

TREASURY AGENCY SERVICES

Financial Management Service • U.S. Department of the Treasury

Fiscal Years 2004-2005

BUSINESS PLAN



October 2003



A Message From
THE ASSISTANT COMMISSIONER

October 2003

As we close another successful year for Treasury Agency Services (TAS), I am pleased to present the TAS Business Plan for Fiscal Years 2004-2005. Full credit for our FY 2003 success goes to the TAS project teams, managers and support staff who consistently show their dedication and commitment to the Financial Management Service (FMS) mission. Their teamwork and excellence made it possible to offer the products and services that made a measurable difference in the financial management of our Federal agency customers.

Fiscal year 2003 opened with interim agency funding through continuing resolutions, which lasted several months. The budgetary constraints, including the inability of many of our Federal agency customers to initiate new programs, impacted our operations significantly. At the same time, the continued heightened security awareness and preparedness related to physical, environmental and information technology threats required that we take appropriate safety measures for our on-site staff and those at Federal agency customer locations. As we have in the past, TAS adapted to a changing environment and incorporated lessons learned from these challenges within our business processes to improve operations.

With its unique relationship to FMS, TAS will continue to offer the latest financial consulting and training services to help our customers achieve success. We will continue to place an emphasis on:

- Accounting operations
- Financial and reconciliation accounting training and consulting
- New formats and audiences for education services
- Employee education, development and certification
- Improvements in consulting techniques and services

This Business Plan for Fiscal Years 2004-2005 provides the basis for fulfilling our dual responsibilities to support the FMS mission and provide the best possible customer service.

Kerry Lanham
Assistant Commissioner
Treasury Agency Services

TABLE OF CONTENTS

<u>INTRODUCTION</u>	<u>4</u>
Mission	
Business Lines	
<u>STRATEGIES AND MEANS</u>	<u>6</u>
Business Approach	
<u>FY 2004-2005 PERFORMANCE OBJECTIVES</u>	<u>7</u>
Environmental Factors	
<u>PERFORMANCE THEMES</u>	<u>8</u>
Summary FY 2004-2005 Performance Goals	
<u>Goal 1:</u>	<u>9</u>
Maintain a strong accounting operations business line.	
<u>Goal 2:</u>	<u>11</u>
Maintain a strong financial and reconciliation accounting training and consulting service.	
<u>Goal 3:</u>	<u>13</u>
Expand and experiment with new formats for delivering education services to increase revenues, net profits and a broader customer base including the franchise fund and auditors.	
<u>Goal 4:</u>	<u>15</u>
Provide access to CGFM certification for employees and use JFMIP Core competencies to guide employee education and professional development.	
<u>Goal 5:</u>	<u>17</u>
Improve the quality of consulting techniques and services as guided by manager and employee action teams.	

INTRODUCTION

As a fee-for-service organization, Treasury Agency Services (TAS) is completely funded by the resources generated through its reimbursable operations. TAS works in partnership with customer agencies to provide them with professional, objective and sound financial management advice, assistance and training.

The TAS Business Plan for Fiscal Years 2004-2005 was developed through the cooperative efforts of staff and management within TAS. Prior to publication, the plan was reviewed and approved by FMS senior management and coordinated with the National Treasury Employee Union. This plan is consistent with the Treasury Franchise Fund operating principles and annual performance goals.

Mission

TAS shares the FMS mission by helping agencies improve the quality of government financial management.

Mission Statement

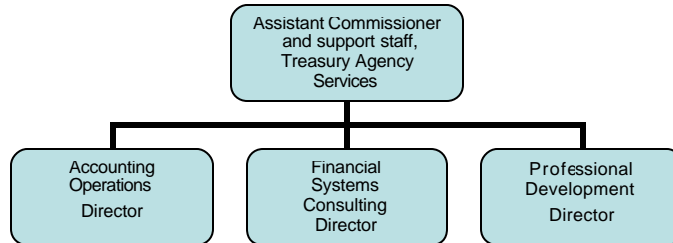
As part of Treasury's Financial Management Service (FMS), Treasury Agency Services shares the FMS mission by helping agencies improve the quality of government financial management. Treasury Agency Services is a reimbursable source of information, advice and assistance that is geared to today's environment and customized to meet client agency requirements. Our commitment and responsibility are to help our customers achieve success by linking program and financial management objectives.

