

Strategic Plan 2022-2024

Executive Summary



OUR VISION

Pennsylvania Women Work envisions a future where all people are empowered to succeed in the workforce, earn equitable compensation and attain economic security.

OUR MISSION

Pennsylvania Women Work empowers women to advance in their careers and achieve self-sufficiency through life-changing career development programs and mentorship.

SUMMARY

In 2022, PA Women Work convened a Strategic Planning Committee consisting of staff and Board members to develop a strategic plan for 2022-2024. As a result, the following were identified as key focus areas: building a stronger infrastructure across all departments; defining new and more efficient processes; diversifying revenue streams; expanding our programs and services; increasing brand awareness and recognition; and cultivating a strong, diverse Board and staff.

The strategic plan was made possible with the support of Pilot Peak Consulting. We conducted market interviews and stakeholder outreach to help create the strategic plan and identify areas for growth and improvement.

MEASUREMENT

Over the course of the strategic plan, PA Women Work staff and its Board of Directors will monitor the progress of these goals. Individual strategies have been identified for each and assigned to staff members accordingly. Across all goals, key performance indicators have been identified to measure success.

FOCUS AREAS & GOALS

INFRASTRUCTURE

PA Women Work will assess the infrastructure needs and provide intentional planning and investment to support organizational growth and efficiency.

COMMUNICATIONS

PA Women Work has an engaged community of supporters who have a clear understanding of our work and mission.

REVENUE

PA Women Work has a diversified funding mix that sustains the organization, allows us to successfully deliver our mission, and provides for continual growth.

STAFF

PA Women Work employs and sustains engaged, diverse, equitably compensated staff to support organizational growth.

PROGRAMS

PA Women Work programs respond to participant needs as well as the 21st Century workforce landscape. Our programs show impactful results for those we serve.

GOVERNANCE

PA Women Work has a robust process that sources, educates, retains and maximizes Board resources to ensure successful governance and operations.

CULTURE

PA Women Work acts with integrity and operates under a clear set of values.

Strategic Plan 2022-2024

FY 24 Update & Highlights

FOCUS AREAS & GOALS	FY 24 HIGHLIGHTS	FY 25 PLANS
<p>INFRASTRUCTURE PA Women Work will assess the infrastructure needs and provide intentional planning and investment to support organizational growth and efficiency.</p>	<ul style="list-style-type: none"> • Fully implemented new CRM, Sumac • Began using data from CRM to become more data-informed organization • Selected HRM system software • Completed final technology assessment to determine technology issues and assess systems and usage 	<ul style="list-style-type: none"> • Implement new HRM system • Strengthen use of Sumac across organization • Enhance external and internal communications, including launching a new website
<p>COMMUNICATIONS PA Women Work has an engaged community of supporters who have a clear understanding of our work and mission.</p>	<ul style="list-style-type: none"> • Created org-wide brand guidelines and revised all marketing materials • Created organizational key messages and conducted staff training • Implemented segmented communications strategy across communications platforms • Celebrated 30th Anniversary with high quality videos and materials 	<ul style="list-style-type: none"> • Conduct a spokesperson training for PWW Board • Continue to diversify content by implementing more video and photography projects • Strengthen paid marketing strategies and strategically advertise across communities
<p>REVENUE PA Women Work has a diversified funding mix that sustains the organization, allows us to successfully deliver our mission, and provides for continual growth.</p>	<ul style="list-style-type: none"> • Expanded diversification of funding in all revenue categories, including an application for federal funding • Developed framework for three year revenue and expense modeling • Continued documenting financial policies and procedures for succession planning 	<ul style="list-style-type: none"> • Develop and launch investment and endowment strategies • Continue to grow/diversify revenue streams
<p>GOVERNANCE PA Women Work has a robust process that sources, educates, retains and maximizes Board resources to ensure successful governance and operations.</p>	<ul style="list-style-type: none"> • Launched new Board committee structure and ensured all board members were engaged in committee work • Used Board survey results to develop and launch a Board governance strategy and plans • Created plan for recruitment and succession planning of Board members 	<ul style="list-style-type: none"> • Conduct Board training, per feedback from Board survey • Strengthen and expand Board mentorship program • Conduct year two of Board survey • Launch updated Board training materials • Continue succession planning for FY 25/26

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FY 24 Update & Highlights

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<p>STAFF/CULTURE</p> <p>PA Women Work employs and sustains engaged, diverse, equitably compensated staff to support organizational growth, acts with integrity, and operates under a clear set of values.</p>	<ul style="list-style-type: none"> • Finalized organizational values • Introduced more robust professional development offerings • Offered staff trainings, including cyber security and DEI • Improved and streamlined internal communications efforts • Created org-wide calendar to better inform and connect staff 	<ul style="list-style-type: none"> • Conduct year two of staff engagement survey • Continue to implement values into organizational plans • Strengthen professional development processes and offerings • Implement consistent approach for annual performance reviews and quarterly goal setting/tracking
<p>PROGRAMS</p> <p>PA Women Work programs respond to participant needs as well as the 21st Century workforce landscape. Our programs show impactful results for those we serve.</p>	<ul style="list-style-type: none"> • Researched women-focused offerings and community needs in the region • Created Empowerment in the Workplace program • Piloted LAUNCH - Entrepreneurship program • Developed relationships with many new employers and training program providers • Expanded career coach capacity to serve 30% more clients than proposed 	<ul style="list-style-type: none"> • Expand the ReWork program • Continue to strengthen pipelines to employers, particularly for persons with significant barriers to employment • Use data insights to enhance programming and target employer partnerships • Strengthen and revise processes for 3 Cups of Coffee mentoring program