

DoD FM Functional Community

Strategic Workforce Plan

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2023 Year In Review



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FOREWORD

by Michael Beaupre

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

I am excited to share our workforce's collective achievements and initiatives in our Fiscal Year (FY) 2023 DoD Financial Management Strategic Plan Year In Review. During FY 2023, the DoD FM Community continued its tenacious commitment to DoD FM Strategic Goal 1, which is to cultivate a skilled and inspired workforce.

The team did this by making great achievements across all three objectives: build and maintain a premier workforce, optimize and modernize training solutions, and foster a community of practice. The FM Community remained agile in support of the warfighter and taxpayer, and bolstered the security of the nation's strategic objectives.

Throughout FY 2023, the FM Community also invested in workforce development through a variety of initiatives aimed at advancing FM workforce proficiency. Examples include:

- [The FY 2023-2026 DoD FM Functional Community Implementation Plan.](#)
- [The Annual DoD FM Conference and Awards Ceremony.](#)
- [The Enterprise Recruitment Strategy.](#)
- [The Student Certificate Pilot Program.](#)
- [Job Rotational and Leadership Development Programs.](#)



These accomplishments and more were directly related to the exceptionally skilled and committed FM workforce. Each day, the FM Community collaborated to address the demands of the distinctive, extensive, and complex DoD mission. The FM Community took pride in responsibly managing taxpayer funds and offering valuable insights to inform critical decisions, while supporting colleagues both in and out of uniform. Together, the FM Community played a significant role in securing and advancing the Secretary of Defense's strategic priorities.

In FY 2024, the FM Community resolves to maintain the bold and ambitious approach toward advancing workforce development. Through collaborative efforts, the FM Community ensures the workforce possesses the requisite skills and remains committed to providing world-class financial management support to the DoD mission.

I am sincerely grateful for the partnership and dedication of the FM Community and your ongoing service to this exceptional nation. Thank you for your commitment and devotion.

Michael Beaupre



INTRODUCTION

During FY 2023, the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)), executed the DoD FM Strategy. Guided by collaborative mission, vision, and goals, OUSD(C) worked with the Defense Agencies and components to deliver world-class financial advice, empowering military leaders to make fiscally informed decisions for our nation's global force. The OUSD(C) team focused on DoD FM Strategic Goal 1, "Cultivate a skilled and inspired FM workforce," with three primary objectives:

1. Build and maintain a premier FM workforce.
2. Optimize and evolve FM training solutions.
3. Foster an FM community of practice.

In July of 2023, OUSD(C) gathered a team of subject matter experts at an offsite meeting to develop and capture future workforce initiatives from across the DoD. Team goal: Maintaining a skilled, inspired, and collaborative FM workforce capable of supporting leaders planning, programming, budgeting, executing, and accounting for every dollar to deliver mission success. This effort culminated with the FY 2023-2026 DoD FM Functional Community Implementation Plan, which is the basis for this Year In Review.

This implementation plan consists of more than 30 initiatives targeting specific efforts to recruit, train, develop, and retain FM talent. While many initiatives under this plan will not take effect for two to four years, this Year In Review highlights actions taken by OUSD(C) and the Components during FY 2023 and is organized by the three objectives listed above.



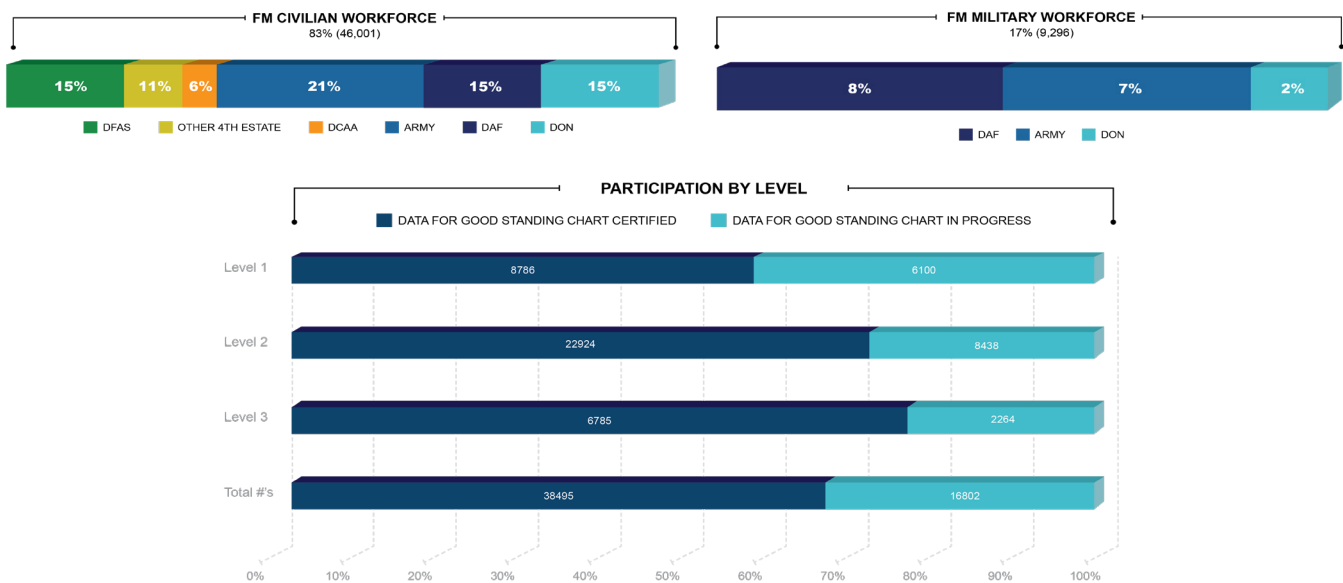
OBJECTIVE 1 - BUILD AND MAINTAIN A PREMIER FM WORKFORCE

In FY 2023, the FM Community placed great emphasis on cultivating and retaining an agile and ready FM workforce. Given the intense competition for talent, the FM Community prioritized training and developmental initiatives aimed at bridging and/or eliminating competency gaps within the FM workforce.

