

MAP's Strategic Business Plan

2002-2006



Strategic Business Plan

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July 22, 2002



*A Message from the
Chief Management &
Administrative
Programs Officer*

As a pivotal force within Treasury, MAP welcomes the challenge of synchronizing our Strategic Business Plan with Secretary Paul O'Neill's vision to make Treasury a "world class organization." To support this effort, MAP continues to work toward organizational improvement. Our first step consisted of defining our mission and vision, identifying our core values, and aligning them with Treasury's mission. Our Strategic Business Plan builds on these organizational efforts as we set forth our performance measures, goals, strategies, tactics, and metrics to demonstrate how MAP will meet the Department's newly defined objectives.

MAP is committed to meeting the President's Management Agenda (PMA) related to the five government-wide initiatives for changing government operations to become more citizen-centered, results-oriented, and market-based. We have identified four critical success factors - customer satisfaction, employee satisfaction, business processes, and business results - and linked these to our performance goals of communication, customer satisfaction, partnerships, processes, and resources/tools. To meet these goals, the MAP organization continues to evolve and create an environment that has both strong leadership as well as team-focused and flexible employees. We thank our employees for their valuable and insightful contributions to Treasury.

This Strategic Business Plan will provide the direction for our daily operations, its resource allocation, goals, and measures. We recognize that these are challenging times for business enterprises, yet we remain committed to our vision to be a pioneer in providing 'cutting edge' administrative and support services and products for Departmental Offices.

Dr. W. Earl Wright

A handwritten signature in black ink, appearing to read "W. Earl Wright". The signature is fluid and cursive, with a large initial "W" and "E".

MAP's Mission

We are Treasury's prime source in providing quality administrative, management and support services, programs and products. We proudly serve Departmental Offices, other Bureaus, and the American people.

MAP'S Vision

We will be a pioneer in providing "cutting edge" administrative and support services and products for Departmental Offices.

MAP's Core Values

We have adopted these core values as critical to our success and our future. These core values will become part of our culture.

Customer Service

We strive to deliver services and products that exceed customer's expectations. Our goal is to get it right the first time on time within budget.

Communication

We seek to first understand others, and then to be understood. We respect, encourage, and nurture relationships as we demonstrate honesty and integrity in everything we say and do.

Teamwork

We lead and encourage collaboration among our customers and ourselves to achieve positive outcomes. We value our diverse workforce and "can-do" attitude.

Trust

We demonstrate honesty and integrity to earn the confidence of others. We are accountable for our actions and honor our commitments.

People

We provide a safe, healthy, and functional work environment. We reward success, risk-taking, and innovation. We encourage personal and professional growth and celebrate a balanced life.

Divisions and Offices of MAP

Facilities Management Division: (*FMD*)

Through quality customer services, the mission of the Facilities Management Division is to create, coordinate, and maintain at a reasonable cost, buildings, grounds, furnishings, and systems and to provide an optimal work environment for Departmental Offices.

Office of the Curator: (*Curator*)

The mission of the Office of the Curator is to preserve the cultural resources of the Treasury Building and Annex for the benefit of the public, Treasury employees and future generations. To this end, the Office provides: Preservation and technical guidance for the restoration and preservation of the Treasury Building and Annex; Museum-quality care and management of the Treasury Collection of fine and decorative arts; opportunities for all to experience our National Historic Landmark and collections through a tour program, public exhibitions and continual educational opportunities and publications.

Information Services Division: (*ISD*)

The mission of the Information Services Division is to ensure the effective management of records, information, and knowledge by establishing appropriate collection, preservation, protection, and dissemination mechanisms for the Department of the Treasury and its customers. ISD is comprised of four branches: Library Services, Disclosure Services (Freedom of Information Act and Privacy Act), Records Management and Telephone Operator Services. Our team provides traditional and innovative library services to the Treasury and the public. We manage the Records Program for the Departmental Offices; provide policy and procedural guidance in the FOIA and Privacy Act arena for all Treasury bureaus, manage the Freedom of Information Act request process for the DO; and provide one-to-one and one-to-many communication linkage for the Treasury officials, the Treasury employees and the public. We deliver information-based products and services which support the Program Offices and Treasury Bureaus in performing their mission critical functions.

