

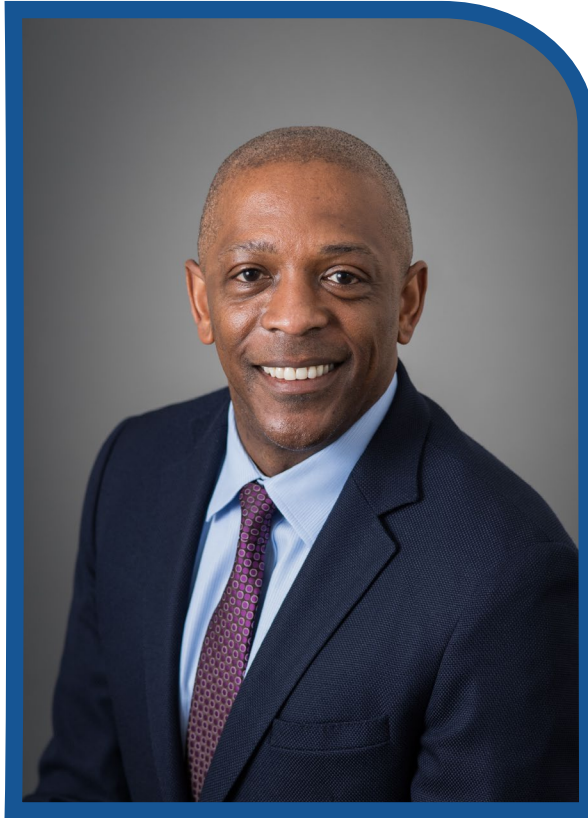
2023-2026

STRATEGIC PLAN



WASHINGTON STATE DEPARTMENT OF
LICENSING

A message from our Director, Marcus J. Glasper:



I am proud to present the Washington State Department of Licensing's 2023-26 Strategic Plan. Created after a series of listening sessions with our employees and community partners, we arrived at four key priorities: **Engaged and Prepared Employees, Equity and Inclusion, Safe and Supported Communities,** and **Safe and Secure Data.** From there, we developed several ambitious goals, several more strategies to achieve those goals, and dozens of initiatives to advance those strategies.

With an eye toward advancing the agency's purpose statement and values, Governor Inslee's focus areas, and innovations in social sciences and technology, we are excited to elevate the Department of Licensing's customer service, workplace culture, and safety programs to new heights.

A handwritten signature in black ink that reads "M. J. Glasper".

Helping every Washington resident
LIVE, WORK, DRIVE, AND THRIVE.



Growing a culture of belonging through our **VALUES**

RESPECT

We treat each other with dignity and respect.

TRUST

We earn your trust through our actions.

DIVERSITY

Our differences are our strengths.

EQUITY

We meet each person's unique needs.

INCLUSION

Your voice informs and influences.



AGENCY PRIORITIES

Engaged and Prepared Employees. We know our employees are the heart of our agency. We support their ability to develop and thrive, all while fulfilling our purpose, living our values, and advancing our strategic plan.

Equity and Inclusion. We believe the best way to serve all Washingtonians is by removing barriers to our services. We continually ask how we can improve accessibility for everyone.

Safe and Supported Communities. We recognize our critical role in preserving roadway safety and professional integrity. We fulfill our mandate by ensuring Washingtonians understand and follow the laws that impact them.

Safe and Secure Data. We take the protection of Washingtonians' private information seriously. We employ the latest tools and techniques to safeguard data and prevent fraud.



GOAL

DOL employees demonstrate diversity, equity, inclusion, trust, and respect.

STRATEGY

Improve the agency's DEI maturity through competency development, education, and training.



ENGAGED AND PREPARED EMPLOYEES

INITIATIVE

1. Develop a comprehensive DEI training, recognition, and education program based on enterprise DEI competencies.

The program will include developing a competency matrix, creating recognition for demonstrating agency values, and updating the agency's performance assessment process.

GOAL

Every employee has the opportunity for professional development.

STRATEGY

Build an Employee Experience Program as a model for growth and development within the agency.



