCE EXAMINER-JRNY	5
INSURANCE EXAMINER-SEN	4
INSURANCE PROGRAM SPEC	1
INSURANCE PROGRAM SPEC-OBJ	1
LICENSE PERMIT PROG ASSOC-LEAD	1
LICENSE PERMIT PROG ASSOC-SEN	5
OFFICE OPERATIONS ASSOCIATE	3
OPERATIONS PROGRAM ASSOCIATE	6
PROGRAM ASST SUPV-ADV	1
PURCHASING AGENT-SEN	1
REGULATORY SPECIALIST	1
Total	50

⁸ Based on an analysis of DPM's State of Wisconsin W-2 Hiring Reports for FY 23, 24, & 25, OCI's current (filled and vacant) classifications, and job group assignments. Eliminated any classification that required a degree or designation, included entry level classifications and higher-level classifications that would be backfilled at the lowest, entry, level.

Table 24: OCI filled positions in CY 2025, transaction type, and potential promotional opportunities⁹

Classification Filled	Transaction	Potential Promotional Opportunity for Current OCI Staff
Attorney	New Original Hire	No
Communication Specialist	New Original Hire	No
Communication Specialist, Advanced	New Original Hire	Yes
Insurance Financial Examiner	New Original Hire	No
Insurance Financial Examiner	New Original Hire	No
Insurance Financial Examiner	New Original Hire	No
Insurance Financial Examiner	New Original Hire	No
Insurance Financial Examiner - Principal	Promotion within OCI	Yes
Insurance Program Specialist	Transfer within OCI	No
Operations Program Associate	New Original Hire	No
Paralegal, Advanced	Promotion within OCI	Yes
Policy Initiative Advisor - Admin	New Original Hire	Yes
Regulatory Specialist	New Original Hire	No

Table 25: OCI classified, permanent, positions (current and vacant) eligible to reclass as of December 31, 2025

Description	Number of Positions (Filled and Vacant)	Percentage of Positions
In classifications that are eligible for a reclassification	38	27%
Currently in classifications that are at the top of their series, or they need to compete for the top level of their series	49	35%
In a classification that is not a progression series or the only classification in their series	54	38%
Total	141	100%

Table 26: OCI Reclassification data, CY 2023, 2024, and 2025

Business Unit within OCI	CY 2023	CY 2024	CY 2025	Total
DFR	1	4	2	7
DMR	4	3	4	11
Total	5	7	6	18

⁹ Analysis of classified, permanent, filled positions; the type of transaction when filled, and subjective analysis of classifications that current OCI employees may deem as a promotional opportunity. This analysis determines that of the 13 filled positions in CY 2025, 4 would have likely been considered promotional. 50% of the potential promotional opportunities were filled with existing OCI staff.

Table 27: OCI Survey data, CY 2021 through 2026

Year	Survey Responses	Survey Response Rate
2021	103	79%
2022	88	68%
2023	67	52%
2024	67	52%
2025	89	63%
2026	88	63%

Goals

Goal 1: Recruitment

This goal must be related to improving agency recruitment strategies.

- What is your concrete and tangible goal?
Review job announcements and postings to increase our employee levels of diversity to align better with the available workforce as represented in Tables 6 – 10 above. The Director of the Office of Administrative Services will educate and encourage hiring managers to utilize more transferrable skills on job announcements to make them more inclusive for a wider variety of applicants to be able to apply.
- How will you track progress? How will you know when you have achieved your goal?
Use reports provided by DOA HR to assess improvement. The goal will be achieved if the applicant pool applying for OCI positions are more diverse and/or if OCI's workforce reflects the representation of diversity in the available workforce.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.
OCI does not dictate who may apply, therefore we have broadened our reach to a variety of organizations in an attempt to reach a more diverse potential applicant pool.
- How does your goal satisfy the recruitment objective?
Outreach to a variety of organizations increases the awareness of OCI as a potential employer to historically underrepresented groups.
- What is the target completion date for the goal? Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
This goal is on-going. It is a continuous process. OCI will partner with Enterprise Recruiting/DPM to highlight our vacant positions in their weekly notifications to partner organizations. Director of the Office of Administrative Services communicates with DOA HR to ensure they have requested Enterprise Recruiting assistance._

