



# Strategic Planning

**Embed Equity,  
Belonging and  
Lean Principles  
Into Your  
Strategic  
Planning Process**

October 18, 2023

Who we are



# Agenda



LEARNING OBJECTIVES

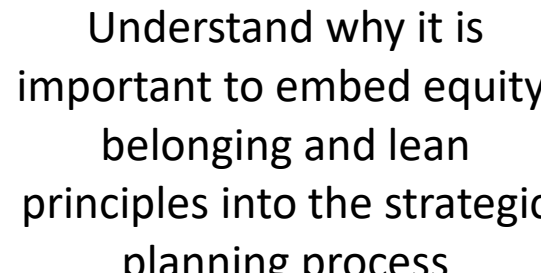


OVERVIEW OF STRATEGIC PLANNING PROCESS

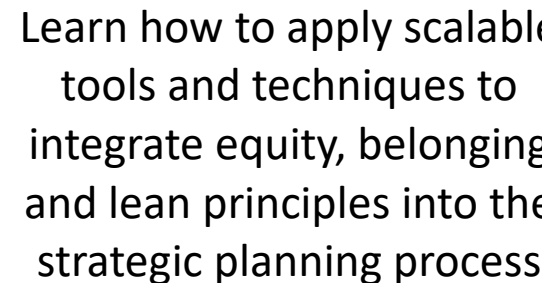


RESOURCES

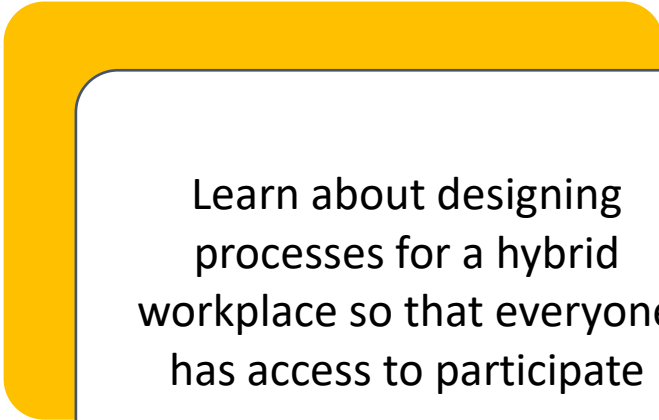
# Learning objectives



Understand why it is important to embed equity, belonging and lean principles into the strategic planning process



Learn how to apply scalable tools and techniques to integrate equity, belonging and lean principles into the strategic planning process



Learn about designing processes for a hybrid workplace so that everyone has access to participate

“If you want to go fast, go alone. If you want to go far, go together.”

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– African Proverb

# State Human Resources

## Centralized Policy and HR Support through:

- Collective Bargaining and Labor Relations
- Rules and Appeals
- Classification and Compensation
- HR Systems Business Owner and Product Management
- Workforce Data and People Analytics
- HR Policy and Workforce Strategies

