



DoD FM Connection



FM Community – Financial Stewardship in Support of the DoD Mission

Quarterly Newsletter
Winter 2020

In This Issue

- Comptroller Corner 1 - 2
- My DoD FM STARs Program Experience 2
- Improve Your Leadership Skills with a Leadership Development Program 3
- Mentorship Benefits Mentees and Mentors 4
- Tips for Starting a Rotational Assignment Program 5
- DoD FM Workforce Virtual Training Program is the Way to Go 6
- Quarterly Spotlight - The Naval Postgraduate School 7
- Announcements 8
- DoD FM Certification Update 9
- Frequently Used Links 9
- Workforce Brain Bender 10



Join us on LinkedIn

DoD FM Connection

<https://www.linkedin.com/groups/6503683>

To fully access the group page, you must be logged into LinkedIn.



<https://fmonline.ousdc.osd.mil>

Comptroller Corner

Greetings and Happy New Year!

I hope you all had an enjoyable holiday season and were able to spend some quality time with family and friends. We can be proud of many notable achievements from last year with the completion of our second annual Department-wide audit, enactment of the FY 2020 appropriations and authorization bills before the holiday, completion of the first comprehensive defense-wide review, and development of the fiscal year (FY) 2021 President's Budget that we will submit to Congress in just a few weeks.

Our second audit did exactly what we needed it to do. It went further into our systems and processes and provided us with findings on which we are already taking action. The consolidated audit received a Disclaimer of Opinion as expected, but we have made solid progress, closing more than 25% of findings from last year and increasing the number of organizations we expect to receive a clean opinion from 6 to 7.

During the audit, 1,400 auditors visited 600 sites around the world and requested more than 100,000 samples. Auditors finished 24 stand-alone audits, in addition to the consolidated audit. As with the FY 2018 audit, the FY 2019 audit showed no evidence of fraud, no significant issues with amounts paid to civilian and military members, and the Department was able to account for the existence and completeness of major military equipment.

We will continue to target priority areas of information technology, property and inventory while devoting more focused energy on our tough problems linked to material weaknesses, particularly those that impact fund balance with treasury. Auditor findings and recommendations continue to provide us with invaluable information that help us target and prioritize corrective actions as we strive to achieve an unmodified audit opinion.

In addition to the audit, last year we supported the Secretary of Defense led defense-wide review with the goal of identifying time, money, and manpower to reallocate to our highest priorities in support of the National Defense Strategy (NDS). This comprehensive review was performed to support a longer-term focus on structural reform, evaluate core competencies, support the division of functions between defense-wide organizations, and ensure the Military Department activities are aligned to the appropriate organizations.

We also conducted the FY 2021 program/budget review last fall while supporting final negotiations, resulting in a \$738 billion FY 2020 national defense budget approved on December 20. We are now executing that budget which focused on: emerging space and cyber warfighting domains; modernizing capabilities in the air, maritime and land domains; innovating more rapidly to strengthen our competitive advantage; and sustaining our forces and building on our readiness gains.

(Continue on page 2)

(Comptroller Corner con't from page 1)

In the next couple of months, we will continue to focus on securing the necessary resources for the Department to pursue irreversible implementation of the NDS while we modernize and reform our business practices. We welcome all our new teammates and wish those who have moved on a fond farewell, particularly Ms. Terri McKay, our long time DFAS Director whose many significant contributions will be valued for years to come. I anticipate this year to be full of opportunity and I am confident we are positioned to take full advantage of each one as we maintain our elevated level of contribution to the nation's security. Thank you for all that you do – keep up the great work! I look forward to a great year!



HON Elaine A. McCusker

Acting Under Secretary of Defense
(Comptroller)

My DoD FM STARs Program Experience

By Sterling Munro, Defense Contract Audit Agency



I am a Supervisory Auditor with the Defense Contract Audit Agency (DCAA). I recently returned from a 5-year tour with DCAA European Branch located in Germany. While in Europe I traveled extensively for work and for pleasure, and it had a significant impact on how I view the world. Most significantly, I now approach my career as a grand adventure.

Naturally, when the FM STARs Program application process was announced I jumped right in, and to my great pleasure was selected. I'm now on assignment with the Missile Defense Agency (MDA) as a Program Analyst in the Congressional Affairs Directorate. My assignment with MDA began October 21, 2019 and will run through April 4, 2020.

