



Goddard Space Flight Center

Professional Intern Project (PIP) Level II

Resources On-boarding Guide
for Managers and Supervisors

By

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Version 1

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I. Executive Summary

Resources On-boarding Guide for Managers and Supervisors

According to the Office of Human Capital Management (OHCM) *“On-boarding is a process of integrating and acclimating new employees into an organization and equipping them with the tools, resources and knowledge to become successful and productive on day one”* (Pam Barrett).

Therefore, the objective of this Professional Intern Project (PIP) is to design a quick training guide to help Managers and Supervisors onboard and train the new Resources Analysts (RAs), making them fully productive within three (3) months. GSFC has hired thirty five (35) RAs during the past year. We will provide an overview of the RA’s duties and responsibilities. The RA contributes to the financial management and support to the establishment of program objectives and is responsible for the application of financial management techniques in the accomplishment of those objectives. The RA must have an in-depth knowledge of applicable financial program legislation, statutes, regulations, policies, and procedures.

Monique Collins, in her Professional Intern Project (PIP II) titled “Resource Training”, conducted a survey to identify the training needs for the RA community. The Results indicated that 31% of the respondents said they were not properly oriented regarding GSFC organization. 40% indicated that they had limitations that affect their ability to perform the work regarding the financial systems.

Vanessa Soto Mejias, in her PIP II Presentation titled “Resource and Finance Orientation, New Hire Information” identified the general RA training needs. She developed a list of courses that provide the knowledge and education required to perform the job’s duties and responsibilities.

Based on Monique and Vanessa’s studies and my own investigation and experience, it has been discovered that there is a need for a training guide to help managers and supervisors to on-board and provide training and education to new RAs, helping them to become productive and efficient within three (3) months. Therefore, I have prepared and developed the following quick training guide and tools:

- A list of courses that includes general training for RAs, Federal, NASA and GSFC mandatory training, budget execution training, and financial and reporting systems training, which includes applications, access roles, requirements and descriptions
- Step-by-step instructions to request financial systems access as well as the requirements
- Resources On-boarding Checklist
- Resources Analyst Functions Sample
- On-boarding and Training Timeline.

II. Resources Analyst Overview

The RAs contribute to the financial management and support to the establishment program objectives and is responsible for the application of financial management techniques in the accomplishment of those objectives. It is important that Managers and Supervisors be aware of the training needs and education of the RA to better understand and facilitate the on-boarding and training process. In addition, it is important to perform an appropriate performance assessment or appraisal. The RAs responsibilities include:

- Budget Reporting
- Financial Reports and Data Analysis
- Cost Accounting Functions
- Financial Resources Reporting
- Financial Resources Control
- Budget Call Activities
- Budget Preparation
- Budget Analysis
- Budget Reprogramming Actions.

See the RAs responsibilities definition in Appendix A.

III. Knowledge Requirements

RAs must have an in-depth knowledge of applicable financial program legislation, statutes, regulations, policies, and procedures as well as:

- Comprehensive knowledge of the principles and objectives of governmental and agency budget
- Comprehensive knowledge of the operations, functions, and objectives of various financial analysis components and programs
- Knowledge of the theories, practices, methods, and techniques of accounting and auditing to independently plan and conduct evaluations of agency, contractor, and operational programs and their related accounting systems
- Knowledge of the organization and structures of all types of providers and the accounting, data collection, and payment systems to review contractors accounting systems
- Ability to deal tactfully with other employees to implement financial policies and procedures
- Ability to write letters, memoranda, operating procedures, directives, and/or guides to convey information relating to financial management activities

- Knowledge of federal budget process and appropriation laws

IV. Training Needs

Monique Collins, in her Professional Intern Project (PIP) titled “*Resource Training*”, described the functions of RAs in great detail. She also conducted a survey to identify the training needs for the RA community. The Results indicated that:

- 31% of the respondents said they were not properly oriented regarding GSFC organization
- It was also identified that RAs prefer Instructor Led and One on One Expert Training
- Regarding the training settings, they prefer on the job and classroom training
- 40% indicated that they had limitations that affect their ability to perform the work regarding the financial systems. These limitations include:
 - Not familiar with running reports in SAP
 - List of transaction Codes
 - Getting to the work place in SAP
 - Being able to run reports from Fed Traveler
 - Contractors would like to approve PRs
- 36% responded that they did not know bReady.” bReady is a centralized point of access for the business community. It replaces what used to be i-View.

Vanessa Soto Mejias, in her PIP II Presentation titled “*Resource and Finance Orientation, New Hire Information*”, described the organizational structure of GSFC and the functions of RAs and Accountants. She also indicated that “the required financial system training is based on the roles. In addition, she provided general information about bReady, Office of the Chief Financial Officer (OCFO), Financial Systems Office (FSO).

V. Perspectives of Managers

I had the great opportunity of interviewing several managers to find out what were the challenges that they faced when on-boarding new RAs and how they overcame them. Managers coincided that there was a knowledge deficiency regarding the training needs of the RAs and that there were enough people that can relate to the same issues. They were unaware of the financial systems roles and training requirements and what classes to take. They overcame the situation by getting help from the senior RAs and the learning process was dependent upon the new RAs’ proactivity and different learning styles.

I also collected their perspectives regarding the usefulness of this quick RA training guide. They find it to be time saving and a clear communication tool. They considered that all the tools contained in this guide are necessary and have a very good applicability.