In carrying out this mission, TAS implements requirements initiated by the following Federal financial management organizations:

- The Financial Management Service (FMS)
- The General Accounting Office (GAO)
- The Office of Management and Budget (OMB)
- The Joint Financial Management Improvement Program (JFMIP)
- The Federal Accounting Standards Advisory Board (FASAB)
- Other oversight agencies, including the General Services Administration (GSA) and the Office of Personnel Management (OPM)

Business Lines

Figure 1: TAS Organizational Structure



TAS offers a variety of financial management products and services through its principal business lines. This range of services enables us to provide an integrated approach in designing consulting and training solutions for Federal financial management challenges.

Title	Products and Services
Accounting Operations	Provides financial reporting assistance, account reconciliations, review and close-out activities, routine transactions processing, ledger maintenance and other related financial management consulting services ¹ .
Financial Systems Consulting	Provides a full range of services needed for systems acquisition, implementation, post-implementation efforts and related financial management consulting services ¹ . Financial Systems Consulting services include: <ul style="list-style-type: none"> • Requirements analysis • Statement-of-work development • Systems evaluation • Testing • Training • Project management
Professional Development	Offers financial management courses, annual conferences and topical seminars using a variety of formats including: <ul style="list-style-type: none"> • Internet-based • Instructor-lead • Instructional Compact Disk (CD) training and development

¹ The related financial management consulting services include: U.S. Standard General Ledger Conversions, Audit Assistance, Cost Accounting/ Activity Based Costing, Performance Measures/GPRA Compliance, Internal Control and Process Reviews that were provided by the Financial Management Consulting Business Line in FY 2003.

STRATEGIES AND MEANS

Business Approach

The TAS vision is to be the partner of choice for Federal managers seeking financial management improvement and success.

Our strength is FMS expertise combined with entrepreneurial initiative, and our approach embraces the three following interdependent performance values:

Value	Business Approach
<i>Customer Satisfaction</i>	Respond to the agency customer's needs for financial management advice and training including: <ul style="list-style-type: none">• Financial reporting and the systems that support financial statements• Policies and procedures• Sound business practices
<i>Business Strength</i>	Develop and utilize the expertise of our workforce by providing our employees with a full range of training and practical experiences that foster and enhance employees' skills and actively engage them in developing innovative solutions that benefit agency customers.
<i>Entrepreneurial Ingenuity</i>	Focus on creative and innovative approaches to improve TAS operations and continually challenge the efficiency and cost-effectiveness of administrative and business processes.

FY 2004-2005 PERFORMANCE OBJECTIVES

We strongly believe that the key to our success is focusing our financial expertise on customized services that meet the specific needs of each client. Our goals, strategies and objectives focus on financial management services that lead directly to improvements in individual customer agency operations, systems, policies and procedures.

Environmental Factors

In developing this business plan, TAS considered relevant social, political, economic and environmental factors which have affected current operations. To the extent possible, these factors have been addressed and are reflected within the FY 2004-2005 business plan:

- The impact of OMB Circular A-76. We are monitoring the potential impact of the new, revised A-76. Although our work is entirely “commercial”, we believe we can continue to compete successfully with other Federal and private sector organizations by remaining cost efficient and by focusing on continual product quality improvements.
- Security and Emergency Preparedness. The terrorist attacks of September 11, 2001 resulted in significant changes in national security and personal safety and impacted the physical, environmental, computer and financial security of our customers and our employees. At the same time, these events have enhanced our Accounting Operations business as the Defense and intelligence agencies have subsequently been able to devote more funding to their accounting and financial management operations.
- The Federal Deficit. With the country currently at war, budget deficits are expected to increase and the Federal budget will continue to be more closely scrutinized. As a result, the ability of many of our civilian (non-Defense/intelligence) agency customers to initiate new programs or address financial management issues has been significantly impacted.
- Human Capital. Highlighted by GAO, human capital and the aging Federal workforce are government-wide issues addressed in the President’s Management Agenda.

