Unlock Your Potential:
Charting a Successful DoD FM Career

Ms. Glenda Scheiner
Director, Human Capital & Resource Management, OUSD(C)

ASMC National PDI 2019
May 30, 2019
Agenda

• DoD FM Workforce Demographics
• FM Community Leadership Structure
• Developing Yourself and Those That You Lead
• Stay Informed
• Q&A
The DoD FM workforce...

...a dynamic & diverse community!
DoD FM Workforce Demographics

Total DoD FM
Civilian Workforce
79%  
43,340

Total DoD FM
Military Workforce
21%  
11,225

Financial Management / Acquisition Workforce
16%  
8,917

Total FM Workforce
54,565

438 Other
DoD FM Workforce Demographics *civilian vs. military*

**Civilian**

**Education Levels**
- Less than Bachelor's Degree: 38%
- Bachelor’s Degree: 38%
- Advanced Degrees: 24%

**Career Levels**
- GS 01-08/Equivalent: 20%
- GS 09-12/Equivalent: 45%
- GS 13-15/Equivalent: 35%

**Age Distribution**
- 29 and Under: 7%
- 30-39: 24%
- 40-49: 24%
- 50 and Over: 45%

**Retirement Eligibility**
- Currently Eligible to Retire: 14%
- Eligible to Retire Next Year: 3%
- Eligible to Retire in Two to Five Years: 13%

**Military**

**Education Levels**
- Less than Bachelor's Degree: 56%
- Bachelor’s Degree: 27%
- Advanced Degrees: 17%

**Career Levels**
- E01-09: 74%
- O02-06: 26%
- W01-05: <1%

**Age Distribution**
- 29 and Under: 41%
- 30-39: 37%
- 40-49: 18%
- 50 and Over: 4%

**Retirement Eligibility**
- Currently Eligible to Retire: 7%
- Eligible to Retire Next Year: 2%
- Eligible to Retire in Two to Five Years: 9%
Leveraging Talents...
A Multi-Generational FM Workforce

- **Generation Z 2001 - Later**
  - Age: 18 & Younger
  - <1%

- **Generation Y/Millennials 1981-2000**
  - Age: 19 - 38
  - 26%

- **Generation X 1965-1980**
  - Age: 39 - 54
  - 45%

- **Baby Boomers 1946-1964**
  - Age: 55 - 73
  - 29%

- **Traditional 1900-1945**
  - Age: 74 & Over
  - <1%

Resource: Generation breakdown- OPM; Data- DCPAS As of Qtr2 2019
% of FMers eligible to retire between now & 5 years

FM occupational series

Resource: DCPAS Qtr2 2019
The DoD Civilian Leadership Age & Retirement Eligibility

- **84%** of DoD-Wide SESs are **50 years** of age or older
- **67%** of DoD-Wide SESs are **eligible** to retire over the next **5 years**

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<td>30</td>
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<td>50</td>
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</tbody>
</table>

- **59%** of DoD-Wide Supervisors are **50 years** of age or older
- **41%** of DoD-Wide Supervisors are **eligible** to retire over the next **5 years**

Resource: DCPAS - As of FY19Q2
FM SES Current Strength Totals

142
# of FM SES across DoD

FM SES Retirement Eligibility

41% Eligible to retire today

Additional 8% Eligible to retire next year

This means...

49% Eligible to retire within 1 year

Resource: DCPAS - As of FY19Q2
FM Functional Community Management

**Roles & Responsibilities**

**USD(C)/CFO — Honorable David L. Norquist**

Establishes policy and provides oversight DoD financial management workforce development

**FM OSD Functional Community Manager (OFCM) — Ms. Glenda Scheiner**

Responsible for working with Component FCMs (CFCMs) to monitor and track implementation of DoD-wide workforce development, including the DoD FM Certification Program

**Senior FM Leadership Group**

Oversees operation of the DoD-wide FM workforce (civilian and military) development, including providing oversight of the DoD FM Certification Program; meets bi-annually or at the call of the chair

**FM Component Functional Community Managers (CFCM) Advisory Board**

Provides input and recommendations on FM workforce development (civilian and military) policy and initiatives to the Senior FM Leadership Group; meets monthly, or as needed

**FM CFCM Working Group**

Advises the FM OFCM on FM workforce development and Certification Program issues; meets quarterly

