

## **2008 PROGRAM CHARTER**

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### ***Roadmap* for Washington State Financial and Administrative Policies, Processes and Systems**

#### **Introduction**

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The *Roadmap* charter outlines the program's goals, scope, governance structure, and roles and responsibilities. The Roadmap Program complements the principles and goals found in Washington State's 2008 Information Technology Strategic Plan. The charter is a living document, subject to change.

#### **Program Goals**

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- Streamline financial and administrative business processes to support more efficient and effective delivery of services to Washington's citizens and agencies;
- Leverage the state's investments in technology solutions that benefit all agencies and will serve us well into the future;
- Revise administrative policies and rules to align performance management direction, provide valuable management information and assure accountability;
- Make it easier for agencies to work together to share information; and
- Improve clarity and transparency throughout state government.

#### **Program Scope**

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When agencies work together to improve an end-to-end process, the benefit is much greater than when a single agency tries to improve a function in its own "area" of responsibility. The chart below shows individual state of Washington financial and administrative functions grouped into end-to-end business processes such as Procure-to-Pay, the Cost Accounting Cycle, etc.

*Roadmap* for Washington State  
Financial and Administrative Policies, Processes and Systems

Core end-to-end business processes		Central Service Agencies				
		with statutory responsibilities in business processes				
		OFM	DOP	GA	OST	DIS
R/GL	Mgmt Reporting/GL (R/GL) (Account Coding, Risk Mgmt, Business Intelligence, Performance Reporting)	X	X	X		
R/GL	Procure to Pay (Bids, Contracts, Inventory, G/L, AP, Warrants)	X		X	X	X
R/GL	Cost Accounting Cycle (Labor Distribution, Cost Allocation, Projects, Grants)	X	X			
R/GL	Revenue Cycle (AR, Cash Receipts, Cash Management)	X			X	
R/GL	Perf Mgmt & Budget Cycle (Salary Projections, Decision Packages, Allotments, Performance Mgmt)	X	X			
R/GL	Asset Mgmt Cycle (Manage, Dispose, Inventory)	X		X		
R/GL	Hire to Retire Cycle (Human Resources, Payroll, Benefits)	X	X		X	

R/GL=Reporting/General Ledger

Individual agencies may have unique financial and administrative processes that are not part of the core enterprise business processes. These will be treated as extensions to the *Roadmap* but are not dealt with directly in this charter.

The chart above also shows the central service agencies (the Office of Financial Management, the Department of Personnel, the Department of General Administration, the Office of the State Treasurer, and the Department of Information Services) with statutory responsibility for component parts of the core end-to-end business processes. The X's in the chart indicate that no single central service agency has total responsibility for any end-to-end business process. For the *Roadmap* to be successful, central service agencies must work closely together.

**Critical Success Factors**

The *Roadmap* continues changes to internal operating policies, processes, systems and data introduced by the Personnel Service Reform Act. It will affect all of state government. Factors critical to the success of the *Roadmap* include:

- Strong executive leadership, commitment and support;
- Enduring governance model that provides continuity over the lifecycle of the *Roadmap*;
- Effective and coordinated communication with agencies, state employees and other stakeholders;
- An equitable funding mechanism;

*Roadmap* for Washington State  
Financial and Administrative Policies, Processes and Systems

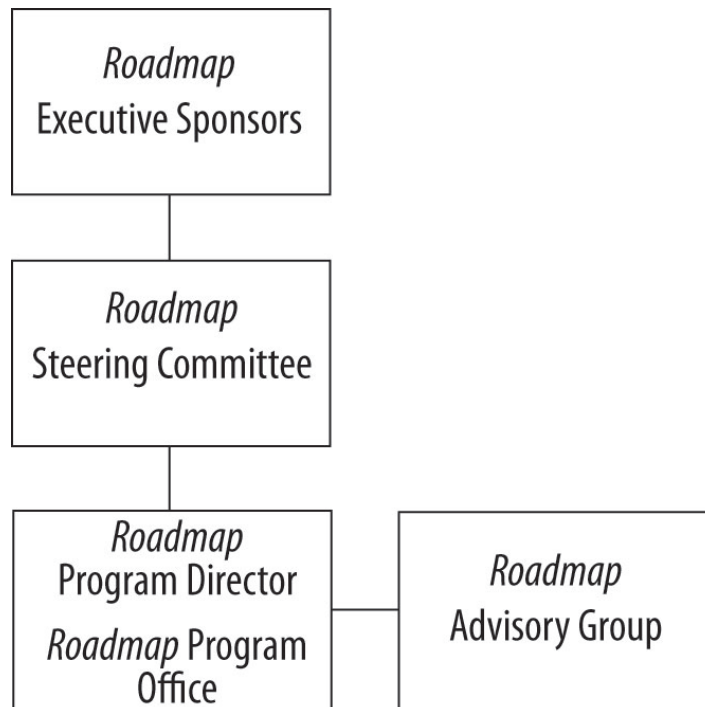
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- Central service agencies having a common vision of the policy framework and service delivery solution, as well as a shared governance structure;
- Core and common end-to-end business processes that must be driven by central service agencies in tandem with input from line agencies;
- Agency participation in development of the *Roadmap*;
- Integration of the financial and administrative system *Roadmap* lifecycle with the state budgeting cycle;
- Forward-looking technology architecture that will remain relevant during and beyond the *Roadmap*;
- Agencies that understand and use a consistent approach and methodology, and common terminology; and
- Improved timeliness, accuracy and availability of data.

