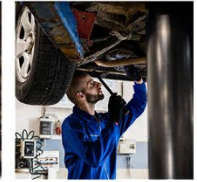
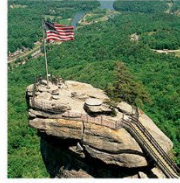


**NC★DOA**  
Department of Administration



NC Department of Administration's  
**FY 2023-2025**  
**Strategic Plan**  
**Snapshot**

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. The department has remained committed to this mission through creative and innovative initiatives. From working to create 100% online processes in State Construction, Council for Women and Youth Involvement, Purchase and Contract, and the Office of Historically Underutilized Businesses, to working towards Executive Order 80 sustainability goals through Motor Fleet, Mail Service Center, and Facility Management.

The COVID-19 pandemic threw unprecedented challenges at state government. But the Department of Administration, through its dedicated staff, has 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.

The 2023-2025 Strategic Plan sets the foundation for post-pandemic goal-setting and departmental alignment. With the goals and initiatives in this plan, we will continue to improve the work we started and the processes we have created. We look forward to fulfilling the goals of this plan and I am proud of what we have already accomplished.

Sincerely,



Pamela B. Cashwell  
Secretary

# Table of Contents

|   |          |
|---|----------|
| <b>Department Overview</b> .....  | <b>1</b> |
| <b>Guiding Mission &amp; Values</b> .....   | <b>2</b> |
| <b>GOAL 1:</b> Explore new and improved ways to deliver effective and efficient services to<br>create value for taxpayers ..... | <b>3</b> |
| <b>GOAL 2:</b> Provide superior customer service .....  | <b>5</b> |
| <b>GOAL 3:</b> Create a culture of belonging through enhanced employee engagement,<br>transparency, and inclusiveness .....     | <b>6</b> |
| <b>Priority Questions &amp; Next Steps</b> .....  | <b>7</b> |

# Department Overview

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 1971 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.

Among 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, and the Andrea Harris Equity Task Force.

The Department of Administration's mission is to enhance the lives of North Carolinians by providing foundational support to state government through asset management, advocacy, and operations.

# 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*

### **RESPECT**

other.

Treating others with consideration and civility. We value each other.

### **TRANSPARENCY**

Building a culture of trust through open and honest communication.

### **EXCELLENCE**

Striving for the best for each other and our customers.

### **WELLNESS**

Having joy and balance at work through spiritual, emotional, physical, and social well-being.

### **INTEGRITY**

Doing the right things for the right reasons.

### **ACCOUNTABILITY**

Holding ourselves and each other responsible for all that we do.

### **INNOVATION**

Embracing challenges, cultivating new ideas and implementing improvements.

## 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.

### Initiatives

- Identify measures to enhance automation of services and products, to decrease turnaround time and reduce touchpoints.
- Maintain fiscal integrity through transparency and accountability for all funds including appropriated funds, grants received and awarded, and receipt supported transactions.
- Ensure adequate and appropriate staffing for divisions, including decreased reliance on temps for permanent needs.

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

### Initiatives

- Provide employees with tools and resources to be successful in their jobs and to grow professionally.
- Ensure the continuity of operations by cross-training team members and implementing and documenting workflows to provide uninterrupted service.
- Engage in cyber security awareness. Increase employees' knowledge and education in cyber security.

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

### Initiatives

- Review and update Strategic Plan performance measures quarterly.

## GOAL 1:

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

**OBJECTIVE 4:** Engage with stakeholders for input on initiatives, policies, and procedures.

### Initiatives

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

## GOAL 2:

# Provide superior customer service.

**OBJECTIVE 5:** Train all employees in outstanding customer service practices.

### Initiatives

- Identify and provide customer service training to staff.

**OBJECTIVE 6:** Gather ongoing customer feedback to acknowledge employee excellence; identify areas for improvement and execute plans to address areas of concern.

### Initiatives

- Track and ensure that all customer complaints are responded to within one business day of receipt. Periodically review complaints for patterns or recurring themes to inform areas for improvement.
- Conduct and maintain electronic Customer Service Survey to solicit feedback and assess service outcomes.

**OBJECTIVE 7:** Develop proactive communication strategies to inform internal and external customers through announcements, stories, social media, and website content.

### Initiatives

- Expand social media presence.
- Internally and externally promote programs, events, and services hosted by NCDOA or its divisions.
- Revamp, update, and streamline NCDOA website, including division site management.