VI. Solution: Resources On-boarding Training Guide

Based on Monique and Vanessa's studies and my own investigation and experience, it has been discovered that there is a need for a training guide to help managers and supervisors to on-board and provide training and education to new RAs, helping them to become productive and efficient within three (3) months. It is imperative that Managers and Supervisors provide structural guidance in terms of hands on training, determining or defining the work scope and education, as well as who is going to provide the training. This should be determined as soon as it has been decided that a new RA is joining the team. Therefore, I have prepared and developed the following quick training guide and tools:

- A list of courses that includes general training for RAs, federal, NASA and GSFC mandatory training, budget execution training, and financial and reporting systems training, which includes applications, access roles, requirements and descriptions
- Step-by-step instructions to request financial systems access as well as the requirements
- Resources On-boarding Checklist
- Resources Analyst Functions Sample
- On-boarding and Training Timeline.

VII. Resources Analyst Training List

The following training course list was developed by Vanessa Soto Mejias in her PIP II Presentation titled "*Resource and Finance Orientation, New Hire Information.*" These courses provide the knowledge requirements a RA needs. I classified it and added additional courses and the courses' descriptions (See Appendix B).

VII.A Mandatory Training List

The following course list includes Federal, NASA, and GSFC mandated training. They are web based courses:

- **Basic Information System Security Authorization (ISSA)** - This is a priority. Complete the first/second day of work
- Annual Information Security Training
- Ethics Training For NASA Employees
- NASA No Fear Act
- NASA Fraud Awareness Training
- GSFC-Sensitive but Unclassified (SBU) Awareness Training
- GSFC-Environmental Management System Training

- NASA Records Management for Everyone
- NASA Property Responsibility and Accountability
- GSFC-Career Management Training

VII.B Resources Analyst General Training List

- Foundations of Financial Management and Resources Management
- CFO-101
- Budget Formulation/Budget Execution
- Federal Budget Process
- GSFC-FedTravelers
- GSFC-Full Appropriations Law
- GSFC-Budgeting and Accounting: Making the Connection
- NF533 Analysis
- NEACC1058 Core Financial Reporting Basics - BW
- Financial Accounting with SAP
- Excel – Advance Features

VII.C Budget Execution Training List

The budget execution courses are required to obtain access to the financial and reporting systems:

- NEACC1047 IEMP Starter Course
- NEACC1048 Core Financial Overview Course
- NEACC1059 Core Financial Cross-Functional
- NEACC1061 Budget Reporting - BW
- NEACC1062 Budget Reporting - SAP R/3

VIII. Financial and Reporting Systems Training

This table contains the applications, access roles, and instructor led training courses necessary to be granted access to the financial and reporting systems, in addition to the budget execution courses. These courses are **mandatory** to gain systems access. Managers provide assistance to the new RA. Email or call Joleen Bottalico at 301-286-3982 for questions.

Financial and Reporting Systems Training List

Application	Access Role	Training Courses	Requirements	Description
SAP IEM00100 Core Financial	Budget Execution Role: BE Budget Report Processor Core Financial Miscellaneous Role: Query Viewer	SAP Reporting I	Budget Execution courses listed above	This course refreshes users on common budget and procurement reports. End Users will participate in exercises to reinforce the process of execution, running, and analyzing reports.
	Procurement Roles: Purchase Requisition (PR) - PO-Requisitioner - PO- Procurement Report Generator IT PR Tool	NEACC1054 PR Review Process		This course provides an overview of the requisition end-to-end process, common errors and how to prevent them, and the down-stream effects of PR errors. The IT PR Tool helps define the required information for all IT purchases.
Business Warehouse (BW)	Access to IEMP Business Warehouse BW View Query	BW Reporting 101		This course teaches basic Business Warehouse concepts. Selecting, executing, and running queries, filters, bookmarking, and exporting data are some of the areas covered in the course. Presentation materials, job aids, and tips and tricks will be presented to the user.
Hyperion	Business Applications: Legacy Financial Reporting	Hyperion 101		Accessing the system legacy reporting data.
Business Explorer (BEx)	Same as BW, do not need NAMS	BEx End to End Training	Call ODIN to request Add-Ins to Excel	Executes BW reports with standard Excel functionalities.
GSFC Funds Control System (FCS)	WBS Resource Analyst	FCS End-to-end Training	Funded Program #	Application that provides a lower level of funds management.

IX. Identity Management and Account Exchange (IdMAX)

The Identity Management and Account Exchange (IdMAX) system is an Agency-wide system containing multiple information technology (IT) tools used by NASA workers. IdMAX is a foundational element in NASA's comprehensive identity, credential, and access management infrastructure. The infrastructure uses a combination of systems, tools, and applications, to achieve significant user benefits, including:

- Simplified sign-on to systems
- Improved mobility and collaboration
- Creation of a simplified and consistent Agency-wide IT environment
- Use of smartcard technology as a part of the move toward single sign-on
- Increased IT security

All NASA workers with an active identity can use the IdMAX system. However, workers must create an account the first time they log on to the site. Use the following links for more information regarding how to create an account.

