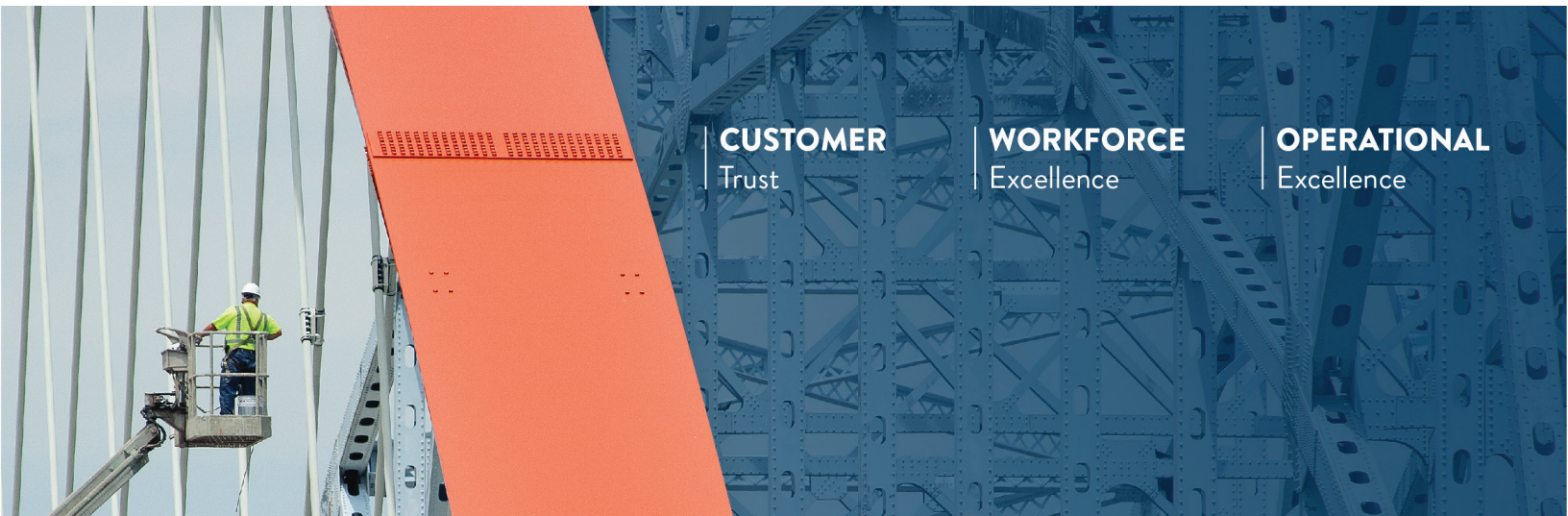# Strategic Operating Plan 2018 – 2022

MnDOT's Mission

Plan, build, operate and maintain a safe, accessible, efficient and reliable multimodal transportation system that connects people to destinations and markets throughout the state, regionally and around the world

CUSTOMER
Trust

WORKFORCE
Excellence

OPERATIONAL
Excellence

Implementing our Long-Term Transportation Vision

Our vision for Minnesota's multimodal transportation system is to maximize the health of people, the environment and our economy. This vision comes directly from Minnesota GO – our 50-year, statewide collaborative vision for Minnesota's transportation system. When we invest in transportation, we not only build infrastructure, we change our environment for future generations and build opportunities and access to schools, healthcare, jobs, markets, and so much more. In short, we affect every Minnesotan's quality of life.

But how will we know if we're achieving our vision and the outcomes we've committed to publicly in our policy plans? How will we turn long-range policy plans into operational priorities that guide the delivery of products, services and support functions on a day-to-day basis?

Our Strategic Operating Plan translates long-term policy plan objectives into actionable strategies for the next five years. These strategies reflect our highest priority goals, align our long-range vision with near-term actions and identify performance metrics to monitor progress. This Strategic Operating Plan will also guide resource decisions and better align efforts across the agency to achieve our vision and mission and make good on our public promises for the future of the transportation system in Minnesota.

