

Vision: The nation’s best and most future-ready workforce with opportunities for all. **Mission:** We provide our communities with inclusive workforce solutions that promote economic resilience and prosperity.

Values: Collaboration | Diversity, equity, inclusion | Innovation | Integrity | Investing in our people | Service with kindness

Our Goal: A diverse, equitable, and inclusive culture.

PRIORITIES: What is most important?

OBJECTIVES: How will we measure success?

STRATEGIES: How will we succeed?

Employee Engagement



In a culture where all people feel respected and included...

Increase staff who feel they have an opportunity to give input on decisions affecting their work by 5% in each group of Black or African American, Pacific Islander, Asian and Hispanic/Latino employees (Owner: Michaela Doelman).

Increase and retain diverse staff in supervisor positions by 5% (Owner: Michaela Doelman).

- Include the voices of diverse staff in decision making.
- Provide equity and cultural humility training to all ESD employees with targeted training for: leaders, hiring managers, front-line staff, and executives.
- Apply an equity lens to recruitment and hiring processes.

Organizational Excellence



...we make the best use of our resources and we work together...

Increase staff who understand how we measure success by 14% (Owner: Anna Saint Mullaire)

Increase projects in our agency portfolio that directly improve equity or accessibility by 10%. (Owner: Anna Saint Mullaire)

- Measure strategic plan objectives and key performance indicators, and share results with all staff at least quarterly.
- Focus first on increasing awareness for employees who identify as LGBTQ+, disabled, or Middle-Eastern/North African.
- Prioritize how we use our time and money in efforts that will increase equity and accessibility for our customers.

Customer Satisfaction



...to better serve customers with easy and equitable access to services.

Decrease customers who experience obstacles or delays with their benefits by 5%. (Owner: Julie Lord)

Complete 100% of major milestones for Long-Term Services & Supports project by each milestone due date. (Owner: Lisa Kissler)

Identify and target inequities in service delivery and access. (Owner: Jairus Rice)

- Partner across divisions to continuously improve our culture, methods, tools, and processes with a focus on improving the customer experience.
- Build on the approach from Paid Family & Medical Leave to implement Long Term Services & Supports.
- In collaboration with our partner organizations, develop a plan to establish re-employment and training demographics baselines.