MDA has an annual budget of approximately \$10 billion. Its mission is to defend our nation and our allies from ballistic missile attacks "of all ranges and in all phases of flight." MDA coordinates congressional engagements on Capitol Hill to justify and defend its budget throughout the annual Congressional budget authorization and appropriation process. For me, this assignment provides experience and visibility on two experience gaps: Budget Appropriations and Legislative Liaison. So far in this assignment I've studied MDA's various programs and associated costs and budgets in some depth. I've reviewed budget justifications as part of MDA's "Red Team" process of critiquing MDA's proposed FY21 budget submission. I've reviewed requests for information

(RFIs) and the corresponding responses that come in from the House and Senate Armed Services Committees (HASC and SASC) and House and Senate Defense Appropriations Subcommittees on Defense Subcommittees (HAC-D and SAC-D). I've couriered classified documents to committee offices on Capitol Hill. Nothing I've done with DCAA is remotely similar to these activities.

Without a doubt, the FM STARs Program is a big part of my continuing professional development, and it's been very instructive. Even the application process is a great learning experience, because it requires you to be introspective on why you want to do this, what you hope to gain, why it's good for you and good for the Department of Defense. You must also select three desired assignments out of dozens that are described in the program, and this leads you to identify the gaps in your experience that can be filled by an assignment. It's also an exercise in writing good things about yourself, which is an important skill for career development.

Transitioning to my new role was fascinating. My MDA supervisor briefed me on the organization and its roles and goals. A team member helped me get badged and become familiar with security requirements. The IT group set me up with a computer and various accounts. Team members took me along to briefings and courier assignments. I've made trips to the Capitol, various House and Senate office buildings, and the Pentagon. I've studied 5-inch-thick budget submissions. Exciting stuff!

My advice to anyone considering the FM STARs Program: apply for it! It's a grand adventure.

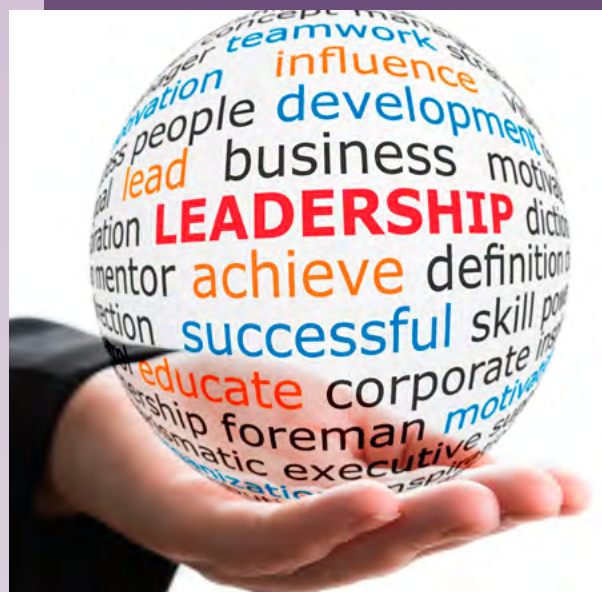
Improve Your Leadership Skills with a Leadership Development Program

Your development as a leader is a long-term investment that requires time, effort, and planning. Leadership development programs offer an opportunity to develop critical thinking and decision making skills while preparing you for more responsible positions in an organization. Here are the six ways that a leadership development program can help you improve your leadership skills:

1. Builds self-confidence and wisdom
2. Clarifies your vision and empowers you to succeed
3. Helps you to avoid mistakes and pitfalls
4. Encourages introspection
5. Surrounds you with other leaders
6. Teaches you how to build a team

To develop a common view of leadership for both military and civilians, the DoD FM Certification Program includes the DoD Civilian Leader Development Continuum into the program's leadership competency requirements. Each Component or organization in DoD has various programs in place to provide leadership education and training. These programs will expose you to multiple functions within an organization with the hope that you will advance in the future to lead across those functional areas. Below are leadership development programs available, from emerging leaders to senior executives:

