

DTMB 2016 Strategic Plan
Goals, Strategic Objectives, Actions, and Measures

	Goal 1: Develop trusted partnerships with our customers	Goal 2: Achieve a culture of excellence, urgency and personal accountability	Goal 3: Value, engage and empower Employees	Goal 4: Lead, innovate and deliver solutions
Strategic Objectives	<ul style="list-style-type: none"> Increase and maintain the overall DTMB customer satisfaction survey score by a minimum of nine percentage points to satisfy “best in class” standards for the 2017 and 2019 customer satisfaction surveys. Achieve an average Project Success Score of 80% across all DTMB service areas by January 2018. 	<ul style="list-style-type: none"> 100% of critical processes are tracked, documented, measured, and prioritized for improvement by 12/31/18. 100% of DTMB employees, at every level of the organization, will be engaged in setting performance standards, monitoring and supporting progress, and measuring results by 2/28/17. 	<ul style="list-style-type: none"> Achieve Great Place to Work® certification by December 2018. Increase the percentage of “Champion” employees by at least 8 percentage points by March 2017 and show continual improvement in subsequent surveys. 	<ul style="list-style-type: none"> Achieve top 10% rankings compared with benchmark indexes by 2020 (local level). Enterprise standards and controls are implemented and measured. All services/solutions provided by DTMB to our agency partners will utilize a minimum of 80% of the pre-defined standard solutions and controls (local level). Each area within DTMB will test/pilot/proof-of-concept at least 2 innovations (introduction of a new-to-the-area process/technology) per calendar year (local level).
Actions	<ul style="list-style-type: none"> Maintain agreed upon service standards with customers for each DTMB service by April 2017. Execute a plan to establish the “10 Components of Customer Service” as basis of DTMB culture by April 2017. 	<ul style="list-style-type: none"> All DTMB programs are continuously engaged in process improvement initiatives. All managers and supervisors will establish performance plans that include objective measures and individual development plans, hold and document quarterly touchpoint meetings, and complete annual performance evaluations with all employees by 2/28/17. 	<ul style="list-style-type: none"> By December 31, 2016, implement at least one sustainable initiative to strengthen culture. The initiative plan should be focused on a dimension of the Great Place to Work cultural framework. By February 28, 2017, conduct a baseline assessment of DTMB using the Great Place to Work Trust Index© Employee Survey. Priorities for action will be set based on the strength and gaps identified in the survey. By September 30, 2018, conduct the Great Place to Work Trust Index© Employee Survey again, this time with the goal of achieving certification, resulting from a score of 70 percent or higher. 	<ul style="list-style-type: none"> All areas within DTMB will identify appropriate industry benchmarks and align levels of performance expectations accordingly. All areas within DTMB will identify specific areas where standardization and compliance constructively apply so that policies, processes, and procedures will align organizational behavior. Innovative solutions will be identified at the local level for each type of service/solution offered by DTMB.
Measures	<ul style="list-style-type: none"> Increase the agree score in the customer satisfaction survey by a minimum of 10 percentage points for “Information regarding DTMB services is readily accessible.” Increase Net Promoter score in customer satisfaction survey by a minimum of 10 percentage points. 	<ul style="list-style-type: none"> Increase the department-wide urgency score as reported in the customer satisfaction survey by 5% by 2017 and an additional 10% by 2019. Increase the department-wide accountability score as reported in the customer satisfaction survey by 5% by 2017 and an additional 10% by 2019. 100% of employees had a performance review and quarterly touch points by February 28 of each year. Employees with not meeting expectations ratings have a documented corrective action in place by 2/28 of each year. Monthly Status of Key Processes report indicates each program is engaged in process improvement initiatives including operational excellence. Before and after cost, quality, timeliness, or quantity measures will be documented for all process improvement efforts. Critical process measurements for each area are tracked on local scorecards. 	<ul style="list-style-type: none"> Each office will achieve on the September 30, 2018 survey a score of 70% or higher, as measured by the Great Places to Work Trust Index© Employee Survey. Increase the percentage of “Champion” employees from 59% to 67% or higher as measured by the 2017 PwC Employee Engagement Survey. 	<ul style="list-style-type: none"> Each local will decide its benchmark index and objective ranking by December 1, 2016. Each local will determine its enterprise areas for standardization and alignment, adherence standard, and measurement tool by December 1, 2016. Each local will identify its two innovations by December 1st of the forthcoming year.