



2022 Year-In-Review

DoD FM Functional Community Strategic Workforce Plan

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Foreword

by Kirstin Riesbeck

**OFFICE OF THE SECRETARY OF DEFENSE (OSD)
FUNCTIONAL COMMUNITY MANAGER (OFCM)
FOR FINANCIAL MANAGEMENT (FM)**



As we reflect on our accomplishments in Fiscal Year (FY) 2022, I am reminded of the tremendous progress the financial management (FM) workforce made throughout the lifecycle of our FY19-23 Strategic Workforce Plan (SWP). The FM component functional community managers led the way employing a myriad of initiatives designed to advance our proficient workforce. We grew and evolved as a community, implementing cutting-edge programs and embracing new technologies that made us more informed and responsive. We increased the innovative resources available to employees, showcased in efforts like:

- The Annual DoD FM Conference and Awards Ceremony
- The Department of Navy FM Connect Learning Portal and Peer-to-Peer Training Series
- Defense Finance and Accounting Service FM Education and Training programs
- Defense Commissary Agency Customer Service and Defense Contract Audit Agency Technical and Leadership Training Curriculum
- Embracing data-driven decision-making through Advana.
- Using bots to increase efficiency and accuracy.

We were able to do all of this and more because of our unmatched, talented, and dedicated FM workforce. Every day, our FM community works together to meet head-on, the demands of the unique, large and complex DoD mission. We are strong stewards of taxpayer dollars, providing keen insights to inform the most challenging decisions, while devotedly supporting our colleagues who serve in and out of uniform. Together, we helped ensure the success of the Secretary of Defense's strategic priorities.

In FY23, we will build on the progress we've made to advance our workforce development efforts in preparation of future requirements.

Thank you for your commitment and dedication to the financial management community and for your ongoing service to our great nation!

A handwritten signature in black ink, appearing to read 'K. Riesbeck'.

Kirstin Riesbeck

Introduction

The FY19-23 Department of Defense Financial Management Strategic Workforce Plan (DoD FM SWP) is a four-year Human Capital blueprint. The FM Functional Community (FC) uses this guide to support Department and national security priorities by targeting specific efforts to recruit, train, develop, and retain FM talent. The SWP goals and objectives ensure the DoD maintains a skilled and agile FM workforce ready to address the present and future challenges. The SWP works in tandem with the DoD FM Strategy, supporting the goal Cultivating a Skilled and Inspired Workforce.

1.0 Strengthen the Financial Management Workforce

- 1.1 Mitigate Competency Gaps in the FM Workforce
- 1.2 Increase leadership Development Opportunities across the DoD FM Community
- 1.3 Enhance FM Workforce Career Broadening Opportunities
- 1.4 Champion Succession Planning across the FM Community

2.0 Enable Business Reform and Auditability in DoD

- 2.1 Enhance Audit Capabilities across the DoD FM Workforce
- 2.2 Enhance Data Analytics Capabilities across the DoD FM Workforce
- 2.3 Increase Innovation in the FM Workforce

3.0 Strengthen Partnership and Customer Service

- 3.1 Strengthen Communication within the FM Workforce
- 3.2 Strengthen Strategic Partnerships with FM Stakeholders
- 3.3 Build Collaborative Relationships with HR Community and Practitioners

4.0 Make DoD the Financial Management Employer of Choice

- 4.1 Foster culture of Opportunity and Empowerment
- 4.2 Attract the Best and Brightest to DoD FM



Figure 1 - DoD FM FC Strategic Goals and Objectives

The FY22 DoD FM SWP Year-In-Review (YIR) captures the significant accomplishments and progress achieved across DoD Components and field agencies throughout the year.

In FY22, the FM Functional Community advanced each of the FM SWP goals and objectives to include additional efforts in robotic process automation (RPA), data analytics, process improvement, and audit remediation. The FM Functional Community leveraged flexible work environments to deliver more virtual training and development opportunities.

While this document is only a sampling of our community's FY22 efforts and achievements and is not a comprehensive listing, more details on Component accomplishments appear in their respective annual report documents. For questions about specific Component programs, please contact the applicable Component Functional Community Manager (CFCM).

Find all SWP documents in the Strategic Workforce Planning section on FM Online.

DoD FM Certification Program

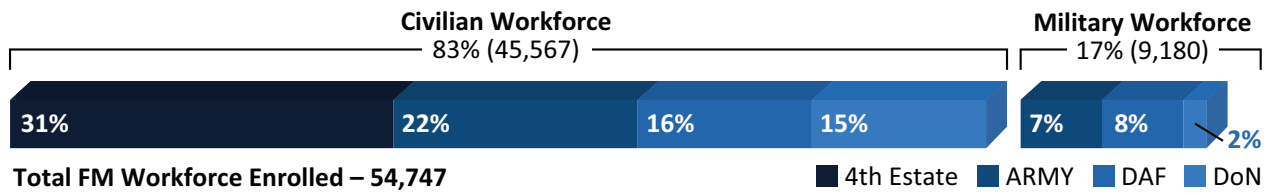


Figure 2 - FM Workforce enrolled in the DoD FM Certification Program

DoD FM Certification Program Good Standing

At the end of FY22, the DoD FM workforce enrolled in the DoD FM Certification Program (DFMCP) was 54,747 strong with 71.5% certified, and a Good Standing metric of 98.27%, meaning that employees are in compliance with their requirements, either working towards certification or maintaining their continuing education requirements.

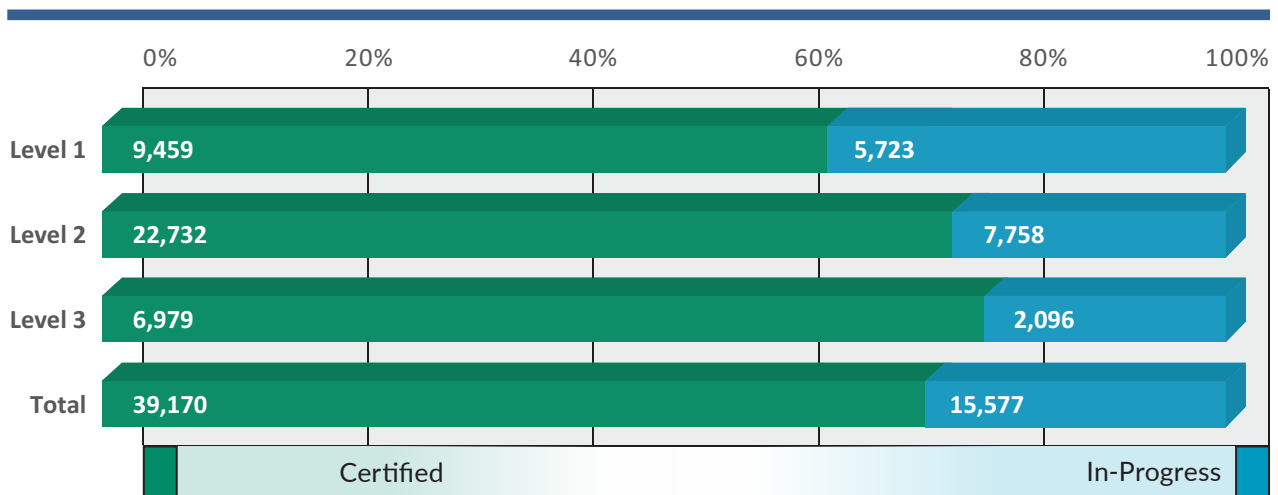


Figure 3 - DFMCP participants by level

DoD FM Certification Program Process Improvements

As a condition of employment, FM-coded employees must earn their assigned certification within two years of assignment. Employees unable to meet their experience requirement within two years may apply for time extensions. In November 2021, the DFMCP recognized the burden on FM members having to file annual time extensions and updated the policy to allow employees to request extensions—up to six years—based on the time necessary to complete their experience requirement. We note this change in policy memo *Department of Defense Financial Management Certification Program Policy Update for Time Extension Duration*. In July 2022, the USD(C) further streamlined the process for documenting experience requirements with policy memo *Department of Defense Financial Management Certification Program - Recording Experience Requirements Update*.

In FY22, the FM FC initiated a refresh of DoDI 1300.26, Operation of the DoD Financial Management Certification Program (DFMCP). The revision will focus on policy while moving detailed procedures to a new DFMCP Operations Guide. Moving procedures to a separate document is considered a best practice and allows for better program agility and innovation in the execution of DoDI prescribed policies. The revision will also incorporate policy changes currently provided by USD(C) signed memos. DoDI 1300.26 was last revised with Change 1, effective May 17, 2018.