Goal 2: Retention

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

- What is your concrete and tangible goal?
Provide opportunities for professional growth for staff by empowering staff to seek professional training/additional projects or tasks in order to advance their skills and knowledge so promotional/reclass opportunities are more achievable. Also, communicate with supervisors the importance of regular meetings with staff to discuss professional growth and opportunities with their staff. Opportunities for professional growth and career advancement are indicated in Tables 24, 25, and 26.
- How will you track progress? How will you know when you have achieved your goal?
Analyze promotional or higher-level movements to and within OCI and offer educational training to employees regarding their career or personal growth. Evaluate the number of employees, reclasses, promotions, and transfers that reflect higher level duties.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.
The goal is challenging because posted content for open positions and higher learning opportunities do not always reach the intended audience. Additionally, fewer higher level classification positions exist. However, we can continue to direct employees to resources and emphasize that supervisors should be meeting annually (at a minimum) to discuss career goals with their team members, this includes career goals and steps that the employee needs to take.
- How does your goal satisfy the retention objective?
Employees are more likely to stay if they are presented with learning/promotional opportunities, and their goals are supported by their supervisors.
- What is the target completion date for the goal? Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
This is an ongoing and achievable goal. Employees and supervisors can review the employee's goals throughout the year and analyze them during the annual reviews in September. Work assignments could be made and deadlines communicated to ensure ongoing progress and completion.

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?
Develop and distribute staff annual engagement survey to collect subjective and objective data regarding employee engagement on specific topics such as job satisfaction, appropriate training to fulfil their duties, satisfaction with communication, remote work opportunities and alternative work patterns, etc. This data will be considered in Management's decision-making process as appropriate.
- How will you track progress? How will you know when you have achieved your goal?
Review results of staff engagement survey including trends from current and previous surveys. The goal is reached when 50% of surveys are completed as indicated by Table 27.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.
The survey is optional, so not all employees participate. However, supervisors are encouraged to promote completion of the survey at team meetings. Management will send out the survey at least twice.
- How does your goal satisfy the culture objective?
Anonymous answers are provided by staff to identify positives and opportunities in the workplace.
- What is the target completion date for the goal? Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
The survey is done annually, usually in the first or second quarter. The target completion date is when the survey closes (typically open for two weeks) which makes the goal achievable. Interim markers include monitoring the suggestion email inbox and open-door policies for employees to bring forth any concerns.

Goal 4: Veteran Hires

This goal must be related to recruiting or retaining veteran employees.

- What is your concrete and tangible goal?
The Council on Veterans Employment establishes statewide veteran goals for agencies of more than 100 employees. Their goal is to minimally employ nine (9) percent veterans and one (1) percent veterans with a service-connected disability. This includes veterans hired via expanded certification or the Veterans Non-Competitive Applicant (VNCA)

process. OCI's goal is to increase outreach to educate Veteran's about our employment opportunities by including language on all job postings that OCI is an Equal Opportunity and Affirmative Action employer. This will welcome and encourage veterans to apply. Job postings also have information regarding the VNCA process to assist those veterans who qualify via that program to apply.

- How will you track progress? How will you know when you have achieved your goal?
Use reports provided from DOA HR quarterly and compare them to the data on Tables 9 and 18 and determine if there has been an increase in veterans and service-connected disabled veterans applying.
- Describe how your goal is challenging, but actionable. Identify Resources you expect to use.
It's challenging because applicants may not self-identify as veterans and because of the specialization of many of the positions at OCI, there may be fewer transferable skills. Veterans which apply via the VNCA process will be vetted via DOA HR first to ensure *minimum* qualifications and/or transferable skills warrant an interview. This is to help safeguard veterans and manage expectations.
- How does your goal satisfy the veteran hiring objective?
It encourages veterans to apply with intent to increase the number of applicants/employees who are veterans and service-connected disabled veterans
- What is the target completion date for the goal? Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track?
The target completion date is at the end of each fiscal year. Interim markers include verifying language implemented on all job postings and reviewing quarterly data to assess progress.

