



DoD

Financial Management



Civilian Workforce Development

Strategic Plan

*Office of the Under Secretary of Defense
(Comptroller)*



Briefing Overview

- Background Information
- The Proposed Roadmap
- Issues and Improvements
- Next Steps



Briefing Objective

- To provide an overview of the DoD Financial Management (FM) Civilian Workforce Development Strategic Plan.





Background

- Human Capital issues are at the top of the National agenda
 - President's Management Agenda
 - GAO "high risk" area
- National Defense Authorization Act for Fiscal Year 2000 requires professional competency data in annual Financial Management Improvement Plans
- Office of Management and Budget projections indicate that approximately 50% of the FM workforce will be eligible to retire within the next 5 years



Workgroup's Charter

Conduct comprehensive FM Workforce review

- Standardize financial management technical competency plans
- Resize and reshape the FM workforce
- Craft strategy for recruiting, hiring, and maintaining a quality workforce
- Structure a plan for increasing the number of advanced degrees and professional certifications held by FM personnel.



Workgroup's Structure

- Five Subgroups facilitated completion of assigned task
 - 1 - Baseline and Performance Metrics (OUSD(P&R))
 - 2 - Technical Competency (DISA)
 - 3 - Recruitment and Retention (Navy)
 - 4 - Degrees and Certifications (Army)
 - 5 - Workforce Optimization (OUSD(C))



Strategic Approach

- **MISSION** - - To manage prudently the Department of Defense's fiscal resources.
- **VISION** - - A DoD financial management workforce that is an efficient, highly regarded, diverse professional community of continuous learners who are innovative, adaptable and committed to the DoD mission.



Strategic Approach Cont'd

- **GOAL** - - To develop a strategic plan that ensures the financial management workforce is armed with the tools it needs to keep pace with the unprecedented scope and speed of 21st Century financial management challenges.



Strategic Approach Cont'd

- **INTERIM OBJECTIVES - -**
 - Workforce Planning
 - Baseline Refinement
 - Performance Metrics
 - Technical Competencies
 - Recruitment and Retention
 - Professional Certifications & Advanced Degrees



