VIII. ORGANIZATIONAL EXCELLENCE

Develop an innovative, world-class organization to advance the U.S. transportation system and serve the Nation's long-term safety, social, economic, security, and environmental needs.

CHALLENGES AND STRATEGIES

We understand and recognize that our ability to provide transportation programs and services that meet the Nation's needs depends on excellent management of our organization and resources. The Organizational Excellence goal emphasizes how our people, property, and processes are central to achieving all of our strategic goals and objectives. In this chapter, we describe two important challenges from among the many that our leadership and managers identified through the strategic planning process. First, we must build a Departmental workforce that can meet the challenges of this decade, especially in light of the pending retirement of many of our eligible employees. Second, we must focus on improving our information technology (IT) and financial management business processes. In the case of IT, we are highlighting priorities such as cyber security that are described in more detail in the DOT IT Strategic Plan.[112] Our strategic objectives are presented below:

FY 2014-2018 STRATEGIC OBJECTIVES

❖ Put people first. Build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by making DOT a workplace of choice through employee empowerment and engagement, learning and development, succession planning, workplace flexibilities, and a healthy and safe workforce (OE1).

❖ Advance secure and innovative information systems and technology platforms that protect against cyber threats and support the efficient use of information and data for financial management (OE2).

These are our highest management priorities during the period of this strategic plan. The challenges and strategies associated with each are addressed in the following paragraphs.

STRATEGIES FOR ENABLING HUMAN CAPITAL SOLUTIONS

Retirement eligibility among the DOT workforce threatens our ability to achieve our strategic goals and objectives. Approximately 14 percent of all DOT employees were eligible to retire in 2012, with 36 percent of Senior Executive Service members being retirement eligible. Retirement eligibility among our employees will continue to increase over the next several years given current workforce demographics. Recruitment, retention and succession planning will be the key to successfully managing the retirement impact on mission. Key competencies and skill sets needed in the future will be another important objective. Achieving high employee engagement will be critical for retaining employees. To ensure a workforce that is ready, capable, and willing to achieve our mission, we will:

➢ Implement workforce planning, competency-based hiring, and competency-based training to ensure DOT has a diverse and capable workforce;

➢ Promote selfless leadership that focuses on performance and thrives on collaboration, while leveraging employee inclusion and engagement; and

➢ Foster a culture of continuous learning and improvement among our employees.

STRATEGIES FOR ENABLING INNOVATIVE INFORMATION TECHNOLOGY AND CYBER SECURITY SOLUTIONS

In this increasingly connected, complex, and interdependent digital world, the demand for technology systems and infrastructure that are cost effective and support operations efficiently requires creative solutions and innovative approaches. This same digital infrastructure is increasingly being targeted for exploitation and disruption by a growing array of adversaries, with threats that have grown more sophisticated, targeted, and serious. We must ensure that both IT and cyber security enable the achievement of our strategic goals through innovative, pragmatic, and flexible approaches that address these risks.

We will provide secure, customer-focused information systems and technology platforms that support the innovative, effective, and efficient use of information and data for the management of all DOT business processes. We will leverage new technologies and ensure contingency plans are in place for our employees to function as a mobile workforce in all situations by encouraging telework, enabling work features on mobile devices, and providing broadband connectivity to our DOT workforce allowing them to securely work from anywhere. Our key strategies will be to:

➢ Increase the utility and accessibility of information and technology solutions across the Department;

➢ Leverage collaborative opportunities to drive innovation and cost reductions;

The 3E (Economy, Effectiveness, and Efficiency) Initiative

In support of the President's Management Agenda, DOT is undertaking an aggressive initiative to deliver a smarter, more innovative, and more accountable government agency. The initiative is identifying opportunities throughout DOT to meet the following goals:

- Economic Growth – government that supports an ever-growing economy and job creation
- Effectiveness – government that works better
- Efficiency – a government that costs less

At the core of this initiative, DOT will generate significant, tangible, and positive differences in the lives of the citizens we serve. We will produce results that are measureable and drive lasting change in how government works and focus on continuous improvement in results. As a result of this effort, DOT will consider innovative and fundamental change to our policies and procedures, consolidation of offices and functions, smart purchasing agreements, and improve financial management. DOT will also work to use performance measures and departmental programs to spur economic development with the ultimate goal of delivering better services to the American people.

- ➢ Drive performance excellence and service delivery through effective IT governance and resource management; and
- ➢ Develop our IT workforce with mission critical and emerging technology competencies.