01.1

Mitigate the Competency Gaps in the FM Workforce

In an environment fraught with competition for talent, the FM Functional Community prioritizes training and developmental opportunities designed to close competency gaps within the current FM workforce.

FM Workforce Workshop

In FY22, the FM Functional Community hosted a Future of Finance and FM Workforce workshop in support of Goal 1 of the DoD FM Strategy. The workshop was designed to align on and articulate a clear vision for the future of the DoD financial management workforce, informed by the DoD FM Strategy and best practices from all finance sectors; drill down into the implications for the FM workforce; and identify key levers to effect change. Workshop participants from across the components learned about major trends in the future of finance, discussed a common vision for the DoD FM workforce, aligned around the range of talent, capabilities, and mindset implications for the future FM workforce, and identified from-to shifts necessary to change levers across the talent lifecycle.

Office of the Under Secretary of Defense (Comptroller) (OUSD(C))

In FY22, the DoD FM workforce completed nearly 137,000 web-based courses (WBC) totaling over 413,000 course hours from the on-line selection of 83 courses maintained by OUSD(C). These courses ensure that everyone in the DoD FM workforce can complete their certification requirements at no charge to their command or the individual.

A new course evaluation, launched in late September 2021, provided richer insights into sub-community experiences, and allowed OUSD(C) to more quickly address technical challenges and feedback. Student comments were regularly used to improve course content and offerings and pertinent feedback was reviewed and discussed with CFCMs at monthly meetings.

The Virtual Instructor Led Training (VILT) offerings remained popular among DoD FM Workforce members. VILT courses provided a networking and dialogue opportunity not available through the WBC offerings. In FY22, OUSD(C) continued the program by offering 73 courses. These included the popular Leadership, Accounting, and Data Analytics courses.

Department of the Army

In FY22, the United States Army Financial Management Command (USAFMCOM) focused on attracting talent and building talent bench. The USAFMCOM evaluated and redesigned the Army Military Pay Office (AMPO) civilian workforce and modified the AMPO organizational structure as the critical first steps of a comprehensive plan to revitalize the AMPOs. USAFMCOM upgraded several civilian positions resulting in improved retention of Army military pay expertise. USAFMCOM upgraded 681 entry-level military pay technician positions from GS-05/06 to GS-07 and lead military pay technician positions from GS-06/07 to GS-08.

Building the talent bench is critical as the Army pursues full implementation of the Integrated Pay and Personnel System – Army (IPPS-A) while simultaneously maintaining some legacy systems. The IPPS-A integrates over 1.1 million Soldiers into a multi-component personnel and pay system. It will deliver Total Force visibility to support readiness, talent management, and auditability.

Defense Finance and Accounting Service (DFAS)

The DFAS corporate learning approach emphasizes the alignment of learning to the business of DFAS. It also syncs the right learning at the right time in the right way to best enhance employee capabilities. In FY22, staff focused on developing core technical competencies in finance and accounting. DFAS outsourced Financial Management Commercial-Off-The-Shelf (FMCOTS) courses to industry leading vendors and leveraged employees to deliver the Financial Management Education and Training (FMET) program. FMCOTS courses focused on general finance and accounting topics, such as internal controls, appropriations law, and federal accounting fundamentals, while FMET courses covered civilian pay, General Fund Enterprise Business System (GFEBS), and military accounting concepts. DFAS delivered all courses in FY22 virtually. DFAS added 19 active courses aligned to DoD FM Certification while delivering 72 FMCOTS and 57 FMET classes and training 1,930 employees. DFAS plans to expand training opportunities with new courses in FY23.

Department of Defense Education Activity (DoDEA)

The DoDEA FM workforce leveraged the DoDEA Blueprint for Continuous Improvement to prepare for the future by building an enduring organization that holds itself accountable for progress. DoDEA's forward-thinking efforts aim to grow and retain a highly skilled and motivated workforce through career pathways and progressions that incorporate professional learning for all their FM employees.

Additionally, in FY22, DoDEA centralized field FM personnel under the Resource Management (RM) Division. Both the Regional Forward Integrated Support Team and District level RM staffs report to the Regional District Support Branch Chiefs at the headquarters level. This centralization enables more streamlined professional development opportunities for employees seeking career mobility in a global agency.

Department of the Navy (DoN)

The DoN is home to more than 10,000 FM personnel. Their Financial Management Administration (FMA) division within the Office of the Assistant Secretary of the Navy (OASN) Financial Management and Comptroller (FMC) partnered with other FM&C divisions, Budget Submitting Offices (BSO), and industry partners to host two 3-day virtual training sessions in FY22. Each day provided 2-hour training sessions on various FM topics with eligible Continuing Professional Education (CPE) and continuing education and training (CET) credits earned.

The two FM Connect Virtual training sessions enabled employees to learn from DoN Leadership and Subject Matter Experts, and industry partners on diverse and critical FM issues. DoN FM personnel shared best practices and lessons learned from private industry and DoN leaders. Topics included:

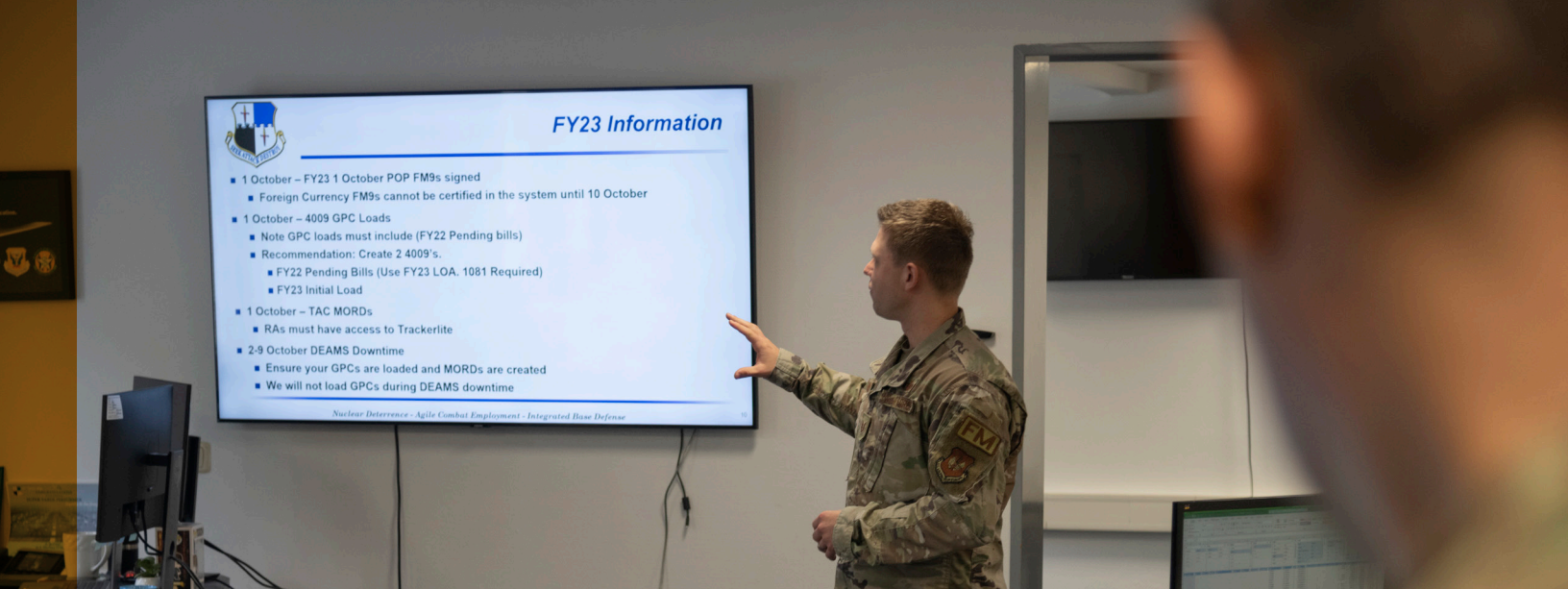
- Financial Statement Audit
- Systems migration
- DoN budget
- DoN leadership priorities
- Implementation of the DoN FM Strategy
- Innovation initiatives
- DoN FM transformation

Through this forum, 4,963 members of the DoN FM community connected their roles to fit the larger DoN mission and the overall impact of their work. Participants found the sessions extremely valuable and there is a strong desire for them to continue.

