

DWS STRATEGIC *plan*



OUR MISSION

Collaborating to support a thriving workforce and economy.

OUR VISION

Leading workforce innovation and investing in employee development today, for a stronger tomorrow.

What is a **STRATEGIC PLAN**?

A **Strategic Plan** is a document that communicates - both to the agency as well as its stakeholders - the agency's goals, as well as the actions necessary to achieve those goals. The strategic plan is dependent upon the agency's *mission* and *vision*.

DWS is **required** to have a strategic plan. Every two years, a new strategic plan must be submitted to the Governor's office, along with the progress made on the previous strategic plan.

This also allows us the opportunity to continue to grow in an ever-changing world, as well as identify the strengths, weaknesses, opportunities, and threats to our agency.

DWS has identified five *goals* as part of the *strategic plan* that was developed by employees across the agency.

1. Identify and minimize barriers.
2. Improve service access and efficiency by streamlining and modernizing technology.
3. Revitalize and improve agency-wide communication pipelines through timely information to our employees and stakeholders.
4. Support a culture of transparency with a continued emphasis on employee input.
5. Promote internal and external knowledge of agency programs while assessing and addressing service gaps.

The DWS **goals** are made up of **strategies**, which are in turn comprised of smaller **action steps**.

GOAL: A broad, primary outcome (*Identify and minimize barriers*).

STRATEGY: A smaller piece of the goal; a general plan or set of plans put in place to achieve the goal.

Example of STRATEGY: *Develop clear internal and external communication and collaboration between all DWS Divisions.*

ACTION STEPS: The individual items that a person or small group will work on to fulfill the strategy. Action steps should have measurable outcomes or deliverables with a clear deadline.

Example of an ACTION STEP: *The Communications Team will redevelop an internal Intranet so all DWS staff have the most up-to-date and easily accessible information.*

Example of an ACTION STEP broken into a smaller unit (While the Communications Team is made up of multiple members this can be broken down even further into individual action steps): *We will send out an employee survey to gather data on the needs and desires of the new Intranet site by October 31, 2022.*



GOAL #1

Identify and minimize barriers

STRATEGIES

Develop clear internal and external communication and collaboration between all DWS divisions.

Identify budget challenges and develop alternate strategies.

Expand internal initial and ongoing training and professional development opportunities.

Eliminate barriers to staff providing feedback amongst co-workers, supervisors, and executive leadership.

Monitor external factors that may affect DWS both positively and negatively (i.e. Policy, budget, customer service/satisfaction, technology, political/national/world issues, fraud, workforce, economic, etc.).

Prepare employers and job seekers for the changing workforce landscape that includes industry and education.

Diversify Wyoming's workforce to reduce extraction/energy industry dependence. This includes: tourism, small business and manufacturing.

Example strategy and accompanying action step:

S: Identify budget challenges and develop alternate strategies.

“Due to inflation, the annual Summit will cost X amount more.”

A: What steps will we take to solve this problem?

*“We will explore new and further existing sponsorship opportunities, with **five** new, previously untapped businesses on board by February 15, 2023.”*

GOAL #2

Improve service access and efficiency by streamlining and modernizing technology

STRATEGIES

Create fast, impactful, and direct two-way communication channels with stakeholders.

Verify DWS websites are current and up to date with the most recent information (internal and external).

Provide opportunities for training on existing and new technologies that are offered in the state.

Ensure all DWS office locations have access to necessary equipment.

Utilize the technology we have to the fullest.

Actively search for and embrace technology upgrades.

Create constituent-specific portals that are easy to access and reduce duplicative processes for our customers.

Maximize the use of social media in ways that are most effective to the stakeholders, and coordinate with other communication platforms.

Create ways all clients can learn about our programs and services.

Example strategy and accompanying action step:

S: Utilize the technology we have to the fullest.

“We recognize the limitations of the current DWS@Home (the Intranet)”

A: What steps will we take to solve this problem?