Current Environment



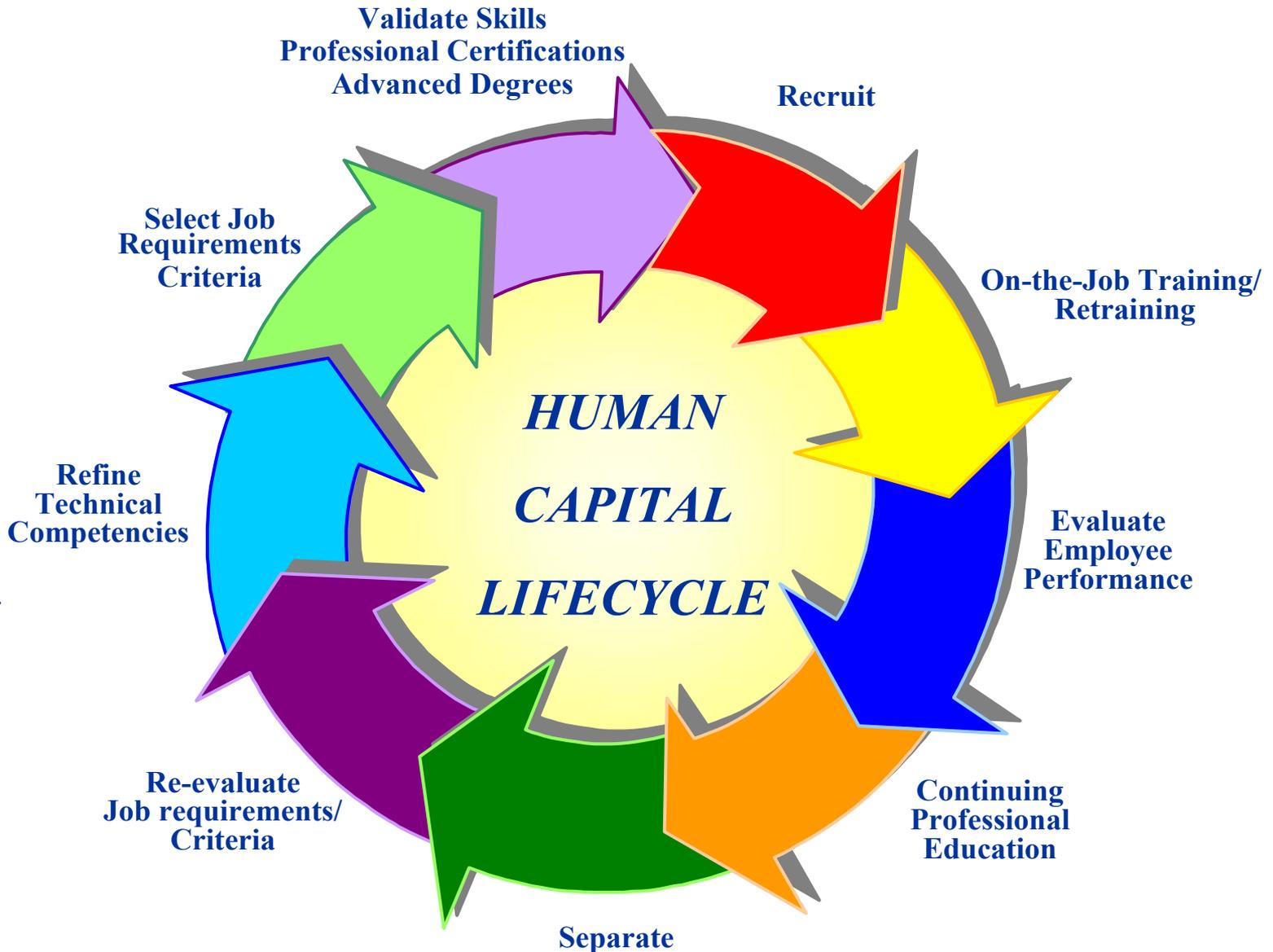


Transformed Environment





Reengineer
Business
Processes





Actions Taken

- Established cross-functional, Component-mixed Workgroup in November 2001
 - Developed FM Professional Certification Funding Policy in Feb 2002
 - Drafted Civilian Workforce Development Strategic Plan in March 2002
- Seeking Legislative Authority so that SECDEF can require new hires for accounting, auditing and related positions to have or become CPAs or CGFMs
- Initiating MBA program (with George Washington University) in Crystal City area



Workforce Planning

- **Issues and Improvements**
 - Current FM personnel management processes “get the jobs done,” but more efficiency and integration is needed
 - Unable to determine amount spent annually on FM Workforce Development
 - Workforce Planning is at various stages of development
 - Programmatic emphasis on FM Workforce Development is needed at the OSD Level to promote consistency and efficiency



Workforce Planning Cont'd

- **Improvements**
 - Establish a Program Management Office
 - Integrate FM Workforce Development strategy into DoD's strategic plans, annual budgets and performance and results reports
 - Establish a Program Element for FM Workforce Development
 - Centralize funding for advanced degrees and professional certifications
 - Develop a workforce optimization planning model after business processes have been reengineered



The Baseline

- **Issues**

- Need good general data
 - Number of FM personnel
 - Total funds spent on FM education and training annually
 - Education, certification, experience data
 - Other demographic data
- Need systematic approach for keeping data current

- **Improvements**

- Improve data collection
- Establish process/mechanism for systematic updates



Performance Measures

- **Issues**
 - Need standard, consistent Departmentwide measures for workforce development
- **Improvements**
 - Adapt model from public or private sectors, if possible
 - Use baseline data recommended in FM Workforce Development Strategic Plan



Technical Competencies

- **Issues**

- Competencies are at varying stages of development and implementation across DoD (non-defined to fully defined)
- JFMIP defines competencies for most occupations
- Need general, technical and managerial core competencies

- **Improvements**

- Consider utilizing JFMIP competencies for specific positions
- Need standard, consistent Department-wide measures
- Utilize General, Technical and Managerial competencies developed by the Technical Competency Sub-group
- Move toward multi-skilled occupation codes vice current, narrow stove-piped specialties



Recruitment

- **Issues**

- Need aggressive marketing campaign
- Need more hiring flexibility
- Need funding to support new hiring incentives

- **Improvements**

- Expand and improve marketing using mass media and websites
- Educate managers on new managerial flexibilities
- Simplify recruitment announcements
- Expand hiring flexibilities
- Seek legislation that mandates degree requirements for certain occupation codes beginning in FY 2004



Retention

- **Issues**

- New hires leave because they are bored and unchallenged
- Current performance evaluation process needs reengineering
- Enhanced work-life balance programs would improve morale and productivity
- Some negative perception of government employment

- **Improvements**

- Provide job enrichment (meaningful, challenging work; good salaries)
- Educate managers on new managerial flexibilities
- Ease constraints on retention allowances and relocation bonuses
- Make performance appraisal process more objective
- Increase funding for graduate level education
- Offer more work-life balance options



Advanced Degrees

- **Issues**

- Funding scarce and when available only for work-related courses
- Balancing priorities is challenging -- work, education, family
- Degrees are not required for most FM occupation codes

- **Improvements**

- Centralize funding
- Fund total academic programs vice work-related courses
- Develop an on-site MBA Program for the D.C. Metro area
- Promote full-time academic education or at a minimum part-work/part-school duty
- Recognize and reward employees who obtain advanced degrees



Professional Certifications

- **Issues**
 - Shortage of funding for prep courses
 - Lack of comprehensive training
 - Need to establish a culture that recognizes and rewards employees who become certified
- **Improvements**
 - Centralize funding
 - Facilitate training and examinations leading to professional certifications
 - Need top-level marketing and emphasis
 - Provide non-monetary incentives that promote certifications
 - Set and implement policy that funds professional certifications



Initial Priorities

- Establish Program Management Office July 2002
- Draft legislation similar to DAWIA September 2002
- Finalize Strategic Plan October 2002
- Develop clear concise career paths November 2002
- Expand scope of government/industry personnel exchange program by December 2002
- Begin On-Site MBA Program January 2003



QUESTIONS?

COMMENTS?