**Governance Structure**

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***Roadmap* Program Governance Structure**



Program governance will be structured in a streamlined manner that encourages input and advice through the Advisory Group from many individuals and organizations that are impacted by decisions made about common financial and administrative business systems and activities. Decisions will be made by the Steering Committee with advice and

recommendations provided to them from the Program Director, the Advisory Group, and individual business experts. The Steering Committee will be small enough to act quickly on time-sensitive issues yet large enough to represent the organizations and lines of business impacted by common financial and administrative business systems and activities. The Program Office will be housed in the Office of Financial Management.

### **Roadmap Executive Sponsors**

The Director of the Department of Information Services (DIS) and the Deputy Director for the Office of Financial Management (OFM) will be the executive sponsors of the *Roadmap* Program. Each will be a permanent member of the Steering Committee.

### **Roles and Responsibilities**

The roles and responsibilities of the *Roadmap* Executive Sponsors are to:

- Champion the *Roadmap* Program within the administration
- Provide high-level direction for the *Roadmap*
- Make final decisions and required judgments when conflicts arise
- Assure the linkage of *Roadmap* efforts to organizational strategies and priorities
- Participate in all meetings where project sponsorship is necessary
- Communicate program progress and results

### **Steering Committee Members**

Membership on the *Roadmap* Steering Committee will include:

- The executive sponsors from DIS and OFM,
- The Governor’s Office representing small agencies and performance management,
- The Departments of Revenue, Social and Health Services, Transportation, and Corrections representing several lines of business,
- The Liquor Control Board representing an enterprise business,
- A representative from higher education, and
- At least one agency representing major enterprise initiatives – such as HRMS, Procurement Reform, or BAIAS.

### **Roles and Responsibilities**

The roles and responsibilities of the *Roadmap* Steering Committee are to:

- Establish program goals and objectives for *Roadmap*.
- Lead the strategic planning for financial and administrative business systems and activities that support a “modern and complete accounting system;”
- Prioritize financial and administrative business initiatives and processes with statewide impact;

*Roadmap* for Washington State  
Financial and Administrative Policies, Processes and Systems

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- Prioritize, direct, and help secure the resources needed to support financial and administrative business initiatives and processes;
- Establish policies that support the strategic direction for the Program;
- Provide sufficient direction and support to individual financial and administrative business initiatives to leverage these investments to the state's advantage; and
- Make timely decisions to increase the likelihood of success for the *Roadmap* Program.

While actively participating in the Steering Committee, the roles and responsibilities of the individual members are to:

- Champion specific financial or administrative business initiatives in a manner consistent with the *Roadmap* Program; and
- Communicate on a regular basis with other organizations who are not members of the Steering Committee that share common business interests.

### **Advisory Group**

The *Roadmap* Advisory Group will be comprised of a large group of business and technical representatives from general government, community and technical colleges, four year educational institutions, and the legislature. The Advisory Group will provide input and advice to the Program Director and the Steering Committee about common financial and administrative business systems and activities. Recommendations from the Advisory Group will be provided to the Steering Committee through the Program Director.

The 38 agencies with membership in the Advisory Group include the Departments of Agriculture, Community, Trade and Economic Development, Corrections, Ecology, Employment Security, Financial Institutions, Fish and Wildlife, General Administration, Health, Information Services, Labor and Industries, Licensing, Lottery, Military, Natural Resources, Parks and Recreation, Personnel, Printing, Revenue, Retirement Systems, Social and Health Services, Transportation, the Offices of the Attorney General, Financial Management, Secretary of State, State Treasurer, State Auditor, Superintendent of Public Instruction, Administrative Office of the Courts, Health Care Authority, Washington State Patrol, Evergreen State College, Liquor Control Board, Central Washington University, Eastern Washington University, University of Washington, Western Washington University and the Legislative Evaluation and Accountability Program.

### **Roles and Responsibilities**

The roles and responsibilities of the Advisory Group are to:

- Provide the Program Director and the Steering Committee with business and technical perspectives and advice on issues and decisions facing them; and
- Identify and bring forward opportunities for more efficient, effective and transparent financial and administrative business practices.

While actively participating in the Advisory Group, the roles and responsibilities of the individual members are to understand and communicate the impact, risks and benefits of financial and administrative business initiatives on their agency. The members should be actively providing business and technical expertise to analyze business practices, identify impacts to agency operations, and craft solutions to increase efficiency and transparency in government.

### **Roadmap Program Office**

The *Roadmap* Program Office should be organized and managed in a manner consistent with other major business initiatives.

### **Roles and Responsibilities**

The roles and responsibilities of the Program Office are to:

- Develop a comprehensive strategic plan for financial and administrative business systems and activities that support a “modern and complete accounting system” and present it to the Steering Committee for approval.
- Develop a project plan that describes the tasks and activities needed to support the strategic plan, the schedule for completion, the assigned responsibilities, and the dependencies among the different activities and present it to the Steering Committee for approval.
- Establish and follow a disciplined approach to presenting issues to and obtaining feedback from the Steering Committee and the Advisory Group.

As part of the Program Office, the Program Director’s roles and responsibilities are to:

- Lead the strategic and tactical planning needed to meet the goals established by the Steering Committee; and
- Represent and promote the *Roadmap* Program’s interests with decision-makers, stakeholders, and the public.

2008 PROGRAM CHARTER  
*Roadmap* for Washington State  
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This charter reflects our common vision, goals and support for the *Roadmap* Program.

**Program Sponsors:**

Gary Robinson, Director  
Department of Information Services

Wolfgang Opitz, Deputy Director  
Office of Financial Management

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Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Steering Committee Members:**