*“We will create a survey to determine agency and staff needs, and build a new Intranet (**The Barn**) based on feedback, to be launched by April 30, 2023.”*

GOAL #3

Revitalize and improve agency-wide communication pipelines through timely information to employees and stakeholders

STRATEGIES

Promote, encourage, and seek engagement among all levels of staff.

Use clear, concise information to send consistent messaging to employees through leadership.

Provide, intentionally create, and encourage cross-training to promote inter-divisional communication.

Provide multiple methods of important communication, Department or Division-wide, to ensure the same message is communicated in multiple ways which are accessible to all.

Create opportunities for face-to-face conversation between executives and staff in all locations.

Ensure prompt communication in emergent situations.

Ensure staff in all locations have consistent opportunities for communication and interaction with each other and leadership.

Intentionally provide employees with applicable communication while training and check in with them frequently to monitor additional employee needs and comprehension.

Search for and implement ways each Division can improve their stakeholder communication experience.

Provide opportunities for customers to offer feedback on services received.

Identify and reduce barriers to prompt response times by monitoring and addressing response rates to customer inquiries/requests.

Monitor all public-facing communications and ensure accuracy, clarity and consistency.

Seek new, widely used, and accessible communication platforms in order to provide innovative ways to reach target audiences.

Actively work to engage and educate all about our brand, our services, and our stakeholders while ensuring brand consistency.

Example strategy and accompanying action step:

S: Provide opportunities for customers to offer feedback on services received.

A: What steps will we take to solve this problem?

“We will offer short surveys at the end of claimant/client forms beginning Jan. 1, 2023, and periodically review and act upon survey answers as appropriate.”

GOAL #4

Support a culture of transparency with a continued emphasis on employee input

STRATEGIES

Create a culture that supports clear, consistent, timely, accurate, and transparent internal communications.

Create opportunities and acknowledge suggestions from all employees.

Promote and implement a culture that is fair, equitable, diverse, inclusive, and forward thinking.

Promote networking opportunities to foster creative solutions.

Provide a workplace culture and environment that boosts employee morale and retention.

Develop and implement a consistent staff training program.

Increase training opportunities, which should include inter-and intra-agency cross-training and job shadowing.

Bridge the gap between agency locations.

Sincere and meaningful interactions with leadership.

Unified, consistent, and inclusive agency brand and culture.

Recognize and acknowledge the hard work and dedication of employees.

Embrace workplace flexibility.

Example strategy and accompanying action step:

S: Embrace workplace flexibility

“We recognize that multiple agency locations around the state pose difficulties in creating a team atmosphere.”

A: What steps will we take to solve this problem?

“We will offer agency-wide events and opportunities, such as the Halloween costume and decorating contest, to bridge the gap between locations.”

GOAL #5

Promote internal and external knowledge of agency programs while assessing and addressing service gaps

STRATEGIES

Establish complementary, synchronous, & systematic mechanisms for onboarding and continuous training.

Develop mechanisms to facilitate cross-training and/or job-shadowing across programs or divisions.

Identify and implement opportunities to streamline and modernize recurring job-specific new-hire or refresher training.

Ensure consistency in job-specific training resources and expectations, especially across similar or the same positions.

Develop and implement a strategic internal communication plan and ensure employees know when and where to expect agency updates.

Develop and implement comprehensive external communication methods that are consistent and flexible.

Ensure program functions, policies, and scope are clearly defined in a strategic and collaborative approach aimed at service delivery and clarifying service expectations for stakeholders.

Foster outreach to Wyoming communities to link our services and programs with customers and partners.

Build community partnerships to ensure appropriate information reaches the public. Develop mechanisms to keep this information up to date.

Example strategy and accompanying action step:

S: Develop mechanisms to facilitate cross-training and/or job-shadowing across programs or divisions.

“Turnover in small departments necessitates cross-training.”

A: What steps will we take to solve this problem?

“Team members will provide training on job-specific functions to co-workers.”

notes