Roles of the OFCM and CFCMs are defined in policy
FM Functional Community Managers

FM OFCM
Ms. Glenda Scheiner

Army - CFCM
Dr. Dennis Davis

Air Force - CFCM
Ms. Lori Tucker

DoN - CFCM
Ms. Regina Watkins

DFAS - CFCM
Ms. Rosie Tinsley

DISA - CFCM
Mr. Christopher Barnhurst

DCAA - CFCM
Ms. Maureen Higgins

DLA - CFCM
Mr. Steve Turley

Other Defense Agencies
Visit FM Online to view FM POCs for other defense agencies and organizations
Strategic Workforce Planning is the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow.
Are you qualified *today* to be one of the DoD FM *leaders of tomorrow*?
Your FM Career

Be proactive and get smart on all things related to your professional development

Here’s how....
# The FM Career Life Cycle

**RECRUIT**

- [Image](#)

**RETAIN**

- [Image](#)

**TRAIN**

- [Image](#)

**DEVELOP**

- [Image](#)

---

**Get Smart**

Understand competencies & know which apply to your current position and those to which you aspire.

**Follow a Plan**

Use the FM career roadmaps to guide your long and short term goals.

**Hone Your Skills**

Obtain & maintain your FM Certification. Address competency gaps or weaknesses. Set stretch goals.

**Grow Yourself & Others**

Seek FM & Leadership developmental opportunities. Proactively support the development of others.

---

*How do you apply this to your career planning?*
Get Smart RECRUIT

To be successful in landing your next FM position...

- Understand the FM & Leadership Competencies
- Know which apply to your current position and positions to which you aspire
- Assess your current expertise and fill competency gaps with training and/or development
com • pe • ten • cy (noun)

Knowledge, skills, abilities, and behaviors that an individual needs to perform work roles or occupational functions successfully

The Foundation of Your Career Development
<table>
<thead>
<tr>
<th>Accounting Analysis</th>
<th>Financial Management Systems</th>
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<tbody>
<tr>
<td>Advanced Financial Management</td>
<td>Fundamentals &amp; Operations of Accounting</td>
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<td>Budget Execution</td>
<td>Fundamentals &amp; Operations of Audit</td>
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<td>Budget Formulation, Justification &amp; Presentation</td>
<td>Fundamentals &amp; Operations of Budget</td>
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<tr>
<td>Concepts, Policies &amp; Principles of Accounting</td>
<td>Fundamentals &amp; Operations of Finance</td>
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<tr>
<td>Concepts, Policies &amp; Principles of Budget</td>
<td>Audit Planning &amp; Management</td>
</tr>
<tr>
<td>Concepts, Policies &amp; Principles of Commercial Pay</td>
<td>Audit Reporting</td>
</tr>
<tr>
<td>Concepts, Policies &amp; Principles of Finance</td>
<td>Decision Support - Audit Execution</td>
</tr>
<tr>
<td>Concepts, Policies &amp; Principles of Payroll</td>
<td>Financial Management &amp; Reporting Analysis</td>
</tr>
<tr>
<td>Decision Support</td>
<td>Financial Reporting</td>
</tr>
<tr>
<td>Financial Management Analysis</td>
<td>Financial Stewardship</td>
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</tbody>
</table>
Leadership Competencies

DoD Civilian Leader Development Continuum

Lead the Institution
- Vision
- External Awareness
- Strategic Thinking
- Political Savvy
- joint Perspective
- Systems Thinking

Lead Organizations/Programs
- Technology Management
- Financial Management
- Creativity and Innovation
- Partnering
- Entrepreneurship

Lead People
- Human Capital Management
- Leveraging Diversity
- Conflict Management
- Developing Others

Lead Teams/Projects
- Team Building
- Accountability
- Decisiveness
- Influencing/Negotiating

Lead Self
- Flexibility
- Resilience
- Continual Learning
- Public Service Motivation
- Integrity/Honesty
- Customer Service
- Problem Solving
- Technical Credibility
- Interpersonal Skills
- Oral Communication
- Written Communication
- Computer Literacy

Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility.
Competencies are aligned to occupations (both civilian & military)

Shown: Three of the 12 FM occupational series
Check out FM Online to see which competencies are aligned to your current and aspirational positions

Did you know?
Competencies are used in the federal hiring process
Follow a Plan \textit{RETAIN}

Use the FM career roadmaps to direct your long and short term career goals

“A goal without a plan is just a wish.”