ENGAGED AND PREPARED EMPLOYEES

INITIATIVES

1. Deliver I-LEAD program to all DOL supervisors, focusing on developing inclusive leadership competencies.

DOL's supervisor training program will create and foster a DEI- and belonging-centered, people-first leadership culture at the agency.

2. Develop and publish an Employee Development Plan, identifying training needs, priorities, goals, and key performance indicators.

The Employee Development Plan will identify agency workforce development priorities, gaps in employee training, and specific measures of success to reach the agency's workforce development goals.

3. Develop staffing models that provide all employees with dedicated time to participate in annual professional development training.

The agency will facilitate equal opportunities for field and office staff to further their professional development.

ACHIEVEMENT: I-LEAD

Launched in October 2022, DOL's Inclusive Leadership Program (I-LEAD) is required for all supervisors and helps build stronger teams through improved self-awareness, effective communication, bias mitigation, conflict management, and enhanced coaching and collaboration skills. The training is meant to reflect our culture of belonging, achieved through the agency's values of diversity, equity, inclusion, respect and trust.



DOL employees gather during a break in one of the first I-LEAD training sessions.

During the I-LEAD program, supervisors:

- Build an inclusive vision of themselves as the leader their teams need;
- Formulate their personal leadership development goals that connects each individual to DOL's purpose and values;
- Develop awareness of their biases and how to mitigate them;
- Strengthen their emotional intelligence;
- Apply conflict management skills to recognize individual needs while accomplishing team goals;
- Improve team collaboration and trust, both in the office or in a hybrid environment; and
- Actively engage in effective coaching and communication with other leaders across the agency.

GOAL

DOL's reputation for engaged employees makes people want to work for us.

STRATEGY

Support a modern work environment with tools, training, and facilities updates.



ENGAGED AND PREPARED EMPLOYEES

INITIATIVES (4 total)

1. Adopt technologies, policies, flexible work structures, and tools to modernize DOL's workforce.

To support DOL's workforce and retain top talent in a hybrid work environment, provide a modern workforce that achieves customer and business needs.

2. Develop and deliver a mentoring program for supervisors to cultivate a people-first, agency values-based leadership culture.

The agency-wide mentoring program will engage agency leadership in the development of the next generation of leaders.

GOAL

DOL's reputation for engaged employees makes people want to work for us.

STRATEGY

Support a modern work environment with tools, training, and facilities updates.



ENGAGED AND PREPARED EMPLOYEES

INITIATIVES (4 total)

3. Create a central location for all policies, procedures, forms, and templates to provide employees with clear and consistent information.

The repository for all key agency documents will support the delivery of clear and consistent information across the enterprise.

4. Update Olympia area facilities to support changes in workforce and service delivery.

Modernize DOL workspaces to create more touch-down and collaboration spaces, supporting a hybrid workforce.

GOAL

All residents will have equitable access to DOL's services.

STRATEGY

Improve culturally and linguistically appropriate services and communications.



EQUITY AND INCLUSION

INITIATIVES

1. Revise the agency's language access plan and policy.

The agency will incorporate language access and accessibility best practices and standards into DOL business operations to create an equitable service delivery to all Washingtonians regardless of language preference.

2. Establish a dual language performance, testing, and planning model.

The dual language program will provide standards and requirements for DOL to utilize and provide compensation to dual or multi-lingual employees when serving customers.

3. Develop a standardized tagline document for language access and assistance with agency letters and correspondence.

The document will ensure agency publications are interpreted or translated for customers upon request.

GOAL

DOL will eliminate barriers in the services we provide.

STRATEGY

Identify and remove service barriers in the agency's internal business practices, procedures, and rules.



EQUITY AND INCLUSION



INITIATIVES

1. Identify and update high priority external forms and letters using plain talk principles.

DOL will determine the agency's vital documents and publications and update them with plain talk principles to ensure that they are easily understood by our customers.

2. Procure natural language processing tools and environment to assess customer feedback.

DOL will deploy technology to aid the agency in processing and understanding customer open text feedback received from the agency's website and survey tools.

3. Conduct regulatory improvement effort to identify and eliminate barriers in the agency's rules, policies, and business practices.