- **Defense Civilian Emerging Leader Program (Junior Level)**
 - Designed to develop a new generation of DoD civilian leaders
 - Offer leadership development training to highly qualified civilian employees of the Department
 - <https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Leadership-Learning-and-Development/Pages/DCELP.aspx>
- **Executive Leadership Development Program (Mid Level)**
 - Designed for high potential individuals who have the desire to progress into senior leadership roles in the Department
 - Open to DoD civilians, active duty military, and interagency organizations
 - <https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment>
- **Defense Senior Leader Development Program (Senior Level)**
 - Designed to develop senior DoD civilian leaders to excel in the 21st Century joint, interagency, and multi-national environment
 - Eligible applicants must demonstrate tremendous advancement potential (i.e., demonstrated work at the next higher level)
 - <https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment>
- **Inter-agency/Government-wide Programs**
 - CXO Fellows Program
 - <https://cfo.gov/cxo-fellows/>



To learn more about leadership development in DoD and the FM Certification Program leadership competencies, visit the Leadership Competencies page on FM Online at <https://fmonline.ousdc.osd.mil/Professional/DoD-Competencies/Leadership-Competencies.aspx>

Mentorship Benefits Mentees and Mentors

Mentorship is a relationship that benefits both the mentor and mentee. The mentee gains advice and insight while the mentor is given the opportunity to share their knowledge and watch their mentee succeed. Leadership skills, teamwork, self-awareness, and the ability to compromise develops through a mentorship. They are also opportunities to meet more people in the organization and further expand networks. Continue reading below on more benefits of mentorship relationship.

Mentee Benefits

Mentors have vast experience to help you as you advance in your career. They can help you stay focused and on track by offering advice, assisting with skills development, and creating networking opportunities. Mentors can become trusted advisors who offer support and encouragement along with knowledge. Here are some benefits of being mentored:

- Exposure to new ideas and ways of thinking
- Advice on developing strengths and overcoming weaknesses
- Guidance on your professional development and advancement
- Access to a senior role model(s)
- Increased visibility and recognition within the organization
- Opportunity to develop new skills and knowledge

Mentor Benefits

Mentoring is more than the transfer of advice, knowledge, and insights. It is equally as beneficial as it is fulfilling. Besides the personal satisfaction of sharing your skills and experience, being involved in mentoring also provides some tangible benefits that can reward you professionally. Some key benefits include:

- Recognition as a subject matter expert and leader
- Exposure to fresh perspectives, ideas, and approaches
- Opportunities to reflect on your own goals and practices
- Reinforcing of your own leadership, coaching, and counseling skills
- Improving of listening and interpersonal skills

A successful mentoring relationship reaps benefits for both the mentor and mentee. Participating in a mentorship program provides the opportunity to make a significant, meaningful difference in each other's career and life. Helping to shape the next generation of organization's leaders can be a rewarding and memorable part of a mentor's own career. For mentees, the mentorship is an outstanding opportunity to grow skills and knowledge as they begin or advance their own career.

How to get started

If you're looking to become a mentor or would like to be mentored, check with your human resources department for a mentorship program. You can also look to professional organizations you may already belong to as a starting point. Mentoring does not have to be a formal program. Visit the Defense Civilian Personnel Advisory Service (DCPAS) mentor page for links and toolkit at https://www.dcpas.osd.mil/CTD/Mentoring_Links/



Tips for Starting a Rotational Assignment Program

By Dr. Ronnie W. Riley, Office of the Under Secretary of Defense (Comptroller)

A rotational assignment program offers many benefits for the organization including in-depth experiences, ongoing mentorship, and targeted training across a range of business areas. OUSD(C) recently started an internal program and your organization may want to explore creating one as well. Here is the OUSD(C) story.

On 04 September 2019, the Acting Under Secretary of Defense for Comptroller (OUSD(C)), Elaine McCusker, signed into policy the OUSD(C) Internal Rotational Assignment Program. This program is designed to provide the Comptroller workforce with the opportunity to gain broader perspective of the OUSD(C) mission. The specific goals of the OUSD(C) Internal Rotational Program are to cultivate talent with broad organizational experience by expanding workforce cross-functional abilities through experiential development. Participants will increase their breadth of knowledge of OUSD(C) functions and foster greater information sharing, which furthers the OUSD(C) mission. Additionally, the program enhances the OUSD(C) readiness posture and facilitates ongoing succession planning efforts.