Department of the Air Force (DAF)

DAF supports a workforce of approximately 13,000 civilian and military FM personnel and continually seeks innovative opportunities to provide the FM workforce with relevant and emerging functional training and development. The Workforce Management Directorate (SAF/FME) within the Office of the Assistant Secretary of the Air Force, Financial Management and Comptroller sponsors several events, to include the coveted virtual “FM Leadership Series.” In 2022, the team hosted nine (9), 2-hour FM Leadership Series events, with more than 1,600 worldwide participants, providing the workforce an opportunity to hear from experts and senior leadership on various leadership, resiliency, diversity, and career mentoring topics. These diverse and collaborative sessions provide insights, connectivity, and much desired collaboration across a global workforce, in addition to Continuing Professional Education (CPE) and Continuing Education and Training (CET) credits. Additionally, the SAF/FMEW team exceptionally manages the DoD Financial Management Certification Program on behalf of the DAF FM workforce. In 2022, the team consistently exceeded OUSD(C)’s 95% good standing rate for compliance, ending the year with an overall rating of 95.1%: Initial certification of 97.8% and 96.0% for CETs compliance. The activities which contributed to our success include:

- Ensured CET requirements for 3,456 personnel and 238,190 hours were properly recorded in the Learning Management System.
- Enhanced communication with Component Certification Authorities (CCA) via Command Tidbits emails and development of a MS Teams Channel specific to FM Certification Training and Tools.
- Hosted targeted training events, and Promoted cross-collaboration along with a suite of notices concerning policy changes, updates on Defense Acquisition Workforce Improvement Act (DAWIA) Back to Basics, posting compliance metrics, Learning Management System (LMS) outages, and direct coordination on statuses for Past Due personnel.
- Enhanced engagement with Component Administrators (CA) via the Teams channel vice email



Tech. Sgt. Alex Westing, 52nd Comptroller Squadron Financial Management Analysis Flight noncommissioned officer in charge, gives a presentation for a fiscal year closeout meeting at Spangdahlem Air Base, Germany. (U.S. Air Force photo by Airman 1st Class Marcus Hardy-Bannerman)

Defense Contract Audit Agency (DCAA)

DCAA conducts thousands of audits for DoD and other federal entities each year. These audits provide the basis for recommendations to the acquisition community. Contract audits are independent professional reviews of financial representations made by defense contractors and help determine whether contract costs are allowable and allocable. They also provide recommendations to government officials on contractor cost assertions for specific products and services. These efforts help DCAA accomplish their mission: “Together with our acquisition partners, we increase warfighter capabilities by delivering high quality audits and financial services to achieve fair and reasonable prices that protect taxpayer dollars.”

To close competency gaps among the DCAA workforce, DCAA maintains the Defense Contract Audit Institute (DCAI), which provides a top accredited and comprehensive competency-based training curriculum in FM and leadership. The DCAI includes two learning academies (audit and leadership) with two supporting functions (curriculum and operations). DCAI manages course development and instruction for 198 courses and workshops, delivered via various approaches: in-person, virtual, and eLearning. They also offer supervisory and other job-related training. The DCAA curriculum meets the training needs of personnel who support the audit workforce directly and indirectly. To that end, the DCAA workshop for non-auditors provided foundational information on the auditing portfolio.

In FY22:

- Over 95% of the DCAA workforce completed a DCAI audit and/or leadership course (audit 68%, leadership 32%)
- 366 course instances delivered either live or virtually (223 audit, 143 leadership)
- 137,600 CPE/CET credits awarded
- 17,900 eLearning course completions, awarding ~50,000 CPE/CETs
- Average final exam score was 94%

As of September 30, 2022, 98% of the audit (0511) workforce was in “good standing” with DoD FM Certification.

01.2

Increase Leadership Development Opportunities across the DoD FM Community

Strong leaders are essential to navigate the crisis of today and requirements of the future. In FY22, the FM Functional Community increased its use of career development programs. The programs enabled employees to actualize goals and interests while assessing their personal growth and development against leadership and FM competencies and expectations.

Defense Finance Accounting Service (DFAS)

The DFAS Leadership Development Program develops leaders through continual quality learning opportunities that bring students together to learn leadership skills, engage in activities that foster ethical behavior, build an inclusive community, and inspire a commitment to excellence.

A series of structured programs composed of formal and informal learning activities help individuals realize their leadership potential. These learning activities include formal classroom training, online self-paced courses, eBooks, and leadership coaching sessions. The Leadership Fundamentals Program (LFP) for GS-06 through GS-11 Supervisors, Enterprise Leadership Program (ELP) for GS-13 Supervisors, and the Succession Program provide a continuum of training for the entire DFAS management and leadership team spectrum from GS-06 through SES.

FY22 saw an increased turnout with over 650 supervisors attending a Supervisor Forum on Coaching and Mentoring, while more than 200 supervisors completed New Supervisor Training and 49 GS-13 Supervisors completed the ELP. Another 27 participants (GS-12 Supervisors and GS-13 non-Supervisors) completed the ELP as part of their Succession Program Developmental Plan.

Missile Defense Agency (MDA)

MDA values training in technical and leadership skills which strengthens the skillset of the employees and the effectiveness of the overall Agency.

In FY22, 100 employees participated in a virtual, four-part leadership series covering:

- The Art of Leadership
- The Art of Management
- The Art of Communication
- The Art of Learning Teams

This leadership series successfully increased leadership skills, developed self-awareness of leadership strengths and challenges, and provided resource tools for sustainment purposes. Additional classes are scheduled for FY23 in response to continued demand.

In addition, MDA implemented a Human Capital and Training Solutions support agreement with the Office of Personnel Management and held three classes for the FM workforce on managing and leading in a hybrid work environment, best practices for change management, and methods for effective implementation of processes. In FY22, MDA also leveraged external training sources. For example, MDA leveraged the George Washington University Senior Leader program and the Federal Executive Institute Senior Executive Service Leading EDGE program “Leading America’s Workforce,” a virtual program that orients new Senior Executives to their enterprise-wide role and environment.

Defense Contract Management Agency (DCMA)

In FY22, DCMA created multiple virtual trainings to provide forums, tools, and experiences to promote mentoring, collaboration, and knowledge exchange across the FM workforce. While focused on the FM personnel within DCMA, these trainings are open to the entire workforce. The 279 approved CETs include leadership courses, PPBE training, Risk Management, Internal Controls, and Financial Improvement and Audit Reconciliation (FIAR). DCMA invests in employees and continues to provide critical growth opportunities for an agile, dynamic workforce of the future.



Naval Surface Warfare Center Indian Head Division Test and Evaluation Director Robert Beagley discusses testing capabilities with representatives from the Office of Financial Management and Budget and NAVSEA 015 inside a bombproof chamber at the Detonation Science Facility, April. 7. (U.S. Navy photo by Matthew Poynor.)

01.3

Enhance FM Workforce Career Broadening Opportunities

In FY22, DoD Components and Agencies provided opportunities for the FM workforce to grow professionally and gain exposure to the breadth of the DoD FM mission including supporting the career development of 134 interns throughout the Department.

DoD FM STARs

In alignment with the DoD FM SWP, and in support of the DoD FM Certification Program, the DoD FM STARs program fosters a strong, trained, agile, and ready (STAR) workforce. DoD FM STARs expands opportunities for FM members to gain new professional experiences and increase their knowledge and proficiency by offering assignments in other functional or organizational areas. FM members can grow their knowledge and experience through DoD FM STARs 90-day developmental assignments in other components. Following a pause over the height of the COVID pandemic, the Office of the Under Secretary of Defense (Comptroller) restarted the DoD FM STARs in FY22. The class of 2023 includes 22 participants divided into two cohorts. New this year, some participants will complete their assignments remotely. Also new, in addition to their developmental assignment, the 2023 cohorts will be required to attend a weekly curriculum focused on technical and leadership skills, and complete a capstone group project briefed to senior leadership.

Defense Finance Accounting Service (DFAS)

The DFAS Customer Rotation Program assigns high potential employees to rotational developmental assignments with customers. The program enhances critical relationships and mission accomplishment by achieving targeted business outcomes. The DFAS used extensive Departmentwide benchmarking, working with stakeholders, and lessons learned from previous external rotations to design a seven-stage rotation process. While staff draft and coordinate the overarching policy and process, DFAS began the initial Customer Rotation Program in FY21. Multiple rotations are in the design phase with planned execution and subsequent impact expected in FY23.

01.4

Champion Succession Planning across the FM Community

Succession planning ensures that the Department is prepared to tackle tomorrow's challenges. Effective succession strategies prepare the workforce to advance into more senior leadership roles by matching their professional goals with the developmental experiences, education, and training necessary to meet the Department's future engagements.