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

DoD FM Certification Program Good Standing

At the end of FY 2023, 55,297 personnel within the DoD FM workforce enrolled in the DoD FM Certification Program (DFMCP) with 70% certified, and a Good Standing metric of 97.3%, meaning employees are either compliant with requirements working toward certification or maintaining continuing education requirements.



DoD FM Certification Program Process Improvements

Dedicated collaboration across the entire FM Community resulted in publication of the October 12, 2023, DoDI 1300.26, Operation of the DoD Financial Management Certification Program (DFMCP) revision. The revised DoDI focused on policy. Detailed procedures moved to a new DFMCP Operations Guide, allowing for better program agility and innovation in the execution of DoDI prescribed policies. The revision incorporated all policy changes previously enacted by OUSD(C) signed memos and is available on FM Online and the Washington Headquarters Services (WHS) websites.

Recruitment Strategy: FM Branding, High-Touch Cultivation, and Talent Pool Management

In July 2023, the FM Community launched an inaugural Enterprise Recruiting exhibit and outreach effort at the Association of Government Accountants conference in Orlando, Florida. Representatives from across the FM Community promoted employment opportunities, benefits, and unique career development options our community offers. The initiative sparked numerous substantive conversations with potential recruits from federal, state, county, and local agencies and allowed FM Community members working the outreach effort to compare strategies and messaging.

FM Workforce Workshop

On April 12, 2023, the FM Community hosted an FM Talent Analytics Workshop in support of Goal 1 of the DoD FM Strategy. The workshop was designed to review the status of recruitment and retention. Across the FM Community, DoD Components are expending significant resources competing against each other within the same talent pools.

At the same time, we lose highly qualified talent when candidates are not chosen as first choice for a position. Discussions, data, and research from the workshop formed the foundation of the DoD FM Enterprise Recruitment Pilot. The DoD FM Enterprise Recruitment Pilot development began at the end of FY 2023 and will test three concepts:

1. Enterprise Narrative – Create a cohesive “DoD FM” branding and market strategy, focusing on the FM breath and opportunities across the Department throughout a career.

2. High-Touch Talent Cultivation – Develop a model of continuous engagement with high-caliber candidates to educate and assist them throughout the hiring process.

3. Pooled Talent Management – Share candidates among DoD components and across positions, ensuring the Department is best positioned to successfully capture exceptional talent to fill priority vacancies.

Target outcomes for the pilot include increased recruitment and retention through better identification and management of potential talent through coordinated engagement and information sharing.

Training Courses

The DoD FM workforce completed 142,000 web-based courses (WBC) totaling 422,000 course hours from the online selection of 83 OUSD(C)-maintained courses. The WBCs provide a standard body of knowledge so DoD FM workforce members can complete FM certification requirements funded by OUSD(C). The Virtual Instructor Led Training (VILT) offerings remained popular among DoD FM workforce members. VILT courses provided a live networking and dialogue opportunity not available through the WBCs. In FY 2023, OUSD(C) continued the program by offering 90 courses, a 23% increase over FY 2022. More than 2,700 attendees earned nearly 20,000 continuing education and training (CET) hours.



Under Secretary of Defense (Comptroller) (USD(C)) FM Annual Awards

The USD(C) Annual Awards program successfully executed the first board with categories aligned directly to DoD FM Strategy. The new categories are:

1. Contributions to Workforce Development.
2. Contributions to Taxpayer Dollar Optimization.
3. Contributions to Financial Integrity and Audit Results.
4. Contributions to End-to-End Business Environment Optimization.
5. Contributions to Data-Driven Decision-Making.
6. Contributions to Financial Management in a Contingency Operation.

The awards program provides an excellent opportunity to recognize both individual and team contributions to DoD financial management. The board reviewed 142 nominations across six new award categories. Eleven individual and 13 team awards were conferred, recognizing 186 DoD financial managers. The USD(C) also recognized an additional two individual and five team Salute to Excellence in Government Service awards for exceptional FM contributions in Savings and Innovation throughout CY 2023. Awardees were formally recognized during the annual DoD FM Conference on August 30, 2023.