## GOAL 3:

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

**OBJECTIVE 8:** 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 NCDOA mission, vision, and values.

### Initiatives

- Support and encourage involvement in Employee Engagement Council activities, such as Holiday Angel Tree, Employee Appreciation Week, Departmental celebrations, and the Secretary's Awards.
- Provide employees resources and opportunities to participate in departmental engagement activities.

**OBJECTIVE 9:** Foster a community of appreciation, trust, open communication, and inclusion.

### Initiatives

- Support employee retention and recruitment by reviewing salary, job descriptions, roles, and telework opportunities to recruit and retain qualified employees.
- Consistent with the NCDOA Equal Employment Opportunity plan, recruit, hire, and promote diverse candidates for employment.
- Assign diverse candidates to serve on policy making committees, advisory committees, working groups, etc.
- Communicate departmental information and updates to employees through email, town halls, newsletters, and through Division Directors, clearly, concisely, and timely.

\*The departmental strategies listed above do not include the individual division strategies for each objective.

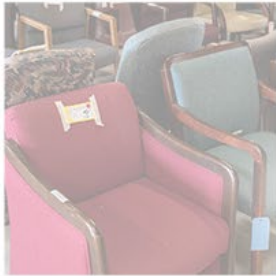
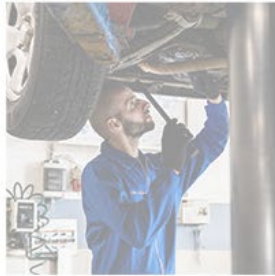
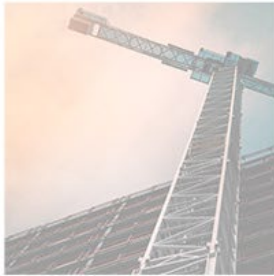
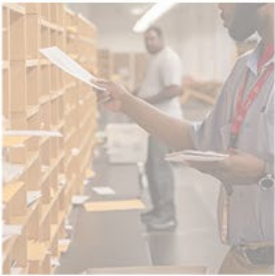
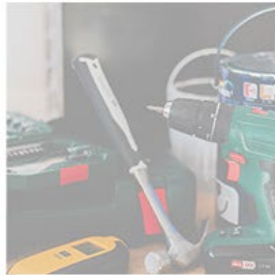
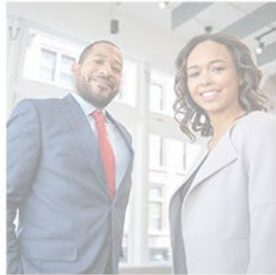
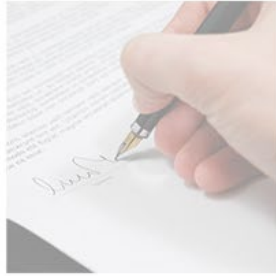
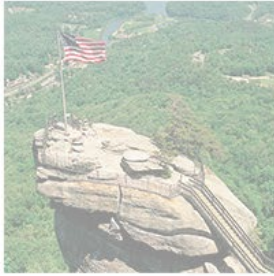
# Priority Questions & Next Steps

## Priority Questions

1. What is the impact of HUB and/or NCSBE Certification on a firm's success and longevity?
  - a. Is a firm more likely to stay in business and grow by being certified?
2. Is the new Domestic Violence and Sexual Assault Program Grants Management System working as expected for all involved parties including but not limited to grant recipients, the Council for Women and Youth Involvement and Fiscal Management?
  - a. Has the new system reduced the number of processing errors?
  - b. Are grants being distributed more quickly?
3. How can the State Internship Program increase the number of college students joining State Government?
  - a. What are best practices for recruiting interns?
  - b. What are the current challenges for recruiting interns?

## Next Steps

Strategic Planning is the blueprint for organizational success and requires collaboration and cooperation to accomplish goals. The NCDOA Strategic Planning team will work closely with Division Directors and the staff to define strategies that push the initiatives forward to further our departmental goals. During the 2023-2025 Strategic Planning Years, using the Strategic Plan will serve as a backbone for each NCDOA Division to consider specific strategies that align with the departmental initiatives and objectives. These division strategies will be defined with specificity and measured over time to ensure NCDOA continues to fulfill its mission.



**NC★DOA**  
Department of Administration