With so many benefits to a rotational assignment program, many organizations find themselves wondering how to develop and implement a program of their own. Here are a few tips to get you started¹:



- Get leadership commitment for the program. Making the business case is the first step.
- Determine the critical positions or functions to include in the program. This should be linked to the strategic workforce plan of the organization.
- Conduct a job analysis to determine the components of the job that are most important to learn during the job rotation. Naturally there probably won't be time to learn every nuance of the role. Pick the most important competencies or tasks that the person needs to learn in the job – those that they use most frequently.
- Develop job profiles. Using the job analysis as a basis for what training is needed, determine how to best implement such a program in reality and act as a career map.
- Determine readiness periods. A readiness period is an estimate of how long a job rotation program should be. There will be different readiness periods in different roles, bearing in mind that most rotation programs will not aim for 100 percent competency in the new role.
- Develop the selection process for the program. Determine how many job rotations can happen simultaneously. How will candidates be selected? How will the selection process be communicated? Don't forget about following EEOC guidelines—if the job rotation program is used for promotions, employers may need to validate the selection process to ensure there's no discrimination.
- Develop and implement internal communications. Communicating about it so that you get a high volume and high-quality candidates from your internal employee pool to want to participate in it is a really good idea. Consider branding it or including it in other initiatives, such as succession planning or career development.
- Orient the team(s). Orienting the whole team of people who are going to be working with this individual – including the individual themselves – is extremely important.
- Assess progress and reward success. Measure job performance of the program participants at different intervals, not only at the end, which will allow adjustments to be made as needed. Communicate progress throughout the entire organization. Reward the manager and the team as well as the employee.

¹ (HR Daily Advisor Editorial Staff, 2012)

DoD FM Workforce Virtual Training Program is the Way to Go

By Jennifer "Nikki" Barilow, Office of the Under Secretary of Defense (Comptroller)

The OUSD(C) team provides a number of training opportunities for the FM Workforce to complete their DoD FM Certification or Continuing Education Training (CETs) to include the OUSD(C) Web-Based Training and the DoD FM Workforce Virtual Training Programs. If you are unfamiliar with the DoD FM Workforce Virtual Training Program, it consists of a variety of virtually led courses in real time with instructors teaching financial management and leadership courses throughout the year. The DoD FM Workforce Virtual Training courses are aligned to the DoD FM Certification Program and are available at no cost to participants. It is easy to view the course schedule, to register for courses, and learn more about the program through FM Online under the Training Resources, CET Resources menu. These courses allow members of the FM Workforce to earn a substantial amount of initial certification or CET credits quickly, easily, and in a short amount of time.

I have completed several leadership focused DoD FM Workforce Virtual Training courses related to team building and business writing. During the courses, I found the instructors to be very engaged in the curriculum, willing to lead some great discussions when there were questions, and providing real life examples of how to apply the topics we were learning. The DoD FM Workforce Virtual Training courses also allowed me to interact with civilians from other DoD Components and hear about their day-to-day work experiences. The web platform that is used for the courses also allowed attendees to work as small groups in virtual break out rooms to further collaborate with DoD colleagues. I learned a lot of great ideas from the small group exercises to apply to my daily work tasks. Finally, the DoD FM Workforce Virtual Training courses did not require me to travel to a training location, so I was able to easily complete the course right from my

desk. If you are looking for a change to complete your DoD FM Certification requirements, the DoD FM Workforce Virtual Training Program is the way to go!

The 2020 DoD FM Virtual Training Program course schedule will be announced on FM Online soon. Popular courses fill up fast so I recommend you sign up early for the program and register as soon as course registration opens.

Keep in mind that the virtual training course is a traditional course (1 seat, 1 student, 1 completion certificate). Again, sign up is free for participants in the DoD FM Certification Program. To view the full course schedule and for more tips for a successful virtual training experience, check out the DoD FM Virtual Training Program page at <https://fmonline.ousdc.osd.mil/CET/cet.aspx>.



Quarterly Spotlight: The Naval Postgraduate School

The Office of the Under Secretary of Defense (Comptroller) is continually working to connect the financial management community to the bounty of professional development and training opportunities available. In each issue of this newsletter, check out the Quarterly Spotlight section to learn about different programs, institutions, schools, conferences, and more!

The Naval Postgraduate School (NPS) mission is to provide relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the naval service to enhance the security of the United States. As one of the four schools at NPS, the Graduate School of Defense Management (GSDM) occupies a unique position as the Nation's premier institution for defense management-focused graduate education, research, and service. With an emphasis on strategic management, critical thinking, and ethical leadership, GSDM's wide range of curricula also includes courses in financial management and budgeting to fully support the broad needs of the DoD financial management workforce, both in and out of uniform.