Student Certificate Pilot Program

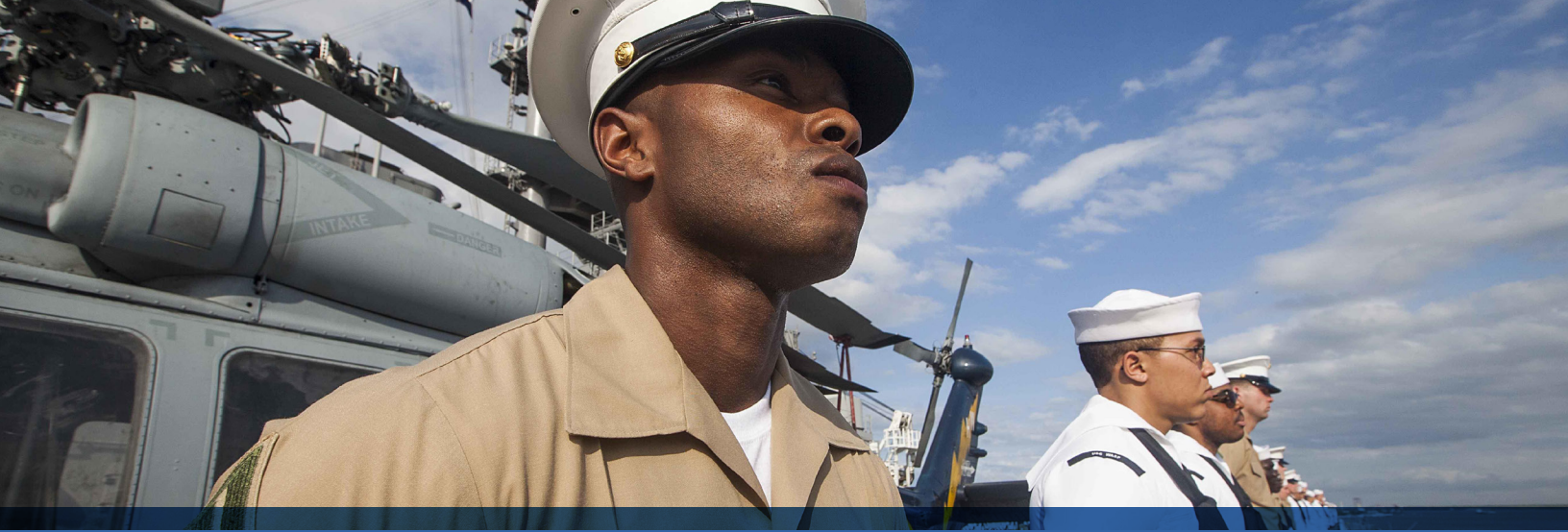
OUSD(C) teams created a new FM student certificate curriculum for interns without an FM certification requirement. The student certificate curriculum mirrors the DoD FM Level 1 certification without the experience and continuing education requirements.

Students gain relevant knowledge in areas related to leadership and financial management and minimizes the time needed to complete training after an intern is hired as a permanent employee. Completed internship time does count toward the DoD FM Level 1 certification experience requirement. In FY 2023, our first nine students were enrolled in the student certificate program, with the goal to complete certification by graduation.

Department of the Navy (DON)

The Financial Experience and Development (FED) program and Strategic Systems Programs (SSP) Newcomer On-boarding Workshop (NOW) were created to support the SSP Director's number one Strategic Goal, to "recruit, develop, and retain a premier workforce" and to advance the DON FM Strategic Goal to "enhance our highly skilled and engaged FM workforce to support DON's mission." Both efforts were initiated to build a more knowledgeable and capable workforce and improve employee retention. The FED Program addressed the high DON FM workforce attrition rate ensuring a steady pipeline of FM talent was available to meet the challenges driven by the Command's current and future mission requirements. SSP NOW focused on employee's experience accelerating newly assigned personnel's acclimation while effectively integrating them into the command culture.

The Navy FM Competency and Policy team created the FED Program to develop a junior-level FM workforce and provided one-on-one training in areas of FM Certification, Navy Enterprise Resource Planning (ERP), and SSP's Budget Process. In FY 2023, two developmental employees joined the FED Program with 3 additional positions in process to be filled. The employees learned the DoD FM process, rotated to different FM positions, and worked toward



completion of DoD FM Level 1 certification. One FM developmental employee, praised the FED program stating, “As a new federal employee, the FED Program provided me specific direction and guidance at SSP!”

At a command level, SSP NOW addressed critical gaps in knowledge for new SSP personnel, resulting in a quicker on-boarding process and more efficiency and efficacy from new hires. The cohort structure developed relationships between the command and new employees by creating peer and leadership engagement opportunities throughout the year as participants learned more about SSP and their position. This investment in developmental employees and new hires worked to build command loyalty and commitment to the mission with increased employee retention rates. SSP NOW brought together more than 60 employees across all fields and job series. The first quarter seminar provided them with 12 total hours of face-to-face training. The inaugural SSP NOW cohort received continued programming during the first year on board, including field visits, mentor pairing, and specialized training opportunities.

SSP improved the attrition rate for the DON FM workforce from 22% in FY 2022 to 10% in FY

2023—one of the biggest improvements of any occupational grouping examined in SSP’s Exit Interview Report. Additionally, as of Sept 30, 2023, SSP boasted an 85% FM position fill rate.

Department of the Air Force (DAF)

The DAF FM Human Capital Strategy included 10 initiatives designed to focus on four areas: recruiting, workforce management, workforce development, and retention. Assistant Secretary of the Air Force, Financial Management and Comptroller (SAF/FM) partnered with industry to complete a 60-day assessment to address challenges identified from the SAF/FM FY 2022-2026 Strategic Plan, FY 2019-2023 Human Capital Strategy, and Financial Statement Audit Roadmaps. The assessment objectives documented the state of the SAF/FM organization and its workforce, provided actionable recommendations to meet the targeted FY 2026 DAF General Fund (GF) audit opinion milestone, and build an implementation roadmap.

The recommendations were aligned to two key focus areas: Organization Structural Change and Existing Functional Structure and Capabilities Enhancements. The SAF/FM Workforce Assessment highlighted efficiency, productivity, and overall effectiveness. The

assessment evaluated the skills, strengths, and areas of improvement within the headquarters. It also provided valuable insights into resource allocation, training needs, and talent optimization. Identifying potential gaps in knowledge or skill sets allowed for targeted development initiatives, ensured employees were equipped with the tools to meet evolving demands. Lastly, the assessment aided SAF/FM Strategic Plan Objective 1.2 FM of the Future by endorsing future assessments for major commands (MAJCOM) assisting development of the FM Enterprise.

