

FOUR YEAR **STRATEGIC PLAN**

Employee engagement strategies

Goal: A culture of belonging, learning and growth where we are all valued, everyone matters and each of us can lead.

- Enhance our culture of equity, diversity and inclusion by developing cultural competency for every employee.
- Increase diverse representation in our leadership by improving retention and embedding our goals and values into hiring and promotional processes.
- Improve the experience of team members from historically marginalized communities by using employee engagement data and direct input from employees.
- Invest in the growth and development of ESD employees.

Goal: Our most complex processes are made simple and easy for our staff and customers.

- Get more of the right things done by doing fewer things at once.
- Use consistent technology and data platforms across our agency.
- Create empowered cross-functional teams with the capacity to deliver our prioritized work.
- Have a clear understanding of agency performance and share it openly with everyone.
- Continuously improve how ESD does our work using customer insights and lessons learned.

Goal: People receive accessible, safe and equitable services at the right time, in the way they need it.

- Create an integrated experience for customers when interacting with ESD.
- Help connect more people to our services through a network of community partners.
- Improve equitable outcomes for customers by listening to and learning from people who face barriers to receiving our services.
- Implement new programs and services for ESD customers.
- Create a holistic picture of an individual customer using internal and external data.

Organizational excellence strategies

Customer service strategies