—Anonymous
Career planning is important

With a Plan

Without a Plan
How to Plan

1. Regularly engage supervisor

2. Consult your mentor or respected colleague(s)

3. Develop SMART goals

4. Determine the education, skills, technology, and experience requirements

5. Identify opportunities

6. Evaluate your plan & revise as necessary
FM career roadmaps can guide your immediate and long term career planning.
### Primary Functional Competencies

<table>
<thead>
<tr>
<th>Developmental</th>
<th>Journeyman</th>
<th>Expert (GS 14 &amp; Above)</th>
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<tbody>
<tr>
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<td>Fundamentals &amp; Operations of Accounting</td>
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<td>Concepts, Policies &amp; Principles of Accounting</td>
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### Secondary Functional Competencies

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<tr>
<th>Competencies</th>
<th>LEAD SELF</th>
<th>LEAD PEOPLE</th>
<th>LEAD ORGANIZATIONS/PROGRAMS</th>
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<tr>
<td>Budget Execution</td>
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<td>LEAD PEOPLE</td>
<td>LEAD ORGANIZATIONS/PROGRAMS</td>
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<td>Financial Management Analysis</td>
<td>LEAD TEAMS/PROJECTS</td>
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</table>

### Leadership Competencies

#### LEAD SELF
- Flexibility
- Resilience
- Continual Learning
- Public Service Motivation
- Integrity/Honesty
- Customer Service
- Problem Solving
- Technical Credibility
- Interpersonal Skills
- Oral Communication
- Written Communication
- Computer Literacy
- Team Building
- Accountability
- Decisiveness
- Influencing/Negotiating
- Gain supervisory experience
- Build technical depth and seek breadth
- Seek experience at HQ level
- Explore organizational & geographic mobility
- Gain experience in alternate FM discipline
- Seek broadening assignments (e.g., DoD-EC or FM STARS, MODA, etc.)
- Gain additional supervisory experience
- Hone technical expertise and gain further breadth
- Gain experience in an additional alternate FM Discipline
- Seek experience at strategic level (HQ, OSD, Joint Staff, etc.)
- Seek broadening assignments (e.g., DoD-EC, FM STARS, MODA, etc.)
- Consider cross-functional career broadening
- Gain managerial experience in primary discipline

#### LEAD PEOPLE
- Human Capital Management
- Leveraging Diversity
- Conflict Management
- Developing Others
- Technology Management
- Financial Management
- Creativity and Innovation
- Partnering
- Entrepreneurship

#### LEAD ORGANIZATIONS/PROGRAMS
- Advanced FM training (e.g., DRMI, DFM&CS, NPS, Defense Comptrollership Program - Syracuse, etc.)
- Senior developmental education (e.g., War College, Eisenhower School, Fellowships, Harvard, Capitol Hill Workshop, etc.)
- Senior leadership training (e.g., DSLDP, FEI, Center for Creative Leadership, etc.)
- Acquisition Level III (if applicable)
- Pursue at least one FM-related test-based certification

#### LEAD THE INSTITUTION
- Vision
- External Awareness
- Strategic Thinking
- Political Savvy
- National Security
- Joint Perspective
- Systems Thinking

#### EXPERIENCE

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<th>Experience</th>
<th>LEAD SELF</th>
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#### LEADERSHIP

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#### EDUCATION & TRAINING

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#### JOURNEYMAN

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#### EXPERT (GS 14 & Above)

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**Updated April 2019**
What is an individual development plan (IDP)?

*Primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance.*

Employee Goals

Mid-Term Goals (1000 maximum characters)

Long Term Goals (1000 maximum characters)

Enter your mid-term goals

Enter your long-term goals

<< Employee

Remember to save your progress

Build PDF

FM Competency >>

Advance to next section
You may consider the following development in the following training opportunities. Use the table below to request any training courses, schools, or certifications you would like to pursue that is not already listed. Include the title of the training, the provider and estimated cost.

*maximum of three choices
- Intermediate FM training (e.g., DFM&CS, Army Comptroller Course - Syracuse)
- Intermediate developmental education (e.g., Intermediate Staff College & Fellowships)
- Intermediate leadership training (e.g., ELDP, Supervisory, OPM Management Development Seminar)
- Acquisition Level II (if applicable)
- Pursue at least one FM-related test-based certification

<table>
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<th>Title</th>
<th>Provider</th>
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Employee Comments (500 maximum characters)

Supervisor Comments (500 maximum characters)
Leadership Development

You may consider the following opportunities to build strategic leadership skills. Use the comment box to request other opportunities not listed below.