Located in beautiful Monterey, California, GSDM offers a variety of graduate degree and professional certification programs. NPS programs are regionally accredited by WSCUC and is one of the only two AACSB-accredited institutions with MBA degrees that are accredited by NASPAA (public administration program accreditation). As a graduate school, NPS not only educates its students in how things are done, but more importantly shows them how to think about those issues in order to be change agents and effective managers.

Degree programs

NPS offers master's degree programs in financial management (FM) and other subjects related to defense management.

Active-duty Navy and Marine Corps officers can be detailed to NPS, while officers from the Army and Air Force and DoD civilians can attend with service or command support based on a tuition model. GSDM offers a resident MBA program with a subspecialty in FM, as well as a distributed learning Executive MBA for military officers and civilian federal employees with a resource management emphasis.

Coursework in these programs includes financial and managerial accounting, federal budget policy and practice (including PPBE, budget formulation, fiscal law, execution, and accounting), managerial finance, economics, statistics, defense acquisition, organizational theory, strategic management, and operations.

More information is available at <https://nps.edu/> or <https://my.nps.edu/web/gsdm> or contact the Financial Management Chair, Professor Chong Wang at cwang@nps.edu.



Non-degree programs

The school will soon offer a certificate in defense financial management consisting of financial and managerial accounting, federal budget policy, auditing, management control systems, strategic resource management, and managerial finance. Another certificate is being designed in accounting and auditing. For those who seek a degree in addition to professional or continuing education, certificates can be combined into a master's degree. In addition to FM, certificates are available in subjects such as contracting, acquisition, cost-benefit analysis, innovation, logistics, strategic leadership, and more.

Faculty

The world-class faculty in GSDM is diverse and skilled in all relevant disciplines. Over three-quarters are full-time and nearly 90% of those have doctorate degrees. About one-third of the faculty are retired military officers (O-5 through O-9) who have significant practical experience. Many have professional certifications such as CPA, DFMCP, CFE, and DAWIA. In addition to teaching, the faculty are engaged in robust research activities to advance the knowledge of the defense workforce and to ensure that students are equipped with the latest knowledge and expertise.

Announcements

Coming Soon: DoD FM STARS Program FY 2021 Cohort

Designed to foster a Strong, Talented, Agile, and Ready FM workforce, the DoD FM STARS Program is available to DoD civilian FM members (GS 12-15) who are enrolled in the FM Certification Program. These developmental assignments allow FM members the opportunity to work in other DoD organizations for a period of 3 to 6 months. For up-to-date FM STARS Program FY 2021 Cohort information, visit <https://fmonline.ousdc.osd.mil/PDP/Default.aspx>.

The FY 2021 Cohort timeline will be announced soon and will provide dates for the following upcoming activities:

- Component Submissions of Developmental Assignments
- Workshop: Developmental Assignments
- Component Submissions of CFCM Endorsed Candidate Nominations
- Workshop: Candidate Application Process



Hurry, FM Awards Nominations Close Soon!



Nominations for the Under Secretary of Defense (Comptroller) Financial Management Awards Program are underway and close January 27, 2020. This annual program recognizes military and civilian teams and individuals for outstanding contributions to the improvement of DoD financial management during calendar year (CY) 2019. Awards will be presented at an annual ceremony in May.

Award nominations are submitted at the Headquarters and Major Command Level or Below Major Command Level in the following categories:

1. Contributions in Budget Formulation or Execution
2. Contributions in Financial Management (excluding Budget)
3. Contributions in Financial Management in a Contingency Operation
4. Contributions to DoD Audit and Remediation

Nominate on FM Online at <https://fmonline.ousdc.osd.mil/default.aspx>.

Congratulations to the Newly Certified Participants of the NAF DoD FM Certification Program Pilot!

The Non-Appropriated Fund (NAF) DoD FM Certification Program pilot program kicked off in September 2019. This pilot program is designed to run for two years and gauge interest in the FM Certification Program in the NAF workforce. There are currently 581 NAF participants actively working toward completing their FM Certification. In November, Sonia Snickers and Anna Hunting from the Air Force became the first employees in the pilot to achieve certification. As of 31 December 2019, we have six NAF employees who have completed their initial FM Certification!