Defense Contract Audit Agency (DCAA)

DCAA implemented an aggressive on campus recruiting effort, temporarily assigning field auditors as recruiters to participate in a new outreach and recruitment program. The recruiting team focused on attracting graduating seniors and alumni, as well as building brand awareness and cultivating relationships with 70 strategically selected colleges and universities nationwide.

DCAA's cohort approach captured 462 viable candidates, which resulted in 345 selections for entry-level auditor positions. To-date, 261 accepted jobs. Additionally, to streamline the recruiting process, DCAA contracted with an online recruiting platform for higher education students and alumni. In FY 2023, DCAA received 1,841 applications from the recruiting platform, which resulted in 56 hires.

Furthermore, in FY 2023, DCAA developed and launched a 12-month formal, cohort-based intern training program, with the intent of improved intern retention and to provide a foundational understanding of the DCAA purpose and mission, contract audit processes, and types

of contract audits performed. The intern training curriculum complements the existing DCAA onboarding program and includes a newly developed corresponding workshop for respective supervisors. The curriculum is a combination of live and eLearning courses, on-the-job-training (OJT), and experiential learning. Interns attended week one of DCAA's traditional onboarding training with other new hires, followed by OJT at respective work sites. Interns worked closely with supervisors and senior auditors to learn and understand contract audit fundamentals.

DCAA measured success by tracking the percentage of interns converted to permanent positions and compared retention rates of auditors who completed the intern program to auditors who were not hired as interns. Thus far, results indicate the program is successful, with an average effectiveness rate of 5.5 on a 6-point Likert scale. DCAA provided all interns the option of enrolling in the OUSD(C) Student Certificate program.

Missile Defense Agency (MDA)

MDA created a robust and extensive training curriculum in support of the MDA goal to "inspire professional excellence," and in alignment with the overall strategic objective to "build and maintain a premier FM workforce" by conducting more than 130 training sessions in FY 2023.

The focus of the training curriculum was to equip the MDA FM workforce with the current requirements in the financial management landscape. The MDA curriculum supplemented the OUSD(C) FM Certification courses and provided more than 130 sessions throughout FY 2023. MDA created an environment which

prepared the MDA FM by partnering with Defense Acquisition University to increase the number of training courses related to Fiscal Law, Military Construction, and training the MDA-appointed Anti-Deficiency Act Investigators. MDA also included subject matter experts, required mandatory Capital Assets training, and created a new MDA Budget Policies and Procedures course.

Defense Commissary Agency (DeCA)

DeCA set a goal to build and maintain a premier FM workforce by recruiting and retaining a diverse group of employees. DeCA provided career opportunities appealing to top talent and drove workforce planning initiatives to posture employees for success. DeCA reviewed and updated position descriptions and job announcements, expanded the use of alternate hiring methods through the Student Pathways Interns, and non-competitive hiring options. DeCA developed marketing to educate potential candidates of DeCA careers and hosted virtual career fairs to promote key open vacancies. DeCA worked to create effective internal communication to reach all employees, built training programs for workplace civility, and developed a robust onboarding program.

DeCA's Talent Management effort increased employee skillsets and developed an internal talent management process. DeCA developed a career planning program offering developmental

training options to increase specific skillsets necessary to develop potential internal candidates for the DeCA career ladders. DeCA incorporated a robust succession management planning approach for key executive and leadership positions.

During FY 2023, DeCA Human Resource representatives attended various job fairs and promoted FM career opportunities available. As a result, 128 employees were onboarded into FM headquarters and store-level positions. DeCA HR further encouraged managers to hire students/recent graduates to develop future leaders.

Defense Finance and Accounting Service (DFAS)

The Succession Program aimed to create a culture of continuous learning and tangible development activities preparing our people to grow their readiness for new roles. The Succession Program safeguarded the DFAS mission and built leadership continuity and talent from within the agency by conducting a review of leadership talent through an assessment of leadership competencies, work experience, performance, and professional credentials. The program leveraged the DFAS Talent Management System (DTMS) to perform the competency assessment, which runs on a biennial cycle. At the conclusion of each cycle, participants were provided with



a comprehensive evaluation and specific developmental recommendations. Participants were also invited to an annual mentoring event.

In 2023, the program was held for GS-12 and GS-15 supervisors. The GS-12 Supervisor program had 28% of eligible supervisors participate with 10 participants nominated for 360 Coaching and 28 participants matched to a mentor. The GS-15 program had a 70% eligible participation rate, resulting in 44 participants nominated for an Executive Education course.

The Succession Program builds a diverse portfolio of leaders with relevant leadership competencies and skills. It also matures the talent pipeline to prepare participants for roles for agency mission succession while facilitating the development and movement of agency talent.