DOL will catalog policies and regulations and identify potential regulatory improvements to enhance access to DOL services.

GOAL

DOL will address systemic inequities in staffing, budgeting, and program and policy development.

STRATEGY

Create and implement a standardized stakeholder and community engagement model and process for developing policies and agency request legislation, reforming program regulations, and hiring diverse candidates.



EQUITY AND INCLUSION

INITIATIVES

1. Create a stakeholder engagement toolkit with resources on best practices and guidelines on culturally appropriate engagement.

DOL will adopt business standards for seeking community and stakeholder feedback.

2. Create a standardized community and stakeholder feedback process for agency request legislation, decision package development, and agency communications.

The process will ensure that stakeholder and community voices are incorporated in agency legislation, requests, and outreach.

GOAL

All customers will receive efficient, effective, and timely service.

STRATEGY

Improve access to online services.



SAFE AND SUPPORTED COMMUNITIES

INITIATIVES

1. Conduct Phase 1 of the website improvement project.

Phase 1 of the website improvement project will improve readability and digital accessibility according to WCAG standards.

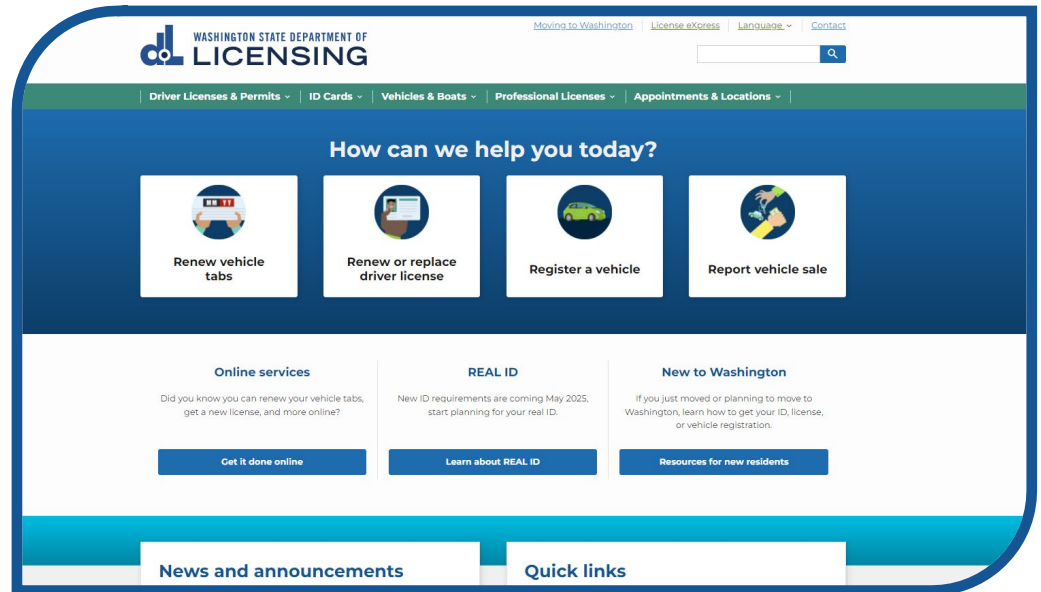
2. Conduct Phase 2 of the website improvement project.

Phase 2 of the website improvement project will improve access to online services and provide more digital service options.

ACHIEVEMENT: WEB IMPROVEMENTS

In 2021, the state Legislature gave the Department of Licensing funding to redesign its website, dol.wa.gov. A team of agency employees and contractors, the Office of the Chief Information Officer, WaTech, and Anthro-Tech worked hard to create a new website following human centered design principles, listening to customers and making improvements based on their feedback. Our work included:

- Reorganizing the information on the site by the types of tasks customers need to accomplish;
- Rewriting pages to be clear, simple, and free of business jargon;
- Reorganizing information on pages to help the customer find what they need quickly;
- Designing the website to be accessible to customers with disabilities;



- Designing the website to be mobile-friendly for any device; and
- Researching and testing what we create with customers and DOL teams throughout the entire process.

We launched the new dol.wa.gov website June 20, 2023.

