



How Strategic Planning Can Impact the Workforce

Strategic Goal ¹	Some Strategies to Accomplish Goal ²	Workforce Implications
<p>Programmatic Goal: Improve the well-being of children, adults and families by increasing permanency and stability for children in the child welfare system, individuals with developmental disabilities, those at risk of homelessness, victims of domestic violence, refugees and the elderly.</p>	<ul style="list-style-type: none"> ▪ Provide preventive services and support through an integrated service network. ▪ Ensure IT supports integrated service delivery and assists employees in effectively meeting the needs of children, adults and families. ▪ Increase customer involvement in service delivery. 	<ul style="list-style-type: none"> ▪ Frontline workers will need to improve in the competency areas necessary to implement goal. ▪ Frontline supervisors/workers will need to develop processes to better integrate service delivery. ▪ IT staff will need to expand capacity of service-tracking system and reporting functions. ▪ Frontline workers/supervisors will need more time to involve customers in service delivery and to develop processes for doing so.
<p>Workforce Goal: Create a Department culture and infrastructure that supports employees, promotes excellence and fosters culturally and linguistically appropriate human service delivery.</p>	<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive approach to employee recruitment, selection, development, recognition, and retention in order to increase staff retention, reduce turnover and increase the percentage of internal promotions. ▪ Ensure that the Department attracts and retains employees with the ability to meet the unique needs of customers with limited English proficiency. ▪ Develop and implement an exit interview survey and utilize data to improve recruitment and retention outcomes. 	<ul style="list-style-type: none"> ▪ All staff will need to create an individual development plan and participate in training and development opportunities to improve effectiveness. ▪ All staff will need to incorporate competencies into their performance and development plans. ▪ HR staff will need training on competency model. ▪ HR will have to develop effective screening tools in order to hire qualified employees, including those with Spanish-language proficiency.
<p>Operational Goal: Improve communication and collaboration within the Department and with other stakeholders including clients, other agencies, and the broader community in order to improve customer access, service, outcomes and satisfaction throughout the state.</p>	<ul style="list-style-type: none"> ▪ Enhance the use of the Intranet of staff communication including specific information on agency projects such as service integration. ▪ Engage community network teams, families and other community partners in all aspects of social service planning, implementation and evaluation. ▪ Ensure that employees and customers have the appropriate tools to improve outcomes for customers with limited English proficiency, including forms and documents in the necessary translations. 	<ul style="list-style-type: none"> ▪ Program staff will need to develop content on service integration for Intranet. ▪ Add formal training session on Department Intranet to new-employee orientation. ▪ Management and frontline supervisors will need time to participate in planning teams and roundtable sessions on community involvement of service delivery. ▪ Bi-lingual staff will need to assist in keeping translated forms and documents up to date. ▪ IT staff will need to update Intranet to reflect current translated forms and documents.

¹ Arizona Department of Economic Security. 2006. [Five Year Strategic Plan SFY 2007-2011](#).