<https://itcd.gsfc.nasa.gov/PandS/SITS/ICAM/IdMAX/Pages/default.aspx> and
[https://itcd.gsfc.nasa.gov/PandS/EITS/Pages/IdMAX-User-Self-Services-\(USS\).aspx](https://itcd.gsfc.nasa.gov/PandS/EITS/Pages/IdMAX-User-Self-Services-(USS).aspx)

X. Requesting Financial and Reporting System Access

Systems access is requested by submitting a NASA Account Management System (NAMS) form. Prior to submitting the NAMS form, an IdMAX account has to be created by management or another designated sponsor. Management should determine what type of access and roles should be granted according to the work the Resources Analyst (RA) is going to perform. Additionally, all the instructor led required courses must be completed before submitting the NAMS form. (See Financial and Reporting Systems Training). Management provides assistance to the new RA completing the NAMS form and approves the request when prompted by the system. Make sure that the IdMAX account sponsor is set up correctly. In addition, managers and supervisors approve actions in SATERN; make sure that the appropriate approver is on the account. The RA follows the steps below to request system access:

How to Request Financial and Reporting System Access

1. Go to https://bready.nasa.gov/portal/server.pt/community/bready_home_community/203
2. Click on **OK**
3. Click on **Systems**
4. Click on **Support**
5. Click on **IdMAX**
6. Click on **Access Management**
7. Click on **Request or Modify Application Account**
8. In "Find your Application", enter the **application Keyword**
Example: Funds Control
9. Click on **Search**
10. In "Applications Found", click on **Add to Request** GSFC Funds Control System (FCS)
11. Click **Continue** at the bottom of the page
12. In "Request Details", select Urgency, Normal, **Priority** or Emergency
13. Enter Business Justification, for example: "New employee, application needed to perform Resources Analyst work."
14. For Resource Analyst, a **Funded Program number** is required
15. In "Funded Program Required", click on **WBS Resource Analyst**
16. Click on **>**
17. Click on **Submit**

Repeat the steps 8 to 17 if requesting more than one application at the same time. Once the application has been finally submitted, a confirmation email will be sent to the requester's and sponsor Outlook inbox. Review all emails to make sure the appropriate access has been granted and check for denials.

XI. Resources On-boarding Checklist

The Resources On-boarding Checklist is designed to help Managers and Supervisors to prepare and train the new RA. It outlines the roles and responsibilities in a step-by-step process guide. Management should provide assistance to the RAs at all times in this process to be able to accomplish the main goal which is to help the RA to be trained and productive within three (3) months.

1. ___ The RA completes the on-boarding paper work with the NASA Shared Services Center (NSSC).
2. ___ Managers define the RA functions and develop a hands on training plan. This is an ongoing process that starts when managers decide they need to bring on board a new RA.
3. ___ About 2 or 3 weeks before the new RA's starting date, Management prepares the work station. Contact ODIN (soon to be ACES) to request the computer and to configure it with the following software for business functions:
 - ___ Adobe Acrobat Professional
 - ___ Autoware Macromedia Plug Ins
 - ___ SAP/Plug Ins
 - ___ BW Add Ins
 - ___ Excel Add Ins
 - ___ Hyperion and Hyperion Add Ins.
4. ___ The first day of work, the RA attends the "Welcome to NASA/Goddard: Captivating, Cultivating and Challenging YOU!" presented by the Human Capital Management Office (OHCM), (2 phase event). Meet with the RA after the event; show them their work space; and introduce RA to the team.
5. ___ Management completes and discusses the "*New Employee Checklist for the Supervisor*" with the RA. This form can be found at <http://on-boarding.gsfc.nasa.gov/doc/Checklists/New.Employee.Checklist.Super.FINAL.pdf>. Also, visit OHCM web page at <http://on-boarding.gsfc.nasa.gov/index.cfm> for more on-boarding information. Management establishes the benchmarks, goals, and expectations in terms of performance appraisal. **Provide a mentor.** In addition, discuss work schedule and **telework** options and expectations. If teleworking is decided, contact ODIN to request **VPN Client and Token software** to be installed on the computer and request **VPN Client and Token hardware**.
6. ___ The RA creates NDC Password based on launch pad. Go to the NASA Launch Pad page at <https://launchpad.nasa.gov> Create your NASA profile. Your profile includes challenge questions that will be used to validate your identity by the ODIN and Code 700 Help Desks once you've moved to the NDC domain. Your password will not be able to be reset by a Help Desk without this information!!! Currently, this verification

is done using your NASA badge number. Establish a profile if you use certain NASA applications – for example, IDMax, HCIE, Satern, Spacebook, etc. A full list of IT applications that require the NASA Launch pad profile is available at: http://insidenasa.nasa.gov/ocio/infrastructure/launchpad_apps.html.

7. The RA completes the Federal, NASA, and Goddard **mandatory** online based training. These courses are automatically assigned and **must be completed within the deadline**. Management provides assistance if needed. This is done by visiting SATERN at https://satern.nasa.gov/customcontent/splash_page/SATERN_Splash.html. Click on **User**. Click on **Learning Plan** to view and complete the mandatory courses that have been automatically assigned. Select the **course**. Click on **Launch Content**. **Follow the given instructions** to complete the online courses:

- ___ **Basic Information System Security Authorization (ISSA)** - *This is a high priority*. Complete the first/second day of work
- ___ Annual Information Security Training
- ___ Ethics Training for NASA Employees
- ___ NASA No Fear Act
- ___ NASA Fraud Awareness Training
- ___ GSFC-Sensitive but Unclassified (SBU) Awareness Training
- ___ GSFC-Environmental Management System Training
- ___ NASA Records Management for Everyone
- ___ NASA Property Responsibility and Accountability
- ___ GSFC-Career Management Training.