GOAL

All customers will receive efficient, effective, and timely service.

STRATEGY

Ensure timely service for the public.



SAFE AND SUPPORTED COMMUNITIES

INITIATIVES

1. Develop standardized constituent request and customer feedback process.

DOL will create agency-wide processes and standards for handling and resolving customer emails, phone calls, messages, and constituent requests.

2. Develop agency standards for customer experience based upon customer feedback.

DOL will understand the customer experience and create expectations of timeliness and quality of service.

GOAL

All customers will receive efficient, effective, and timely service.

STRATEGY

Improve existing in-person and phone channel offerings to ease interactions with our agency.



SAFE AND SUPPORTED COMMUNITIES

INITIATIVES

1. Modernize the agency's customer contact centers.

DOL will deploy modernized telephone systems to support its contact centers.

2. Modernize the agency's licensing service offices.

DOL will modernize its queuing and other customer-facing technologies, allowing efficient, in-person customer service.

3. Deploy DOL2Go services.

The agency will create a mobile office to provide customers with greater access to our services.

ACHIEVEMENT: DOL2Go



DOL2Go is an exciting initiative that will allow the agency to meet Washingtonians where they are by providing our services in a mobile unit. We've had some opportunities, beginning with Camp Hope in October 2022, to provide our services to underserved communities. Once we connected with customers, many were able to take the next step in securing housing.

Camp Hope was a chance for DOL to see the mobile unit concept in action. And now, DOL has received funding in the 2023-2025 biennium for staffing and equipment to build on that concept and participate in more events.

We anticipate that DOL2Go will issue close to 2,000 credentials in the next year by providing services through DOT's Right

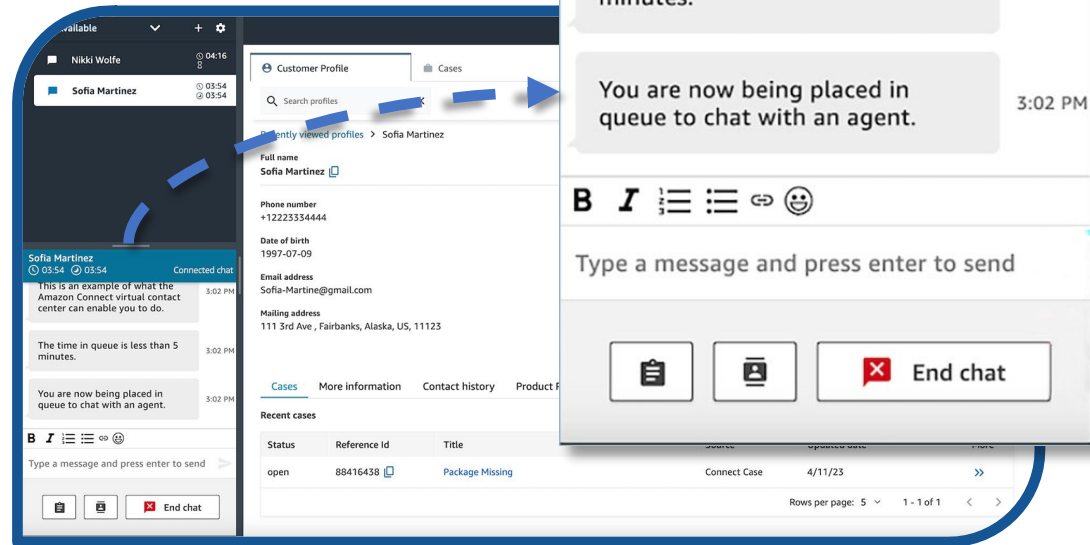


of Way events, homeless resource events, areas without regular services, such as the San Juan Islands and other remote locations, natural disaster responses, refugee responses, and senior care facilities.

DOL employees pictured at Camp Hope in Spokane in October 2022.

