

Department of Financial Institutions

Strategic Plan

2015-2017



(March/2016)

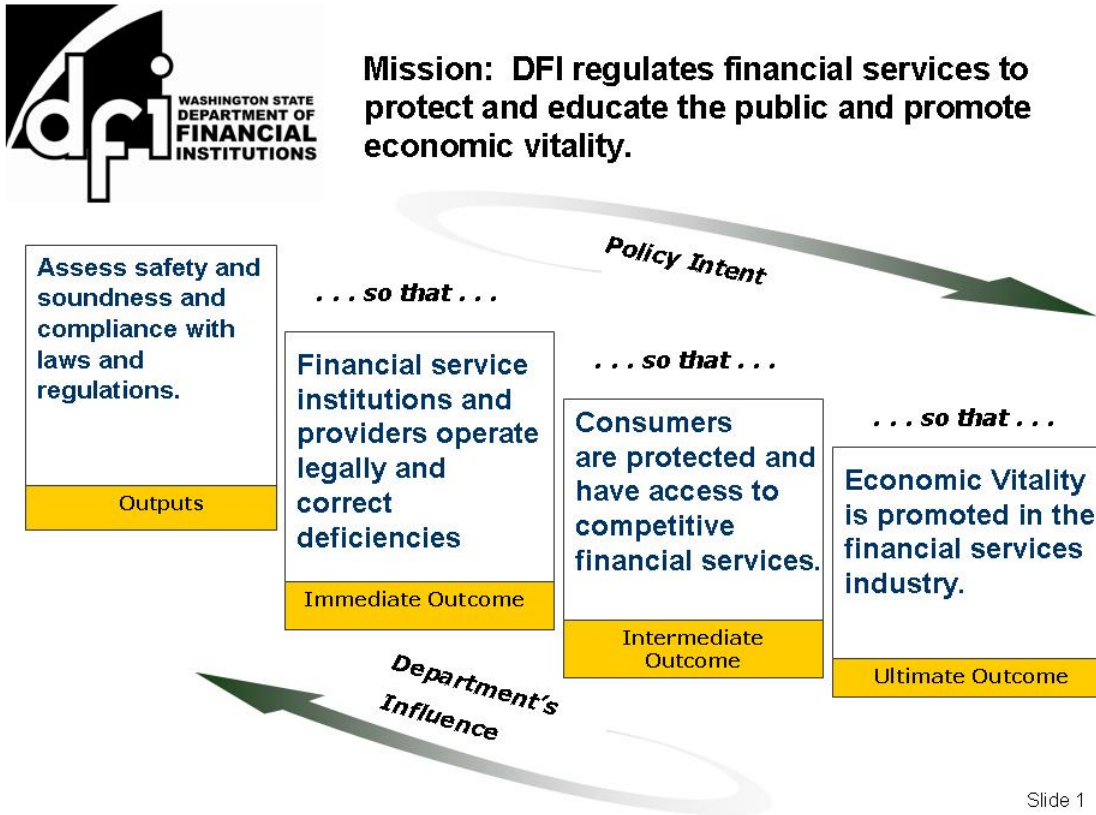
DFI VISION

Safe, honest and reliable financial services.

DFI MISSION STATEMENT

DFI regulates financial services to protect and educate the public and promote economic vitality.

DFI LOGIC MODEL



DFI VALUES

- Employees – our most important resource
- Empowerment with accountability
- Diversity
- Fairness and respect for individuals and institutions
- Sharing information and knowledge
- Professionalism and integrity
- Providing quality services

GOALS, OBJECTIVES AND STRATEGIES

GOAL 1: Promote a stable and competitive state financial services industry that enhances economic vitality.

Objective 1-1: Conduct an efficient and effective examination program for DFI regulated entities.

- Strategy 1-1-1: Examine regulated entities as required by statute or as determined by risk-based analysis.
- Strategy 1-1-2: Collaborate with other regulators and participate in joint, multistate, or coordinated examinations to reduce regulatory costs.
- Strategy 1-1-3: Require corrective and remedial action when regulated entities reach a weakened financial condition, are engaged in unsafe or unsound practices, or violate laws.
- Strategy 1-1-4: Maximize efficiencies and minimize the onsite impact to regulated entities.
- Strategy 1-1-5: Train staff on exam techniques, legal issues, and emerging industry technologies

Objective 1-2: Identify and respond to emerging trends in financial products and services.

- Strategy 1-2-1: Actively participate in national and other regulatory groups (such as AARMR, CSBS, MTRA, NACCA, NASAA, and NASCUS) by holding leadership positions and contributing to Committees and Task Forces.
- Strategy 1-2-2: Design and update exam modules to address emerging risks and issues.
- Strategy 1-2-3: Modernize and update statutes, rules and processes to anticipate and respond to changing financial services and regulatory needs, including changes necessitated by Dodd-Frank.
- Strategy 1-2-4: Pursue regulation of financial services that reduces risks or increases benefits to Washington consumers.

Strategy 1-2-5: Actively identify information security vulnerabilities and take steps to mitigate risks to consumers and the financial services industry.