8. ___ Management requests an IdMAX account for the new RA. Use the following links for more information regarding how to create an account.

<https://itcd.gsfc.nasa.gov/PandS/SITS/ICAM/IdMAX/Pages/default.aspx> and [https://itcd.gsfc.nasa.gov/PandS/EITS/Pages/IdMAX-User-Self-Services-\(USS\).aspx](https://itcd.gsfc.nasa.gov/PandS/EITS/Pages/IdMAX-User-Self-Services-(USS).aspx)

9. ___ If the RA is developing a PIP, Management discusses possible topics. Meet with the OHCM PIP Coordinator to discuss goals and expectations. Encourage the RA to find a career mentor and to network to develop business relationships for further career development.

10. ___ Management presents to the RA an orientation package containing an overview of the agency and the center. See sample in Attachment A.

11. ___ The RA registers for web based and instructor led courses by visiting SATERN at https://satern.nasa.gov/customcontent/splash_page/SATERN_Splash.html:

- Click on **User**
- Click on Go to **Learning Plan**
- Click on **Catalog**
- Click on **Simple Catalog Search**
- Enter the **Course Name**

Click on **Search**

Select the **Course**.

Click on **Add to Learning Plan**

To take the online course, click on **Launch Content**.

Follow the given instructions to complete the on line courses.

To take instructor led courses, visit the OCFO event calendar at

<http://ocfoeventcalendar.gsfc.nasa.gov/>.

12. The RA takes the following budget execution courses: **NOTE:** access to the financial systems will not be granted until these and the financial and reporting systems courses have been taken. **The following are web based courses:**

- ___ NEACCIEMP Starter Course
- ___ NEACC1048 Core Financial Overview Course
- ___ NEACC1059 Core Financial Cross-Functional
- ___ NEACC1061 Budget Reporting - BW
- ___ NEACC1062 Budget Reporting - SAP R/3

13. The RA takes the following financial and reporting systems **instructor led training courses** given by the Financial System Office (FSO), to obtain access to the financial system applications. See training calendar in the FSO web page. For questions, call or email Joleen Bottalico at extension 6.3982:

Course	Application
___ SAP Reporting I	SAP
___ BW Reporting 101	BW
___ Hyperion 101	Hyperion
___ BEx End to End Training	BEx
___ NEACC1054 PR Review Process	Purchase Requisition
___ FCS End-to-end Training	Funds Control

14. ___ The RA completes and submits a NASA Account Management System (NAMS) form to request financial systems access. (See “Financial Reporting Systems Training, Access, and Roles” and “Requesting Financial and Reporting System Access” for instructions and requirements. Management provides assistance to the RA completing the NAMS form and approves the request when prompted by the system.

15. ___ The RA request access to the code 153 share drive. The Office of the CFO has a secured shared drive that is used to house files related to the Planning, Programming, Budgeting and Execution (PPBE) process. Use of the shared drive enables us to facilitate sending and retrieving data for PPBE Budget Calls and Funds Management. Typical data that is posted are the Budget Call files, HQ guidelines material, and updates, as well as to access submits from the Directorates.

16. ___ Management provides or facilitates **hands on training** based on the work to be performed by the RA. Management can designate a **Senior RA or a Subject Matter Expert** to provide the training.

17. The RA takes the following Resource Analyst General courses. Some of these courses need management approval:

- ___ Foundations of Financial Management and Resources Management
- ___ CFO-101
- ___ Budget Formulation/Budget Execution
- ___ Federal Budget Process
- ___ GSFC-Advance Temporary Travel Training
- ___ GSFC-Appropriations Law Overview
- ___ GSFC-Budgeting and Accounting: Making the Connection
- ___ NF533 Analysis
- ___ NEACC1058 Core Financial Reporting Basics - BW
- ___ Financial Accounting with SAP
- ___ Excel – Advance Features

XII. Defining the RA Functions

It is very important that managers define the RA functions and design the training needs and on-the-job training. The training courses only provide an overview of the agency's policies and procedures; and the financial system courses are designed only to learn how to use the systems. ***It does not teach how to do the job!*** It is imperative to have a clear definition of the work to be performed and who will provide on the job training. Managers are responsible for facilitating this training and should designate a senior RA or a subject matter expert to train the new RA.

When conducting an interview with managers to find out their project's RA's needs, they reported some of the job functions and responsibilities based on their own projects requirements, which I have combined and converted into the RA Functions Sample Tool. They also stated that every project is different and has unique reporting financial requirements. Use the tools and training courses provided in this document to help in defining the required training according the project's needs.