Printing and Graphics Division: (*P&G*)

The mission of Printing and Graphics is to be the provider of choice for the effective, economical, and quality presentation of information for the Department. Printing and Graphics provides quality graphics, design, printing, duplicating, and electronic services to effect our vision. The vision is to meet

and exceed customers' expectations by utilizing a variety of methods and alternative strategies that draw upon our combined experience and talents.

Procurement Services Division: (PSD)

The mission of Procurement Services Division is to be Departmental Offices' (DO) prime source for providing world-class acquisition services and support. PSD is committed to serving DO, other Bureaus, and the American people in an environment that enhances communication and promotes teamwork and trust.

Occupational Safety and Health Division: (OSHD)

The purpose of the Departmental Offices (DO) Occupational Safety and Health Division is to ensure that DO employees understand their responsibilities for their own safety and the safety of others in the work environment through their direct involvement in the DO Safety and Health Program. The DO Safety Program provides a workplace environment free of unsafe conditions and known hazards. The DO Safety and Health Program provides guidance to all DO employees, contractors and visitors in the Main Treasury, Annex Building, and owned or leased office space while on DO official business.

Treasury Building and Annex Renovation and Restoration: (TBARR)

The mission of TBARR is to make the Treasury Complex a safe, flexible, attractive business environment, while preserving the buildings for future generations. In order to fulfill our goals and objects, we use 21st century technology to increase productivity, and enhance current and future operations, in a financially sound and timely manner.

Travel and Special Events Division: (T&SE)

The Travel and Special Events Division is comprised of three units that make up our overall core function – Travel, Special Events and the Government Travel Charge Card Program. The Travel Office processes official travel requests, interprets travel policies and regulations, obtains passports, and ensures that DO complies with all mandatory reporting on travel related issues. We partner with Omega World Travel to provide common carrier transportation needs for our travelers. The Special Events Office, which includes the Executive Dining Room, is comprised of a team of multi-talented individuals who provide assistance to DO employees in the areas of culinary arts, special event planning, conference planning, meeting room scheduling and set-up, protocol, and program management. The T&SE Division also administers the mandatory Government Travel Charge Card Program for DO.

Environmental Analysis

In these changing times, it is especially crucial that government recognize the importance and understand the culture of its environment and those issues that drive the conduct of its business. Management and Administrative Programs (MAP) is part of the Office of the Assistant Secretary for Management (ASM) of the Department of the Treasury. MAP's mission is to provide quality administrative, management and support services, programs and products to the Departmental Offices, other Bureaus, and the American people.

Why A Strategic Business Plan – The Drivers

Our drivers for creating this Strategic Business Plan include the President's Management Agenda (PMA) to create a government that is citizen-centered, market-based and results-oriented. Secretary Paul O'Neill has stated his goal for Treasury to become a "world-class organization." And finally, Dr. W. Earl Wright, Chief Management and Administrative Programs Officer, envisions MAP as "a pioneer in providing 'cutting edge' administrative and support services and products."

The strategic planning process began with a systematic review of the current operating environment to determine our customers' needs, as well as the internal and external forces that shape our strategic change efforts. MAP customers include:

- *DO Employees*
- *Treasury Bureaus*
- *Other Government Agencies*
- *The American People*

Under the guidelines of the PMA, we are setting targets for human capital management, competitive sourcing, financial performance, expanded e-government services, and budget and performance integration. Progress toward these goals is measured through the use of the Executive Management Scorecard – a system for reporting progress using a traditional red-yellow-green light analogy to indicate whether goals and targets are being met.