Defense Finance Accounting Service (DFAS)

The DFAS Succession Program safeguards its mission by ensuring continuity of leadership and critical positions. DFAS achieves continuity through the development of a competitive cadre of leadership talent from within and outside the agency. They accomplish the corporate process by reviewing leadership talent through an assessment of leadership competencies, work experience, performance, and professional credentials. The succession program uses the DFAS Talent Management System to perform the competency assessment on a biennial cycle: the GS-14 and the GS-13 cycles occurred in 2022 while the GS-15 and the GS-12 Supervisory cycles will occur in 2023.

At the end of each cycle, participants receive a comprehensive evaluation with targeted developmental recommendations and an invitation to an annual mentoring event. In FY22, 51% of the GS-14s and 22% of the GS-13s participated, while 309 GS-12 to GS-15 participants attended the annual mentoring event. The results of this program were positive:

- 87% of the GS-14s were nominated for executive education (a 26% increase from the 2020 cycle)
- 4% increase in GS-14s rated "Ready for Career Broadening"
- 2% increase in GS-14s and 10% increase in GS-13s nominated for the DFAS Coaching Program

Department of the Air Force (DAF)

In FY22, the DAF released their FY22-26 DAF FM Strategic Plan. This plan is the blueprint to ensure the DAF FM community has the right people, skills, systems, and processes to support the Air and Space Forces of today and the changing world of tomorrow. The DAF FM Strategic Plan reaffirms its vision statement and updates the mission statement. There are three goals with nine supporting objectives shaping the future of Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) and the team. The top DAF goal is to develop and retain a highly skilled FM team. There are two objectives to meeting this goal:

- Implementing FM human capital strategy
- Refining FM organizations to meet tomorrow's needs

Honorable Ms. Kristyn E Jones, Assistant SAF/FM, said, "Our strategic plan starts with a focus on our people because you are the weapon system in delivering world-class financial management. However, we must put the needed capabilities in your hands. Therefore, our goals will also drive improvements to our organizational structures, financial systems tools, processes, and data sources."

The DAF recruits, trains, and develops the professional workforce required to deliver financial excellence. The DAF will need to produce financial managers with the leadership and skills necessary to meet the audit, systems, data, budget, cost, and financial service needs across the enterprise.

A DAF team set up initiatives to give FM personnel equal opportunity to advance. The team's work expanded the breadth of our workforce and made more leaders at every level. In August 2022, the DAF analyzed diversity, demographics, and retention to understand why employees stay or leave. These findings helped leadership to adjust internal policies and lobby HR for future policy changes.

The DAF also kicked off a workforce analysis to ensure organization structure aligned with strategic priorities. The intent is to learn how to improve and standardize the structure of the FM organizations. The analysis will focus on the organizational construct at four major echelons:

- Headquarters (HQ)
- Major commands (MAJCOM)
- Field (FLDCOM) and combatant commands (COCOM)
- Below command level

02.1

Enhance Audit Capabilities across the DoD FM Workforce

The FM Functional Community improved audit readiness across the Department in FY22 by enhancing skills in audit remediation across the FM workforce.

Department of the Air Force (DAF)

The DAF remains committed to achieving and sustaining a positive audit opinion by implementing the enterprise systems and processes necessary to bolster confidence in how the DAF accounts for and safeguards taxpayer dollars. In FY22, the DAF leveraged technology to standardize processes, enhancing auditability.

The transition to audit compliant information technology systems is a way to strengthen and standardize DAF business processes and tools. It also enhances cybersecurity. The modernized systems environment using standard tools and Robotic Process Automation (RPA) eliminates manual processes. It also helps the workforce focus on DAF competency gaps.

In 2022, SAF/FMF finalized the roll-out of the Digital Management Automation System (DMAS) that applies Robotic Process Automation (RPA) as a capability and solution for manual repetitive tasks. The team's initial proof of concept was LeaveWeb - Unreconciled Leave and DEAMS - Aged Travel Orders. DMAS continues to expand in providing RPA solutions at no cost to Airmen and their organizations. A host of ready products and/or training is available at the Resource Training Center hosted on the myFMHub platform.

SAF/FMF staff manages the lifecycle management of automation ideas from users in the field and provides support in two ways. The first supports the FM community and citizen developers with training, licensing, and governance documentation. The second is sustaining automations. The staff helps the Air Force RPA Center of Excellence through code sharing and user/license management RPA road show support and training.

Department of the Army

During FY21, the Army and DFAS created a new process for supporting intragovernmental trading partner transactions. The new process reduced audit risk as the Army realized a reduction of \$33B (86%) in unsupported adjustments when comparing FY21 Q4 to FY20 Q4. This was a significant step for the Army resolving a long-standing issue impacting financial statement auditability.

During FY22, the Army General Fund (GF) remediated conditions related to inability to distinguish intragovernmental trading partner data from intra-entity eliminations data. Concurrently, the Army GF improved to a 95% pass rate for the General Fund Enterprise Business System (GFEBS) elimination transaction samples, a great improvement over the initial 65% result in FY21.

This marked improvement translated to positively supporting just over 99.99% of the total sampled \$354 million in both Revenue and Reciprocal Expense general ledger balances. Charlie Lopez, Division Chief of the USAFMCOM Audit Response Center for Financial Reporting (ARC-FR), said, "Never complacent, Army continues to evolve its compensating trading partner and eliminations process controls using our team of teams approach toward achieving the goal of downgrading relevant audit material weaknesses by no later than FY27."

Defense Finance Accounting Service (DFAS)

The DFAS Fund Balance with Treasury (FBwT) Team impressively achieved the FY22 goal to reduce unsupported journal vouchers (JV). The team hosted the 3rd Annual FBwT Summit with more than 770 attendees. Collaboration and focus on tie points, reconciliations, and primary root causes, coupled with improved controls processes and documentation to maximize audit opinion progression and sustainment, better positioned the Department for clean audit opinions.

The efforts resulted in reduced FBwT balances by \$903 million in FY22 Q2 in the following areas:

- Suspense Accounts (15%)
- Cash Management Report (43%)
- Statements of Difference (42%)

Also, the enhanced support in partnership to achieve the Department's audit strategy reduced overall FBwT balances by more than \$40B in the previous three years.



Representatives from the Office of Financial Management and Budget and NAVSEA 015 along with Naval Surface Warfare Center Indian Head Division employees gather together before touring the Detonation Science Facility to learn about the facility's test capabilities, April. 7 (U.S. Navy photo by Matthew Poynor.)

Missile Defense Agency (MDA)

The MDA Audit Liaison team refined its agency-wide audit training. The Program Audit Liaison (PAL) program features a collaborative, proactive response of ensuring each organization has SES-appointed government individuals who are properly trained to meet increasingly complicated audit requests. This mandatory training for each PAL focuses on audit criticality expectations and best practices for financial statement audit walkthroughs and responses.

The PAL team provides additional ad hoc training throughout the audit cycle including quick protocol refreshers with program points of contact before they experience their first real-time interactions with the DoD OIG audit team. In addition, before every DoD OIG call, the PAL team discusses specific DoD OIG audit requests with the designated PALs and other MDA stakeholders to ensure they are fully prepared to answer the DoD OIGs detailed audit inquiries. Training participants appreciated learning their specific roles in the audit response process and were eager to see how their organizations resources had been used in the audits.

MDA had 28 organizations successfully respond to the most complicated audit requests to date for three separate DoD OIG audits. Due to the PAL training program, MDA kept its record of zero late responses across all three audits.

Defense Commissary Agency (DeCA)

DeCA leads the way in DoD with its 21st clean (unmodified) audit opinion in 22 consecutive years. DeCA completed its second year on the Defense Agency Initiative (DAI) for non-resale activities with business process improvements to the researching and posting of unmatched disbursements and reporting on Property, Plant and Equipment (PP&E). These enhancements to our business processes have improved our auditability and reporting capabilities.

In FY22, the DeCA Resource Management team remained flexible and consistent to provide the needed expertise and resources to maintain DeCA's unmodified audit opinion:

- Completed 177 accountable inventories (via contractors) within the continental United States, giving DeCA the financial leverage to eliminate a top-level adjustment for inventory. COVID-19 still affected the ability to have accountable inventories at locations overseas.
- Successfully tested MyTravel, a new travel reimbursement program within DAI. DeCA validated interfaces allowing hybrid travel reimbursement in both MyTravel and the Defense Travel System (DTS). Full implementation is forthcoming in FY23.
- Delivered significant accounting support of Kiosk Operations inside of Army Outpost, providing soldiers alternate locations to purchase healthy food options. Moving from concept to operation in only six months, DeCA expedited reimbursement for goods sold to Army Dining Facility Managers at Commissaries in multiple locations, including: Fort Bragg North; Joint Base Lewis Main; Fort Hood; Fort Carson and Fort Wainwright.
- Implemented a new Record of Operations (RO) process for the meat and produce inventories helping the stores capture cumulative gains or losses for the mid-month period. This capability allows the stores to determine and report their established tolerance levels more accurately.
- Partnered with our Chief Information Officer (CIO) team to execute delivery services at eight pilot delivery locations. The successful collaboration enabled accurate financial reporting of fees and gratuities associated with delivery and decision-making data to expand beyond the pilot locations.

