



# NC Department of Administration's FY 2021-2023 Strategic Plan

Greetings,

The North Carolina Department of Administration's mission is to provide high-quality services effectively, efficiently, and economically for our customers who are the citizens, agencies, and communities of our state. As you will see in the Highlights and Opportunities section of this plan, the department has remained committed to this mission through creative and innovative initiatives. From creating 100% online processes in State Construction and instructional video in Non-Public Education to sourcing, purchasing, storing and delivering personal protective equipment to state agencies, universities and community colleges, the department remained steadfast in serving our customers throughout the events of the past two years.

The COVID-19 pandemic threw unprecedented challenges at state government. But the Department of Administration, through its dedicated staff, stepped up to the challenges, thought outside the box, and collaborated within divisions, as well as with other state agencies and community partners to continue providing services, support and advocacy.

With the goals and initiatives in this plan, we will continue to improve the work we started and improve the processes we have created. I look forward to fulfilling the goals of this plan and I am proud of what we have already accomplished.

Sincerely,

*Pamela B. Cashwell*

Pamela B. Cashwell  
Secretary

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# Department Executive Summary

The North Carolina Department of Administration was created in 1957 and re-established by the Executive Organization Act of 1971 to bring more efficient and effective management to state government. Prior to the Act's enactment, more than 300 agencies reported directly to the Governor.

The Department of Administration acts as the business manager for state government, overseeing government operations such as building construction, purchasing and contracting for goods and services, maintaining facilities, managing state vehicles, acquiring and disposing of real property, and operating auxiliary services such as courier mail and sale of surplus property. Additionally, the department manages many of the state's advocacy programs that provide assistance and services to diverse segments of the state's population that have been traditionally underserved.

In addition to its roles as a service provider to other state agencies, the Department of Administration provides staff support to several councils and commissions which advocate for the special needs of North Carolina's citizens. These include: the Commission of Indian Affairs, Commission on Inclusion, State Building Commission, Domestic Violence Commission, MLK Jr. Commission, the Council for Women Advisory Board, Youth Advisory Council, Internship Council, the Governor's Advisory Council for Historically Underutilized Businesses, Andrea Harris Task Force, Juvenile Jurisdiction Committee, License to Give Trust Fund, Commission on Inaugural Campaigns, Complete Count Commission, Geographic Information Coordinating Council, Interstate Oil & Compact Commission, NC Works Commission, Governor's Advisory Council for Hispanic/Latinx Affairs, and the State Indian Housing Authority.

In 2021, the department operated with an interim secretary for most of the first quarter. During that time, divisions were asked to update their goals and progress in accomplishing their objectives for the FY 2021-2023 Strategic Plan. Given the status of the planning process upon Secretary Cashwell's appointment, she adopted the goals and objectives in place. With her appointment, DOA developed a new mission and vision that helped to guide creation of redeveloped goals and values. Each division worked to develop their own strategies and priorities within the department's new goals and objectives.

# Guiding Mission and Values

## *Mission*

Enhance the lives of North Carolinians by providing foundational support to state government through asset management, advocacy, and operations.

## *Vision*

Provide high quality customer service effectively, efficiently, and economically for the people, agencies, and communities of our state.

## *Values*

**BELONGING:** Intentionally promoting an equitable and inclusive workplace to reflect the communities we serve, and our diverse backgrounds and experiences are valued and recognized as strengths.

**RESPECT:** Treating others with consideration and civility. We value each other as teammates and human beings.

**TRANSPARENCY:** Building a culture of trust through open and honest communication.

**EXCELLENCE:** Striving for the best for each other and our customers.

**WELLNESS:** Have joy and balance at work through spiritual, emotional, physical, and social well-being.

**INTEGRITY:** We do the right things for the right reasons.

**ACCOUNTABILITY:** We hold ourselves and each other responsible for all that we do.

**INNOVATION & CREATIVITY:** Embracing challenges and change, while cultivating new ideas and implementing improvements throughout our organization.

## GOAL 1:

# Explore new and improved ways to deliver effective and efficient services to create value for taxpayers.

**OBJECTIVE 1:** Improve processes to deliver services more efficiently to customers, reducing processing time and increasing efficiency.

### Strategies

- » Identify measures to enhance automation of services and products, to decrease turnaround time and reduce touchpoints.
- » Effectively manage expenditures and receipts to maintain fiscal integrity.

**OBJECTIVE 2:** Encourage and support professional development through goal setting and increased awareness of training opportunities.

### Strategies

- » Provide employees tools to be successful in their jobs and to grow professionally.
- » Engage in Cyber Security Awareness. Increase employees' knowledge and education in Cyber Security.

**OBJECTIVE 3:** Update performance indicator dashboards on a quarterly basis to measure progress towards achieving strategic objectives.

### Strategies

- » Review Performance Measures Quarterly.

## GOAL 1:

# Explore new and improved ways to deliver effective and efficient services to create value for taxpayers.

**OBJECTIVE 4:** Ensure the continuity of operations by cross-training team members and implementing workflows to provide uninterrupted service.

### Strategies

- » Ensure adequate and appropriate staffing for division, including decreased reliance on temps for permanent needs and enhanced in-house capacity for research and policy initiatives
- » Identify pipelines for succession planning to reduce position vacancy time.

**OBJECTIVE 5:** Engage with stakeholders for input on initiatives, policies, and procedures.

### Strategies

- » In accordance with Executive Order 246, following the established procedures of the DOA Public Participation plan, divisions will engage with stakeholders on initiatives, policies, and procedures.

## GOAL 2:

### Provide superior customer service.

**OBJECTIVE 6:** Train all employees in outstanding customer service practices.

#### Strategies

- » Identify and provide customer service training to staff and conduct customer service surveys.

**OBJECTIVE 7:** Gather ongoing customer feedback to acknowledge employee excellence; identify areas for improvement and execute plans to address areas of concern.

#### Strategies

- » Track and ensure that all customer complaints are responded to within one business day of receipt. Periodically review complaints for patterns or recurring themes that should inform corrective action.
- » Maintain electronic Customer Service Survey to solicit feedback and assess service outcomes

**OBJECTIVE 8:** Develop proactive communication strategies to inform internal and external customers through announcements, stories, social media, and website content.

#### Strategies

- » Expand Social Media Presence
- » Internally and externally promote Programs, Events, and Services hosting be NCDOA or its Divisions.
- » Revamp, update, and streamline DOA website, including Division site management.



## GOAL 3:

### Create a culture of belonging through enhanced employee engagement, transparency, and inclusiveness.

**OBJECTIVE 9:** Support employee groups, such as the Employee Engagement Council, Emerging Professional Resource Group, and the Veteran Employee Engagement Group, to build community, provide mentorship, and strengthen employee commitment to the DOA Mission, Vision, and Values.

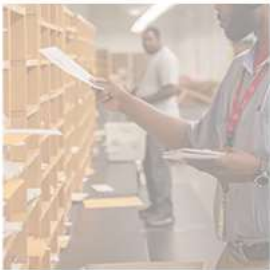
#### Strategies

- » Support and encourage involvement in Employee Engagement Council activities.
- » Provide employees resource and opportunities to participate in departmental engagement activities.

**OBJECTIVE 10:** Foster a community of trust through open, honest, and timely communication.

#### Strategies

- » Support employee retention and recruitment by reviewing salary, job descriptions, roles, and telework opportunities to recruit and retain qualified employees.
- » Encourage All DOA Divisions to recruit diverse candidate for employment, recruit diverse candidates to serve on policy making committees, advisory committees, working groups etc.



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