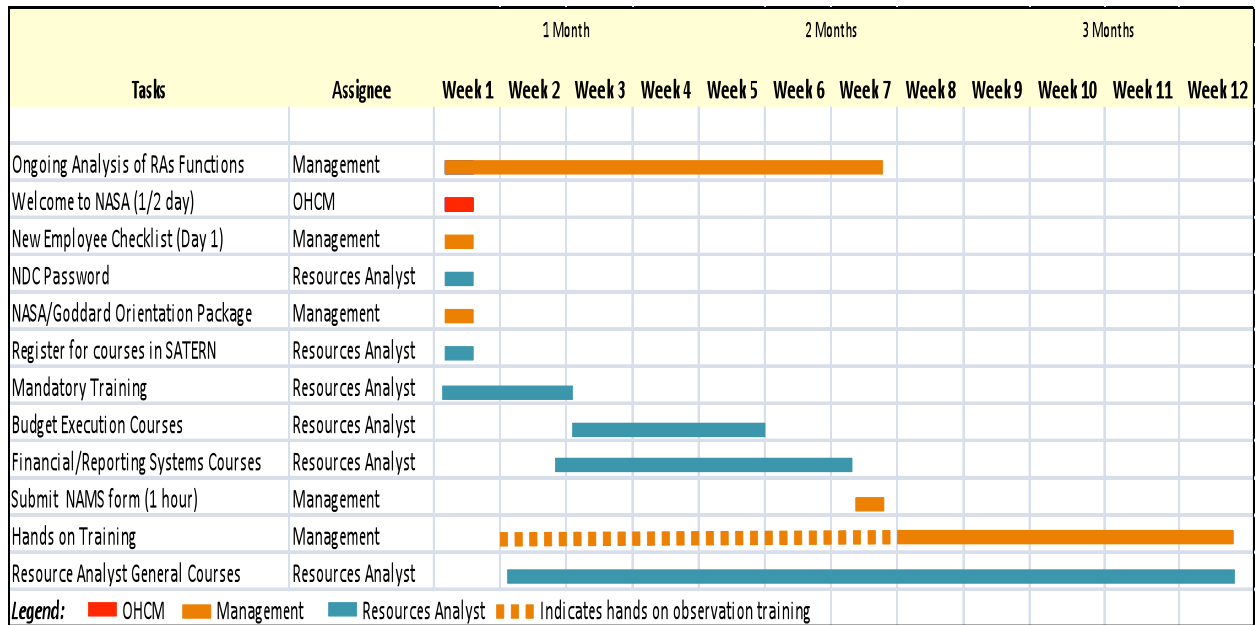
XIII. Resources Analyst Functions Sample Tool

- Familiarizing with how the project manages their resources, and give the RA exposure to the project's WBS structure, schedule, CM, risks and CCR components of project management
- Have the RAs participate in the weekly/monthly meetings with the project WBS/contract leads, which are helpful in preparation of the budget, understanding monthly variances and potential impacts to the project contingency
- General technical understanding of mission objectives and capabilities of areas assigned
- Understanding of the team culture and mission
- Understanding of the technical and science impact on projects changes which translates in budget impacts. Explain impacts and adjust budget accordingly
- SAP/BW/Funds Control
- Financial and manpower report creation and interpretation
- Determine funds allocation by center and commitment item
- Interpret and track outstanding actions (commitments, obligations, costs, disbursements, etc.)
- Procurement Knowledge
- PR creation and tracking through to award
- Understanding configuration change requests and their effect on a contract
- Proposal analysis
- 533 Contractor Financial Management Reporting analysis
- CCR reporting of contractor's cost in SAP
- A long term RA should be confident and independent, being able to analyze and interpret financial and man power data; and, explain the money!
- Additional systems and tools (See description on the appendix section)
 - ▶ CORTS – Contractor Resources Tracking System
 - ▶ TOMS – Task Order Management System
 - ▶ FedTravelers
 - ▶ P-Card – Travel Charge Cards
 - ▶ GDMS – Goddard Directives Management System
 - ▶ WISP – Workforce Integrated Strategic Plan
 - ▶ AMMS – The Advanced Materials Management System
 - ▶ N-Prop – NASA Property Management
 - ▶ GOST – Goddard ODIN Seat Tracking System
 - ▶ NASCR – NASA Communication Request.

XIV. On-boarding and Training Timeline

The On-boarding and Training Timeline is designed to help Managers and Supervisors to have the new RA fully trained and productive within three (3) months. Management should make the necessary adjustment based on needs.

On-boarding and Training Timeline



XV. Conclusion and Recommendations

Resources On-boarding Guide helps managers and supervisors to provide orientation, training, and education to new RAs to make them productive and efficient within three (3) months. This includes training courses list, step-by-step instructions to request financial and reporting systems access, RA on-boarding checklist, functions sample and timeline.

GSFC has hired 35 RA in the 1 ½ years. It is recommended to Managers and Supervisors implement the tools that have been developed and evaluate, test, and document the effectiveness of these tools for future improvement. Managers and Supervisors should develop a **hands on training** plan based on the job to be performed by the RA. This plan should take into consideration the business partners relationships. The hands on training should be provided by an expert or Senior RA; this is cost effective and free up management time.

I recommend revising the Guide with future updates and improvements based on feedback from management

Managers recommended sharing this guide with the CFO and the resources community, as well as to share it with the people across the center by placing it on the center's website and make it applicable to all the different code centers. In addition, managers recommended creating an on-boarding guide for for RAs.

Appendix A

Resources Analyst Responsibilities Definitions

Budget Reporting

Reviews and enters data from a variety of sources into forms, reports, and schedules. Makes adjustments to ensure accurate portrayal of status of funds. Analyzes payment and disbursement data and prepares corrections to the accounting system based on analysis of valid and invalid transactions.

Analyzes expenditures versus commitments to identify and assist in the resolution of problems inherent in the management of resources for the directorate/organization supported. Receives recurring reports concerning expenditures and analyzes these reports to determine proper application of funds. Assists in preparing justifications for increased funds and material, when appropriate. Analyzes the accuracy and completeness of contractor financial accounting and reports status to supervisor. Answers questions from operating activities regarding available funds, reporting procedures and forms, current expenditures, etc.