DeCA's workforce, leadership, and other stake holders are committed to providing sound financial management practices with quality financial data reports to make better decisions.

02.2

Capabilities across the DoD FM Workforce

To support data-informed decision-making, the DoD FM workforce is working to become more proficient in the broad scope of data analytics. During FY22, the FM Functional Community increased the availability of training in data analytics, cost analysis, performance management, and the decision support competencies. Because of these efforts, the FM workforce was better prepared to analyze, interpret, and address data analytic findings.

Defense Finance Accounting Service (DFAS)

DFAS expanded the Data Analytics (DA) Center of Excellence (CoE)/site cells Talent Management Plan. DFAS identified data analytics positions that use data analytic skillsets such as dashboards, presentations, and decision briefs. These include 23 SES and 45 others at various grade level positions in the DFAS DA site cells, DACoE support organizations, HQ, and the general DFAS population.

Through this effort, DFAS:

- Developed gap solutions through identifying differences between DFAS strategic goals, OSD goals, and industry standards/benchmarks
- Defined and standardized recruiting protocols for hiring a highly qualified data workforce
- Defined data professional requirements to include educational requirements and continuing education opportunities to maintain a qualified workforce
- Documented the Data Analytics Talent Management Plan
- Delivered near term executive level training on data analytics methodologies and advanced digital technologies

The plan will expand skills in advanced digital technologies, data analytics, and core financial expertise. The result will be solutions and insights that enable customers to achieve mission priorities.

Larry Bittle, DFAS Enterprise Accounting and Audit Support, said the Data Analytics Center of Excellence gave him the resources, access request process, and training he needed to build data analytics skillsets in python and Advana Qlik and start his own data analytics effort (Third Party Pay System project).

Department of the Air Force (DAF)

In July 2022, the DAF FM began to develop and deliver a new web-based analytics platform called Financial Air and Space Team Resources (FASTR). Partnering with the Office of the Secretary of Defense to use the Advana platform to make data more widely accessible, understandable, and usable with the goal of developing and implementing an FM enterprise-wide data operating model.

Improving the quality of data analytics capabilities across the FM workforce is the most important competency development effort. FASTR will help the workforce expand DAF's reach. The Advana environment brings a proven tenant approach that uses a common infrastructure and shared services to deliver rapid value to its customers.

FASTR will use the platform to develop and implement a single enterprise analytics solution to house DAF FM data, metadata tagging, and analytic tools where users can consume, curate, and discover data across multiple functional communities. This system has access to unified reliable FM data to feed secure interoperable and efficient data solutions. It also enhances workforce ability to use data for timely informed decision support and services.

Department of the Navy (DoN)

The DoN's Financial Management Data and Digital Transformation (FMDDT) program enhanced data analytics capabilities across the DoN to enable business reform and auditability in DoD. It uses Advana to deliver enhanced capability to the DoN FM workforce.

In FY22, FMDDT held 23 hours of training sessions to support data analytics skillset development. More than 1,000 users took part in the sessions. Two customer summits reached hundreds of data community members to train them, and spur dialogue around the FM data analytic efforts across the DoN.

These training events helped the FM workforce use FMDDT products and tools to gain a deeper understanding of financial data across disparate systems and to enable data-informed decision-making. FMDDT partnered with organizations across the DoN to address data challenges through a formal Use Case Submission process. This process enabled 28 organizations to request specific analytic solutions for their organizational problems. From FMDDT efforts this year, the analytic stream saw over 43,000 user sessions. The DoN's FMDDT program focused on innovation and creation of easy-to-use data visualizations and tools that empower data citizens. Below are examples of innovation in the FM workforce from the FMDDT portfolio:

The Navy's FMDDT program focused on innovation and creation of easy-to-use data visualizations and tools that empower data citizens. Below are examples of innovation in the FM workforce from the FMDDT portfolio:

- Launched the first cloud-to-cloud refresh in the DoN Advana - Jupiter environment, integrating 1,000 data sets to create near real timetables. The FMDDT team worked closely with data owners to acquire, validate, prepare, and maintain the large number of data sets into a single platform enabling accessible, standardized, timely, and trustworthy data.
- Delivered advanced analytics capabilities and processes to support artificial intelligence and machine learning. Using data to predict necessary financial adjustments improved DoN ability to fully execute all allocated resources, which is imperative in this fiscally constrained environment.

Missile Defense Agency (MDA)

The MDA continued their Business Financial Working Group to champion data analytics and initiatives, promote financial systems training, and enable change management across the MDA financial community. This group promoted the new data analytics capability by using the MDA Qlik deployment. Topics included instructor-led demonstrations and collaboration with the user community to collect use cases for Qlik application development.

The group emphasized user community teamwork as MDA employed collaborative dashboards within Qlik. These dashboards served to close the feedback loop in support of established FM processes. By incorporating analyst commentary into quantitative FM reporting, automated dashboards replaced manual spreadsheet upkeep during year-end closeout activities. Integrating Qlik with other applications let business analysts spend more time analyzing data for decision-making rather than compiling and formatting data for presentation.

MDA also conducted monthly FM metrics reviews to monitor the performance of 60 FM-related processes and programs. Each item had tolerances associated with the performance to identify those requiring attention or mitigation. MDA automated several of the FM Metrics by using Qlik, which created an avenue of comparison with Advana data. Monthly reviews helped highlight, track, and address negative trends and issues in a timely manner and resolved them easier.



Tech. Sgt. Raphael Tolentino, 31st Comptroller Squadron Financial Analysis Flight supervisor views and excel spreadsheet of Wing budgets at Aviano Air Base, Italy. (U.S. Air Force photo by Senior Airman Jessica Blair)

02.3

Increase Innovation in the FM Workforce

In FY22, the FM Functional Community continued to build a culture of innovation to advance the FM mission and maintain DoD as a thought leader in financial management.

FM Vision Exchange

In FY22, OUSD(C) brought the FM VisionExchange (fmVX) program to life. OUSD(C) hosted this monthly virtual speaker and training series focused on a variety of topics covering FM skills, leadership, and DoD priorities. These virtual training sessions earned employees in the DoD FM Certification Program 8,914 CETs. Demand continued to build over FY22, establishing fmVX as an essential offering to the FM workforce.

2021 FM Virtual Innovation Forum

On November 18, 2021, Deputy Under Secretary of Defense (Comptroller) Kathleen S. Miller opened the 2021 FM Virtual Innovation Forum (FM VIF) with a challenge for the audience: “How can we work together to drive innovation?” The FM VIF provided an opportunity for FM community members to explore innovation from different perspectives: DoD, government-wide, industry, and academia. The event attracted over 1,500 attendees from across the Department of Defense FM community and the federal government, with participants joining from around the world. Panelists and speakers discussed what it means to be innovative in the financial sphere, debated viable digital currency applications, and described the future of financial management and associated competencies.

DoD FM Conference

In August 2022, the first hybrid DoD FM Conference brought together more than 4,700 participants from across the Department, earning a total of 35,000 CETs. Over the two-day event, DoD Senior Leaders delivered key messages on Department-wide priorities, recognized current accomplishments, and discussed expectations for the future of FM. Presenters included representatives from private industry, including the big four accounting firms and Apple, who spoke on future trends in financial management, innovative hiring and employee development practices, data policy, and responsible development of digital assets. During the DoD FM Conference, the FM Community celebrated the 167 OUSD(C) FM annual award winners in a formal ceremony.

Engaging FINTECH Leaders and Talent Management Experts

In April and again in August, OUSD(C) leadership visited Silicon Valley to meet with financial technology firms and talent management experts to review trends and discuss the future of financial management. Discussions included data analytics, cyber security, crypto currency, blockchain, and identity management. Additionally, OUSD(C) leadership discussed future of work and talent trends within the financial management industry post pandemic. These discussions informed FM community programming (ex: the DoD FM Conference agenda) and resulted in follow-on informational briefings with additional Pentagon leadership. Further, the FM Functional Community is building on the talent management discussions to inform the new Strategic Workforce Plan.

Defense Advanced Research Projects Agency (DARPA)

DARPA continued to promote innovation throughout FY22 by working on an information management system, hosting brainstorming sessions to identify challenges and solutions, and delivering Quantitative Drill Down (QDD) analysis training to the FM workforce. In supporting innovation and exploration of RPA, DARPA made ancillary tools available to read data from portable document format files (.pdf) to ease workload and increase efficiency. DARPA used the Jira/Confluence suite of tools to streamline processes previously handled through spreadsheets.