Charlie Zelle, Commissioner
Minnesota Department of Transportation

Strategic Operating Plan

MnDOT's Mission

Plan, build, operate, and maintain a safe, accessible, efficient, and reliable multimodal transportation system that connects people to destinations and markets throughout the state, regionally and around the world.

Minnesota GO 50-Year Vision

Minnesota's transportation system maximizes the health of people, the environment and our economy.

Full Minnesota GO 50-Year Vision available at www.minnesotago.org

Core Values

Safety | Accountability | Diversity & Inclusion | Service | Excellence | Integrity

Strategic Operating Goals

Customer Trust

- We engage customers, listen to understand and balance the diverse needs of all to achieve the best possible outcomes
- We understand and communicate how our program, project and service delivery decisions impact people differently, and actively makes decisions to reduce disparities in Minnesota
- We cultivate a transportation sector in Minnesota that reflects the diverse communities we serve

Operational Excellence

- We plan, build, operate and maintain Minnesota's multimodal transportation system to get the most out of investments and optimize system performance
- We demonstrate effective and efficient stewardship of public resources
- We prepare for and adapt to the challenges and opportunities associated with change

Workforce Excellence

- We achieve and maintain a diverse, safe and inclusive workplace that allows each employee to contribute their full potential
- We attract and retain a workforce with the knowledge, skills, abilities and experiences that MnDOT needs to be successful

Customer Trust

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To advance customer trust, MnDOT will ...

Strengthen relationships

Why is this important?

Strong relationships enable effective engagement, resulting in opportunities to understand and balance the diverse needs of elected officials; tribal governments; federal, state and local partners; and MnDOT's external and internal customers

How will we implement?

- Affirm internal and external customers of MnDOT's products and services, understand and document customer needs and clarify the customer role in product and service delivery
- Promote ongoing, inclusive and community-based approaches to public engagement
- Work with local partners to understand regional and community needs, identify shared priorities and maximize available resources
- Foster and facilitate positive government-to-government relations between MnDOT and all federally recognized Minnesota Tribal Nations

Make investments through open decision-making processes

Why is this important?

Open, inclusive decision-making processes enable the public to influence and respond to investment decisions, resulting in opportunities for consultation, involvement, coordination, collaboration and efficient/effective use of resources

How will we implement?

- Increase the transparency and accountability of the processes used by MnDOT to make investment decisions
- Determine how transportation affects equity and identify strategies to reduce disparities
- Partner with tribal governments, public agencies, community organizations and businesses to preserve and enhance social, environmental and economic resources
- Provide engaging, honest, easy to find and easy to access communications that respond to customer information needs

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Expand access to contracting and employment opportunities

Why is this important?

Eliminating barriers to equitable transportation contracting and employment opportunities leads to a more diverse transportation industry

How will we implement?

- Fully leverage MnDOT's statutory authority to ensure equitable access to contracting and employment opportunities
- Simplify the contracting and bidding process
- Strengthen training, small business advising programs and other support strategies that promote participation of underrepresented groups in the transportation industry and ensure strategies are tailored to the needs of targeted communities
- Develop community points-of-contact and other outreach capabilities that help MnDOT understand and engage employment resources, such as tribal employment rights ordinances

Operational Excellence

We plan, build, operate and maintain Minnesota's multimodal transportation system to get the most out of investments and optimize system performance

We demonstrate effective and efficient stewardship of public resources

We prepare for and adapt to the challenges and opportunities associated with change

To advance operational excellence, MnDOT will ...

Be nimble and responsive

Why is this important?

A nimble organization makes, communicates and implements decisions quickly and reliably, enabling employees to take advantage of opportunities and respond effectively to anticipated and unanticipated challenges

How will we implement?