*maximum of three choices
- Expand mentoring relationships
- Serve/lead professional committees
- Expand professional network

Examples of types of leadership development opportunities at your DFMC level

Employee Comments (500 maximum characters)

Supervisor Comments (500 maximum characters)

Enter other opportunities you want

Supervisor comments
This is an example of the PDF Output for someone who is working towards their level 2 FM Certification:

- Example begins on the left and continues on the lower right hand side
- All 11 parts of the FM IDP are displayed on-screen

Example:

COMPETENCIES: Below is your status for completing each FM Competency:

<table>
<thead>
<tr>
<th>FM Competency</th>
<th>Hours Req</th>
<th>Hours Comp</th>
<th>Supervised Approved</th>
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<th>Supervisor Comments</th>
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<td>4</td>
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OTHER REQUIRED COURSES: Below is your status for completing other required FM courses:

<table>
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<th>Course Name</th>
<th>Hours Req</th>
<th>Hours Comp</th>
<th>Supervised Approved</th>
<th>Employee Comments</th>
<th>Supervisor Comments</th>
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<tbody>
<tr>
<td>Audit Excellence 201</td>
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<td>0</td>
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<tr>
<td>Ethics 201</td>
<td>3</td>
<td>0</td>
<td>No</td>
<td></td>
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<tr>
<td>Fiscal Law 201</td>
<td>3</td>
<td>0</td>
<td>No</td>
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</tbody>
</table>

LEADERSHIP COMPETENCIES: Concentrate on completing Level 2. Lead Teams/Projects and the following leadership opportunities:

- Accountability
- Decision Making

LEADERSHIP DEVELOPMENT: You may consider the following opportunities to broaden your leadership skills:

- Expand monitoring relationships
- Expand professional network

EXPERIENCE: You may consider broadening your FM experience in the following opportunities:

- Seek career broadening assignments
- Gain supervisory experience in primary discipline

EDUCATION: Since your education level is Post-Bachelor you may consider working towards a Master's degree with a concentration in Budget:

Signatures

Training

Supervisor Comments

Employee Goals

Education

Employee Data, Supervisor Data, and FM Certification Program Information
Hone Your Skills  

Maintaining FM technical proficiency provides a framework for you to address your skills gaps/weaknesses and work towards your goals.

- Achieve your DoD FM Certification
- Maintain currency by earning CETs
- Get at least 1 test-based certification
GET CERTIFIED!

DoD FM Certification Program

- Cultivates a culture of continuous learning and professional development
- Supports readiness
- Establishes a baseline of knowledge and skills
Certification Requirements vary by level and are aligned to the FM & leadership competencies.

**FM Competencies**
- Financial Management Systems* 4 Hrs
- Decision Support* 10 Hrs
- Accounting Analysis AND Financial Mgt Analysis* 12 Hrs
- Budget Formulation, Justification, and Presentation 12 Hrs
- AND Budget Execution* 12 Hrs
- Advanced Financial Management* 12 Hrs
- Concepts, Policies, and Principles of Alternate Track** 10 Hrs (Accounting or Audit or Budget or Finance or Commercial Pay or Payroll)

**Leadership Competencies**
- Lead People*** 12 Hrs

**Other Required Courses**
- DoD Audit and Remediation + Ethics + Fiscal Law Courses 9 Hrs

**Total Course Hours**
- 81 Hrs

- **Proficiency Level 5**
- **Proficiency Level 3 or higher**
- ***This competency can also be met with Lead Organizations/Programs Level or Lead the Institution Level courses**

80 Continuing Education & Training Hours every two years

**FM Certification Level 3**

- Recommended - Work towards Master's Degree
- Completion of one of the DoD-approved Test-Based Certifications

Aligned Courses are on FM myLearn

At least eight years FM Experience Required (Two years must be DoD FM Experience)

At least one 3-month Developmental Assignment
FM Certification...New Initiatives

• DoD FM Certification Non-Appropriated Fund (NAF) Pilot
  • Voluntary participation and must be currently assigned and working in a FM position
  • Registration opened May 6, 2019 and will close August 15, 2019
  • Participation begins September 2019
  • Enrollment information is available at - https://fmonline.ousdc.osd.mil/NAF/default.aspx
  • Contact your Component Functional Community Manager (CFCM) for additional guidance
  • Direct NAF Certification Pilot Questions to osd.dfmcn_naf@mail.mil

• Certification Tracking and Reporting Tool – Pursuing an alternative to the existing FM Certification Learning Management System
CETs: What Counts?