SWOT Analysis

The second step in the process was to perform an analysis to determine MAP's strengths (S), weaknesses (W), opportunities (O), and threats (T) to our business (SWOT). Presented in this section are the strengths, weaknesses, opportunities, and threats identified by both internal and external customer surveys.

MAP's Strengths

Our key strengths include our talented and dedicated workforce, a service-oriented focus, creative problem-solving, an experienced staff, a respect for each other and the nature and challenges of our day-to-day work, leadership, and recognition by our customers for our service.

MAP's Weaknesses

We recognize that we don't always "live" our strengths – we need to improve our follow-up and follow-through. Our internal and external communications processes are in need of improvement and our somewhat "stove-piped" structure become detractors of our strengths.

MAP's Opportunities

During our preliminary SWOT analysis, several key opportunities were identified to address both our weaknesses and the threats to our future. The key opportunities include the need for internal restructuring to better utilize our talents and reduce redundancies across the organization. We have identified products and services marketing as a key opportunity, as well as the need to increase staff training to provide better and more varied services. In our business processes area, we have identified the need for streamlining and publishing, so that our customers better understand the MAP organization.

MAP's Threats

Outside forces can have an impact on any organization. The primary threats to the MAP organization include the effort to contract out non-inherently governmental functions. As a primary service provider, MAP's products and services may be outsourced. The competition for talent within the service industry will always pose a threat in attracting and retaining talented employees. And finally, Treasury's changing customer base can pose new challenges when customer expectations are not exceeded.

By understanding the strengths, weaknesses, opportunities and threats and by using this Strategic Business Plan as our "RoadMAP," we are confident that we are positioned to achieve world-class levels of operation and provide world class service to our customers!

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Strategic Business Planning Process:

The Strategic Business Planning Process has been a collaborative effort of the MAP organization that was guided by the Executive Steering Committee. Input was solicited from all members of the organization as we developed our mission and vision statements and defined our core values. The committee then went directly to MAP's customers, asking them for feedback through customer interviews on what they thought we were doing right and where we needed improvement. With an ever-broadening group comprising all units of MAP, we translated this feedback into several themes that have been defined as our organization's goals. The strategies have grown from these goal statements.

- *Communication*
- *Customer Satisfaction*
- *Partnerships*
- *Processes*
- *Resources/Tools*

The process was validated through the use of customer focus groups. We presented the goals and strategies and requested feedback on what would ultimately constitute success in our customer's eyes. As a result of this feedback, the goal teams developed tactics and defined metrics that may be used as a scorecard for both MAP's performance and also in supporting the strategic mission and goals of the Department and the Secretary.

We used the following definitions when developing our strategic plan:

Goal:

Statement of the desired outcome (from the customer's point of view).

Performance Measure:

Statement of an accountable means to demonstrate success.

Strategies:

The outputs to achieve the goal.

Tactics:

The specific actions taken to produce the strategies and achieve the goal.

Metrics:

The milestones, targets, and trends that will track our progress toward desired outcomes.

Balanced Scorecard:

The Balanced Scorecard (BSC) is a strategic implementation tool that helps translate an organization's strategies into action. To be balanced in its perspective, organizations take into consideration the customer, the employee, the finances and the business operations aspects of the organization.

MAP has selected four key elements for its Strategic Business Plan. Each element contributes equally to the Vision, Mission and Core Values that drive our everyday operation. The four critical success factors are: customer satisfaction, employee satisfaction, business processes, and business results. The diagram below illustrates which strategic goals are linked with which critical success factors. Communication is an overarching goal for all of the critical success factors.



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Performance Measures, Strategies, Tactics, Metrics

COMMUNICATION

Goal:

Foster a culture which seeks first to understand and then to be understood.

Performance Measure:

Percentage of trust in MAP's products and services as indicated by the annual MAP Trust and Confidence Survey administered to customers and MAP employees.

