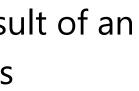2023-25 OFM Strategic Plan

Growing our success

Office of Financial Management
Working together for the equitable future of every Washingtonian.

About

The Office of Financial Management's strategic plan for 2023-25 is the result of an equitable and inclusive one-year process that involved all OFM employees through agency- and division-level planning. We wouldn't be here today without staff support and engagement.

Our Mission

We empower Washingtonians by helping state agencies and the Legislature connect people, budgets, policies, data and systems.

Core Values

Our Vision

Working together for the equitable future of every Washingtonian.

Diversity, Equity, Inclusion and Belonging (DEIB)

Integrity

Innovation

Collaboration

Operational excellence

Mission Vision and Values

The foundation of our plan lies within the success of living out our new shared vision, mission and values:

- **Vision –** Working together for the equitable future of every Washingtonian.

- **Mission –** We empower Washingtonians by helping state agencies and the Legislature connect people, budgets, policies, data and systems.

- **Values –** Diversity, Equity, Inclusion and Belonging (DEIB), Integrity, Innovation, Collaboration, and Operational Excellence.

Our values serve as the guiding principles for all our decisions and actions. They are also how we stay the course, become our common language, our commitments to each other, our stakeholders and our customers.

We hope our new vision, mission and values will be the blueprint as we passionately pursue our strategic priorities and commitment to continuous improvement, equity in our services, customer satisfaction and our employee experience.

We designed the plan to focus on division priorities to ensure meaningfulness for each OFM employee who contributes to the plan daily while helping to drive toward successful outcomes.

The status of division strategic priorities and success measures will be shared via a dashboard which will be updated monthly.

This strategic plan represents the path we're carving together for OFM.

Thank you for choosing OFM.

OFM Division Priorities

Accounting Division

Budget Division

Communications

Fiscal and Operations Division

Forecasting and Research Division

Information Technology Services Division

Legal and Contract Services Division

OFM Human Resources Division

One Washington

Organization Strategy and Performance Unit

Serve Washington Division

State Human Resources Division

Accounting Division

Priorities:

1. **Prepare for Workday:** Revise statewide policies, procedures, and processes and prepare state agencies as they transition to Workday.

2. **Improve vendor registration process:** Simplify and provide multi-language capability for the vendor registration process.

3. **Prepare agencies for the Workday transition:** Develop and provide basic accounting training and help agencies convert their data in preparation for the transition to Workday.

4. **Develop an internship program:** Create an internship program that recruits a diverse candidate pool and prepares interns to be hired by state agencies.

Budget Division

1. Increase equity in our decision-making.

2. Increase critical skillsets to empower budget division staff to do their best work.

3. Increase collaboration to strengthen our statewide budget community.

Communications Unit

1. **Equitable and accessible communications:** Advance inclusivity and equity by enlisting expertise in language access and embedding translation and accessibility workflows.

2. **Evidence-based customer service:** Enhance customer service through a comprehensive analysis of our current offerings and customer requirements.

3. **Modernize communication flows:** Build proficiency in equitable communication, project management and media relations through training.

Fiscal and Operations Division

Priorities

1. Document desk manuals for every position in Fiscal and Operations.

2. Grow and develop staff to participate in and support the Workday transition.

3. Participate in and plan for a successful governor's transition.

Forecasting and Research Division

Priorities

1. **Open data:** Be a premier source for relevant, trustworthy, secure data.

2. **Support thriving research communities:** Play a leadership role in fostering and serving diverse research communities.

3. **Promote research into and utilization of equity lenses:** Integrate diversity, equity, and inclusion into our research agendas and data supply efforts.

4. **Continuous improvement:** Embrace continuous improvement principles and practices to provide more efficient and effective programs.

5. **Improve our public face and web presence**: Provide the most user-friendly, relevant resources to the widest audience through constantly updated web visuals and materials.

Information Technology Services Division

Priorities:

1. **Strong security posture:** OFM IT is creating an environment where security, collaboration, and creativity are seamless while ensuring confidentiality, integrity, and availability.

2. **IT modernization:** Modernize and transform the way we provide services to OFM and supported agencies.

3. **IT governance and transparency:** Practice transparency that shows we work on the RIGHT work, at the RIGHT time, in the RIGHT way that aligns with the OFM Strategic Plan.

Legal and Contract Services Division

Priorities

1. **Effective and efficient service through a division restructure.** Restructure the Division to maximize staff resources to create greater efficiency and effectiveness in the Division's work, eliminate single points of failure, and, thus, provide better customer service.

2. **Training for agency staff.** Improve the effectiveness and attendance of trainings provided by Legal and Contract Services Division staff.

3. **Increase supplier diversity in agency contracts.** The Division works with customers to increase the funds spent on contracts with minority, women-owned, veteran-owned, and small businesses by continuing to identify barriers faced by these vendors, working to remove or mitigate these barriers, and providing resources and training to OFM staff.

4. **Promote a privacy culture through the Privacy Program.** The Privacy Office will continue to build an awareness of privacy, including providing employee access to privacy resources and training. This will enable OFM to continue to grow its culture of privacy and trust with respect to how OFM collects, accesses, manages, and shares data.

OFM Human Resources Division

Priorities

1. **Serve people:** Prioritize people by improving the experience at OFM and creating a culture of belonging, engagement, and empowerment, enhancing the quality and consistency of services and resources we provide to those who work for and with HR.

2. **Optimization:** Increase internal collaboration, evolve our organization structure, and refine our business processes to redirect our primary focus from 'red tape' to helping OFM divisions and employees more effectively do their jobs.

3. **Support policy and data:** Embrace HR's role in an agencywide compliance program while responding with agility to new challenges and requirements.

One Washington

Priorities:

1. Through the Workday ERP Implementation, improve efficiency and effectiveness of the state's business processes and capabilities.

2. Establish durable processes that can be used throughout the life of the One Washington project.

3. Build and maintain a healthy organizational culture and employee experience.

Organization Strategy and Performance Unit

Priorities

1. Promote and support Diversity Equity Inclusion and Belonging.

2. Utilize customer centric practices.

3. Provide a consistent consultative experience.

Serve Washington Division

Priorities:

1. Expand access to national service or volunteer resources to all 39 counties by 2025.

2. Identify and remove barriers that marginalized communities experience when they want to participate in service and volunteerism.

3. Partner with nonprofits, business, philanthropy, and government so we can develop additional resources and funding sources to grow national service, volunteerism and civic engagement.

4. Make Serve WA a culture of excellence and an employer of choice organization by increasing operational efficiencies, team communication, employee development and employee satisfaction.

State Human Resources Division

1. Enhance equity and abolish racism among all division work.

2. Create a culture of belonging where every SHR team member has the tools, skills, bandwidth, and expectation clarity to thrive in their role.

3. Facilitate enterprise HR community groups to build towards ERP transition readiness.

4. Ensure our systems and work proactively address the priorities of the Legislature, governor, and agencies while being agile enough to pivot when necessary.