

# WCD Three-Year Strategic Plan

## Mission:

We ensure an equitable workers' compensation system for all.

## Vision:

We are a nationally recognized workers' compensation system that provides accessibility and ease of use for all.

## Values:

- **Diversity, equity, inclusion, and belonging:** We encourage and value all perspectives.
- **Accountability:** We serve ethically and responsibly.
- **Integrity:** We tell the truth and honor commitments.
- **Service:** We build positive relationships and work together to improve outcomes.



### People & Culture

#### **We provide opportunities that support continuous employee development.**

- Ensure performance expectations and measurements are clear to all WCD team members
- Solicit and respond to employee input
- Ensure our workforce has the skill sets to perform the changing work of the division

#### **Our workforce is diverse and reflects the Oregonians we serve.**

- Intentionally promote a diverse, equitable, and inclusive culture of belonging
- Hire a diverse workforce



### Operations & Structure

#### **We have the structure in place to continuously analyze and improve processes.**

- Identify and address areas for improvement proactively
- Prioritize internal resources to support critical projects and business needs
- Ensure commitment to helping our team members through change
- Implement performance scorecard measures and use them to make decisions and improve processes



### Modernization

#### **Our team members have the materials and equipment they need to do their work efficiently.**

- Improve interaction in the hybrid work environment

#### **We support future business needs by implementing modern technology and transforming business processes.**

- Implement Workers' Compensation Information System (WCIS)



### Regulatory Approach

#### **Our regulatory approach is effective, balanced, and promotes voluntary compliance.**

- Adopt a proactive regulatory approach to identify and address areas for improvement
- Streamline divisionwide processes to address identified regulatory issues and trends
- Expand opportunities to incentivize compliance



### External Relationships

#### **We collaborate and engage with our customers.**

- Actively engage with underrepresented and underserved communities that are affected by our services
- Provide effective education and outreach
- Improve accessibility for and service delivery to external customers through modernization



## People & Culture

**Goal:** We provide opportunities that support continuous employee development.

**Ensure performance expectations and measurements are clear to all WCD team members**

- Develop performance expectations and measurements for each role within WCD

**Solicit and respond to employee input**

- The division and each unit develops a plan to address survey results
- Discuss reasons for employee engagement survey questions and why participation and responses are important
- Explore and implement options to encourage open communication specific to each unit

**Ensure our workforce has the skill sets to perform the changing work of the division**

- Perform a skills-gap analysis to identify and understand succession and future skill needs
- Develop a plan to address skills gap
- Determine training needs and create training plans to advance the skills of WCD team members
- Recruit and hire for the changing skill needs of WCD

**Goal:** Our workforce is diverse and reflects the Oregonians we serve.

**Intentionally promote a diverse, equitable, and inclusive culture of belonging**

- Create and implement a WCD Diversity, Equity, Inclusion, and Belonging (DEIB) Committee
- Implement opportunities for people to share their cultural backgrounds
- Share cultural experiences in Community Central
- Review and update WCD onboarding process to create a sense of belonging



## Hire a diverse workforce

- Research and organize resources that underserved populations use to find work
- Create and implement a plan to promote WCD as a workplace at community events
- Review job posting language to encourage more diverse applicants
- Develop a plan to build relationships and collaborate with employment assistance services



## Operations & Structure

**Goal:** We have the structure in place to continuously analyze and improve processes.

### Actively identify and address areas for improvement

- Identify opportunities to implement small changes that strengthen program effectiveness

### Prioritize internal resources to support critical projects and business needs

- Review and update project intake form to include resource management and ongoing communication about available resources
- Implement process for proactively identifying and tracking resources used across projects to avoid overloading units
- Provide project leadership and communication training

### Ensure commitment to helping our team members through change

- Ensure leadership understands and participates in change management to help WCD team members navigate change
- Deploy a modernization change management plan to help work units prepare for change
- Provide support and training in preparation for modernized system and other division changes

### Implement performance scorecard measures and use them to make decisions and improve processes

- Review and update quarterly scorecard measures



## Modernization

**Goal:** Our team members have the materials and equipment they need to do their work efficiently.

### Improve interaction in the hybrid work environment

- Review employee engagement survey with team members to better understand results and what changes they would like to see
- Identify tools and resources available for hybrid work and ensure they are available in a centralized location
- Reinforce use of technology communication tools to improve collaboration between staff members who work remotely from each other

**Goal:** We support future business needs by implementing modern technology and transforming business processes.

### Implement Workers' Compensation Information System (WCIS)

- Standardize similar work data and processes across the division





- Increase capability to support more data-driven decision making
- Implement future state business process models to increase efficiency
- Increase self-service options for stakeholders
- Prepare and support division team members and stakeholders through the change process



## Regulatory Approach

**Goal:** Our regulatory approach is effective, balanced, and promotes voluntary compliance.

### Adopt a proactive regulatory approach to identify and address areas for improvement

- Explore ways to increase accuracy of claims reporting from insurers and self-insured employers
- Explore ways to simplify claims processing requirements for insurers and self-insured employers
- Identify opportunities for streamlining rules

### Streamline divisionwide processes to address identified regulatory issues and trends

- Review groups that address division issues to ensure consistency with inter-unit team
- Educate WCD team members on existing inter-unit teams that work on issues
- Increase awareness of paths to identify and report emerging regulatory issues

### Expand opportunities to incentivize compliance

- Solicit and explore ideas from team members to incentivize compliance
- Explore opportunities to reinforce positive compliance behavior
- Prioritize and implement strategies to incentivize compliance



## External Relationships

**Goal:** We collaborate and engage with our customers.

### Actively engage with underrepresented and underserved communities that are affected by our services

- Implement outreach plan to attend events in underrepresented and underserved communities
- Identify barriers to underrepresented and underserved communities using WCD programs

### Provide effective education and outreach

- Develop skills across units for outreach and training delivery
- Evaluate potential tools and methods to enhance and streamline training creation and evaluation
- Develop and maintain a coordinated outreach effort across WCD
- Evaluate outreach training effectiveness

### Improve accessibility for and service delivery to external customers through modernization

- Implement self-service options to check statuses, submit requests, and update contact information
- Provide additional accessibility pathways, including mobile capabilities
- Provide support and training in preparation for modernized system

