

## CHAPTER 6. HUMAN CAPITAL

**GOAL:** *Build and maintain a highly qualified financial management workforce in the Department to support program managers' financial management needs.*

The Department of the Interior is facing a number of critical human resource issues related to financial management. The decade of the 1990s brought significant legislation and organizational rightsizing to the federal community. Both rightsizing and the legislative requirements of the CFO Act, GPRA, and GMRA have increased the demands on financial management personnel. Moreover, Interior envisions an increasing emphasis on the analysis of information that will better inform and assist DOI program managers with administering their programs. It is imperative that personnel responsible for the administration of the Department's financial resources continuously develop and upgrade skills to meet the challenges imposed by internal and external forces.

In the spring of 2002, the Department identified a number of critical issues and developed action plans to address those issues. In 2003, The Department implemented a Financial Management (FM) Transformation Plan to deal with the critical issues. Section 3 of the Plan, "The Financial Organization," identified several human resource needs and initiated specific actions to meet those needs.

- Assessing Finance Staffing Status and Needs;
- Improving/Expanding the Financial Management Career Development Program; and
- Improving Recruitment/Retention of Qualified Financial Management Personnel.

The Department is currently developing a workforce plan to identify the skills needed for future financial management and a model organizational structure. To assist financial management personnel in achieving the skills needed to operate in this 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 Interior CFO Council provides guidance to the Office of Financial Management in developing an overall training and career development plan for the Department.

### **Increase the Availability and Diversity of Qualified Accounting, Financial Systems, and Other Financial Personnel**

A critical component of the Financial Management Human Capital Program is the enhancement of the Department's ability to support the need for additional qualified accounting, financial systems, analysis, and other financial personnel to fill critical vacancies anticipated over the next few years. Currently, the Department has or expects to have over 50 vacant positions as a result of projected retirements and other attrition factors in financial

management personnel over the next several years. The plan will be to build and increase the quality, availability, and diversity of entry-level personnel and to improve the recruitment of mid and senior level staff. This support includes the establishment of a Financial Management Career Intern Program to recruit and train entry-level individuals for professional careers in accounting and financial management in the Department and bureaus. This is a new program for the Department and will take advantage of the knowledge of the DOIU in developing and managing such programs and those programs being established on a governmentwide basis such as those sponsored by the CFO Human Resources Committee.

### ***FY 2003 Accomplishments***

In FY 2003, the Department implemented a Financial Management Transformation Plan which included actions to be taken to resolve human capital needs. Below are the actions which relate to improving availability and diversity of qualified financial management personnel:

- Requested and analyzed information on bureau and Departmental Office staffing of finance operations. (Completed 2003)
- Developed a workforce plan to address organizational alignment, recruitment, staffing, and training. (Phase One completed September 30, 2003)
- Developed standard position descriptions for critical financial positions. (Phase One completed September 2003)
- Selected individuals for the FY 2003 Financial Management Career Intern Program (FMCIP). (Completed June 2003)

Other FY 2003 accomplishments include the following:

- Continued efforts to effectively coordinate a departmental financial management recruitment effort to fill current vacancies in the Washington, D.C., and Denver, Colorado areas.
- Expanded efforts to recruit for the FMCIP at various multi-school career fairs on the east coast, in the mid-west, and in Colorado.
- Expanded Web-based methods for effectively and efficiently advertising the new intern program.
- Recruited and hired 12 new interns as part of the second class of the FMCIP. Coordinated this recruitment efforts across all bureaus within the Department. The FMCIP is designed as a two-year program of professional development for entry-level accountants and financial analysts through academic and on-the-job training. Emphasis is placed on practical work experience and rotational assignments with supplemental classroom training and cross-training for a broad perspective of Interior's financial management process.

- Revised and expanded the program entry-level IDP requirements which are based on the JFMIP core competencies.
- Developed and held orientation, IDP review and revision, and formal mentor training.

### ***FY 2004 Planned Actions***

- Update brochures and expand marketing for the FMCIP.
- Recruit for future Financial Management Career Interns.
- Continue formal training, on-the-job training, and career development for the first and second classes of financial management interns.
- Revise IDPs, work with DOIU to improve the formal mentoring program, and expand the program to mid-and senior level personnel.
- Improve the management of the vacancy announcement and selection process through a more coordinated recruiting program within the Department.
- Continue to develop standardized Position Descriptions and standard vacancy announcements.
- Identify and initiate long-term recruitment and retention incentives and authorities of particular interest to entry-level and mid-level employees.
- Continue to review and reissue departmental guidance on bureau Chief Financial Officer and Deputy Chief Financial Officer responsibilities as well as develop a description of Finance Officer responsibilities.
- Continue to explore ways to increase the knowledge and skills of the current workforce or retrain the current workforce where trends show specific jobs will disappear or be transformed.
- Continue to improve/expand an ongoing relationship with local colleges and universities in the Washington, D.C., and Denver, Colorado, areas to provide a continuous vehicle for qualified financial management personnel to join the Department and/or the federal workforce.
- Continue to work with local universities, nonprofit student placement agencies, the Department's Human Resource Division, and budget offices to recruit junior persons to student internship positions in financial management.
- Continue to partner with the CFO Human Resources Committee to develop new strategies for recruiting top quality personnel for the Department's financial management community.

- Implement mid and senior level recruitment/retention programs with phased-in approach to provide sources for filling mid and senior level positions as they open up due to retirements or departures.
- Graduate the first class of Financial Management Interns.

### ***FY 2005 and Beyond Planned Actions***

- Continue efforts to develop and implement Interior-specific training modules in financial management education using subject matter expertise.
- Graduate the second class of Financial Management Interns.
- Implement additional phases for mid and senior level recruitment/retention program.

