

## Every Decision Must Pass Widespread Scrutiny

The nature of public policy is such that every decision must face the scrutiny of auditors, Congress, citizens, and firms who feel they may have been slighted. No major change can take place if anyone who is adversely affected has veto power.

## Increased Efficiency is Not a High Priority

The primary objective of public policy is fairness. Also high on the list is the need to avoid fraud and errors. The Federal Acquisition Regulation and congressionally directed goals are explicit in establishing other public policy objectives at the cost of efficiency. By contrast, firms have two objectives: they need to increase revenue and decrease cost (via improved efficiency).

## Major Impediment—Structural/Cultural Issues

The major impediment to enterprise solutions is not regulations, but rather the types of structural and cultural issues discussed in this article. This is not to suggest that smaller, intra-agency improvements should not be pursued. Areas abound where process innovation and/or technology can improve DoD operations. Dedicated employees who want to improve government efficiency, however, would do well to direct their energies to undertakings that have the potential to succeed.

This environment also suggests that the optimal solution will often be outsourcing an entire process. Government employees are often averse to this solution because it appears to reflect poorly on their capabilities. But the reason FedEx can implement instantaneous tracing and tracking systems, and Caterpillar can deliver spares worldwide in 48 hours is not because they have brighter people, but rather due to their elimination of these types of institutional barriers.

**Editor's Note:** The author welcomes questions or comments on this article. Contact him at [rklein@belzon.com](mailto:rklein@belzon.com).

# Executive Order 13160, Ensuring Equal Opportunity in Federally Conducted Education and Training Programs

**E**xecutive Order 13160, issued on June 23, 2000, prohibits discrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training programs. On Nov. 17, 2001, the Assistant Secretary of Defense (Force Management Policy) issued guidance on implementation of the President's Executive Order.

The Executive Order was issued in order to achieve equal opportunity in all federally conducted education and training programs and is premised upon the

notion that the Federal Government should hold itself to at least the same principles of nondiscrimination in educational opportunities as it applies to the educational programs and activities of recipients of federal financial assistance. Toward that end, the Executive Order is intended to supplement existing laws and regulations that already prohibit many forms of discrimination in both federally conducted and federally assisted educational programs.

View the complete Executive Order online at the OSD Chancellor of Education Web site (<http://www.chancellor.osd.mil/>).

## Certified Defense Financial Manager (CDFM) Program

**T**he American Society of Military Comptrollers (ASMC), in partnership with the Department of Defense, has developed a formal certification for defense financial managers. A wealth of information is available for those who manage DoD resources—information that a practitioner needs to know in order to perform at a professional level within the DoD financial management community. That wealth of knowledge was not addressed with any other available certification program.

The Certified Defense Financial Manager (CDFM) Program establishes a standard of excellence for professional managers of defense resources. The CDFM exams are available to anyone who has a high school diploma or equivalent and three years' defense-related financial management experience or has two years' defense-related financial management experience and at least an associate's degree. The program consists of three computer-based examinations that address the 12 core competencies for DoD financial managers.

For additional information on CDFM, check out the ASMC Web site at <http://www.asmcnline.org/cdfm/welcome.html> or contact Frank Arcari, (703) 549-0360, x226. To call toll free, dial (800) 462-5637, x226, or e-mail Arcari at [arcarif@asmccertification.com](mailto:arcarif@asmccertification.com).