PERFORMANCE THEMES

We will continue the momentum of FY 2003 that resulted in a successful performance. The over-arching performance themes for fiscal years 2004-2005 are:

- TAS remains committed to continuing the existing business lines for FY 2004-2005. TAS will continue to “mine” existing products and services given the consistently strong customer demand for accounting operations from the Defense and intelligence agencies.
- TAS will continue to pursue follow-on contracts with its existing loyal customers and focus on new business opportunities generated by the Learning Management System (LMS).
- TAS will continue aggressive cost-cutting in administrative processes and procedures and will identify methods of improving the quality of our products and services.

Summary FY 2004-2005 Performance Goals

Goal #1	Maintain a strong accounting operations business line.
Goal #2	Maintain a strong financial and reconciliation accounting training and consulting service.
Goal #3	Expand and experiment with new formats for delivering education services to increase revenues, net profits and a broader customer base including the franchise fund and auditors.
Goal #4	Provide access to CGFM certification for employees and use JFMIP Core competencies to guide employee education and professional development.
Goal #5	Improve the quality of consulting techniques and services as guided by manager and employee action teams.

GOAL 1:
MAINTAIN A STRONG ACCOUNTING OPERATIONS
BUSINESS LINE.

The accounting operations business line provides reconciliation services for agencies' fund balances with Treasury and the reconciliation of the cash reporting for agency disbursing offices. Accounting operations also offers assistance in the preparation of monthly, quarterly and yearly financial reports.

The most critical challenge for accounting operations is to have sufficient consulting staff to meet customer demand. Accounting operations' goal is to have all GS 510's (accounting series) on our staff "Treasury Certified" in accounting, reporting and Credit Reform.

Especially critical for customers in the Defense/intelligence community is the ability of accounting operations to provide staff with appropriate security clearances. Both the Defense and intelligence communities have strong needs for cash reconciliation and assistance in the area of financial report preparation and the related policies and procedures.

Accounting operations will continue to hire seasoned accountants with skills in:

- FACTS I (proprietary accounting)
- FACTS II (SF 133: Report on Budget Execution and FMS 2108: Year End Closing Statement)
- USSGL accounts and pro forma entries
- Agency trial balance review and reconciliation
- Treasury financial reporting
- Treasury appropriation, receipt and trial balance statements
- Cost accounting

We must keep the staff that we have now apprised of new systems and changes to those systems through training and re-training. To ensure this, accounting operations has tasked itself to have each member of its staff educated in all current computer programs such as Excel, Word, PowerPoint and any other new and necessary programs.

GOAL 1: PERFORMANCE OBJECTIVES

<i>Objective 1:1</i>	Ensure that the performance of all financial accounting work for Federal agency customers such as obligations, accrued expenditures and disbursement transactions is timely and accurate.
<i>Objective 1:2</i>	Ensure that financial reporting assistance for the preparation of the FMS Statement of Transactions, FACTS II and year end reports adhere to FMS requirements as outlined in Treasury Financial Manual (TFM) guidance, specifically those of the USSGL.
<i>Objective 1:3</i>	Ensure that accounting operations work and financial statements adhere to applicable OMB, GAO and other oversight agency rules and regulations.
<i>Objective 1:4</i>	Leverage FMS expertise as appropriate, including FMS employee details to ensure that the customer agency receives the latest possible information on critical, high priority FMS initiatives.
<i>Objective 1:5</i>	Ensure that Federal financial accounting projects are managed and conducted with the highest standards of integrity, efficiency and professionalism.