Department of the Navy (DoN)

The DoN FY22 FM Strategic Goal 1 is to enhance our highly skilled and engaged FM workforce to support the mission. To meet the goal, the DoN established key workforce initiatives to drive reform such as the adoption of automation (i.e., RPA or bots).

Established in 2019, the DoN Automation Center of Excellence (CoE) focuses on deploying and scaling automated solutions across the workforce. The CoE leads an RPA Community of Practice of more than 150 command representatives sharing development best practices and increasing transparency of bot design activities. The Automation CoE collaboration with commands enabled quicker, more scalable automations. Using a shared library to exchange bot code and create developer standards facilitates bot sharing and re-work reduction. Two examples are the Defense Travel System (DTS) \$0 Reimbursable 2.0 enhancement bot and the Unmatched Collections (UMC) NetZero Clearing bot:

- DTS \$0 Reimbursable 2.0 enhancement bot reconciles the Monthly Unsubmitted Voucher report across 17 Budget Submitting Offices (BSO) by zeroing out travel vouchers older than 45 days, allowing the return of allocated funds to the general ledger. This automation supports remediation efforts for the Insufficient Monitoring of Unsubmitted Travel Vouchers notice of finding and recommendation (NFR) and helps the DoN remain compliant with voucher submission mandates. Automation of this process supports 34 Full Time Equivalent positions (FTEs) across 17 BSOs to clear a backlog of over 3,000 vouchers totaling over \$2 million and reduces the manual processing time by 87%.
- UMC NetZero Clearing bot reduced the backlog of unmatched collections by 55%. Additionally, NAVSEA automated the Standard Form (SF) 1081 process. A SF-1081 transfers amounts between Fund Balance with Treasury (FBwT) accounts and makes corrections to collections and disbursements. The bot creates a SF-1081 package from start-to-finish, to include the screenshots of Unmatched Transactions lines of accounting in Navy's Enterprise Resource Planning (ERP) Program and Purchase Order lines of accounting, and an excel extract of the Defense Cash Accountability System (DCAS). DFAS receives the package for processing and a copy is kept for Navy internal control and FBwT reconciliation requirements. NAVSEA was able to redirect 1,700 man-hours to other priorities due to the UMC bot and the automated SF-1801 process time savings.



DoD FM Annual Awards

On July 13 2022, the FM Senior Leadership Group approved an update to the Department of Defense (DoD) 7000.14-R Financial Management Regulation (FMR) Volume 1, Chapter 6 “Under Secretary of Defense (Comptroller) Financial Management Awards Program”. The revised FMR Vol I Chapter 6 provided substantive changes to better align with the DoD FM Strategy. The updated alignment included six new award categories and associated criteria. Additionally, the USD(C) Salute to Savings Award (selected from all nominations across all categories) expanded to two Awards: USD(C) Salute to Excellence in Government Service; Exceptional Savings and Exceptional Innovation. The FM Awards Program continued as an excellent opportunity to recognize financial management outstanding contributions!

03.1

Strengthen Communication within the FM Workforce

Communication across the FM workforce remained a top priority in FY22. Over the past year, the FM Functional Community continued to explore novel methods for sharing timely and relevant information to keep the FM workforce engaged and informed.

Defense Finance Accounting Service (DFAS)

Secretary of Defense Lloyd J. Austin III issued a call to action in the Strengthening Economic Security in the Force memo on November 17, 2021. DoD approved the Glide Path to Savings (GPS) for Retirement concept for civilian employees. These employees are GS, WG, and others who get “Within Grade Increases (WGI). A 15-member tiger team led by United States Air Force Major Charlton “Eli” Freeman and Mary Marsh from DFAS, worked to put our civilian employees in a better position for retirement which was based upon his capstone project for Defense Financial Management & Comptroller School (DFMCS).

The GPS initiative sends targeted email messages to employees receiving a WGI. The email prompts the employees to commit a portion of their scheduled pay raises to their Thrift Savings Plan (TSP) accounts. This expands on the GPS for Retirement concept started for Service members in April 2021.

The concept supports the long-term economic security for DoD civilians and their families. It also puts into play Secretary of Defense Austin’s vision for improving economic security in the Force. This is a big win for nearly 1M civilian employees and their families. Based upon pilot results, the team estimates increased TSP contributions by \$47M per year above the normal increases that employees tend to make on their own when receiving a WGI.

Office of the Under Secretary of Defense (Comptroller) (OUSD(C))

OUSD(C) leadership engaged with the FM community at multiple internal and external stakeholder events in FY22. Leadership outlined Comptroller and FM priorities at engagements hosted by academic institutions, including Defense Financial Management & Comptroller School and Syracuse University’s Defense Comptroller Program; associations, including the American Society of Military Comptrollers and Association of Government Accountants; and internal audiences throughout the Department. These speaking engagements advanced the communication of high-level priorities to wider audiences and ultimately help unify the diverse FM workforce.

OUSD(C) also continued to promote financial management programs and events to the nearly 55,000 FM employees through email, the FM Online website, and LinkedIn. Of note, the Comptroller LinkedIn page, surpassed 3,000 followers at the end of FY22.

Department of the Army

The United States Army Training and Doctrine Command (TRADOC) G-8 expanded functionality within the Commercial Off-The-Shelf (COTS) decision platform. Capitalizing on this technology increased the command's ability to assess, prioritize, and address Unfunded Requirements (UFR). By working with decision platform technicians, the Centers & Activities Analysis Division integrated end user feedback to improve form and function.

In addition, the command further improved the design and interface for FY23. This created an updated and innovative categorization process for TRADOC Core Functional Leads (CFL) to provide recommendations more easily on more than 90 UFRs.

This web-based tool allowed TRADOC staff elements to quickly communicate key details about UFRs, which sped up the TRADOC Senior Leaders' decision-making process when resources became available. Furthermore, improvements in the decision platform interface provided a more comfortable and user-friendly experience at the lowest level (e.g., TRADOC Center of Excellence and Activities) increasing the UFR processing transparency.

Using the decision platform and the ability to communicate inside the platform allowed all users to find real-time status of any UFR in the TRADOC enterprise. G-8 and G-3/5/7 leaders reported to the command group more accurately on the status of critical funding gaps for TRADOC. The TRADOC G-8 Budget Deputy said a one-stop shop for tracking Command UFRs sped communication and increased understanding beyond their expectations.

Department of the Navy (DoN)

The DoN improved employee engagement by developing a public webpage with easy access to information on DoN FM Human Capital topics of interest to the FM community. The DoN had a two-fold objective: a single access where FM employees have current, relevant Human Capital information at their fingertips, and an open collaboration workspace.

The webpage hosted the authoritative source for all things DoN FM Human Capital plus other related workforce links. These include:

- DoN FM Strategy
- Centrally funded, virtual instructor- led training
- DoD FM Certification guidance and resources
- FM Career Program details
- Leadership Development Programs with “how to apply” guidance
- DoD and DoN FM Awards program
- Command POCs

This new public page provides relevant information, increases employee engagement, and highlights the DoN efforts and activities to our DoD partners as well as potential future DoN FM candidates. As a result of the increased communication push and Budget Submitting Office engagement, the DoN DoD FM Certification Program “Good Standing” metric increased by nearly 5%.

Ms. Alaleh Jenkins, the Principal Deputy Assistant Secretary of the Navy for Financial Management and Comptroller, noted the success of the webpage in her “FY22 End of Year Thank You” address to the DoN FM team. “To better support you and help make the DoN the Number 1 destination for finance professionals, we launched a new website last year,” she said. “A one-stop shop for all DoN FM policies, training development programs, and current events as well as a gateway to the DoN FM Connect Learning Portal.”

03.2

Strengthen Strategic Partnerships with FM Stakeholders

A key to the success of the DoD FM Functional Community (FC) is strong partnerships. In FY22, the FM FC worked to create and maintain successful strategic partnerships to ensure that the DoD FM workforce has access to premier resources and information from partners with shared goals and visions.

Office of the Under Secretary of Defense (Comptroller) (OUSD(C))

In March 2022, OUSD(C) launched the DoD FM Strategy. The FM Strategy is the first-of-its-kind, Department-wide strategy to help prioritize the DoD FM community's efforts throughout FY22-26. This guiding document includes cross-Component mission, vision, and goals that aim to energize and transform the way we work. The strategy outlines five goals:

- Cultivate a skilled and inspired FM workforce.
- Optimize taxpayer dollars for the highest value outcomes.
- Increase the integrity of financial results.
- Simplify and optimize our end-to-end business environment.
- Empower data-driven, fiscally informed decision-making.

