2022-26

FOUR YEAR
STRATEGIC PLAN

NOW
TOGETHER.
ENGAGING EQUITY

GOAL	MEASURES	STRATEGY	ACTIONS
What do we strive to make ESD be like in the next 4 years?	**How will we know we are moving effectively towards the goal?**	**How will we go about achieving the goal?**	**What will we do to put the strategy into action?** **How will people be able to observe the action?**
A culture of belonging, learning and growth where we are all valued, everyone matters and each of us can lead.	Employee Engagement scores are more consistent across employee demographics, including for those who are members of marginalized communities Staff demographics align more closely with state and regional worker demographics for race, gender, LGBTQ+ status, disabilities, and age. Racial diversity of ESD leaders aligns more closely with state demographics for people of color. More employees from historically marginalized communities respond positively to the following employee engagement questions: - My agency supports a diverse workforce. - At my workplace, I feel valued for who I am as a person. - At my job, I have the opportunity to make good use of my skills. - I have the opportunity to give input on decisions affecting my work.	Enhance our culture of equity, diversity, and inclusion by developing cultural competency for every employee.	All ESD employees will attend training on EDI basics to support shared understanding across the agency. All ESD employees will have expectations related cultural competency in their PDP's based on where they are on their EDI journey. Update core competencies for Executive leadership, management, and supervisors to include equity, diversity, and inclusion competencies. All executive leaders communicate personal commitment to EDI and cultural and behavioral expectations.
		Increase diverse representation in our leadership by improving retention and embedding our goals and values into hiring and promotional processes.	Create and grow an ESD mentorship program for staff and leaders to partner to ensure opportunities for everyone to lead. Everyone involved in hiring will attend training to understand interactions, processes, and tools that support equity in hiring and promotions. Everyone in the agency receives timely expectations and evaluations to support every ESD employee's continued growth. Create an agencywide approach to define, communicate, and select staff for opportunities to grow and develop skills to be prepared for future promotional opportunities such as developmental job assignments and special projects.
		Improve the experience of team members from historically marginalized communities by using employee engagement data and direct input from employees	Create and grow safe spaces for staff from historically marginalized communities to foster a sense of belonging and develop a shared understanding with leadership about their experiences at ESD including Employee Resource Groups and speak your truth sessions. - Every division has an employee engagement plan, updated annually, based on employee engagement feedback that specifically addresses: - areas for overall improvement in employee engagement - gaps in engagement for staff from historically marginalized communities - plans to support staff involvement in EDI activities - activities to create community connections to shared experiences

Conditions for Success
What needs to exist for actions to be successful?

- Access to EDI expertise for each Division
- Access to leadership coaching for supervisors, managers, and executive leadership
- Capacity in HR to support key improvement areas, training coordination, and recruitment improvements
- Support for Divisions to develop and implement annual employee engagement plans
- Leaders are motivated by and committed to people-centered and equity-focused leadership
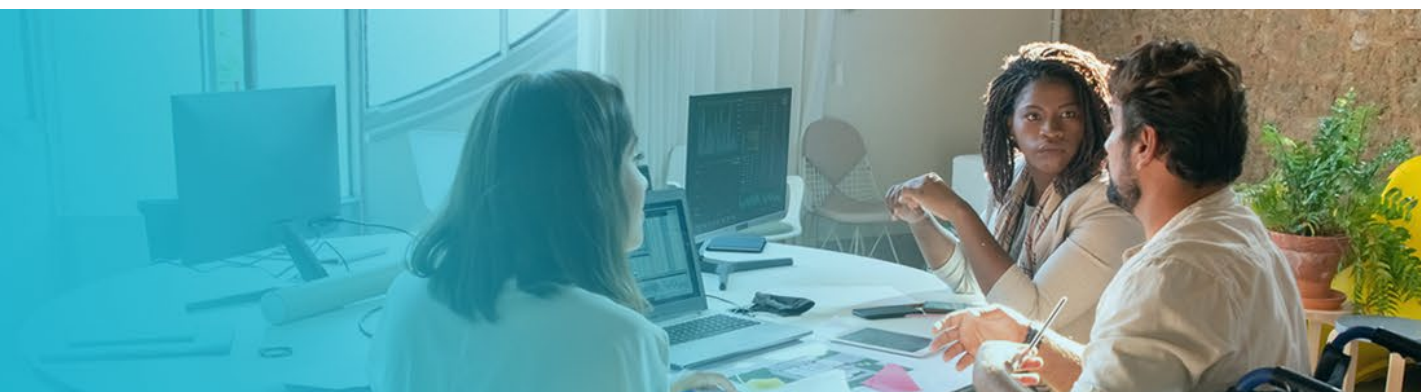
2022-26
FOUR YEAR STRATEGIC PLAN