GOAL 2:
MAINTAIN A STRONG FINANCIAL AND RECONCILIATION ACCOUNTING
TRAINING AND CONSULTING SERVICE.

Identified in many Federal financial statement audits, financial accounting and reconciliation involves a cash and fund balance with Treasury reconciliation at the Federal account symbol level. Reconciliation involves matching agency transactions captured at the agency location level to records provided by FMS and has far-reaching implications for agency operations and encompasses Federal financial systems.

The TAS financial training curriculum is intended to support each Federal organization's desire to achieve their financial management goals by providing outstanding and timely education and training. Course offerings include Federal financial management and accounting courses, annual conferences and topical seminars.

Training topics continually evolve to maintain relevance and keep up with the needs of the government students in the areas of:

- U. S. Standard General Ledger (USSGL)
- Federal Credit Accounting
- Federal Accounting Concepts and Standards
- Federal Financial Reporting (FACTS I & II, OMB Financial Statements)
- Fund Balance with Treasury Reconciliation

One key to preserving the training value is through participation in and partnering with:

- The Joint Financial Management Improvement Program
- The Chief Financial Officers Council
- The Office of Personnel Management

The strategy to maintain strong reconciliation training and consulting services will encompass integrating essential data from these organizations as well as from policy established by FMS into existing courses or by developing new ones.

GOAL 2: PERFORMANCE OBJECTIVES

<p><i>Objective 2:1</i></p>	<p>Maintain up-to-date expertise in new FMS Internet applications related to fund balance reconciliation managed through the FMS Governmentwide Accounting (GWA) modernization project that:</p> <ul style="list-style-type: none">• Provides Federal agencies with their fund balance with Treasury on a near-real time basis• Streamlines the reporting and reconciliation processes by providing more reliable and timely information to users
<p><i>Objective 2:2</i></p>	<p>Recommend and conduct periodic reviews of significant agency transactions such as payroll, procurement and travel for existing customer agency projects.</p>
<p><i>Objective 2:3</i></p>	<p>Identify and document funds control process and reconciliation improvements for customer agency projects.</p>
<p><i>Objective 2:4</i></p>	<p>Develop and maintain expertise in commercial business products and services offered to Federal agency customers that enhance reconciliation efforts.</p>
<p><i>Objective 2:5</i></p>	<p>Develop and update Federal financial accounting and fund balance reconciliation courses.</p>

GOAL 3:

EXPAND AND EXPERIMENT WITH NEW FORMATS FOR DELIVERING EDUCATION SERVICES TO INCREASE REVENUES, NET PROFITS AND A BROADER CUSTOMER BASE INCLUDING THE FRANCHISE FUND AND AUDITORS.

TAS continually seeks exciting and effective education and training approaches for the benefit of our customers. Our vision is: *“to provide the right education to the right people at the right time and in the right way.”*

One aspect of this vision aims at developing new formats for delivering education services. Training delivery formats are expanding to meet the busy schedule of our government customer. They include instructor-lead classes, self-paced e-learning, as well as agency on-site presentations, workshops, seminars, conferences, custom developed training and certificate programs.

TAS acquired a Learning Management System (LMS) that has provided us with the capability to launch e-learning as well as automate the administration of instructor led courses. Over 20 processes have been identified and reengineered to achieve significant effectiveness and efficiency.

The LMS also brings us the ability to transition current courses into blended learning formats - - taking the best from all formats (Instructor Led, Web, and CD) to provide a quality training product. In addition, TAS uses a comprehensive review of customer feedback through surveys, evaluations and focus groups to develop and apply a better return on training delivery as part of an integrated business improvement process.