Goal 5: Wisconsin Works Hires

This goal must be related to recruiting and retaining employees who are eligible for or participating in Wisconsin Works programming.

- What is your concrete and tangible goal?
Increase outreach to W-2 recipients. OCI will actively focus on outreach to W-2 recipients based on potential classifications identified in Table 23.
- How will you track progress?
DOA HR will be able to track how many recipients apply for our vacancies and provide us with a quarterly report.

- How will you know when you have achieved your goal?
W-2 recipients apply to vacancies and OCI hires a W-2 recipient when applicable.
- Describe how your goal is challenging, but actionable. Identify resources you expect to use.
Hiring managers will be educated regarding W-2 recipients for awareness and to eliminate any potential unconscious bias. OCI will also increase W-2 recipients' awareness by requesting DOA HR notify DWD's Workforce Development Managers of appropriate vacancies. This will, in turn, increase W-2 applicants to our vacant positions. OCI's turnover and vacancy rate has remained relatively low recently, which will decrease opportunities to apply and be hired. However, by identifying potential entry level classifications (or classifications that would be back filled at the entry level) that don't require degrees, this may assist in determining which vacancies are promoted heavier for W-2 recipients.
- How does your goal satisfy the Wisconsin Works hiring objective?
By increasing outreach to W-2 recipients, we may increase the number of W-2 applicants and could hire more W-2 recipients as applicable vacancies occur. What is the target completion date for the goal? Can you achieve your goal by the target completion date? What interim markers can you use to ensure you are on track? Target completion date is the end of each fiscal year in which there are applicable vacancies. The interim marker will be ensuring DOA HR sends appropriate DWD Job Service Workforce Development Managers an email of our job posting(s) that may be an opportunity for W-2 recipients to apply for.

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

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

X Included or Complete ☐ Not Included or Incomplete

Comments:

“The appointing authority acknowledgment is signed and dated, confirming leadership review and approval of the action plan.”

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.

X Included or Complete ☐ Not Included or Incomplete

Comments:

“Roles and responsibilities are clearly defined, and the Agency Action Plan Officer and Advisory Committee members are identified.”

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

X Included or Complete ☐ Not Included or Incomplete

Comments:

“The required workforce analysis has been completed and provides sufficient data to inform goals and strategies.”

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.

X Included or Complete ☐ Not Included or Incomplete

Comments:

“All SMART goals have been developed for each objective, with measures of success and defined strategies for achievement.”

Reviewed by: Bureau of Equity and Inclusion

Date: June 4, 2026



State of Wisconsin Department of Administration

Tony Evers, Governor
Kathy Blumenfeld, Secretary
Donna Bente, Division Administrator

Date: June 8, 2026

To: Nathan Houdek, Office of the Commissioner of Insurance, Commissioner
Rebecca Easland, Office of the Commissioner of Insurance, Deputy Commissioner

From: Donna Bente, Division of Personnel Management, Administrator

Recruitment and Retention Action Plan

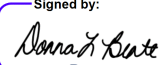
This letter serves as both the approval of Office of the Commissioner of Insurance's Recruitment and Retention Action Plan for July 1, 2026 - June 30, 2028, and a celebration of the agency's commitment to continued development of a workforce designed to meet the needs of Wisconsin citizens.

Recruitment and Retention Action Plans are intended to be transparent documents so please be sure to post your approved plan on the agency's intranet and internet pages.

While your plan is now approved, please remember that plans are living documents and should remain current. If you have any updates to your plan such as when a major initiative is added or removed, please submit the amended document to BEI email DOADPMBEI@wisconsin.gov. Once the amended plan is approved, you will receive an updated letter of approval.

We look forward to seeing the results from the execution of your plan including improved recruitment and retention of a diverse, innovative, knowledgeable, and talented workforce, advancement of an inclusive culture promoting a sense of belonging for state employees, and development of a workforce from the inside out that understands the needs of Wisconsin citizens and provides the best in customer service.

Sincerely,

Signed by:

Donna Bente

Administrator, Division of Personnel Management
P.O. Box 7855

Madison, WI 53707

dpm.wi.gov