

CHAPTER VIII. DEVELOPING FINANCIAL MANAGEMENT HUMAN RESOURCES

Background

In view of the changing demands on financial management personnel as a result of the CFO Act, GPRA, GMRA, and organizational rightsizing, it is imperative that personnel responsible for the administration of the Department's financial resources continuously upgrade their skills so 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 established a subcommittee to determine the financial management training needs of Interior's workforce, and to provide guidance to the Director of the Financial Management in developing an overall training and development plan for the Department.

Recent Accomplishments

Establishing a Financial Management Training and Development Plan

- Established a Departmental training and development program for financial management employees by designating a Training Coordinator within PFM. The Training Coordinator 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 participants' 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.
- Established an advisory board under the Department's CFO Council to oversee the financial management training program and provide guidance and support to the Training Coordinator.

Sponsoring Diverse Training Programs in Financial Management

- Presented the Department's first Joint Program, Budget, and Financial Management Conference at the Gallaudet University Kellogg Conference Center. Approximately 316 Department personnel came together to focus on ways to better link planning, budgeting, and financial reporting to meet the needs of the Department, OMB, and the Congress. Conference attendees overwhelmingly rated the conference very good or excellent, and suggested that this type of venue be an annual affair.

- Trained 723 staff members in conjunction with the Washington, Denver, and Albuquerque Learning Centers. Course offerings included:
 - Fundamentals of Accounting
 - Introduction to Federal Financial Accounting
 - SF-133 Preparation
 - Financial Statement Preparation
 - SF 133/MAX Forum
 - Survey of FASAB
 - Performance Measurement: Financial and Program Evaluation-GPRA
 - Appropriated Fund Law
 - Revolving Fund Forum
 - Team building
 - FASAB/SGL Update
 - Standard General Ledger
 - Strategic Planning and the GPRA
- Developed a core curriculum and training program that leads to certification by the Department CFO.
- Developed a formal on-the-job training program and related certification.
- Developed a recording and tracking system that identifies the training received by financial management personnel enrolled in the program.

Planned Actions for 1998

- Continually analyze training results and make appropriate curriculum revisions.
- Analyze and report periodically on the results of the financial management training program to Bureau CFOs, DCFOs and Finance Officers.
- At a minimum, conduct and or sponsor training in the following subject areas:
 - Introduction to Accounting
 - Performance Measurement - GPRA
 - Survey of FASAB
 - Introduction to Federal Accounting
 - Survey of FASAB/SGL
 - Revolving Funds
 - Introduction to Federal Financial Accounting

Planned Actions for 1999 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 curriculum 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.