The LMS elevates that process a step further by conducting evaluations on line and executing immediate and continuous improvement to the training services offered. Two new computer enhanced rooms have been built to leverage cutting edge blended learning delivery environments. Current customer interest in these classrooms provides an endorsement of this approach, and we expect this delivery flexibility will be highly profitable.

The Professional Development Division is anticipating increased staffing to implement the LMS, accommodate WEB design and maintenance, and develop and execute marketing initiatives. Staff will also be required to provide LMS HELP desk service. At the same time, some of the division's current administrative processes will be eliminated by the LMS but the impacted staff will be retrained to provide database maintenance and to conduct the analysis to develop monthly training reports to clientele. Finally, as a result of the FMS Buyout and attrition, the net increase in staffing should be modest - - in the 2-3 FTE range.

Our staff actively participates in standards-setting committees to develop revisions to governmentwide standards (e.g., OMB Form & Content financial statements), which leads to timely and accurate training closely aligned to these standard setting regulatory groups.

Lastly, we maintain close relationships with both private and public sector resources who monitor current trends in the Federal financial management field. These contacts expand the TAS' access to specialized financial management expertise and enable us to keep abreast of changes in Federal financial policy and requirements to improve mission-related offerings.

GOAL 3: PERFORMANCE OBJECTIVES

<i>Objective 3:1</i>	Expand outreach/marketing to increase overall awareness of TAS courses and certificates through advertising.
<i>Objective 3:2</i>	Conduct needs assessments and market analyses with Federal customer agencies to identify emerging Federal financial management topic areas for curriculum development.
<i>Objective 3:3</i>	Conduct needs assessments and market analyses with FMS employees and management to link performance expectations with critical developmental activities and training.
<i>Objective 3:4</i>	Offer educational opportunities to employees of the Financial Management Service.
<i>Objective 3:5</i>	Identify opportunities for cost cutting through expanded capabilities related to the Learning Management System (LMS).
<i>Objective 3:6</i>	Develop a tactical plan to transition to e-learning and identify and implement a phased reinvestment of training funds to support that plan.

GOAL 4:
**PROVIDE ACCESS TO CGFM CERTIFICATION FOR EMPLOYEES AND
USE JFMIP CORE COMPETENCIES TO GUIDE EMPLOYEE EDUCATION
AND PROFESSIONAL DEVELOPMENT.**

As a sponsor for continuing education credits (CPEs) through registry with the National Association of the State Boards of Accountancy (NASBA), TAS is aware of the importance of validating an employee's expertise in the field of Federal financial management and their ability to apply that expertise.

CGFM Certification

Obtaining the Certified Government Financial Manager (CGFM) certificate offered by the Association of Government Accountants (AGA) or any related financial management certificate (e.g. Treasury Certificates) provides excellent assurance that FMS professionals have practical, applicable skills.

The TAS' Learning Management System (LMS) will facilitate the overall certification process by tracking student transcripts and certificate course requirements. The LMS will make it easier for FMS to invest in its employees by instituting and following a planned skills training and career development approach for FMS employees.

JFMIP Core Competencies

The JFMIP Core Competency documents were designed to improve the recruitment, training, retention, and performance of Federal financial management personnel. These competencies articulate the knowledge, skills, and abilities (KSA) that are appropriate to help individuals be successful in Federal financial management careers. TAS uses the JFMIP Core Competency documents in critical ways:

- 1) To design financial management training courses that specifically meet the activity requirements
- 2) To prepare individual development plans for FMS employees to guide career development
- 3) To ensure that TAS is positioned to respond to emerging requirements of the Federal financial management community