Strategy 1: **Promote frequent, consistent, honest, and open dialogue opportunities.**

Tactic 1: Create opportunities for sharing information and knowledge throughout Departmental Offices.

Tactic 2: Develop a communication plan, including processes and procedures.

Strategy 2: **Market MAP's products and services.**

Tactic 1: Develop and update annually a marketing plan.

Tactic 2: Implement marketing plan.

Tactic 3: Evaluate effectiveness of MAP's marketing plan.

Strategy 3: **Promote usage of communication tools.**

Tactic 1: Use meeting management tools and techniques to ensure effective meetings that produce results.

Tactic 2: Standardize communication mechanisms.

Metrics:

Metric 1: Constituency groups rate effectiveness of interactions as a 5 on a scale of 1-5.

Metric 2: Percentage increase in usage of MAP’s products and services as measured by internal workload measures/reports.

Metric 3: Percentage of MAP employees trained in applying meeting management tools and techniques.

CUSTOMER SATISFACTION

Goal:

Provide seamless, courteous, flexible services and highest quality products.

Performance Measure:

Percentage of customers who indicate we provide seamless, courteous, flexible services and highest quality products.

Strategy 1: **Commit to customer satisfaction.**

Tactic 1: Partner with customers to define acceptable standards of Customer Service.

Tactic 2: Publish, review and update standards annually.

Strategy 2: **Evaluate customer satisfaction and expectations.**

Tactic 1: Conduct customer satisfaction/expectation MAP Trust and Confidence Survey.

Tactic 2: Conduct on-going customer meetings/focus groups.

Tactic 3: Conduct post-project debriefing sessions for “lessons learned”.

Strategy 3: **Alignment of MAP services for seamless delivery.**

Tactic 1: Designate one MAP point of contact for any MAP multi-office service request.

Tactic 2: Establish and operate a MAP Resource Line for a single point of entry for new calls or complaints.

Tactics 3: Establish and continue a MAP Customer Service Steering Committee.

Metrics:

- Metric 1:** Standards published (base year) and reviewed annually.
- Metric 2:** Percentage of customers rating MAP four or better on the annual MAP Trust and Confidence Survey.
- Metric 3:** Number of complaints resolved to customer's satisfaction.

PARTNERSHIPS

Goal:

Establish mutually-beneficial, lasting relationships with our internal and external customers and colleagues.

Performance Measure:

Percentage of partners agreeing they have a mutually-beneficial, lasting relationship with MAP.

Strategy 1: **Develop relationships and partnerships.**

- Tactic 1:** Each division identifies their potential partners using the supplier/customer/product model.
- Tactic 2:** Establish criteria and guidelines including roles, expectations, and responsibilities.
- Tactic 3:** Follow up with customers to assess effectiveness.

Strategy 2: **Nurture to ensure relationships and partnerships are productive.**

- Tactic 1:** Establish formal and informal means of communication.
- Tactic 2:** Use data from MAP surveys to strengthen partnerships.
- Tactic 3:** Conduct networking celebrations.

Metrics:

- Metric 1:** Number of partnerships identified.
- Metric 2:** Number of partnerships formed.

PROCESSES

Goal:

Employ customer-focused processes that utilize best practices and are consistently executable.

Performance Measure:

Reduction of cycle time, rework, and staff hours needed to deliver products and services through streamlining of processes.

Strategy 1: Identify and document processes.

Tactic 1: Identify MAP's core business processes and process owners.

Tactic 2: Prioritize processes for review.

Tactic 3: Document processes.

Strategy 2: Continuously evaluate and update processes to ensure continuity and best value. (OSH)

Tactic 1: Review processes annually.

Tactic 2: Update, re-engineer, or eliminate processes as required.

Strategy 3: Promote use of best practices.

Tactic 1: Implement best practices.

Tactic 2: Post documented processes on the MAP Homepage.

Metrics:

Metric 1: Percentage of processes identified and documented.