Financial Reports and Data Analysis

Independently reviews program funding and spending data and develops cost information reflecting program trends for an assigned area of an organization's financial program. Analyzes financial status reports for overall program status.

Cost Accounting Functions

Independently performs standard procedures for cost accounting projects. Studies and collects information to determine standard and actual costs of manufacturing including raw material purchases, inventory, and labor. Analyzes data obtained and records results. Examines changes in product design, raw materials, and manufacturing methods to determine effects on cost. Evaluates actual manufacturing costs and prepares periodic reports comparing standard costs to actual production costs.

Financial Resources Reporting

Independently prepares financial reports, correspondence, and fact sheets for use by officials in support of their decision-making authorities. Prepares a variety of resource management reports covering the status of funds, expense, and obligations.

Financial Resources Control

Collects, analyzes, and validates cost data to manage resources for assigned program areas. Develops and maintains a tracking system for costs and requirements. Ensures that the operating plans are executed within the established resources. Provides management with status/progress and identifies potential problems. Conducts numerous and diverse cost studies for a variety of

decision-making processes involving program planning, procurement, contracting, budgetary actions, and financial resources.

Provides resource guidance and direction regarding cost analysis and reporting. Recommends reprogramming actions concerning the realignment of resources or changes in funding or budget plans.

Budget Call Activities

Interprets general instructions with the call for the budget for distinct program areas or budgetary entities, such as a functional area, contract, fund sources, or agency budget line item. Prepares local guidance on procedures for submitting estimates. Meets with operating officials to discuss and interpret what is required in the forecasts and estimates. Provides prior year data, workload statistics, objectives, etc., to assist operating officials in developing estimates of funding needs. Acts on behalf of the organization/Directorate supported in all areas of budget planning and execution. Resolves difficult problems of prediction and forecasting due to fluctuation of costs for services or products.

Budget Preparation

Using a variety of budget processes, prepares budget estimates for large operating program areas. Consolidates estimates and prepares justification for a consolidated budget.

Participates in conducting manpower cost reviews, which may include Civil service and Contractor personnel. Consolidates and validates manpower costs by analyzing man-hour rates, overtime cost requirements, etc. Assists in preparing justification for revised manpower levels based on cost analysis.

Budget Analysis

Reviews and analyzes historical data and estimates, as well as current spending records and trends, for a budget that covers large operating programs or a functional area for an assigned area of an organization's financial program. Prepares budget estimates for salaries, supplies, and services, analyzing the distribution of funds, and actual experience as compared to planned data.

Budget Reprogramming Actions

Identifies trends indicating a deficit in future funds. Makes recommendations to program managers for the reprogramming of funds between accounts to meet revised requirements or support the accomplishment of planned operations. Studies problem areas in anticipation of corrective action needed. Reviews recommendations, approves reprogramming, and reprograms funds within assigned operating program. Forwards requests to reprogram funds between operating programs to a higher level.

Meets frequently with Chief Financial Officer personnel, program control personnel, and management representatives to gather and provide information,

to coordinate budget and Period of Performance (POP) requirements, and to resolve problems of average difficulty relating to funding or financial matters. Determines the source of problems and works with personnel involved to develop procedures to prevent recurrence of problems.

The RA responsibilities description was extracted from the Flights Project Directorate (Code 400) web site. Visit <http://fpd.gsfc.nasa.gov/positions.html> for more information.

Appendix B

Training Courses Description

RA General Training Courses

GSFC-Foundations of Financial Resources Management

Description: This course is a fundamentals class that will provide entry and journey-level members of the financial and resources management community with an end-to-end, systems perspective and big picture contextual information about the current and future resources and financial management environment and processes. The class combines experiential and classroom learning around the modules of Agency & Center Overview; Office of Chief Financial Officer Overview; Budget Development and Execution; Acquisition; Financial Systems & Tools; and Program and Project Management.

CFO-101

Description: Foundation course developed to provide basic information and understanding of the Office of the Chief Financial Officer, its functions and activities, and the role budget and financial management play within the Federal Government, the Executive Branch, NASA and NASA Centers. This course provides a comprehensive overview of the following areas: federal appropriation process, financial management, accounting, internal and external reporting activities, the functions and responsibilities of budget/program analysis and execution, local center specific budget processes and procedures, as well as current Agency and CFO-based initiatives.

Budget Formulation/Budget Execution

Description: The Budget Formulation course provides an overview of NASA's PPBE guidance, processes, timeframes, and roles. PPBE is the Agency process for planning and budgeting with the goal of integrating plans, strategies & priorities into programs/projects and budgets. Students will have a better understanding of strategic guidance & direction, issue identification and decisions, the development of a detailed financial plan, and spending and controls.

The Budget Execution course provides an understanding of the functions and processes involved in expending the NASA budget. Students will walk through the processes of planning, spending, managing, analyzing, reporting, and advising on financial matters, including distribution and funds control, funds utilization, project analysis and monitoring, and reporting.

Instruction includes examination of Agency budget formulation & execution documents, as well as group and individual exercises.