- Identify, strengthen and commit to the processes by which MnDOT makes and implements operational decisions and clarify the respective roles and expectations of organizational leaders, managers and staff
- Streamline processes and oversight in ways that promotes efficiency and accountability, aligns decision-making authority with job responsibilities and eliminates redundancy
- Manage resources strategically — set clear, realistic, resourced and time-bound agency objectives and criteria to guide investments and retire or repurpose existing efforts
- Encourage managers and employees to try new things and encourage learning and growth from successes and mistakes
- Promote nimble decision-making environments that engage the right people with the right expertise at the right time

Ensure the safety and security of MnDOT's employees and assets

Why is this important?

Safe and secure operating environments save lives, prevent injuries, increase employee morale and productivity, cultivate trust, and enable the efficient and effective use of transportation facilities, services and technologies

How will we implement?

- Implement best practices and develop a strong safety culture that prevents and effectively responds to workplace safety incidents
- Implement best practices and procedures to promote a respectful workplace and effectively respond to disrespectful behavior, discriminatory harassment and workplace violence
- Increase system reliability and resiliency through risk-based management practices and emergency preparedness

Operational Excellence

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Make forward-looking, customer-driven improvements

Why is this important?

Planning for change enables MnDOT to make long-term investments and product & service improvements that respond effectively to evolving needs

How will we implement?

- Pursue process improvements and best practices that enable MnDOT to invest resources more efficiently and effectively
- Leverage advancements in information, technology and equipment to improve productivity, product and service quality and customer experience while coordinating efforts and ensuring alignment with strategic priorities
- Identify and communicate resource needs and make planned, need-based resource allocation decisions
- Support research and development, training and pilot demonstrations to prepare MnDOT and our partners for emerging technologies

Maximize existing resources

Why is this important?

Effective management of existing systems, processes and assets enables MnDOT to achieve the maximum possible customer impact with constrained resources

How will we implement?

- Work across jurisdictional boundaries, agency and functional siloes and modes to ensure effective and efficient system operations
- Maximize the useful life and minimize life-cycle cost of infrastructure, data, information technology and other transportation assets
- Account for user benefits and costs, operations and future maintenance when planning system improvements or expansions
- Ensure accountability and transparency in the management of infrastructure, information technology, data and other transportation assets

Workforce Excellence

We achieve and maintain a diverse, safe and inclusive workplace that allows each employee to contribute their full potential

We attract and retain a workforce with the knowledge, skills abilities, and experiences that MnDOT needs to be successful

To advance workforce excellence, MnDOT will ...

Plan MnDOT's future workforce

Why is this important?

Critical skill identification, succession planning and other workforce planning activities enable MnDOT to adapt effectively to changes in transportation needs, technology and labor markets

How will we implement?

- Conduct skill assessments for targeted positions, classifications and duties and expand on strategic staffing efforts
- Develop career paths and development plans for targeted or difficult to fill positions or classifications
- Establish a workforce planning council to guide agency workforce strategic coordination and prioritization
- Assess trends in transportation and likely impacts for MnDOT and plan and prepare for changes in how MnDOT delivers the transportation system

Develop, engage and retain MnDOT employees

Why is this important?

Intentional employee engagement supports the development and retention of a diverse and motivated workforce

How will we implement?

- Provide meaningful, productive and challenging work that reflects employee abilities and work expectations
- Expand training, mobility assignments, engagement interviews and other activities that support employee development
- Build on the Diversity and Inclusion Unified Strategic Work Plan to develop employee cultural competence and incorporate into processes, procedures and systems
- Recognize employees as MnDOT's most valuable resource and work with managers, supervisors and staff to identify opportunities to improve product and service delivery
- Provide employees with equipment, technology and other resources necessary to perform their work

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Improve the experience of prospective/new employees

Why is this important?

Fast, user-friendly recruitment, application, hiring and onboarding processes increase MnDOT's ability to attract and retain people with in-demand skills and experiences

How will we implement?

- Implement Human Resource customer-centered culture (C3) recommendations and shared best practices to improve recruitment and hiring processes
- Make the entry point more user friendly by developing strategies, tools and aids for candidates to use when applying for positions
- Improve the onboarding process spanning from the offer letter to the end of probationary period