



2018-22 Update

# Strategic Plan

Office of Financial Management

# Employee experience

## Physical work environment

Enhance the agency's safety culture and improve facilities for safety and operational utility.

- Goal 1**     **Continue implementing our new safety plan.** This includes building action plans that take into account our new hybrid working environment and provide a training program by June 30, 2022.\*
- Goal 2**     **Assess industry best practices and 'lessons learned' for hybrid work environments** that balance business needs, employee retention and safety. Develop division specific action plans that include project scope and budget estimates by Dec. 30, 2022 with the intention to allocate funds for these projects that we will implement during 2023 – 2024.\*
- Goal 3**     **Improve how we use safety survey data** by Dec. 31, 2022. \*\*

*Sponsors: Jamie Langford and Franklin Plaistowe*

*Work group: Nadia Sarno and Robin Thompson*

# Employee experience

## Organizational culture

Actively promote a respectful and inclusive workplace.

- Goal 1**    **Ensure each employee feels respected and valued.** We will do this by leveraging data from the biannual 2021 respect and inclusion survey to drive our priorities.
- Goal 2**    **OFM employees receive clear and timely communication about the Enterprise DEI required training.** This will help them feel prepared, supported, and equipped to participate in the training by TBD. \*\*
- Goal 3**    **Design and implement a pilot mentorship program** by June 30, 2022. \*

*Sponsors: Emily Beck, Chris Lamb and Amber Martin-Jahn*

*Work group: Trish Almond, Anne Hansen and Steven Puvogel*

# Employee experience

## Staffing

Ensure OFM's compensation practices embody OFM values of transparency and equity, are market informed and consistently delivered.

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**Objectives:** *Develop a new framework with department leadership stakeholders with an emphasis on OFM values.*

*Promote understanding of how we compensate our employees as an integral component of diversity, equity and inclusion efforts, and as a competitive tool to drive organizational results.*

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**Goal 1**      **Create new job description format and lead update process across OFM.** This helps ensure at least 95% of position descriptions across all divisions accurately reflect the responsibility, scope and impact of the job. We will do this by June 30, 2021.

complete

**Goal 2**      **Work with department leadership stakeholders to develop new pay philosophy and guidelines** by December 2022. This includes a market-informed compensation framework with job families, job functions, career levels, and job titles.

# Employee experience

- Goal 3** **Establish, implement and educate supervisors and staff on agencywide compensation philosophy** and pay guidelines by fall 2021. Increase the percent of positive responses by 20% on the OFM compensation employee engagement questions in December 2022. \*
- Goal 4** **Implement and communicate common frameworks for employee performance management** by Dec. 30, 2022. *Note: We will develop this goal after the compensation structure is complete.* \*

*Sponsors: Emily Beck and Nona Snell*

*Work group: Joe Antczak, Leticia Gomez-Esposito and Lenora Sneva*

# Employee experience

## Workforce skills and training

Provide tools and training to maximize employee effectiveness and satisfaction.

**Goal 1 Increase employee participation in our mandatory training and career development** plan by April 28, 2021. A large part of this will be increasing staff awareness.\*

complete

**Goal 2 Identify ways to track and encourage compliance with mandatory training** by May 30, 2021.

complete

**Goal 3 Achieve 85% employee satisfaction and self-evaluation of competency** for internally developed trainings.

**Goal 4 Use staff feedback to provide more than 60 learning opportunities** through OFM Out Loud and Coffee Chats from May 1, 2020 to Dec. 30, 2021.

complete

*Sponsors: Marc Baldwin, Emily Beck and Franklin Plaistowe*  
*Work group: Anne Hansen*

[Strategic Plan FAQ](#)

\*We updated the strategic goal

\*\*We added a new strategic goal

# Adaptability and change

## Customers

Collect and use customer feedback to improve work processes.