Federal Budget Process

Description: you will be able to:

- Identify the major legislation affecting the federal budget process
- Track the four phases of the budget process and the budget timeline

- Identify the roles of major players in the budget process
- Summarize the process by which Congress and OMB allocate funds to agencies
- Explain how agency budget submissions contribute to the President's budget formulation
- Outline how agencies use and track their allocated funds
- List the methods established to audit the use of federal funds
- Quantify the size and scope of the current President's budget

Course topics include:

- Pertinent budget legislation
- How agencies get their funds
- Budget formulation
- The Congressional budget process
- Budget execution and control
- Budget reviews and audits
- The Budget of the United States: facts and figures

GSFC-Advance Temporary Travel Training

Description: This course is designed to provide an in-depth discussion of the statute pertaining to travel authorizations; per diem allowances for domestic and foreign travel, long-term Temporary Duty (TDY) assignments, mandatory use of the contract airline city pair fares, arranging travel services in accordance with Federal Travel Regulations, and E-Gov Travel Service (ETS).

GSFC-Appropriations Law Overview

Description: This course will provide a one-day overview of Appropriations Law including Appropriations Law Basics (Sources of appropriations law, Appropriation law terms, Useful sources of Appropriation law information, Types of Budget Authority); Appropriations purposes (Concepts regarding proper purpose application and determination, Food, Meetings, Fines and Penalties, Child Care, Gifts and Awards, Personal Qualification Expenses, Clothing, Telephones); Appropriations available as to time (General Principles, Appropriation Lifecycle: Unexpired, Expired, and Closed Appropriations, Bona Fide Needs Rule, How to decide which fiscal year to charge, Prohibition on payments in advance); Amounts of appropriations available; the Antideficiency Act; and Penalties for over-obligating. Case examples are used all through the course to illustrate the principles.

GSFC-Budgeting and Accounting: Making The Connection

Federal budgeting and accounting personnel who need to understand the basic elements of budget preparation, accounting and use of budgetary authority, and the fiscal performance of the activity as reflected in financial statements.

You will be able to:

- * Apply budgeting and accounting terminology appropriately
- * Track budgetary and proprietary accounting transactions through the budget execution process

- * Describe the U.S. Standard General Ledger (SGL) account structure
- * Relate budget obligations to agency assets, liabilities, and expenses
- * Determine unfunded budget requirements from accounting reports
- * Improve budget estimating with accounting information
- * Make the connection between budgeting and accounting

Course topics include:

- * Linking the budgeting process to the accounting process and budgetary resources to financial requirements
- * The elements of a budget and the resources available to an agency
- * Roles of the Federal Accounting Standards Advisory Board (FASAB) and the Office of Management and Budget (OMB) in agency financial reporting
- * Budgetary and proprietary accounting
- * Using accounting data to guide the budget formulation processes

NF533 Analysis - NASA Contractor Financial Management Reporting

Description: Presents a comprehensive rationale and explanations for the discrete components making up this common reporting tool and discusses related analyst responsibilities. This course provides guidance for contractors and Government personnel on basic concepts and requirements for contractor reporting. They stress the necessity for accurate and timely reporting to enable NASA to properly fulfill its programs control, budgeting, functional management and cost accounting responsibilities.

NEACC1058 Core Financial Reporting Basics - BW

Description: This course is designed for new users to understand the basic elements, processes, and outputs of the Business Warehouse Reporting system.

Financial Accounting with SAP

Description: The SAP Financial modules are at core of any integrated SAP System. All module transactions with a monetary impact flow through to the Finance module, usually in real time and automatically through the SAP configuration. In order to work with the Finance Module or any module, you must have an understanding of the concepts behind mySAP ERP and be familiar with the steps for executing tasks using SAPs interface. This course discusses these underlying concepts, and introduces the SAP R/3 GUI. It also identifies the data required to align your business processes with the Financial Accounting and Controlling modules in order to complete financial transactions and create reports. This course focuses on the use of SAP R/3, and offers additional information about the upgrades and enhancements available in SAP ERP 6.0.

Excel – Advance Features

Excel provides a simple, yet surprisingly powerful platform for performing analysis. It has become a standard analysis tool. Excel is use to accomplish many different phases

of the data analysis process. It provides functionalities that support the analyst in all the following aspects of data analysis:

- Data collection
- Data integration
- Data retention and sharing
- Data summarization and descriptive statistics
- Model building
- User input/user interface
- Report generation.

Excel course description was taken from the Analytics Boot Camp class presented by Management Concepts “The Mind at Work”.

Budget Execution Training

NEACC1047 IEMP Starter Course

Description: In this course you will learn a basic SAP Overview and Navigation concepts. This is a primer course for any user planning to take instructor led or web-based SAP training.

NEACC1059 Core Financial Cross-Functional

Description: In this course you will develop an understanding of the cross-functional flow of NASA's Core Financial business process. To do so, you will learn how the Core Financial solution integrates standardized processes, roles that people play, and software systems. You will then follow a typical business scenario through its Core Financial lifecycle, and see how the integrated solution components drive this transaction through the cross-functional flow.

NEACC1061 Budget Reporting – BW

Description: The Budget Reporting – BW course will include the purpose and functionality of BW budget reports which include AOP, AEP, Budget, Commitment, Obligation, Cost, Disbursement, Available Budget, Full Cost, and Non-Full Cost values. This course will include hands-on exercises allowing end users to practice generating related reports.

NEACC1062 Budget Reporting – SAP

Description: The Budget Reporting course will include the purpose and functionality of SAP budget reports which include AOP, AEP, Budget, Commitment, Obligation, Cost, Disbursement, Available Budget, Full Cost, and Non-Full Cost values.

This course will include hands-on exercises allowing end users to practice generating related reports.