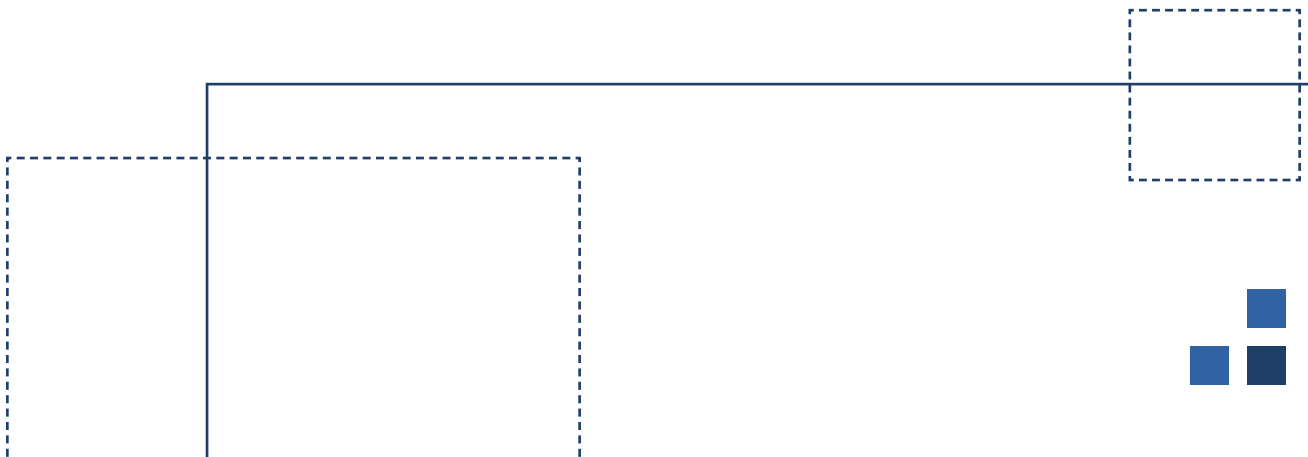
Additionally, the DFAS Career Acclimation Program (DCAP) is a two-year acclimation program for entry-level through mid-employees in professional/administrative positions providing professional growth through formal networking, job exposures, classroom training, process improvement courses and projects, and leadership skills development. In FY 2023, 281 employees completed the DCAP, of whom 261 were in FM positions. DFAS sent exit questionnaires to every DCAP graduate,

with an 84% response rate, to obtain program feedback and determine how best to support future program participants. The program provided a high-quality cadre of journeyman-level graduates with enhanced technical skills, increased organizational awareness, and ability to identify and lead process improvement efforts.

Department of Defense Education Activity (DoDEA)

DoDEA promoted employee engagement by creating career pathways and progressions for employees corresponding to training and professional learning opportunities. The opportunity for career advancement and professional growth both motivated FM employees and increased DoDEA's human capital capacity by creating a dynamic and committed workforce vested in leading practices.

With the help of Army Civilian Human Resources Agency (CHRA), DoDEA continued to hire talented FM employees. Senior leadership conducted Leadership Offsites for GS-15 Division Chiefs. DoDEA Comptroller continued leading weeklong training sessions in Europe Pacific and the Americas. All commands and individuals reported positive informal input. FY 2023, negative skill gap identification directly resulted in successful overseas FM position rotations.



OBJECTIVE 2 - **OPTIMIZE AND EVOLVE FM TRAINING SOLUTIONS**

In FY 2023, the FM Community remained committed to fostering an innovative culture driving FM mission advancement, which positioned the Department as a leading authority in financial management. As part of this commitment, the FM Community focused on optimizing and evolving FM training solutions through various platforms and delivery methods.

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

FM VisionExchange

The highly popular OUSD(C) FM VisionExchange (fmVX) program expanded in FY 2023, offering 27 virtual training events, with an average attendance of 414 with 11,188 CETs awarded. Topics included FM Leadership, and current DoD Priorities, including the debt ceiling, globalization, data analytics, intelligent automation, civilian pay fundamentals, PPBE reform, and many more. Additionally, through popular demand, OUSD(C) continued to partner with the DoD Office of General Counsel (OGC) Standards of Conduct Office to bring the FM workforce quarterly ethics skills development, as well as collaboration with organizations including the Naval Postgraduate School and Defense Resource Management Institute to showcase a variety of speakers and topics to the FM Workforce.

DoD FM Conference

In August 2023, the second annual DoD FM Conference brought together nearly 3,300 participants from across the Department,

earning approximately 22,000 CETs. During the two-day hybrid event, DoD senior leaders delivered key messages on Department-wide priorities, recognized current accomplishments, provided mentoring opportunities, and discussed expectations for the future of FM. Presenters included representatives from industry, as well as other federal agencies, who spoke on future trends in financial management, innovative hiring and employee development practices, data policy, and responsible development of digital assets. The Honorable Mike McCord, Under Secretary of Defense (Comptroller)/Chief Financial Officer, delivered the USD(C) FM Annual Awards and FY 2023 FM STARS graduation certificates on conference day one in a distinguished ceremony. The FM STARS Class of 2024 was also formally announced and presented to the FM Community.

DoD FM STARS

In alignment with the DoD FM Strategy, and in support of leadership development, the DoD FM STARS program fostered a Strong, Trained, Agile, Ready (STAR) workforce program. DoD FM STARS expanded opportunities for competitively chosen FM employees to gain new professional experiences and increase knowledge and proficiency through 90-day developmental assignments. The Class of 2023 included 21 STARS who participated in remote, hybrid, and on-site assignments. In addition to the developmental assignment, the 2023 program incorporated a pilot curriculum of weekly virtual seminars focused on technical and leadership skills. Senior leaders and experts shared concepts and expertise on a

variety of FM and Leadership topics. Seminar topics included defense strategy, data analytics and ADVANA 101, budget appropriations and authorization, and agile leadership. The FM STARs improved remote teaming skills with completion of both a group case study and capstone project out brief to senior leaders. In addition, the class was matched with senior mentors to continue guiding the STARs post-graduation.

