

Strategic Plan 2017-2020

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 Long-term commitments	STRATEGIC INITIATIVES What we will do to cause measurable progress toward the goal	STRATEGIC OUTCOME MEASURES What we will measure to quantify progress and communicate results
<i>When engaged employees ...</i>		
Engaged Employees	1 Ensure every employee connects to DOL's Mission, Fundamentals Map, measures, and results.	% of employees who understand their connection to the mission, map, and measures
	2 Enable and encourage every employee to solve problems and come up with better ways of doing things.	% of employees who say they are encouraged to come up with better ways of doing things
	3 Ensure supervisors actively seek and incorporate input from employees.	% of employees who say they have opportunities to give input on decisions affecting their work
	4 Engage every employee with communication and training to be prepared for the ongoing changes in our work.	% of employees who say they receive clear information about changes being made within DOL # of employees, supervisors, and managers trained in change management
	5 Enable every employee to learn and grow by developing and implementing an employee development program.	% of employees who say they have opportunities at work to learn and grow
<i>... create a customer focused organization ...</i>		
A Customer Focused Organization	6 Ensure every employee understands and delivers on the customer service promise.	% of customers who say we were friendly and helpful (drivers, vehicles, professions; in person, by phone)
	7 Gather and use timely, actionable feedback from all customer groups, so customers guide our improvement efforts.	% of customers who say we met or exceeded their ideal expectation (drivers, vehicles, professions; in person, by phone, online)
<i>... providing the most efficient and effective services ...</i>		
Efficient, Effective Services	8 Implement adaptable technology systems and processes to meet emerging needs of customers, stakeholders, and employees.	% on schedule implementing system milestones % of customers, stakeholders, and employees who say the system and processes improved after new system implementation % of transactions completed online (drivers, vehicles, professions)
	9 Improve our management practices for prioritizing work and effectively using resources.	% of agency-level performance measures on target
	10 Use Results DOL to manage, measure, and improve agency performance, processes, and results.	% of off-target measures having root cause analysis and action plans for continuous improvement
<i>... we become the trusted and credible partner of all Washingtonians ...</i>		
A Trusted, Credible Partner	11 Protect our systems and customer data from being compromised and prevent fraud by continuously researching and responding to emerging risks and cyberthreats.	% on schedule implementing the data risk mitigation plan
	12 Provide timely information to policy makers on federal requirements and emerging technologies, and how they will impact customers, operations, and partners.	Completion of information materials on emerging issues
<i>... so together we can measurably improve public safety.</i>		
Improved Public Safety	13 Reduce traffic fatalities and serious injuries by implementing our Target Zero Action Plan for young drivers, motorcycles, and senior drivers.	# of fatalities involving 16 to 25 year old drivers # of serious injuries involving 16 to 25 year old drivers # of fatalities involving motorcycles # of fatalities involving drivers aged 70 and older
	14 Assess and review the statewide Driver Safety Programs and develop a long-term plan to provide world-class Driver Safety Programs.	% of Driver Safety Programs' action plans completed
	15 Provide law enforcement agencies real-time electronic access to accurate firearm records.	# of firearm records in backlog by date of backlog % of law enforcement agencies and firearm dealers submitting firearm records electronically