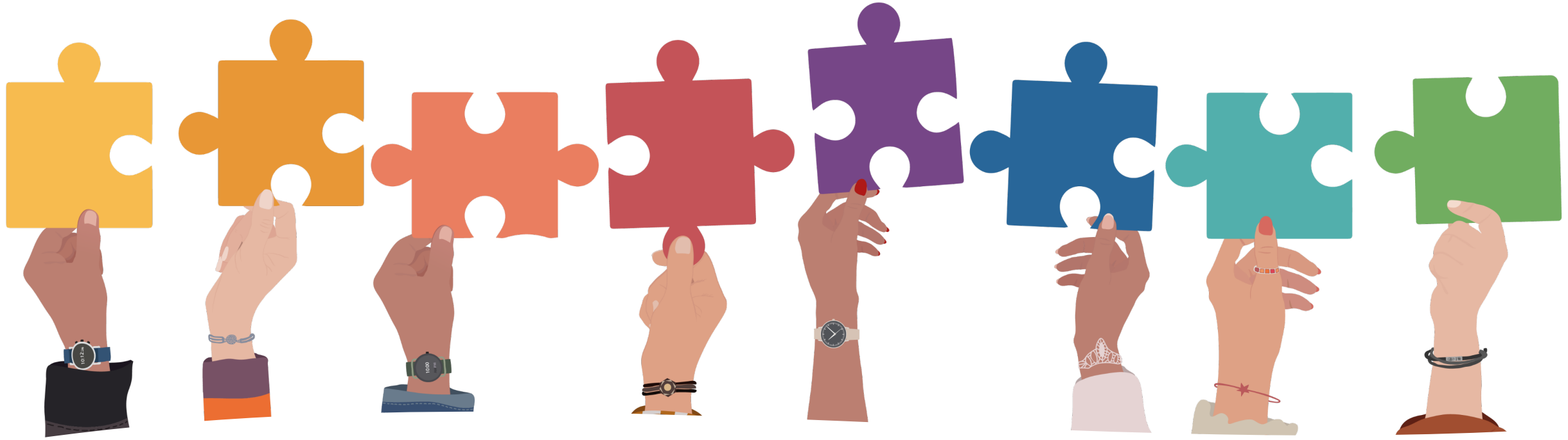






# The “why” of strategic planning

- Describes direction – roadmap to our future
- Sets measurable goals
- Allows organizations to be proactive rather than reactive
- Increases operational efficiency
- Helps us align our work with our values



# Our vision for strategic planning

## State HR Employees

- **Know** – Understand the importance of helping co-create the division's strategic plan and how to participate
- **Feel** – “Your work matters”, connected, heard, valued, informed, engaged and an important part of creating and implementing the strategic plan
- **Do** – Engage proactively and provide feedback



# Equity, belonging and lean principles

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1. **Share power** – who defines value and guides decision-making
2. **Continually seek and apply feedback** – iterative design and centering shared decision-making
3. **Address questions and concerns as they arise** – progress over perfection and psychological safety
4. **Provide meeting materials at least 3 business days in advance** – accessible and inclusive design