Department of the Army

Training and Doctrine Command (TRADOC) G-8 transformed FM workforce to capitalize on the recent surge of data analytics technology. Recognizing the potential of systems like Power BI and Tableau, G-8 leadership empowered employees who possessed technical skills and a passion for progress to develop a robust data environment. G-8 led TRADOC, far beyond static spreadsheets and presentations, toward interconnected and dynamic analysis and reporting. Training on the new tools freed analysts time spent creating tables and spreadsheets to time spent performing analysis. Knowledge of these tools shifted mindsets from reactive and descriptive analysis to proactive and predictive analysis. Improved analysis led to better decision support for senior leaders enabling the capability to pin-point problem areas and make strategic decisions based on sound data. Examples of new capabilities included TRADOC's new Program Objective Memorandum (POM) Binning tool, which automated the capturing, manipulation, and presentation of changing program data at the push of a button.

Once consuming more than 90 workhours per cycle, this process has now been reduced to only 7 hours. Another tool, the Daily Status of Funds, presented a consistent and comprehensive picture of the Command's

funding and execution status with interactive and dynamic visualizations and reports useful for both analysts and leaders. Yet, another example was the Funds Distribution Calculator, which automatically calculated subordinate organizations' funding needs, based on regulatory guidance, spend plans, and the command's strategic objectives.

Department of the Navy (DON)

The Naval Information Warfare Systems Command (NAVWAR) Financial Management (FM) Job Rotation Program was established to advance NAVWAR's Strategic Vector goal to "foster a world class workforce" and the DON's FM Strategic Goal to "enhance our highly skilled and engaged FM workforce to support DON's mission."

NAVWAR Comptroller created a job rotation program for the entire NAVWAR FM community. Job rotations reached employees across FM disciplines at NAVWAR headquarters, the Program Executive Offices (PEO), and the Naval Information Warfare Centers (NIWC). The job rotations offered on-the-job (OJT) learning experiences. Rotation types included job rotation, surge support, job shadow, and job swap opportunities ranging in length from 1-2 days to 3-6 months.

The process included a planning, execution, and reporting phase, and was timed with the Alternative Personnel System performance year. Established measurable and achievable learning objectives for each rotation, along with assigned peer sponsors, and scheduled regular check-in meetings ensured goals were achieved for candidates, leadership, and the organization. Rotation execution was based on an agreement between a Rating and Hosting supervisor, a peer sponsor, and the employee. In FY 2023, 16 job rotations were scheduled and completed.



The NAVWAR budget officer said, “The employee rotation opportunities made available through the FM Rotation program have proven to be a great tool for developing budget analysts who are better able to serve their customers. Having the opportunity to rotate in a program office provides a different perspective to our budget analysts allowing them to gain a better understanding of NAVWAR’s mission and programs.”

Department of the Air Force (DAF)

The DAF enhanced its enlisted FM training programs on two fronts, formal upskills and contingency operations. The updated formal and contingency training improved enlisted skills, efficiency, and adaptability. Formal training provided a structured foundation to enhance the ability to handle routine tasks while adhering to established procedures and contingency training equipped our Airmen and Guardians with operational readiness fostering resilience and quick decision making in dynamic situations. This comprehensive approach enhanced competence in both routine and unpredictable scenarios.

The first formal training initiative extended the length of the 3-level Technical School. The Apprentice now provides additional FM skills and systems training to better prepare new FM Airmen and Guardians for their initial duties. Secondly, the 5-level upgrade training (UGT) transitioned from Blackboard courses to virtual

CDCs with proctored exam, thus placing UGT responsibilities in the hands of the squadron. Lastly, the Career Field Enlisted Training Plan (CFETP) went through revision and postured for release to incorporate these changes.

The DAF must react and adapt to changes happening across the battlespace. As Silver Flag evolved from a training exercise to a certification of capabilities, the DAF adapted in-garrison contingency programs to ready our FM warfighters for future deployments. New FM-specific virtual Silver Flag training programs rolled out in FY 2023 to prepare trainees for in-place taskings. The Reserve and Active-Duty FM Airmen and Guardians partnered with the Army in a joint exercise, Diamond Saber, to give a holistic joint contingency operations training environment.

Additionally, in March 2023, the Air Force Installation & Mission Support Center (AFIMSC) Resources Management Directorate’s Financial Operations Division (RMF) created a newly formed section, the Innovations, Processes, and Automations (IPA) team. The team created accessible dashboards and processing tools using innovative, data-driven analytical technologies. These data tools combine robotic process automation or “bots” to pull and combine multiple reports presented through a comprehensive visual dashboard optimizing and evolving FM training solutions for the DAF workforce. The team’s tools resulted in a 40%

decrease in Financial Services Office (FSO) Case Management System (CMS) open cases and a 20% reduction in Government Travel Card delinquency amounts and accounts. In addition to these achievements, the Station Gains (SG) timeliness metric hit a four-year high.

Missile Defense Agency (MDA)

In support of the MDA Goal to “inspire professional excellence” and the Department’s Strategic Goal to “cultivate a skilled and inspired FM workforce,” MDA dedicated staff to assist the Financial Community with obtaining and maintaining their DoD FM Certification and the Defense Acquisition Workforce Improvement Act (DAWIA) Business Financial Management and/or Business Cost Estimating Certifications.

The mission of the staff was to support the FM Community in obtaining DAWIA and/or FM Certifications by providing guidance, suggestions, monitoring progress via mandatory quarterly status reports from FM employees, entering completion of competencies, and providing monthly metric reports to Executive Leadership. At the end of FY 2023, the MDA FM Community was 72% Certified and 100% compliant. Additionally, MDA encouraged participation in the Air University Defense Financial Management & Comptroller School.

The MDA FM Certification rate increased by 2% and one individual successfully completed the Defense Financial Management & Comptroller program during FY 2023. Both programs ensured the MDA had highly trained and qualified personnel in key financial positions ensuring MDA financial products were of excellent quality and accuracy with increased efficiency.