Objective 1-3: Promote the state chartering, licensing, and regulation of financial services providers.

Strategy 1-3-1: Work with stakeholders to maintain the viability and relevance of state regulation of the financial services industry.

Strategy 1-3-2: Work with other state regulators and organizations to understand changes brought about by federal regulations, including the Dodd-Frank Act, to ensure the protections granted by State law to Washington consumers are provided and ensure a level playing field for the Washington financial services industry.

Strategy 1-3-3: Work with institutions interested in converting to a state-chartered financial institution.

GOAL 2: Protect citizens' financial interests.

Objective 2-1: Conduct an effective and efficient enforcement program.

Strategy 2-1-1: Target enforcement resources to actions with the highest impact or risk.

Strategy 2-1-2: Train staff on investigative techniques, legal issues, and emerging industry technologies.

Strategy 2-1-3: Coordinate enforcement efforts with regulatory partners.

GOAL 3: Provide information and education about financial services.

Objective 3-1: Enhance education and outreach to consumers, licensees and regulated entities.

- Strategy 3-1-1: Focus consumer initiatives to support diverse, underserved, or vulnerable citizens and communities.
- Strategy 3-1-2: Actively form new partnerships and nourish existing partnerships to continue generating resources and support for financial education.
- Strategy 3-1-3: Assist and educate licensees and businesses.

GOAL 4: Optimize agency effectiveness by leveraging resources and technology.

Objective 4-1: Continually improve processes, products, and services for DFI customers and staff.

- Strategy 4-1-1: Develop a Lean culture through management support, as well as educating and training staff on Lean methods and tools.
- Strategy 4-1-2: Reduce examination related travel by facilitating offsite work.
- Strategy 4-1-3: Improve mobile computing for staff.
- Strategy 4-1-4: Improve collaboration through secure electronic means.
- Strategy 4-1-5: Send and receive data and funds electronically.
- Strategy 4-1-6: Develop and implement an Information Governance plan to reduce records proliferation while ensuring that staff has access to all appropriate information, regardless of staff's location.
- Strategy 4-1-7: Continue to explore, develop and implement tools that reduce time, effort, and risk associated with discovery and public records requests.

- Strategy 4-1-8: Increase online public access to disclosable public records.
- Strategy 4-1-9: Be good stewards of the environment by implementing improvements to further reduce DFI's greenhouse gas emissions from building, fleet, employee business travel and commuting.

Objective 4-2: Continually identify and mitigate risks to the agency.

- Strategy 4-2-1: Manage and protect public records as a critical asset.
- Strategy 4-2-2: Evaluate secure processes for collecting, sharing, and using data from our regulated entities that contain personally identifiable information (PII).
- Strategy 4-2-3: Apply appropriate security practices to protect privacy and prevent the inappropriate release of sensitive information.
- Strategy 4-2-4: Ensure adequate funding and fee structures.

GOAL 5: Recruit, hire and retain a high performing diverse workforce.

Objective 5-1: Recruit a high performing diverse workforce.

- Strategy 5-1-1: Continue utilizing resources to recruit a highly qualified and diverse workforce through options such as:
- Work-Study Program
 - College Externship Programs
 - Cooperative Work Experience Program
 - Veterans Programs
- Strategy 5-1-2: Utilize a wide range of resources and outreach to tap into a multitude of diverse applicant pools.
- Strategy 5-1-3: Explore ways to offer competitive salaries and benefits to recruit and hire highly qualified and experienced personnel.

Objective 5-2: Hire a high performing diverse workforce.

- Strategy 5-2-1: Educate and engage hiring managers by:
- Enhancing the interviewing and selection process.
 - Providing training for selection of diverse and knowledgeable interviewing panels.
 - Ensuring identification of desirable qualifications.
 - Providing current affirmative action data and goals to engage managers in meeting the goals.
 - Train managers to allow the selection process to work by taking into consideration all elements such as reference checks, background checks, skills tests, etc.

Objective 5-3: Retain a high performing diverse workforce.

- Strategy 5-3-1: Explore best practices for succession planning, ensure adequate training is in place, and develop methods for knowledge transfer.
- Strategy 5-3-2: Explore additional training opportunities for staff utilizing existing resources:
- E-Learning
 - In-house training utilizing DFI staff/subject matter experts as trainers
 - Low or no cost training opportunities.
 - Publicize training opportunities across divisions (where applicable).
 - Partner with federal & state agencies and other sources, including industry where appropriate.
- Strategy 5-3-3: Explore ways to reduce job stress and retain staff, including but not limited to: re-balancing workloads, pooling and sharing human resources across divisions, identifying and eliminating non-critical

work, reducing or eliminating unnecessary travel, and using other stress reducing methods to support retention, work-life balance, and the health and wellness of our employees.

Strategy 5-3-4: Develop cultural competencies in our staff through training opportunities that address all types of diversity and inclusion.

Strategy 5-3-5: Find or explore innovative ways to recognize high performing employees (e.g. time off, professional development opportunities, cross-training, training).

Strategy 5-3-6: Continue to monitor compression, equity and alignment issues, and explore options to offer more competitive salaries and benefits to retain highly qualified and experienced personnel.