The FM Strategy rollout event, streamed via Zoom for Government, featured FM leadership from OUSD(C), Army, Navy, Air Force, DFAS, and the Joint Chiefs of Staff and attracted nearly 5,000 viewers. Both the launch event and the Strategy itself demonstrated a unified vision for the FM community and its commitment to progress.

As an alternative to the mandatory web-based Ethics courses, OUSD(C) teamed with the DoD Office of General Counsel (OGC), Standards of Conduct Office to bring the FM workforce a virtual option via the fmVisionExchange (fmVX) platform. These virtual instruction options are popular among the FM workforce, as well as among employees who must file an annual financial disclosure report per 5 CFR § 2638.308. Working together, OUSD(C) and OGC were able to reach a much larger audience for ethics training.

In FY22, fmVX events also collaborated with organizations including the Naval Postgraduate School, Defense Resource Management Institute, to showcase a variety of speakers and topics to the FM workforce. Events each attracted up to 1,200 attendees from across the globe and throughout the FM community.

Department of the Air Force (DAF)

After nearly two decades of demanding rotational deployments, the DAF is shifting its contingency model in order to speed change in defense of national security. The DAF established the new Air Force Generation (AFORGEN) contingency model. This new model builds high-end and sustainable readiness toward future missions by balancing the elements of current availability, modernization, and risk.

General Charles Brown, Air Force Chief of Staff, said, “The success of this model requires nothing less than a cultural shift by preserving forces as we move away from the mentality of the past toward a more sustainable model enabling the Air Force to deliver Airpower...anytime, anywhere.” To that end, the DAF improved FM contingency capabilities to support the new strategic environment and the combatant commands. With the new AFORGEN contingency model, the DAF FM is changing contingency and deployment development. A strategic team will forecast and develop courses of action to answer the demand. This effort will lead to an updated FM contingency/deployment model and revamped FM deployment training and exercises to ensure the FM workforce is always ready to deploy and responds to world-wide operations.

Department of the Navy (DoN)

In FY22, the Office of Budget within the OASN/FMC and the Office of the Chief of Naval Operations for Capabilities and Resources (OPNAV N8) teamed up to provide three course offerings to more than 1,400 DoN FM stakeholders. The courses included Budget 101 and two offerings on Appropriations Matters and Congressional Liaison Best Practices (How to Brief Congressional Staffers).

These trainings provided the DoN workforce best-in-class information from the leading subject matter experts in the DoN for budget formulation and execution. The information armed FM personnel with the knowledge they need to better justify budget requests through OSD and Congress. They also took advantage of years of lessons learned from the very best DoN analysts.

The training made a significant impact on FM workforce learning in an engaging environment. Students could ask questions and left with a greater appreciation of Budget 101 and how to successfully brief Congressional Staffers.

Missile Defense Agency (MDA)

During FY22, MDA approved 114 employees for 25 different opportunities, to include FM training, college courses, and conferences. MDA teamed with external training partners:

- Colleges
- The American Society of Military Comptrollers
- Professional Development Institute (national and local)
- The Association of Government Accountants
- The Defense Financial Management Course
- The International Cost Estimating and Analysis Association
- Automated Cost Estimating Integrated Tools
- The Naval Post Graduate School
- The Federal Executive Institute

In particular, the MDA Cost Estimating team received training from Tecolote on the Automated Cost Estimating Integrated Tools software program, resulting in advanced skills and increased utilization of the tools. Meanwhile, three MDA FM employees completed the Naval Postgraduate School with masters’ degrees in Cost Estimating and Analysis.

External training programs and conferences were an excellent avenue to ensure personnel are current on the latest trends and events in the financial communities. The external training sources promoted employee development and job satisfaction. They also helped attendees attain FM Certification or fulfill their continuing education requirements. Training with partners allows MDA to maintain highly trained and qualified personnel while ensuring the financial products are of excellent quality and accuracy.

03.3

Build Collaborative Relationships with HR Community and Practitioners

The FM Functional Community relies heavily on the expertise and experience of the Human Resources (HR) communities to build effective workforce strategies and practical initiatives to recruit, retain, train, and develop talent.

Department of the Air Force (DAF)

The DAF strives to improve its outstanding financial customer service delivery. Customer service has been a primary function since the start of the DAF Comptroller organization. DAF works closely with A1 partners to regularly assess the customer service needs of the future Air and Space Forces to shape and enhance the customer service delivery model. The initiatives work toward an outcome that ensures every Airman, Guardian, and mission partner is paid accurately and on time, all money is properly budgeted and accounted for, and global domination in the financial space on the battlefield.

The DAF FM's Resource Training Center played a major role in developing the Financial Analysis Flight Playbook. The aim is two-fold:

- Improve FM professionals' understanding of budget processes and tasks
- Serve as a source document for FMA day-to-day management

The playbook presents the overarching concepts of the federal budgeting timeline, tasks required, and systems users. Additionally, staff created an Accounting Desktop Guide to familiarize FM personnel of accounting terminology, documents, transactions, requirements, and all things accounting. These guides ensure standardization of financial analysis and proper accounting practices at all levels for excellent decision support, budgeting, and accounting.



Kristyn Jones, Assistant Secretary of the Air Force for Financial Management and Comptroller, speaks to members of the 66th Comptroller Squadron. (U.S. Air Force photo by Mark Herlihy)

Defense Commissary Agency (DeCA)

DeCA achieved major success in the information technology and workforce investment Lines of Effort (LOE). The agency offered Commissary CLICK2GO online ordering and payment services at all stores worldwide. DeCA also improved its training and customer service components to ensure employees have more opportunities to advance within the organization. They also gave employees the tools to better deliver premier customer service.

The FM personnel are ambassadors to the patrons in their everyday duties and in everything they do. Working with their HR Directorate, DeCA ensured the DeCA Financial Management community was up to speed with the latest trends in superior customer service. All DeCA Financial Management employees received training through a customer service course arranged by Human Resources.

FM personnel utilized the Employee Customer Service Handbook, which helps frame how employees should talk about the Commissary. It also teaches how to be a part of ever-evolving trends and enhance the customer-centric approach.

As a result of this training, DeCA Financial Management customers received more responsive and thorough support with timely compliance and accurate financial transaction support. The effects of the customer service training positively impacted last year's customer satisfaction rate. More than 20,000 shoppers rated the commissaries an overall 4.49 out of 5, up 0.03 over the last year.

Defense Finance Accounting Service (DFAS)

DFAS looked to improve payroll service delivery through more efficient HR and Payroll data linkages by implementing the Defense Civilian Human Resources Management System (DCHRMS). Through FY22, DFAS completed readiness activities to assist in the deployment of Initial Operations Capability (IOC). DFAS developed more than 1,500 business rules covering 134 Natures of Actions, 23 external system interfaces, 16 pay plans, 12 mass processes, and nine pay rate determinants. A key to the success was partnering with customers to modernize pay services and enhance connections between Human Resources and pay functions to drive efficiency.

The DCHRMS is a cloud-based human resources personnel system that is integrating six different databases into one. The DCHRMS is making it more flexible to share information between Components, while standardizing and streamlining personnel processes.

Guiding principles for the DCHRMS include

- A single employee database for the DoD
- Increased business efficiencies
- Recruit-to-fill
- Compensation
- Transfers
- Self-service capabilities for managers & end users

These capabilities will enhance the user's ability to execute a wide range of human resources functions. In addition, the DCHRMS will include Performance Management to support the Defense Civilian Intelligence Performance System and the Defense Performance Management and Appraisal Program. This lets users navigate within one system to execute core HR and performance management processes. The application offers an automated performance management solution, which includes a dashboard for managers, links to employee within-grade increases, and performance awards.

04.1

Foster Culture of Opportunity and Empowerment

To foster a culture of opportunity and empowerment in FY22, the FM Functional Community promoted employee engagement, diversity, and professional development opportunities. Supported by senior FM leadership, employees gained leadership skills from increased responsibilities, participation in cross training and mentorship activities, and working with supervisors who supported their interests in mobility.

Department of Defense Education Activity (DoDEA)

DoDEA promoted employee engagement by creating career pathways and progressions linked to training and professional learning opportunities. The opportunity for career advancement and professional growth motivates FM employees. It also increases the DoDEA human capital capacity through a dynamic and committed workforce vested in leading practices.