Mandatory Training

Basic Information System Security Authorization (ISSA)

Description: Information System Security Authorization (ISSA) is the process used to ensure that information systems, including major software applications, have effective security controls implemented, or planned for, commensurate with the potential risks to the system's information. The successful completion of the ISSA process provides formal Authorization to Operate (ATO) by a senior management official. The course was developed for those involved in the system authorization process (including authorizing officials or their designated representatives, Agency and Center chief information officers, senior Agency information security officers, information owners, information system owners, information system security officers, security control assessors, information technology security managers, and accountable officials), as well as other interested parties.

Basic IT security

Description: The Basic Information Technology Security course provides an examination of security issues concerning technology systems and their information. Topics address user responsibilities and operating securely in a networked environment. Managers, Supervisors and persons with significant security responsibilities should take the Managers course. Any individual that takes the Managers course is granted substitute credit for the Basic course.

Ethics Training For NASA Employees

Description: NASA annual-ethics-training.

NASA No Fear Act

Description: An Overview of the Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002 and its provisions.

NASA Fraud Awareness Training

Description: This web- based course provides an overview of NASA's Acquisition Integrity Program; acquisition integrity, acquisition fraud and related irregularities, fraud indicators, employee responsibilities to report suspected fraud, and whistleblower protections for disclosing fraud.

GSFC-Sensitive but Unclassified (SBU) Awareness Training

Description: The goal is to gain an understanding of all SBU Requirements.

GSFC-Environmental Management System Training

Description: This training provides an overview of Goddard Space Flight Center's Environmental Management System (EMS), the basic principles of GSFC's environmental policy, and the environmental responsibilities of employees and contractors who work or conduct work on the Greenbelt Campus. The training must be completed annually by March 31 of each year.

NASA Records Management for Everyone

Description: Basic Records Management Overview. Required of all NASA civil servants and highly recommended for contractors who perform or support NASA functions. Users will gain an understanding of what constitutes a record, how to maintain it and when it can be destroyed or archived, as well as where to go for additional help.

NASA Property Responsibility and Accountability

Description: This web-based video training module provides NASA civil service and contractor personnel training on the individual's responsibility for conserving and protecting Government Property. Viewing the embedded fourteen minute training video and completing the ten question test is estimated to take slightly less than 30 minutes. Your final action of this training will be clicking the Yes button to "Grade the Exam" after the test to record your successful completion of this training. You may then print a Certificate of Completion should you desire.

GSFC-Career Management Training

Description: 'An Employee's Guide to Career Development and Performance Management' is the first required step to initiate assessing your career skills. The purpose of this required web-based training (WBT) course is to bring awareness to civil servants, including supervisors about the revised performance management system, the responsibility of each employee to take on their career development, and guidance on seeking and receiving effective developmental feedback and opportunities. All of this information is essential for managing one's career at NASA-Goddard.

The training courses description above was extracted from the SATERN Catalog at <https://satern.nasa.gov/plateau/user/elmsxSSOSuccessAuthenticate.do>.

Appendix C

Other systems and Tools

CORTS – Contractor Resources Tracking System is a web-based, platform-independent, interactive system that is available to not only Code 501 resources analysts but also the GSFC and WFF communities. CORTS Web is used to maintain and track contractor cost data at task level for each support service contract at GSFC. The application allows users to import the 533 data, generate pre-assessment reports, and then create assessment files to upload to SAP on a monthly basis.

TOMS – Task Order Management System – Provides a standardized approach to task order management.

FedTraveler.com E-Gov Travel Service (ETS) is a comprehensive government-wide web-based end-to-end service to plan, book, track, approve, and request reimbursement for travel services for the Federal employee.

GDMS – Goddard Directives Management System – The purpose of the (GDMS) is to document Center policy and implementing instructions unique to the Goddard Space Flight Center (GSFC), and to provide GSFC managers with the means to effectively and efficiently convey policy and instructions to employees and customers.

WISP – Workforce Integrated Strategic Plan provides end users with the ability to generate Plan vs. Actual reports for labor reporting purposes. The query combines the plan data from WISP at the WBS, Cost Center level with data from ALDS.

AMMS - The Advanced Materials Management System is an Oracle web-based application used by the Code 270 Information and Logistics Management Division (ILMD) to provide supplies to Goddard Greenbelt and Wallops as well as NASA Headquarters.

N-Prop - NASA Property Management is an easy to access, user friendly, web-based application that facilitates the real time updating, tracking, managing, and reporting of controlled equipment for property custodians (full and part time), assigned equipment users, and users who do not have equipment assigned.

GOST - Goddard ODIN Seat Tracking System is a webpage application for managing quantities and types of Services obtained under the Outsourcing Desktop Initiative for NASA (ODIN). Users may add, delete or edit Seats, submit Refresh requests and obtain reports relevant to activities.

NASCR - NASA Communication Request is the web-based system used by Goddard employees to request a variety of communication services.

P-Card – Travel Charge Cards. Travelers on official government travel are required by law to place official travel related expenses on the government travel card.

The systems and tools description above was found by using the Goddard Google search feature at <http://internal.gsfc.nasa.gov/web/insidegoddard/news>.

Attachments

1. Request for Goddard Institutional Information Technology Resource (GIITR)
System Account

2. Overview of the Agency and Center Sample

Earth Science Projects Division Orientation Package
Discussion with Resources Analysts
Code 420 website