Defense Finance and Accounting Service (DFAS)

The Talent Management Ian (TM) implemented a complete and agile framework for Data Analytics and Data Science Staff recruiting and retention. The initiative expanded skills in advanced digital technologies, data analytics and core financial expertise while empowering the data workforce to self-manage growth and development. TM development research included comparing industry best practices with current DFAS practices and resulted in identification of the 13 skill gaps.

DFAS closed 10 of those gaps, including a knowledge gap for advanced digital technologies at the SES, GS-15 and 14 levels. Completion of digital literacy surveys identified areas in most need of improvement.

A targeted digital literacy campaign made up of articles, videos and live sessions was created and delivered. Topics included Artificial Intelligence (AI), Machine Learning (ML), ADVANA, and data management. DFAS, one of the first to advertise such positions on SA jobs, closed a major gap in ability to recruit high-quality talent.



As a result of the initiative, DFAS data analytics and data science staff were better equipped to deliver capabilities and enable digital transformation. The Digital Literacy campaign achieved a 30% increase in the following targeted categories: Natural Language Processing (NLP), ML, AI, and Data Platforms and Technologies. From an organizational perspective, legacy positions were not only converted to the 1560 occupational series, however, also ensured adequate data scientists advancement opportunities within the agency. New learning platforms facilitated a 64% increase in skills and approximately 38% of DFAS data analytics staff maintains a recognized certification. DFAS garnered improvements in the following areas:

- 149% in Communicating about AI
- 104% in SQL
- 68% in Introduction to Data Analytics

DFAS also completed a GS-14/15 Digital Literacy Campaign to improve decision-making ability and knowledge of advanced data analytics and AI/ML concepts. Literacy scores raised 16% overall and 34% in targeted categories.

DFAS developed a holistic change management strategy for automated solutions and executed targeted Digital Literacy 101 campaign for DFAS technicians. The Change Management for Digital Technologies Initiative was part of the DFAS “Invest in People” strategic priority.

DFAS implemented a change management strategy for future Digital Technology deployments and provided training to automation deployment teams for current business processes integration. DFAS expanded tuition assistance and Competitive Civilian Academic Degree Program (CCADP) policy to provide additional benefits for technicians. Adoption of the newly published Upskilling/ Reskilling Playbook included training solutions and workforce shaping flexibilities; direct notification to affected employees and supervisors, and brown bag training sessions. Finally, the team created a SharePoint site centralizing available training solutions for ease of reference; especially for those employees affected by bot deployments.

Lastly, for FY 2023, the Agency refined the training roadmap for the accounting and auditing workforce and expanded the population proficiency assessment.



OBJECTIVE 3 - FOSTER AN FM COMMUNITY OF PRACTICE

Promoting a thriving FM Community of practice was a key focus in FY 2023. Throughout the year, the FM Community actively sought innovative approaches to facilitate effective communications within the FM workforce. OUSD(C)'s goal was to create a sense of community by sharing timely and pertinent information and by engaging and keeping the FM workforce well-informed.

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 during the fiscal year. Leadership outlined Comptroller and FM priorities at engagements hosted by academic institutions, associations, 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 FM programs and events to nearly 55,000 FM employees through email, the FM Online website, and LinkedIn.

Strong partnerships were the key to the success of the FM Community. During the year, the FM Community created and maintained successful strategic partnerships to ensure the FM workforce access to premier resources and information from partners with shared goals and visions.

Additionally, OUSD(C) expanded the New Hire Program, a workforce planning initiative to recruit top junior talent to Comptroller. Through a comprehensive and immersive developmental experience, this program aims to cultivate the next generation of FM leadership, who were 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 leveraged existing hiring authorities (e.g., Direct Hire Authority) and special employment programs to attract top talent from a wide range of diverse and inclusive sources. After completing the two-year program, successful candidates were matched to a permanent position optimizing Comptroller FM mission execution and sets the new hire up for professional growth and success in the FM community.

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

- Attended multiple local and national FM events to identify and recruit prospects proficient in Comptroller skillsets.
- Adapted human capital policies and strategies to maximize telework, remote work and other workplace flexibilities to both retain talent and remain a competitive option for external candidates.

- Leveraged 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 evaluating program participants for potential long-term employment.
- Maximized communication strategies to advertise open vacancy announcements across multiple and various platforms, including FM Online and LinkedIn.

Department of the Army

The Army Materiel Command (AMC) G-8's developed a multi-faceted dashboard on the Army's Vantage platform. The dashboard contributed significantly to upskilling the workforce across budgeting, execution, programming, working capital fund, and manpower functions. AMC employed the dashboard to level set understanding, accelerate decision making, and improve analysis across its headquarters (HQ) and 11 subordinate commands. AMC G-8 created a workspace in Army's Vantage with multiple subordinate pages covering direct funding, manpower, acquisition, and reimbursables components of the G-8 portfolio. These capabilities were accessible to the entire AMC FM enterprise, enabling more than 3,000 users the ability, in near-real time, to access, analyze, and output relevant information in support of AMC's mission.

The capabilities required the design of intuitive user interfaces, along with periodic training and development of employees. The training events included "brown bag" and leader development sessions to highlight the importance, utility, and capability of the tools. Coupling the analytical tools development with workforce training enhanced AMC mission effectiveness in FY 2023 through seamless execution of more than \$50 billion in funding and authorities.

These capabilities accelerated AMC's ability to track and provide feedback to decision-makers at the command, Headquarters, Department of Army, and OSD levels, impacting partner nation support, depot repair and overhaul, materiel procurement, and installation support/services.