## **Sponsoring Comprehensive Training Programs in Financial Management**

The primary objective of the Financial Management Training and Career Development Program is to provide appropriate training and professional development opportunities to financial management personnel so that they are adequately prepared to competently carry out growing responsibilities. The Department's training program provides information on external training courses, provides cost effective training to Interior bureau personnel through the use of internal/external instructors or external instructors, and develops special training programs to address individual bureau needs. The Department's has implemented the first phase of the Financial Management Career Development Program with the FMCIP. Additionally, initial work began on the design and development of mid-level and senior level phases of this comprehensive career program. The career program uses JFMIP published core competencies and related IDP's as a cornerstone of the program.

The Department will expand the training and career development program in conjunction with the workforce plan, aggressively publicizing financial management and related training opportunities and encouraging employees to avail themselves of personal and professional development opportunities. The Department, through the program, will prepare new financial management employees for current and future challenges in financial management and enhance the financial management skills of senior financial managers. To assist in that effort, the Department will offer an array of training in accounting, governmental accounting, budgeting, financial analysis, project management, team building, and problem solving techniques. The program continually analyzes training results and makes appropriate curriculum revisions and reports periodically on the results of the financial management training and development program to Bureau CFOs, DCFOs, and Finance Officers.

In FY 2003, the Department implemented a Financial Management Transformation Plan which included actions to be taken to resolve human capital needs. Below are the actions which relate to comprehensive training and career development:

- Finalize plans for the Financial Management Career Development Program for financial personnel (in process – working with DOIU).

- Initiate the comprehensive Financial Management Career Development Program (Included as part of the Workforce Plan).
- Publish initial course offerings (Included as part of the Workforce plan).
- Begin training Class of 2003 Financial Management Career Interns (September 2003).

### ***FY 2003 Accomplishments***

- *Financial Statement Preparation Workshop.* The Finance Officers' Partnership (FOP) sponsored the Department's Financial Statement Preparation Workshop. Approximately 50 Department personnel participated in the late March 2003 seminar that was designed to provide a forum to solve common problems related to financial statement preparation across the department. The topics included standardizing footnotes, accrual methodology, establishing and coordinating key milestone dates, and eliminations.
- *Certified Government Financial Manager (CGFM) Training.* The first Class of FM Career Interns completed two courses needed to achieve the requirements for the CGFM. In addition, the Denver bureaus consolidated efforts to offer several CGFM training classes to mid-level and senior level FM personnel. Those efforts will continue in 2003 and will be joined with the Washington, D.C. area bureaus/offices.
- Initiated process for a joint conference on Interior financial management, budget, acquisition, and performance measurement topics
- *Web Site for Course Offerings.* The Office of Financial Management Web site (<http://www.doi.gov/pfm/training.html>) was used to disseminate course offerings throughout the Department and to other agencies.
- Continued use of long-range training plan with IDP format for entry-level financial management staff based on the JFMIP core competencies with the first and second Financial Management Career Intern classes and for all entry-level employees.
- Worked with the FOP on workforce planning efforts which include heavy emphasis on consistent, comprehensive career development opportunities including formal classroom training, rotational assignments, professional development opportunities, and other non-traditional training opportunities.
- Sponsored training in the following subject areas:
  - Appropriations Law
  - Standard General Ledger
  - Dollars and Sense
  - IDP and Career Development
  - Formal Mentoring
- Continued to promote the use of seminars and workshops lead by the Department's financial management personnel to facilitate working group training, new idea development, and sharing of best practices.

### ***FY 2004 Planned Actions***

- Implement the Financial Management Career Development Program as part of the workforce plan and the Financial Management Transformation Plan.
- Implement a formal process for using the IDPs to ensure that mid and senior-level financial management personnel receive cross training. Use the certification component of the Financial Management Training and Development Program to ensure that Interior bureau finance and budget officers cross-train and cross-utilize financial management managers and staff. IDPs will be developed for the Bureau Finance Offices.
- Conduct a joint conference on Interior financial management, budget, acquisition, and performance measurement topics
- Work with FOP to sponsor formal training for finance officers to include change management, leadership skills, etc.
- Conduct a skills assessment of the financial management community.
- Continue annual budget/finance training effort. Specific format to be determined on a yearly basis.
- *Web Site for Course Offerings.* Expand the use of the Office of Financial Management Web site (<http://www.doi.gov/pfm/training.html>) to disseminate course offerings and provide career development links throughout the Department as well as other agencies.
- Sponsor courses to include:
  - Standard General Ledger
  - Activity Based Costing (ABC)
  - Dollars and Sense
  - Appropriations Law
  - Budget Execution
  - CGFM series
  - Hyperion
  - Leadership
- Continue to evaluate and refine a training program for bureau program managers.
- Begin development/consolidation of Interior Financial Management training materials to include modules on such topics as accounting, reporting, budget formulation, budget execution, etc.
- Research and implement linking the Department's financial management community to other sites providing information on training and career development in federal financial management through the Department's Office of Financial Management Web site.

***FY 2005 and Beyond Planned Actions***

- Continue to encourage the use of nontraditional approaches to provide additional training and career development opportunities for the Department's financial management community. Opportunities should be available for entry level, mid level, and senior level personnel.
- Continue to work with the Office of Personnel Management and the Department's Office of Personnel Policy to establish the CFO Council's core competencies for financial management as the criteria for job selection, promotion, and training.
- Encourage participation in other governmentwide CFO training programs.
- Support participation in the Department's Team Leadership Program (TLP) and Senior Executive Leadership Program (SESCDP).
- Expand the use of the Web site as a source of links to financial management career development tools.
- With the FOP, continue to sponsor/conduct annual financial forums to address immediate training needs, including “just in time” training in key areas.
- Continue working with the FOP to update information on staffing needs within the bureau and Department finance offices.