

CHAPTER 5 . DEVELOPING HUMAN RESOURCES AND CFO ORGANIZATIONS

Background

In view of the changing demands on financial management personnel as a result of the CFO Act, GPRA, GMRA, and organizational right sizing, it is imperative that personnel responsible for the administration of the Department's financial resources continuously upgrade their skills so that they can meet the challenges imposed by internal and external forces.

To assist the Department financial management personnel in achieving the skills needed to operate in a changing environment, the Department is committed to developing and maintaining a cadre of highly skilled financial management personnel. To that end, and to ensure a strong and effective financial management program, the Department's CFO Council provides guidance to the Director of Financial Management (PFM) in developing an overall training and development plan for the Department.

To facilitate the development and implementation of a training and development plan, the Department designated a Training Coordinator within PFM. The Training Coordinator directs the department's Financial Management Training and Development Program (FMTDP), schedules financial management training, locates and reserves training sites, identifies instructors and on-the-job training experiences, tracks and records participants training, reviews and maintains participant's Individual Development Plans (IDPs), prepares and distributes training certificates, and monitors and responds to program evaluation and feedback. The Training Coordinator also serves as the Department's liaison to the Government-wide CFO Council for Human Resources, JFMIP, AGA, Training Officers Conference, American Association for Training and Development, and professional organizations related to financial management.

Sponsoring Diverse Training Programs in Financial Management

- Presented the Department's Financial Management Conference in May 1998. Approximately 300 Department personnel attended to focus on ways to work together to improve performance and accountability within the Department. The Conference attendees overwhelmingly rated the conference as very good or excellent.
- Established a web site on the Office of Financial Management Home Page at *<http://www.doi.gov/pfm/training.html>* to communicate course offerings to the Department and other agencies.
- Conducted a Department-wide survey on training needs for FY 1999.
- Participated in the development of and distributed the JFMIP and government-wide CFO

Human Resources Committee core competencies for budget analysts, accountants, and financial managers to the Department's financial management community for inclusion in their selection process for these positions.

- Courses offered during FY 1998 included:
 - Accounting I
 - Accounting II
 - Cost Accounting
 - Introduction Federal Financial Accounting
 - FASAB Update
 - FASAB No.4, Managerial Cost Accounting and GPRA Measurement
 - Team building
 - Appropriated Fund Law
 - Standard General Ledger
 - FACTS II
 - Leadership
 - Change Leadership

- Trained 964 staff members in conjunction with the Washington, Denver, and Albuquerque Learning Centers

Bureaus/Office	Participants Trained in FY 1998	Conference Participants FY 1998	Total Participants Trained in FY 1998
BIA	84	22	106
BLM	72	23	95
BOR	89	48	137
FWS	39	33	72
MMS	44	17	61
NPS	27	37	64
OSM	32	25	57
USGS	99	57	156
OIG	107	2	109
OS	76	31	107
Totals	669	295	964

Other Related Training

- The WASC provided FY 1998 training in the following areas:
 - Fixed Assets
 - Use of FFS
 - IDEAS
 - Hyperion
 - Remote Data Entry

Planned Actions for 1999

- Continually analyze training results and make appropriate curriculum revisions.
- Analyze and report periodically on the results of the financial management training and development program to Bureau CFOs, DCFOs, and Finance Officers.
- Work with the WASC, and bureau finance and budget officers to develop a pilot cross training program related to FFS.
- Make contact with the government consortium called Gateway to explore the possibilities of bringing long distance learning to DOI financial management personnel.
- Based on survey results, at a minimum, conduct and or sponsor training in the following subject areas:
 - Cost Accounting
 - Appropriated Fund Law
 - FASAB Standards
 - Leadership
- The survey identified a need for courses in DOI Budget Execution and DOI Standard General Ledger training. In the first quarter we will bring together experts within the department in budget execution, and in the standard general ledger to develop DOI specific training in budget execution and in the standard general ledger.
- WASC will look to expand the training provided in FY 1998.

Planned Actions for 2000 and Beyond

The Department will look to expand the training and development program over the next five years by aggressively publicizing program opportunities and encouraging employees to avail themselves of program opportunities. The Department, through the program, will also continue to prepare financial management employees for current and future challenges in financial management. To assist in that effort, the Department will offer an array of training in accounting, governmental accounting, budgeting, financial analysis, team building, and problem solving techniques.

Depending on the availability of adequate and appropriate funding, the following initiatives will be implemented:

- Develop financial management training for non-financial managers. Projected completion date is FY 2000.
- Develop a core curricula for technical and clerical personnel within financial management. Projected completion date is FY 2001.
- Develop an activity specific curriculum and training that meets the needs of the Department and its bureaus. Projected completion date is FY 2002.
- Develop a formal process using the Individual Development Plans (IDP) to ensure financial management personnel receive cross training. Use the certification component of the Financial Management Training and Development Program to ensure department bureau finance and budget officers cross train and cross utilize financial management managers and staff. Projected completion date is FY 2003.
- Partner with the CFO Human Resources Committee to recruit top quality entry level personnel for the department's financial management community. Completion date is dependent on the Human Resource Committee implementing the recruiting program.
- Work with nonprofit student placement agencies, the department's Human Resource Division, and budget office to recruit junior persons to internship positions in financial management. Project completion date is FY 2003.
- Work with OPM and the department's Office of Personnel Management to establish the CFO Council's Core Competencies for financial management as the criteria for job selection, promotion, and training. Projected completion date is FY 2003.