NOW TOGETHER. ENGAGING EQUITY

GOAL	MEASURES	STRATEGY	ACTIONS
What do we strive to make ESD be like in the next 4 years?	**How will we know we are moving effectively towards the goal?**	**How will we go about achieving the goal?**	**What will we do to put the strategy into action?** **How will people be able to observe the action?**
Our most complex processes are made simple and easy for our staff and customers.	Our projects take less time to get from being identified to being complete. We regularly meet defined turn-around times for routine service requests. Most of our customers succeed through our self-serve options. More employees feel equipped and empowered to improve their work aligned to the agency's priorities as indicated by these questions on the employee engagement survey: - I am encouraged to come up with better ways of doing things. - I have opportunities to give input on decisions affecting my work. - I have the tools & resources I need to do my job effectively.	Get more of the right things done by doing fewer things at once.	Inventory the agency's internal processes and services and gain a clear understanding of the people, processes, and technologies that support them. Implement project portfolio management to understand the agency's commitments and ensure the resources and sponsorship exist to support successful outcomes. Whenever possible commit to only as many things as teams feel confident they can support. Expand the role of product management and customer experience to define improvements and priorities that balances the voice of the customer, ESD's operations, compliance, and technology needs. Increase community involvement in understanding barriers to equitable access and outcomes to inform solutions and priorities.
		Use consistent technology and data platforms across our agency.	Align agency financials on common technologies. Align call center technology across the agency. Replace the WorkSource case management solution with a low-code, cloud hosted solution. Develop an inventory of technologies and data sets across the agency and the organizational capabilities and/or processes they support to identify opportunities for alignment and reduction of technical debt. Consolidate all agency program data into a common data platform. Conduct customer research to understand where technology consolidation or consistency offers the most benefit from a customer perspective.
		Create empowered cross-functional teams with the capacity to deliver our prioritized work.	Split the agency's project portfolio into smaller, more manageable parts and identify teams with dedicated resources from across Divisions to support each portfolio. Create teams for each project portfolio that includes all the functions of the agency that are needed to complete most project work. Design our organization and positions to support continuous improvement, responsiveness to change, and equitable and inclusive services. Define and communicate clear and consistent decision-making structures related to projects and portfolios.

Conditions for Success
What needs to exist for actions to be successful?

- Clear understanding of funded resources and status, prioritize hiring based on strategic needs.
- Streamline processes around position establishment and hiring.
- Culture of cross-divisional partnership and co-ownership of agency goals.
- Clear data management strategy and adequate resourcing to support that strategy.

2022-26

FOUR YEAR STRATEGIC PLAN

NOW TOGETHER. ENGAGING EQUITY

GOAL	MEASURES	STRATEGY	ACTIONS
What do we strive to make ESD be like in the next 4 years?	**How will we know we are moving effectively towards the goal?**	**How will we go about achieving the goal?**	**What will we do to put the strategy into action? How will people be able to observe the action?**
People receive accessible, safe, and equitable services at the right time, in the way they need it.	Fewer of our customers get stuck trying to access benefits for which they qualify. Our customers are more satisfied with the services they receive from ESD. More customers can effectively get what they need through self-service. Access and outcomes for workers and employers in Washington are more consistent across demographics.	Create an integrated experience for customers when interacting with ESD.	Pilot in-person navigational support for all agency programs for highly barriered customers in WorkSource Centers. Implement an integrated call center solution across the agency to enable more effective customer contact management. Unify interactions with employers and businesses across programs including audit, enforcement activities and entry to ESD technology platforms. Update and improve usability of the external ESD website.
		Help connect more people to our services through a network of community partners.	Develop a network of community partners and community-based organizations to support community engagement across programs. Improve and align the agency's methods for engaging advocates, stakeholders, and community partners with a well-defined set of structures and communications.
		Improve equitable outcomes for customers by listening to and learning from people who face barriers to receiving our services.	Support implementation of statewide initiatives to provide increase economic security and poverty reduction for our most vulnerable citizens. Create a cross agency view of program utilization and non-utilization by customer demographic, industry, income, language, and location to gain a better understanding of customer populations that are experiencing barriers to accessing services. Gather insights from our most barriered customers and identify the most critical improvement areas. Conduct usability and accessibility research on ESD's customer facing technologies.

Conditions for Success
What needs to exist for actions to be successful?

- When adding new functions or programs, ensure they are resourced effectively at all levels.
- Establish a team to focus entirely on cross agency customer satisfaction, utilization research and customer insights.
- Long term funding for community partnerships.
- Culture of cross-divisional partnership and co-ownership of agency goals.
- Increased capacity to support more coordinated external engagement.