- Goal 1 Increase the number of OFM divisions and units that are using the customer service feedback tool** from 8 to 9 with the One Washington Program by May 3, 2021.\* complete
- Goal 2 Align efforts with the continuous improvement group to develop some key areas** for process improvement by Dec. 30, 2021. complete
- Goal 3 Conduct focus groups to improve two OFM unit's or a division's customer work processes** by Dec. 30, 2021. complete

*Sponsors: Amber Martin-Jahn, Ralph Thomas and Brian Tinney*

*Work group: Aunna Moss, Megan Schoor and Lenora Sneva*

# Adaptability and change

## Change and adaptability

Empower staff to lead and/or manage change.

**Goal 1 Increase our agency's understanding of change and adaptability** by offering at least nine learning opportunities with an 85% self-evaluation of competency on the topic. We would do this from Sept. 2020 through Dec. 2021.

complete

**Goal 2 Increase the number of successful division or unit project implementations and/or consultations** from zero to five. We would do this from Oct. 2020 through Dec. 2022. \*

**Goal 3 Increase the number of viewers on our OFM Out Loud episode on OFM Continuous Improvement Team efforts** by more than 50 by May 31, 2021.\*

complete

*Sponsors: Marc Baldwin and Chris Lamb*

*Work group: Susan Bustetter, Aunna Moss, Megan Schoor and Lenora Sneva*



# Manage and disseminate data and information

## Quality and security

Create a data sharing initiative focused on inventory and standardization.

**Goal 1** By July 1, 2021, OFM's Education Research and Data Center (ERDC) will **build and update ERDC website** resources to better facilitate our data request process. \*

complete

**Goal 2** **Develop new workflows through the new integrated tracking system in AIMS** (the agency's content management system) to track all data sharing agreements by TBD. \*

**Goal 3** The ERDC within OFM's Forecasting and Research Division will engage staff and stakeholders to **identify bottlenecks in our data request processes** and brainstorm opportunities to improve and clarify key process points by Dec. 30, 2020.

complete

*Sponsors: Marc Baldwin and Ro Marcus*

*Work group: Megan Schoor*

# Manage and disseminate data and information

## Access

Integrate data visualization tools and skills in our research and communication strategies.

- Goal 1** **Develop training strategy for staffing work around visualizations** by Dec. 30, 2020 complete
- Goal 2** **Identify a preferred tool and develop user group for high-end data visualization creators** by June 30, 2019. complete
- Goal 3** **Prioritized data sources and begin assigning high end staff** to those by June 30, 2019 for small steps with existing staff. complete
- Goal 4** **Identified list of data sources** that have been insufficiently shared through accessible, public visualizations by March 22, 2019. complete

Sponsors: Marc Baldwin and Ro Marcus

Work group: Megan Schoor

# Technology changes, investments and support

## Technological environment

Establish an OFM IT unit to meet current staff and customer needs, develop plans for the future and support OFM's strategic goals.

**Goal 1 Increase our understanding of ITSD employee experience** and feedback to understand priorities for the IT Division by July 1, 2025.

**Goal 2 Use employee and management priorities to create an IT strategic plan** by July 31, 2021. **COMPLETE.**

complete

**Goal 3 Use customer feedback to finetune Goal 2. \*\***

*Sponsors: Marc Baldwin and Chris Lamb*

*Work group: Debbie Hoxit*

# Technology changes, investments and support

## Technological environment

Develop and implement strategic plans for core IT systems.

- Goal 1** **Work collaboratively across divisions to create the One Washington OFM Organization Change Management plan.** The goal is to properly prepare OFM for the Workday solution and implementation.
- Goal 2** **Determine the OFM applications that we won't likely include in One Washington** and develop maintenance and operations and replacement schedules by Nov. 30, 2020. complete
- Goal 3** **Develop and execute the Enterprise Resource Planning Operating and Governance model** to make sure we are prepared for government business operations when the system goes live by Oct. 22, 2022.

*Sponsors: Chris Lamb and Scott Nicholson*

*Work group: Debbie Hoxit and Lenora Sneva*

[Strategic Plan FAQ](#)

\*We updated the strategic goal

\*\*We added a new strategic goal