GOAL 4: PERFORMANCE OBJECTIVES

Objective 4:1	Complete individualized development plans for TAS employees to provide specific experiential and training opportunities for financial management skills development and enhancement.
Objective 4:2	Ensure that TAS training courses are designed to meet activity requirements identified in JFMIP core competencies.
Objective 4:3	Ensure that TAS courses meet the certification requirements as a sponsor of continuing professional education credits (CPEs) through registry with the National Association of the State Boards of Accountancy (NASBA).
Objective 4:4	Conduct an annual skills inventory of FMS employees and compare the collective skills with JFMIP requirements to determine knowledge gaps and areas for improvement.
Objective 4:5	Identify and provide financial management and related certification to enhance the ability of FMS and TAS to enrich its existing products and services through certification such as: <ul style="list-style-type: none">• Treasury Accounting and reporting/Credit Reform• AGA's CGFM• Certified Public Accountant (CPA)• Contracting Officer's Technical Representative (COTR)

GOAL 5:
IMPROVE THE QUALITY OF CONSULTING TECHNIQUES AND SERVICES
AS GUIDED BY MANAGER AND EMPLOYEE ACTION TEAMS.

To meet its programmatic goals and objectives, TAS must operate efficiently, effectively and with integrity. By adopting industry best practices and modeling the practical application of sound financial management practices within its own operations, we can significantly improve the quality of our products and services and utilize our resources efficiently. The TAS approach to improving quality includes a focus on consulting techniques and organizational learning.

Consulting Techniques

Bringing manager and employee consulting teams together with a variety of experiences, backgrounds, and skills increases the creativity capacity of an organization. To promote creativity within the consulting team environment, TAS will:

- Adopt a culture to support informal problem solving.
- Encourage risk taking.
- Validate that product and service innovations are critical to the organization's future.

Organizational Learning

Manager and employee cross-functional teams are more easily able to develop new technical and professional skills, learn more about other disciplines, and learn how to work with people who have different team player styles and cultural backgrounds.

The learning opportunities and rewards for all TAS staff provided by the use of manager and employee teams to address quality improvements include:

- Breaking down barriers between individuals.
- Obtaining technical training that demystifies the work of the various functions.
- Developing practical solutions to consulting issues and improvements in services.
- Creating an open environment that allows informal learning to flourish.
- Sharing information and expertise by team members who actively participate in client solutions.

GOAL 5: PERFORMANCE OBJECTIVES

<i>Objective 5:1</i>	Identify new and emerging financial requirements to ensure that agency customers receive reliable and timely information regarding relevant financial management topics.
<i>Objective 5:2</i>	Identify and improve internal processes and procedures to streamline direct and indirect costs that affect hourly consulting rates and training prices to remain competitive with each respective business line.
<i>Objective 5:3</i>	Enhance marketing/outreach efforts through participation in agency financial workgroups and by establishing critical contacts within CFO organizations.
<i>Objective 5:4</i>	Establish and maintain effective partnering relationships with oversight agencies to offer Federal agency customers improved capabilities through the combined strength of FMS and agency financial management expertise.
<i>Objective 5:5</i>	Manage and review procurement for TAS business-related services such as accounting cross-servicing, travel and personnel.

**FY 2004 TREASURY AGENCY SERVICES
MANAGEMENT TEAM**

Assistant Commissioner Treasury Agency Services

Kerry Lanham

202/874-9592

kerry.lanham@fms.treas.gov

Accounting Operations Director

Donald McKay

202/874-9586

donald.mckay@fms.treas.gov

Financial Systems Consulting Director

Lourde Romain-Prue

202/874-9582

lourde.romain-prue@fm.treas.gov

Professional Development Director

Imelda Idar

202/874-9538

imelda.idar@fms.treas.gov

ACKNOWLEDGEMENTS

Special thanks to the following TAS staff members for their contribution to the
TAS 2004-2005 Business Plan:

Erika Mathis

Financial Systems Consulting

Larry Huber

Accounting Operations

Alexandra DeSimmon

Accounting Operations

Connie Pearce

Professional Development

Treasury Agency Services

Financial Management Service ? U.S. Department of the Treasury

1990 K Street, NW Suite 300

Washington, DC 20006

202/874-9550

www.fms.treas.gov/tas