To support those participating in the pilot program, OUSD(C) has provided new-user training to more than 150 program participants. These training sessions provide information about the requirements of the program, show where information can be found on FM Online, as well as how to use the FM LMS. The FM Certification Program Office is currently working on ways to provide this same training to participants at overseas locations.

For more information on the NAF pilot program, visit <https://fmonline.ousdc.osd.mil/NAF/default.aspx>.



DoD FM Certification Update

The DoD FM Certification Program (DFMCP) was implemented as a tool to enhance the DoD FM community's ability to support the warfighter and the DoD mission through responsible, efficient, and effective financial stewardship. This program provides training in the necessary competencies to help the Department of Defense achieve auditable financial statements and become a more analytic workforce. The DFMCP is the hallmark program to develop our FM workforce as we adapt and prepare for future challenges. Since the program's inception in 2013:

- More than **38,789** FMers of the DoD FM community are certified*
- More than **786,474** course completions of the 81 OUSD(C)-developed web-based courses
- More than **14,173** courses (includes over **9,735** academic courses from over **1,186** institutions) are listed in the *FM myLearn e-catalog* and can be applied towards your initial Certification or CETs

Remember, if you are promoted to a position that requires a higher Certification level than you already have, you must obtain Certification at that higher level within 2 years. However, this does not necessarily mean that you have to start over from square one. Courses used towards lower Certification levels may also have content that aligns at higher Certification levels. Refer to the *DoDI 1300.26* for more information about FM Certification policy.

*As of January 2020

Get your Certificate Printed!

If you have earned your FM Certification, we would like to recognize your hard work by making available a professionally printed certificate. To request a printed certificate now, click the following link:

<https://fmonline.ousdc.osd.mil/Certification/Certification-Print-Req.aspx>

The request form is also accessible on FM Online by clicking one of the following:

1. **Request DFMCP Certificate** button on the menu bar from any page;
2. **Request Now** in the DFMCP Printed Certificate box at the bottom of the home page;
3. **Request your certificate today** on the Most Recent DFMCPs home page rotator banner; or
4. **Request your certificate today** on the About the FM Certification Program page

Please be aware that certification completion will be verified and the printing process can take up to eight weeks, as requests are processed on a monthly basis.

<https://fmonline.ousdc.osd.mil>

Extra! Extra! Read All About It!

Congratulations to all newly DFMCP certified FMers! Your diligence in completing the training bolsters a strong workforce and the DoD mission. The latest list of awardees is available on the FM Online home page.

Download the latest list at <https://fmonline.ousdc.osd.mil>



Class of the Week

Once you earn your DoD FM Certification, you may meet your Continuing Education & Training (CET) requirement with a wide variety of activities, provided they are related to the financial management and leadership fields.

Earn up to **41 CETs for the months of January, February, and March** when you enroll in the "Class of the Week" web-based training courses!

If you are interested in learning how these courses align to your initial certification, view the OUSD(C) Web-Based Training (WBT) list, available at <https://fmonline.ousdc.osd.mil/FMmyLearn/FMmyLearn-Search-Start.aspx>.

Frequently Used Links

CET Resources https://go.usa.gov/xXqxM	Interactive Learning History Worksheet (iLHW) http://go.usa.gov/cmghW
Civilian Career Roadmaps https://go.usa.gov/xNpqB	Job Aids http://go.usa.gov/373F4
Competencies – Financial Management https://go.usa.gov/3GuFP	LinkedIn Discussion Group https://linkedin.com/groups/6503683
Competencies – Leadership https://go.usa.gov/cXZSB	LMS Three-Step Process http://go.usa.gov/3H4mW
Course Search – Academic http://go.usa.gov/cmAs3	Professional Development for FMers https://go.usa.gov/xNpqZ
Course Search – Training https://go.usa.gov/cVEbk	DFMC Program User Guide https://go.usa.gov/xV7MK
DoD Instruction 1300.26 https://go.usa.gov/xNsFD	Tools/Templates/Forms https://go.usa.gov/3GJgc
FM myLearn http://go.usa.gov/BbaW	Web-Based Courses List (OUSD(C) developed) https://go.usa.gov/xPbqq
Handbook (FM Certification Program Information) http://go.usa.gov/xWHTm	

Double Take – At the FM Workforce Booth

Find the 8 differences between the original photograph and the altered photograph