Department of the Navy (DON)

DON's FM Human Capital Team worked toward enhancing its highly skilled and engaged FM workforce by focusing on four major efforts: Talent Development, Talent Acquisition, Employee Engagement, and Workforce Planning.

DON FM continued to advance the public-facing Human Capital website. Furthermore, DON FM engaged in recruiting initiatives with colleges and universities through both virtual and in-person events, career fairs, fireside chats, and booths in the business schools. The team engaged employees by conducting



quarterly pulse surveys to evaluate the culture and motivation levels within the workforce. The Human Capital Team refined the FM Connect training portal and extended diverse learning opportunities, including custom training, virtual courses, and access to Udemy for Business.

The team increased employee engagements while fostering a culture of learning, development, and recognition. These initiatives included two Comptroller seminars, three FM Connect virtual training sessions, and two professional development events. DON FM centrally funded professional certification reimbursement program supported more than 20 FM certifications such as CPA, CDFM, and PMP, and covers all testing and registration fees. Moreover, the team sponsored the first of kind graduate certificate program from the Naval Postgraduate School (NPS) in Data Analytics and funded 30 high performers in a Master of Science in Financial Management (MSFM) program. Workforce initiatives also included the establishment of a Robotics Process Automation (RPA) "Center of Excellence," resulting in the development and deployment of a 200+ active bot fleet, bolstering a substantial time savings of more than 150,000 work hours.

These efforts aligned to the DoD FM Certification program while facilitating a good standing metric of 97.77%. NPS programs prioritized work/life balance, scheduled courses during core working hours, with about 90 staff members attending this year. <https://www.youtube.com/watch?v=1ixbilEIEJQ>.

Missile Defense Agency (MDA)

MDA hosted two career enhancing rotational opportunities. Similarly, an MDA employee was selected for a rotational opportunity within OUSD(C) focusing on RPA.

Each participant increased their personal FM and leadership skills, gained a better understanding of the DoD environment, and expanded their understanding of the various roles in support of the DoD FM mission. Additionally, the knowledge and skills brought to the rotational opportunity allowed cross-sharing of best practices and concepts amongst the participating agencies.

The FM STARs rotational assignment is a comprehensive career opportunity for employees to enhance their FM and leadership skills amongst agencies within the DoD. The FM STARs program compliments the MDA Culture of Excellence Guiding Principle to "act as one team with the same goals" and the overall FM strategy of "foster an FM community of practice."

Defense Commissary Agency (DeCA)

DeCA fostered an FM community of practice by providing forums, tools, and experiences promote information sharing, networking, mentoring, and collaboration across the workforce. DeCA continued efforts to cultivate a responsible and motivated Financial Management workforce by providing DoD Financial Management Certification training to the lowest entry-level positions. Now, the GS-0530-4 Tellers can be certified at DFMCP Level 1, increasing career development opportunities for almost 500 entry-level positions at the earliest stage of their FM careers. DeCA also added 57 new DoD FM certified employees to the FM Community while achieving nearly 75% of their headquarters FM staff holding an active Level 2 or 3 certifications.

Defense Finance and Accounting Service (DFAS)

The Mission Integrated Diversity Implementation Plan initiative focused on integrating broad range of flexibilities and best practice processes and policies to inform, recruit, develop, and retain a talented workforce while increasing valued diversity. This initiative led to increased professional development of a diverse DFAS workforce and continuation of diversity, equity, inclusion, and accessibility as core tenets of our DFAS culture. As a step toward integrating diversity, DFAS successfully deployed a Learning Management System Mentoring Module.

During FY 2023, DFAS registered 502 mentors and 452 mentees. More than 325 employees participated in 8 different Mentoring Module user training sessions. The mentoring module facilitated 467 mentoring relationships. More than 150 supervisors, managers, and support staff were trained to effectively use the upgraded "Making a Selection Guide."

Finally, DFAS implemented a Quarterly Diversity and Inclusion reporting process and an Executive Business Council briefing, established a Diversity and Inclusion Governance Process, and integrated Diversity and Inclusion Reporting into the Office of Equal Opportunity Programs (OEOP) mission.

WAY FORWARD

In conclusion, the FM Community will continue focusing on the commitment to recruit, train, develop, and retain a skilled and agile workforce developed through objectives in our implementation plan. The FM Community aimed to strengthen partnerships with federal, industry, and academic partners, and foster collaboration within the FM Community through various engagements and platforms. As emphasized in the DoD FM Strategy, fiscal readiness is essential for mission readiness, and the FM Community is the driving force behind FM success.

The initiatives outlined in the FY 2023-2026 DoD FM Functional Community Implementation Plan serve as the roadmap to accomplish the objectives central to Goal 1 of the FM Strategy—to build and maintain a premier FM workforce; optimize and evolve FM training solutions; and foster an FM community of practice. Now is the time to prepare the FM workforce for a future filled with improved processes to meet new challenges and complexities. This bold and ambitious plan requires DoD-wide FM Community energy, contributions, and commitment. Together, our collaborative efforts and accomplishments will ensure an inspired and skilled FM Community—one delivering world-class financial management capabilities in support of warfighters and the DoD mission.

The FM Community plays a crucial role; it is the backbone of the Department, supporting the warfighter and our national security objectives. The success of the Department's financial management systems, business reforms, and auditability relies on the competence, depth, and dedication of the 55,000 FM civilian and military community members.

The hard work and innovative spirit of the FM Community will position the Department as an employer of choice, and a thought leader in Financial Management. The FM Community made great strides in FY 2023, and together, our team will tackle the challenges of tomorrow as included in the DoD FM Strategy. Every action matters. Every dollar matters. Every individual matters. Every outcome matters. Thank you for your contributions to this great nation.