A talented FM workforce is an essential element of workforce achievement. DoDEA strives to maintain a highly skilled and motivated workforce, resourced to meet changing needs. DoDEA identified three strategic initiatives to achieve talent excellence:

- Respond to our changing workforce and increase human capital capacity
- Promote employee engagement
- Maximize human resource technology

Taken together, these three initiatives give DoDEA employees the tools they need to achieve excellence. As a result, several employees advanced to new leadership positions within the DoDEA Comptroller in FY22.

Defense Contract Management Agency (DCMA)

To foster a culture of opportunity and empowerment in FY22, DCMA offered two career building sessions to the FM Community on resume writing and interview skills. The resume writing workshop in partnership with the DCMA Total Force (HR) helped employees understand the scope and nuances of a job announcement. Financial Business (FB) Leadership and other agency hiring managers discussed:

- Resumes reviews
- Open Q&A panel discussion
- Resume dos and don'ts

The second seminar helped the FB workforce develop interview skills. This seminar incorporated behavioral-based interviewing techniques, mock interviews, and a brief from FB Hiring Managers discussing the techniques and expectations for a successful interview.

Nearly 2,500 FM Community employees participated in the two events. These events show how DCMA invests in employees and provides critical growth opportunities for the future FM workforce. Employees had direct feedback on both interviews and resumes from the hiring manager perspective.

Defense Finance Accounting Service (DFAS)

In FY22, DFAS continued several key diversity initiatives. DFAS focused on recognition for employees with targeted disabilities and continued to hire applicants through the Schedule A hiring process and the Workforce Recruitment Program (WRP). DFAS also hosts the DFAS Advocacy People with Disabilities Employee Resource Group (PWD ERG). The PWD ERG mission is to be a strategic partner with DFAS to promote a culture of diversity and inclusion through continual learning. More than 60 DFAS employees from various DFAS sites joined the ERG, to include DFAS-Europe and DFAS-Japan. The DFAS Chief Financial Officer Executive is the champion for Leading Employees as Advocates for Disabilities (LEAD). The LEAD program brings awareness to the following subjects:

- American Sign Language (ASL) Training (100 attendees)
- Accessibility on virtual platforms
- Disability etiquette information sheet
- Schedule A questionnaire
- DFAS Business Journal (DBJ) article – Ataxia awareness: Employee overcomes challenge



Ms. Amy Umhoefer, Lead Accountant at DFAS Indianapolis.

In FY22, DFAS more than doubled its support hosting 11 WRP interns, five of which were ultimately offered a permanent position within DFAS through the Schedule A process.

DFAS was particularly successful receiving recognition for its culture of diversity and inclusion during the Secretary of Defense awards process. Ms. Amy Umhoefer, Lead Accountant at DFAS Indianapolis, received the Secretary of Defense Award for Outstanding Department of Defense Employee with Disabilities. This award honors the accomplishments of employees with disabilities who have made significant contributions to the Department's mission and who best demonstrate the core values of their respective DoD components.

04.2

Attract the Best and Brightest to DoD FM

DoD is a complex organization with a critical mission. To support the warfighter, the FM Functional Community (FC) requires the best and brightest talent with the skills to address our nation's toughest challenges. To attract the best candidates to DoD in FY22, the FM FC worked with human resource practitioners to modernize recruiting efforts, expand applicant pools, improve diversity and inclusion initiatives, and focus on developmental opportunities to retain the best talent.

Office of the Under Secretary of Defense (Comptroller) (OUSD(C))

In FY22, OUSD(C) established a New Hire Program, a workforce planning initiative designed to recruit top junior talent to Comptroller. Through a comprehensive and immersive developmental experience this program will cultivate the next generation of Financial Management leadership, who are equipped with technical proficiency, a well-rounded knowledge of FM functions and their impact enterprise-wide, and the skills to lead the FM community with vision and commitment to mission success.

The New Hire Program leverages existing hiring authorities (e.g., the Direct Hire Authority) and special employment programs to attract top talent from a wide range of diverse and inclusive sources. After completion of the two-year program, successful candidates are matched to a permanent position that both optimizes Comptroller FM mission execution and sets the new hire up for professional growth and success in the DoD FM community.

In addition to the New Hire Program, OUSD(C) expanded its recruitment efforts in several ways:

- Mining target-rich environments at local and national FM events to identify and recruit prospects proficient in Comptroller skillsets.
- Adapting human capital policies and strategies to maximize telework, remote work and other work-place flexibilities to both retain talent and remain a competitive option for external candidates.
- Leveraging Special Employment Programs such as the John S. McCain Strategic Defense Fellows Program, Presidential Management Fellows, and Volunteer Student Intern Program to demonstrate the meaningful, rewarding, and uniquely challenging careers available in OUSD(C), while simultaneously evaluating program participants for potential long-term employment.
- Maximizing communication strategies to advertise open vacancy announcements across multiple and various platforms, including FM Online and LinkedIn.

Defense Finance Accounting Service (DFAS)

The FM Community uses the Direct Hire Authorities (DHA) to gain external talent. The Department used this tool to find high-quality candidates meeting the eligibility criteria of the DoD FM workforce. Beyond normal job postings, DFAS uses the flexibility of DHA to post exclusive job postings that support entry-level talent acquisition on campuses and universities by enabling the hiring managers to source candidates with FM experience via a by name request option. This reduces the overall time to hire.

DFAS appointed 705 individuals into the FM career field (occupational series 05XX) via DHA. This was almost 1.5 times the usage in FY21. Using the DHA allowed DFAS to hire employees within 73.7 calendar days, which was below the OPM 80-day hiring model.

Through DHA, the agency appointed a highly qualified individual into a critical leadership position in only 48 calendar days. In another instance, DHA enabled an immediate and vital fill for the Lead position within the Military Pay Procedures Office in only 34 calendar days.

While the DFAS Internship Program provides students with exposure to government FM work, it also offers DFAS a pipeline of talent for future placement in professional and administrative positions while fostering DoD diversity and inclusion. DFAS hosted 55 interns for the 2022 summer intern season. In 2021, 14 interns received permanent appointments. To date, the intern program has received great praise as 88 of the interns surveyed responded that they would recommend DFAS as an employer of choice. One intern said, "The internship at DFAS exceeded my educational and professional goals. I have gained so much insight and I am more confident in my success during and after college as a result of my internship at DFAS. I hope to return to DFAS next summer."

The DFAS Agency Staffing Initiative (ASI) is a strategic staffing initiative to mass hire individuals into commonly filled occupational series and grades at major locations in the agency. Those targeted are recent graduates and entry- to journeyman-level talent seeking employment at DFAS primarily in the 05XX occupational series. The goal of ASI is to increase the hiring of external candidates, reduce hire lag, and positively impact the execution of the agency's labor budget covered by FM occupational series. The series includes 0525 (GS-04-06), 0544 (GS-04-06), 0545 (GS-04-06), 0501 (GS-07-11), and 0510 (GS-07-11) in Cleveland and Columbus, Ohio; Indianapolis Indiana; Limestone, Maine; and Rome, New York. ASI uses an attrition-based model to establish onboard targets. Management can adjust onboard targets based upon existing surplus or gaps, or for future staffing plans. Only external agency hires count toward the onboard target. Internal hires do not add to the overall strength of the agency or replace agency losses.

For FY22, DFAS hired 687 external hires within scope of ASI to achieve 115% of onboard targets (597). ASI directly impacts the agency's ability to fill positions in an efficient and timely manner by staging recruitment activities in most cases before a vacancy exists. Furthermore, ASI directly contributes to the successful utilization of budgeted labor dollars.

Way Forward

In FY22, we concluded our work on the FY19-23 DoD FM Functional Community Strategic Workforce Plan (SWP). Throughout the last four years, the FM Functional Community (FC) made marked progress to achieve our strategic goals. We created opportunities for employee development and helped empower our future leaders. We showed our agility in embracing emerging technologies to advance operations and decision-making. We empowered our workforce while expanding outreach efforts to foster the FM community.

In FY23, the FM FC community will publish a new plan focused on our commitment to recruit, train, develop, and retain a proficient and agile workforce, to increase partnerships with federal, industry, and academic partners, and to strengthen the FM community through collaborative engagements and platforms.

The FM FC remains the backbone of the Department, supporting the warfighter and our vital national security objectives. The success of DoD's financial management systems, business reform, and auditability depends on the competence, depth, and dedication of more than 54,000 civilian and military personnel in our community. The hard work and innovative spirit of our FM FC will continue to position the Department as an employer of choice and thought leader in financial management. Together, we will be prepared to meet the challenges of tomorrow.



U.S. Army Reserve Soldiers from the 369th Special Troops Battalion provide customer service in a finance office during Exercise Diamond Saber, at Fort Dix, New Jersey. (U.S. Army Reserve photo by Sgt. Zachary Johnson)