We will strengthen our cyber security posture through improved situational awareness, effective risk management practices, and pragmatic application of mission-aligned capabilities that will enhance the effectiveness of the Operating Administrations. To accomplish this, we will:

- ➢ Implement a cyber risk management program that continually adapts to changing threats, vulnerabilities, and assets;
- ➢ Enhance the DOT cyber security incident response program to provide interdependent, enterprise-wide coordination, collaboration, information-sharing and response; and
- ➢ Strengthen our security posture by focusing efforts on data and information entering and exiting our networks, the assets on our networks and changes to their security status, and knowing who is using our systems.

STRATEGIES FOR IMPROVING FINANCIAL PERFORMANCE

We will continue to emphasize improving our financial management practices by focusing on increased oversight and proper recording of Undelivered Orders, which are budget obligations that have not yet been fully liquidated by making a final payment. With the large number and dollar value of DOT-funded grants and projects, identifying unused portions of this funding is constant and important work. By recovering these unused funds, we can make additional monies available to be used for eligible, higher priority projects.

Continued vigilance of improper payments is also an important safeguard in ensuring that the financial resources of the Department are used appropriately and effectively. [113] DOT currently has a rate of estimated improper payments at less than 1 percent. [114] However, with the large amounts of funding handled by the Department, we strive to avoid any improper payments. We will continue to emphasize internal controls aimed at reducing the percentage even further.

Improving financial management and oversight ensures our financial resources are used as efficiently and effectively as possible, which contributes to the achievement of our strategic goals and objectives. Through fostering financial stewardship in DOT, we protect valuable taxpayer resources and ensure they are used in the most fiscally responsible manner possible. We strive to offer an example of how tax dollars should be effectively spent to achieve the benefits that we seek for the Nation. To improve financial management and provide quality customer service, we will:

- ➢ Reduce undelivered orders and improper payments;
- ➢ Develop budgets aligned to advance the mission-related DOT goals and objectives, based on meeting internal and external user needs;

- ➢ Provide oversight to ensure funds are not committed, obligated, or expended in excess of appropriation allotments and fiscal plans, and ensure no violations of the Anti-Deficiency Act or other fiscal law;

- ➢ Provide improved financial management service to Departmental programs, so we can meet and address current and emerging program and management requirements;

- ➢ Develop and provide access to accurate and timely financial information to leadership and programs to inform their decision-making as well as policy and program development; and

- ➢ Promote transparency of financial information to strengthen accountability.

STRATEGIC OBJECTIVES, PERFORMANCE GOALS, AND INDICATORS

We will monitor our progress in achieving the Strategic Objectives for the Organizational Excellence goal using the Performance Goals and Indicators in Table J.

Table J. Performance Goals, Indicators, and Lead by Organizational Excellence Strategic Objective.

Performance Goal	Performance Indicator(s)	Lead Office
Strategic Objective: Build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by making DOT a workplace of choice through employee empowerment and engagement, learning and development, succession planning, workplace flexibilities, and a healthy and safe workforce (OE1).		
Increase DOT employee engagement index score) to 70.5 percent positive responses by 2018.	Employee engagement index score (positive responses) on the OPM Federal Employee Viewpoint Survey.	OST/ALL
Increase the hiring of persons with targeted disabilities for eligible positions to 2 percent by 2018.	Percent in eligible positions of new hires with targeted disabilities.	OST/ALL
Achieve no greater than a 5 percent difference between the score of a demographic group and the DOT-wide average employee engagement index score by 2018.	Employee engagement index scores (various demographic groups).	OST/ALL
Strategic Objective: Advance secure and innovative information systems and technology platforms that protect against cyber threats and support the efficient use of information and data for financial management (OE2).		

Strengthen the Cybersecurity posture of the Department through holistic situational awareness and risk management capabilities.	Indicator: An enterprise, risk-based, cyber program that continuously adapts to changing threats, vulnerabilities, and assets in near-real time. Sub-Indicators: • 100 percent of systems governed by Automated Continuous Monitoring capabilities within each Component by the end of FY 2018. • 100 percent of systems converted to an ongoing authorizations process by the end of FY 2018.	OST-CIO
Maintain the percentage of improper payments to one percent or less of all payments.	Percent improper payments.	OST/ALL
Keep improper payments below the level of significant improper payments (i.e., greater than $100 million, regardless of error rate) for all major programs.	Total dollar amount of improper payments.	OST/ALL