

MISSION

With a strong commitment to great service, we advance public safety and consumer protection through licensing, regulation and education, and we collect revenue that supports our state's transportation system.

VISION

Proudly earning Washington's confidence every day through the highest level of service and commitment to public safety.

VALUES

Integrity
Inclusion
Respect
Results
Service Excellence

Goals High level long term results we must achieve	Strategic Initiatives What we will do to cause measurable progress toward the goal	Strategic Outcome Measures What we will measure to quantify results and communicate progress
<i>When engaged employees...</i>		
Engaged Employees	1. Help every employee connect to DOL's Mission, Fundamentals Map, measures and results. 2. Train and sustain 10% of employees as Lean Green Belts for process improvement. 3. Include every employee in using Lean tools for continuous process improvement. 4. Act on employee input from forums and surveys to improve employee engagement and DOL as an employer of choice.	a. % of employees who understand their connection to the mission, map and measures b. % of employees using Lean tools for continuous process improvement c. % of teams participating in recurring Lean management practices d. % of positive responses to employee engagement polls e. % of increase in rating as an employer of choice
<i>... create a customer focused organization...</i>		
A Customer Focused Organization	5. Coach all employees on delivering the customer service promise , helping each to understand how the promise fits with their position, and include this in annual employee plans and evaluations. 6. Establish core process targets that reflect the customers' needs based on regularly refreshed customer feedback and process data. 7. Increase the percent of Customer Service Center calls answered within 4 minutes. 8. Improve the quality of IT releases , supporting stakeholders while working toward Business and Technology Modernization.	f. % of customers stating we were friendly and helpful (in-person, by phone), by line of business (drivers, vehicles, professions) g. % of customers reporting DOL service met or exceeded their ideal standards (in-person, by phone, online transactions, website information) h. % of driver license office customers with lobby wait times within 30 minutes i. % of Customer Service Center calls answered within 4 minutes j. % of IT releases without rework
<i>... providing the most efficient and effective services...</i>		
Efficient, Effective Services	9. Continue to implement Results DOL to manage, measure and improve agency performance and results. Increase employee participation in monthly analysis and quarterly reviews. 10. Continue Lean Projects with Green Belt Facilitators from all divisions to improve core processes throughout the agency. 11. Continue Business and Technology Modernization , successfully implementing systems by June 2017 for: vehicles, revenue, central license issuance, and prorate and fuel tax. 12. Increase online services for businesses and professions. 13. Develop and implement agency governance as part of our culture.	k. % of agency-level performance measures on target l. % of core processes completed within their target turnaround times m. # of process hours and steps saved after Lean Projects for reinvestment to higher value-added work n. % on time and on budget implementing Business and Technology Modernization milestones o. % of transactions completed online, by type p. % on time implementing the agency governance process
<i>... we become the trusted and credible partner of all Washingtonians...</i>		
A Trusted, Credible Partner	14. Conduct regulatory reform through review and revision of statutes, rules and policies to eliminate unnecessary regulatory barriers. 15. Increase participation in partnerships that impact public policy , to better inform policy decisions and improve outcomes.	q. # of statutes, rules and policies reviewed for unnecessary regulatory barriers r. # of statutes, rules and policies revised to eliminate unnecessary regulatory barriers
<i>... so together we can measurably improve public safety.</i>		
Improved Public Safety	16. Improve the driver training program : update the driver training curriculum, guides and tests to reflect updated national standards and "Target Zero", Washington's plan for reducing traffic fatalities and serious injuries; conduct timely driver training school audits ; certify examiners ; and review drive test routes. 17. Develop and implement our Target Zero Action Plan , focused on reducing traffic fatalities and serious injuries involving 16 to 25 year old drivers.	s. % reduction in traffic violations for recipients of early warning letters t. # of traffic fatalities and serious injuries involving 16 to 25 year old drivers