Metric 2: Percentage of processes reviewed.

Metric 3: Percentage of documented processes posted on the MAP Homepage.

RESOURCES/TOOLS

Goal:

Create an environment where people are ready, willing, and able to perform their jobs.

Performance Measure:

MAP resource adequacy as measured by percentage of employees satisfied with tools and resources.

Strategy 1: Invest in “cutting-edge” resources and tools necessary for MAP employees to perform their jobs.

Tactic 1: Conduct annual needs assessment survey to determine adequacy of resources and tools.

Tactic 2: Develop and update annually a resources and tools acquisition plan based on the surveys.

Strategy 2: Establish a comprehensive employee development training program for all MAP employees.

Tactic 1: Conduct a formal training needs assessment of all MAP employees.

Tactic 2: Develop and implement a MAP-wide training plan based on assessment results and update every two years.

Tactic 3: Develop and implement informal mentoring, coaching, and job-sharing programs.

Strategy 3: Recognize MAP employees.

Tactic 1: Hold annual formal recognition ceremonies.

Tactic 2: Create opportunities to showcase individual MAP employees. (Note: ties back to Communication Plan)

Metrics:

- Metric 1:** Dollars spent in investing in “cutting-edge” technology.
- Metric 2:** Percentage of employees receiving training.
- Metric 3:** Percentage of employees who indicate that they are using the acquired tools/techniques three months after receiving training.
- Metric 4:** Number of employees recognized.

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Appendix

Definitions for Performance Measures.

COMMUNICATION

Goal:

Foster a culture which seeks first to understand and then to be understood.

Performance Measure:

Percentage of trust in MAP's products and services as indicated by the annual MAP Trust and Confidence Survey administered to customers and MAP's employees.

Definition:

The MAP Trust and Confidence Survey is a validated instrument of questions administered to a random sampling of 80% of MAP's customers and 100% of MAP's employees.

CUSTOMER SATISFACTION

Goal:

Provide seamless, courteous, flexible services and highest quality products.

Performance Measure:

Percentage of customers who indicate we provide seamless, courteous, flexible services and highest quality products.

Definition:

Establish a customer satisfaction baseline using MAP's Trust and Confidence Survey. Repeat the survey annually targeting annual improvement. The survey will indicate the customer's level of satisfaction with our services/products. Each attribute will be rated on a scale of 1 to 5, with 1 – Unacceptable, 5 – Outstanding. Customer Service attributes rated will include what services the customer has used, courtesy and flexibility of MAP staff, timeliness, quality of services/products received, and perceived "seamlessness" or integration of MAP's suite of services.

PARTNERSHIPS

Goal:

Establish mutually-beneficial, lasting relationships with our internal and external customers and colleagues.

Performance Measure:

Percentage of partners agreeing they have a mutually-beneficial, lasting relationship with MAP.

Definition:

Measure how much and how well we are partnering with a quarterly rating survey of all customers and colleagues on a scale of 1-5 (5 being the highest). The first survey will establish a baseline with at least 75% rating of 5 satisfaction. Without mutually-beneficial partnerships, MAP cannot accomplish its mission and goals.

PROCESSES

Goal:

Employ customer-focused processes that utilize best practices and are consistently executable.

Performance Measure:

Reduction of cycle time, rework, and staff hours needed to deliver products and services through streamlining of processes.

Definition:

Establish measurements to track rework, staff hours, and cycle times. Measurements will be reviewed quarterly by process owners and management for trend analysis.

RESOURCES/TOOLS

Goal:

Create an environment where people are ready, willing, and able to perform their jobs.

Performance Measure:

MAP Resource Adequacy as measured by percentage of employees satisfied with tools and resources.

Definition:

Conduct a survey of MAP's employees that asks them if they have the proper resources, (i.e., tools, people, equipment, money, and skills) to perform the task at hand.

Notes



Artwork & Design: Department of the Treasury
Printing & Graphics Division