

Vision	<i>The nation's best and most future ready workforce with opportunities for all</i>
Mission	<i>We provide our communities with inclusive workforce solutions that promote economic resilience and prosperity</i>
Values	<i>Collaboration • Diversity, Equity, Inclusion • Innovation • Integrity • Investing in our people • Service with kindness</i>

Goals	Strategies	Objectives
<i>Increase Employee Engagement</i>	<ul style="list-style-type: none"> Equip, empower, invest in & listen to our employees from hire to retire Honor and appreciate employees in a meaningful, consistent, and universal way 	<ol style="list-style-type: none"> Decrease the turnover rate 11.1% to 9% by January 2020 Increase the overall Employer of Choice satisfaction metric by 3% annually
<i>Reduce the transition time for people to find the right job</i>	<ul style="list-style-type: none"> Identify and prepare people for predictable job transitions/dislocations before those transitions occur Enable seamless support for customers across our services 	<ol style="list-style-type: none"> Average duration of unemployment maintained below the national average By January 2020, create a pool of transition metrics for those WIOA groups with measurable outcomes and then meet targets based on the progress from those baselines by January 2021
<i>Meet the needs of our customers</i>	<ul style="list-style-type: none"> Acquire and utilize internal and external customer feedback into our product and service development Support and participate in Washington's Talent and Prosperity for All Plan 	<ol style="list-style-type: none"> Complete a GAP analysis of our employment system based on feedback from our customers and stakeholders and determine subsequent actions by April 2020 By January 2020, baseline and track ESD's contributions to state and local workforce boards' efforts to help more people find jobs. Use those insights to then establish performance goals. Develop a comprehensive agency survey that establishes a baseline rating for customer satisfaction by July 2019. Use survey results to establish improvement goals for customer satisfaction measures.
<i>Improve organizational effectiveness</i>	<ul style="list-style-type: none"> Develop a comprehensive, transparent, and inclusive agency-wide decision making process Stabilize and modernize core enterprise systems and services Actively attract, recruit and retain diverse talent Employ continuous improvement practices and behaviors Keep employees informed 	<ol style="list-style-type: none"> Increase the percentage of employees who say they "have the tools and resources they need to do their jobs effectively" by 2% annually Increase the percentage of employees who say they "receive clear information about changes being made in the agency" by 5% annually Launch enterprise project management office by April 2019 Increase diversity by developing tracking mechanisms for time-to-hire, EEO reporting and candidate metrics by January 2020 with improved performance metrics going into effect for January 2021 Percent of major technology projects completed within 5% of estimated time and budget and with user satisfaction of 80% good or better after 6 months
<i>Prepare for economic shifts</i>	<ul style="list-style-type: none"> Create ESD's economic cycle plan Support the creation of a statewide workforce economic cycle plan 	<ol style="list-style-type: none"> Publish living ESD economic cycle plan by May 30, 2019 Launch new Washington State economic health index by January 2021
<i>Implement the Paid Family Medical Leave Program</i>	<ul style="list-style-type: none"> Build a PFML technology platform that adheres to the legislation and is secure and reliable Deploy extensive communications about the program implementation and value proposition to employers and employees. Leverage all of the ESD staff to promote and support PFML 	<ol style="list-style-type: none"> 100% of employers are completing required reporting and premium collection by January 1, 2020 Eligible workers access PFML benefits beginning January 1, 2020 Repay the PFML start-up loan by June 30, 2019