ACHIEVEMENT: IVR

On June 8, 2023, the first phase of the new interactive voice response system was launched in the Department of Licensing's Customer Service Center (CSC). Serving to fulfill the agency's customer contact center modernization, the new cloud-based platform improves the way we deliver our services to customers and collects the data to necessary to understand customer needs. Employees experience a more intuitive, efficient process with an "agent whisper" feature that tells the representative the call type prior to getting on the line with the customer. A key feature for customers is the opportunity to avoid waiting in the queue for a representative by requesting a scheduled call back. Upcoming opportunities may include live chat, virtual



appointments, customer self-payment, and multi-language options. With the success of Phase One, we're positioned to implement similar technology in other program areas, making it an enterprise-wide customer support management system.

GOAL

DOL will consistently and equitably apply rules and policies across programs.

STRATEGY

Identify and implement opportunities for rule and policy improvements.



SAFE AND SUPPORTED COMMUNITIES

INITIATIVE

1. Inventory agency public safety rules and policies, conduct crosswalk mapping exercise, and create recommendations for improvement.

By creating an inventory of all agency public safety rules and policies to understand the landscape, conducting a mapping exercise that compares policies and rules, and creating recommendations that seek to provide clarity, DOL will eliminate barriers to our customers and update outdated language.

GOAL

Reduce the number of serious injuries and fatalities on Washington roadways.

STRATEGY

Implement DOL's portion of the state's highway safety plan, Target Zero.



SAFE AND SUPPORTED COMMUNITIES

INITIATIVES

1. Create an implementation plan for key agency actions identified in the Washington Traffic Safety Commission Highway Safety Plan.

DOL will convene agency subject matter experts to develop a multidivisional prioritization plan that builds upon legislation and other sources of research to support agency actions identified in the WTSC Highway Safety Plan.

2. Revamp the Driver Guide, skills exam, and scoring methodology.

Updating the driver skills exam, Driver Guide, and scoring methodology will increase awareness of rules of the road and enhance driver skills when operating a motor vehicle.

GOAL

All DOL data meets the highest standard of privacy and security.

STRATEGY

Continually implement best practices to improve stewardship and standards for the management of data.



SAFE AND SECURE DATA

INITIATIVES (5 total)

1. Establish quality standards and enhance policies to govern the agency's use of data.

Utilize DOL's Data Governance Committee to adopt standards and enhance policies for supervisors and technical staff regarding the agency's data practices in the collection, use, sharing, retention, and storage of agency data.

2. Implement secure data standards.

Ensure industry best practices for handling and storing sensitive data are followed.

3. Implement best practices for the encryption of confidential data being processed, stored, and shared.

DOL will develop and follow business processes to ensure encryption is used by DOL staff when sharing data.

GOAL

All DOL data meets the highest standard of privacy and security.

STRATEGY

Continually implement best practices to improve stewardship and standards for the management of data.



SAFE AND SECURE DATA

INITIATIVES (5 total)

4. Implement multi-factor authentication with DOL's online services.

DOL will enable additional steps to verify identity in Secure Access Washington to protect customer information.

5. Conduct an independent third-party audit of DOL's internal data protections.

DOL will undergo an independent review of DOL data practices and protections to identify gaps and opportunities for improvement.

GOAL

All DOL data meets the highest standard of privacy and security.

STRATEGY

Protect our customers' personal information.



SAFE AND SECURE DATA

INITIATIVES (5 total)

1. Implement customer alerts for online high-value transactions.

DOL will implement a customer alert system that will provide notifications to customers when an online change is made to certain records on their account in applicable DOL application(s).

2. Evaluate login settings in DOL applications against industry best practices.

DOL's evaluation will create recommendations to mitigate security concerns.

3. Conduct a feasibility analysis on technology solutions that will decrease occurrence of dishonored payments.

DOL will review business practices against potential technology solutions in its analysis.

GOAL

All DOL data meets the highest standard of privacy and security.

STRATEGY

Protect our customers' personal information.



SAFE AND SECURE DATA

INITIATIVES (5 total)

4. Conduct a feasibility analysis on the Office of the State Treasurer approved digital payment methods for increased customer payment options.

DOL will review potential technology solutions with approved providers that would allow additional customer payment options.

5. Conduct a feasibility analysis of authentication options for improved security in DOL applications and provide recommendations to agency leadership.

DOL will review logon options and offer recommendations on how to improve security.