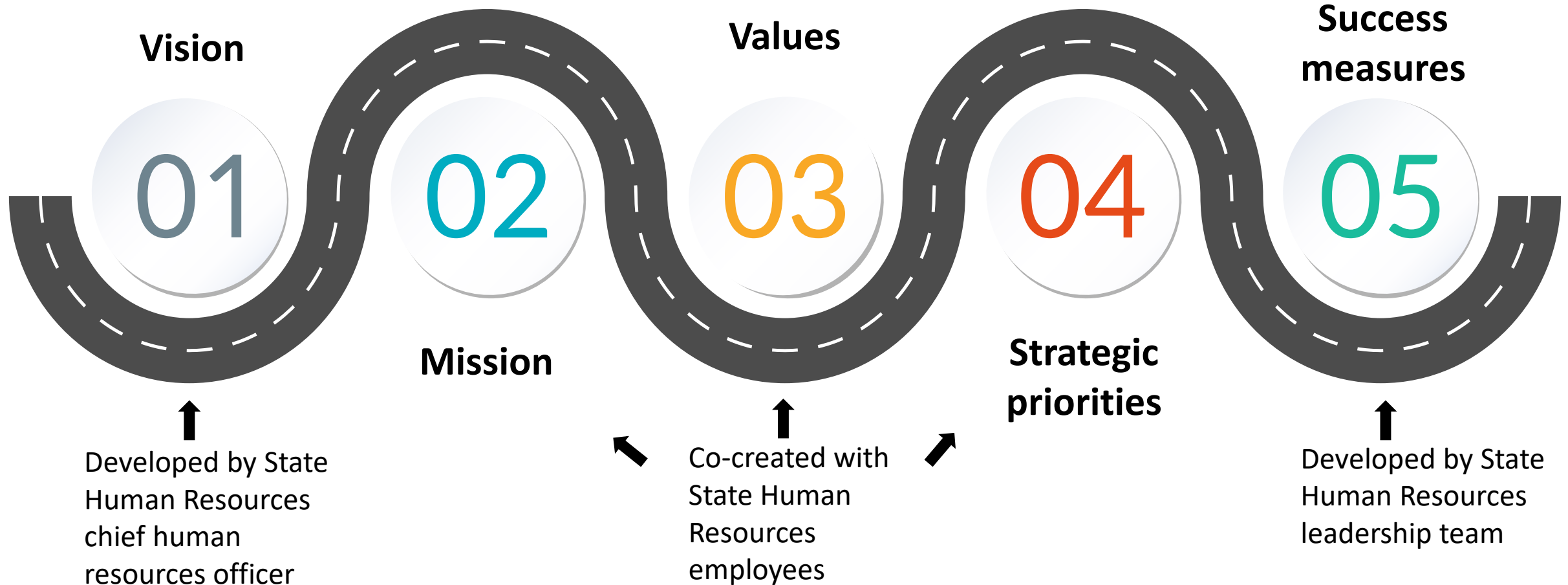


# Equity, belonging and lean principles

5. **Provide meeting notes no more than 2 business days after each session –** transparency and increased accessibility
6. **Execute effective project management and organizational change management skills –** human centeredness, fighting a sense of urgency
7. **Ensure all attendees have the resources and support they need to fully participate –** accessible language/communication, universal design



# Strategic plan roadmap



# General approach to develop mission, values and strategic priorities



1. Host three to four virtual sessions to gather input
2. Compile and share all employee feedback received with an additional feedback period of one week
3. Review all employee feedback and identify themes
4. Share employee feedback with the State Human Resources leadership team

# General approach to develop mission, values and strategic priorities



5. Use employee feedback to develop draft statements
6. Employees review and provide feedback on draft statements
7. Share feedback with State Human Resources leadership team
8. State Human Resources leadership team shares final product and explains how employee feedback shows up in the final product



# Guiding principles for every session



## PRINCIPLES

- Take calculated risks (for the goal of a better workforce)
- Speak your truth
- Lean into discomfort (this is growth)
- Outward mindset
- Value differences, ideas and views

# Employee engagement and participation

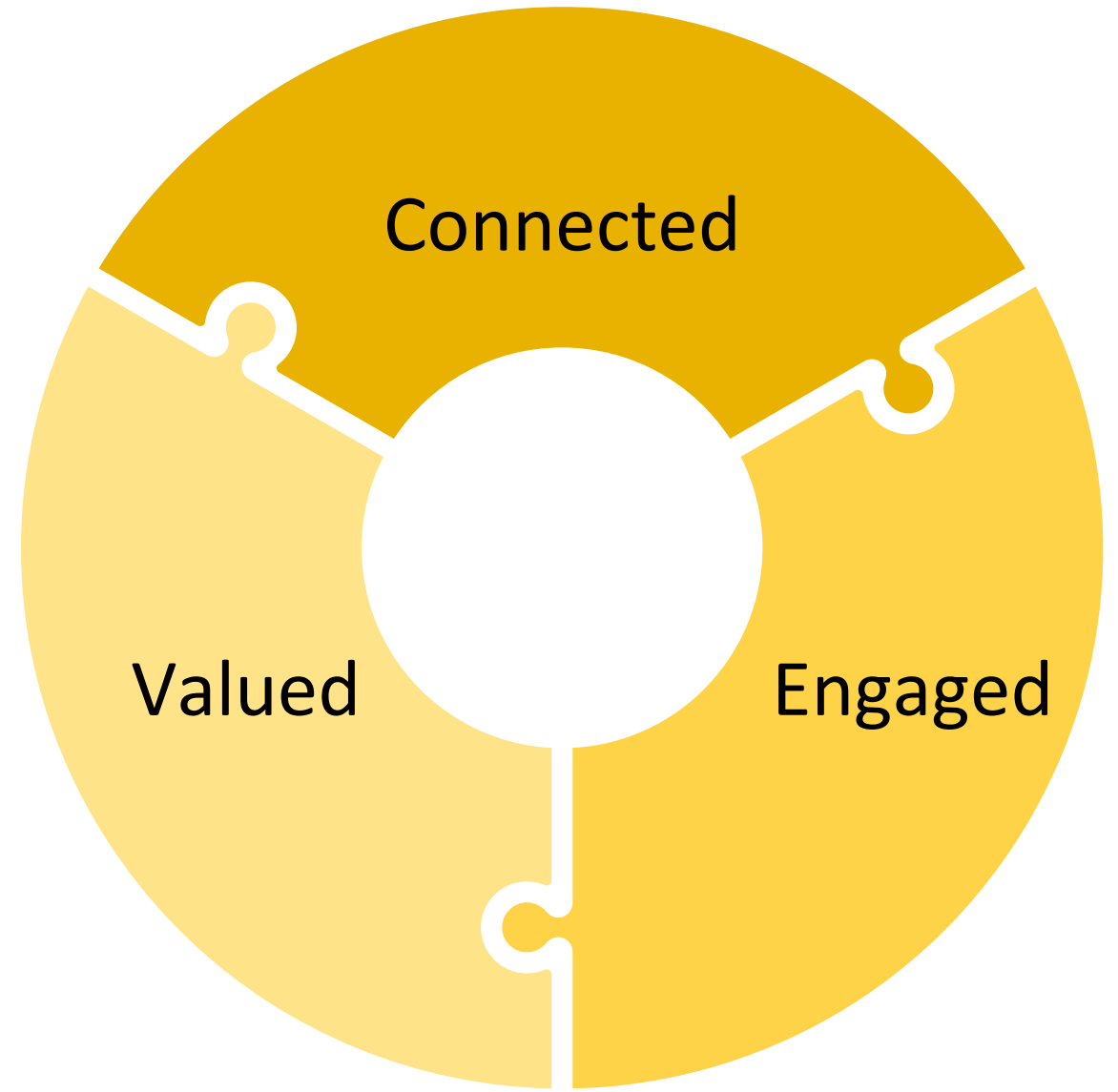
- 3-4 sessions on different dates/times
- Multiple mechanisms to engage – group sessions, 1:1 sessions, surveys, emails, Padlet and Microsoft Teams





