



STATE OF WASHINGTON  
HUMAN RIGHTS COMMISSION

## 2009-2014 Strategic Plan Highlights

### **Mission Statement:**

Established in 1949, the Washington State Human Rights Commission (WSHRC) eliminates and prevents discrimination through the fair application of the Washington Law Against Discrimination (WLAD) and the establishment of productive partnerships. The WSHRC is innovative and creative in addressing longstanding and emerging civil rights issues impacting Washington State.

### **Commission Vision:**

The WSHRC is led by effective, innovative civil rights leaders. The agency has high visibility and credibility in communities across the state and country. The WSHRC is an evolving agency able to embrace new mandates and take risks. The WSHRC educates the public through creative use of technology and encourages and assists communities in resolving civil rights issues at the local level. The Governor's Office supports the work of this agency and as a result has elevated ESHRC to a cabinet agency.

### **Goal # 1: Increase agency's visibility and credibility by being recognized as the leading expert on civil rights issues.**

**Objective # 1:** Increase opportunities to educate and provide technical assistance for legislators, business owners, advocacy groups, key stakeholders and others on the WLAD.

**Strategy A:** Prepare and implement a training plan for Commissioners to better understand the agency's processes, procedures, and the WSLAD by December 2008.

**Strategy B:** Improve constituent services to legislators and key stakeholders by conducting a well-organized education campaign.

**Strategy C:** Expand opportunities to proactively reach out to those who have rights under the WLAD.

**Objective # 2:** Provide leadership in identifying and addressing emerging civil rights issues within our state.

**Strategy A:** Use innovative forums that can be replicated as “good practices” to address civil rights issues.

**Strategy B:** Issue briefing and position papers on emerging civil rights issues that are likely to impact Washington State.

**Strategy C:** Commence Commission-initiated investigations to address wide scope issues of discrimination.

## **Goal #2: Increase Public Awareness on the Law Against Discrimination.**

**Vision:** The WSHRC will have updated technology to provide wider visibility on the WLAD throughout the state. An updated technology system will allow the WSHRC to educate small business and other potential respondents statewide on the law. WSHRC will create productive partnerships with other organizations to maximize resources in carrying out the WLAD.

**Objective:** Increase access to information about the WLAD to those who have rights and responsibilities under the WLAD.

**Strategy A:** Develop and implement a statewide outreach, education, & training plan for the general public and businesses.

**Strategy B:** Develop and implement an online training program that will address ongoing and developing civil rights problems.

**Strategy D:** Improve the agency’s public website so that it is easier to navigate and identify useful resources.

## **Goal # 3: Create a positive and productive work environment for employees.**

**Vision:** The WSHRC is a highly desirable place to work. WSHRC employees have a clear understanding of their individual roles and responsibilities. All employees are accountable for their work and feel empowered to perform and excel to meet individual and agency goals. WSHRC employees far exceed in internal customer service expectations.

**Objective:** Increase internal customer satisfaction ratings from WSHRC employees.

**Strategy A:** Encourage, support and recognize employees for their contributions.

**Strategy B:** Increase opportunities for staff growth and development at all levels of the agency.

**Goal #4: Complete high quality investigations with timely decisions.**

**Vision:** The WSHRC will exceed customer service expectations in the quality of our products and prompt service, using state of the art technology support. The WSHRC will maintain consistently high production that results in increased federal contract funding.

**Objective 1:** A significant (TBD) percentage of complaints will be resolved within 180 days to improve customer service.

**Strategy:** All district offices will be able to access an improved database. All offices will share responsibility for monitoring the age and quality of investigations in pending cases.

**Objective 2:** Improve the quality of investigative processes and products.

**Strategy A:** Establish an intranet site that will provide staff access to training materials and tools to guide them in their work.

**Strategy B:** Revamp the Enforcement Training manual to provide staff with clear quality expectations on agency services and products.

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