# Employee feedback sessions

- Approximately 40-45 attendees
- Over 150 ideas submitted
- 67 survey responses



# November 2022 – October 2023

## Develop the 2023 – 2025 State Human Resources Strategic Plan



# Lessons learned – What worked well



Leadership commitment and buy-in



Collaboration and employee involvement



Interesting and valuable – even if you provided just a word, it felt like it helped contribute



Facilitation



Ease of employee participation– there were many opportunities to participate, and it was easy to understand how to participate

# Lessons learned – What can be improved



Spend more time building strategic planning skillsets



Host some sessions in person based on agenda content



Allow for additional time in some aspects of strategic plan development

# Our “WHY”

*(Our) Mission (is)* We provide state employees with innovative policies, systems and strategies to build an engaged, inclusive and diverse state workforce

*(So that we can realize a)*

Vision *(of)* An engaged and energized workforce that is capable and empowered to provide culturally relevant and equitable services to the people of Washington



VISION

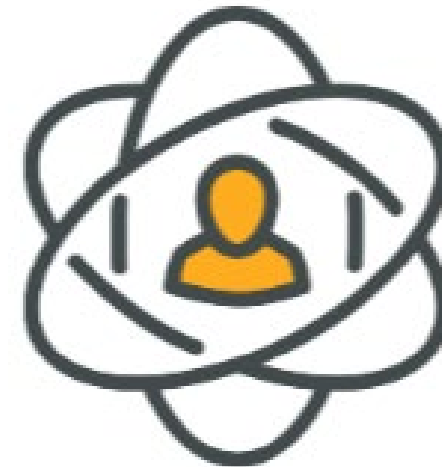


MISSION

# Our values

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- Diversity, equity, inclusion and belonging (DEIB)
- Integrity
- Innovation
- Collaboration
- Operational excellence
- Wellbeing and employee care
- Continuous improvement



VALUES

An illustration on the left side of the slide features a purple clipboard with a white sheet of paper. The paper has a checklist with three blue circles, each containing a white checkmark. To the right of the clipboard is a red target with a white bullseye and a red arrow hitting the center. Below the target is a yellow pencil with a pink eraser. In the bottom left corner, there is a blue clock face. The background is a light blue sky with a small blue cloud.

# Our priorities


1. Enhance equity and abolish racism among all division work.
2. Create a culture of belonging where every State Human Resources team member has the tools, skills, bandwidth, and expectation clarity to thrive in their role.
3. Facilitate enterprise human resources community groups to build towards enterprise resource planning transition readiness.
4. Our systems and work are proactively addressing the priorities of the Legislature, Governor, and agency priorities and agile enough to pivot when necessary.





# NEXT STEPS

NEXT STEPS

- 
- Apply Equity, Belonging and Lean principles to your initiatives and projects
  - Share today's presentation with your organization's leaders

# Resources



Vision

Mission

Values

Strategic  
priorities

# Closing



**SUMMARY**



**FEEDBACK**



**QUESTIONS?**