## 20 Test-Based Certifications

<table>
<thead>
<tr>
<th>Certification</th>
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<tbody>
<tr>
<td>Accredited Business Accountant (ABA)</td>
<td>Certified Government Financial Manager (CGFM)</td>
</tr>
<tr>
<td>Accredited in Business Valuation (ABV)</td>
<td>Certified Information Systems Auditor (CISA)</td>
</tr>
<tr>
<td>Certified Accounts Payable Professional (CAPP)</td>
<td>Certified Inspector General Auditor (CIGA)</td>
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<tr>
<td>Certified Cost Professional (CCP)</td>
<td>Certified Internal Auditor (CIA)</td>
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<td>Certified Cost Estimator/Analyst (CCE/A)</td>
<td>Certified Management Accountant (CMA)</td>
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<td>Certified Defense Financial Manager (CDFM)</td>
<td>Certified Payroll Professional (CPP)</td>
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<tr>
<td>Certified in Financial Forensics (CFF)</td>
<td>Certified Public Accountant (CPA)</td>
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<td>Certified Forensic Accountant (CFRAC)</td>
<td>Certified Public Finance Officer (CPFO)</td>
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<tr>
<td>Certified Fraud Examiner (CFE)</td>
<td>Certified Treasury Professional (CTP)</td>
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<tr>
<td>Certified Government Audit Professional (CGAP)</td>
<td>Forensic Certified Public Accountant (FCPA)</td>
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</tbody>
</table>
OUSD(C) developed 80 Web-Based Training Courses to support your continuing learning

**OUSD(C) Web-Based Training (WBT)  Updated: 12/7/2018**

The OUSD(C) course development team, partnering with subject matter experts from across the DoD, have developed the following courses to help you meet certification requirements. Visit FM myLearn or FM LMS to complete these courses!

## Certification Level 1

<table>
<thead>
<tr>
<th>Requirement or Competency</th>
<th>Proficiency Level (PL)</th>
<th>Course Title</th>
<th>Course Hours</th>
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DoD FM Workforce Virtual Training Program

Learn new techniques • Professional growth • Keep skills sharp

- Pilot held FY18; Approved as an on-going program in FY19
- Live, virtual classroom allows direct interaction between participants and instructors
- FM/leadership topics provide 8-32 CETs
- Taught by Management Concepts
- **Eligible participants**: Those in DoD FM Certification Program
- Tuition funded by OUSD(C)

Get the course schedule or learn more on the **CET Resources** page: [https://fmonline.ousdc.osd.mil/CET/cet.aspx](https://fmonline.ousdc.osd.mil/CET/cet.aspx)
### Upcoming FM Virtual Training Courses

<table>
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<tr>
<th>Start Date</th>
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<th>Management Concepts Inc. (MCI) Title</th>
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Don’t get caught up! Know these key CET policy updates & keep your documentation handy

- **CET Audits**
  - Records are randomly selected for audit on a monthly basis
  - Components contact individuals to collect CET documentation

- **CET Time Extension Policy**
  - *Prior to your CET deadline*, request a time extension from your CCA and be approved in the FM LMS
  - The clock doesn’t stop. An extension of current CET cycle, does not delay the start date of the next 2-year CET cycle

- **CET Relief**
  - Available for individuals who are not in an FM-coded billet for part of their CET cycle

Grow Yourself & Others \textit{DEVELOP}

Seek FM and leadership development opportunities
Importance of Ongoing FM & Leadership Development

- Improves Productivity
- Continues Organizational Success
- Facilitates Upward Mobility
- Grows Future Leaders
- Supports Better Decision Making

Grow Yourself & Others
An FM civilian cross-component developmental assignment program

Goals:

• Enhance understanding of other operations, systems, and relationships
• Better understand the larger operational environment and individual roles in support of the DoD FM mission
• Reinforce the important role of the civilian inspiring meaningful contributions to the team and improving effectiveness in the workplace

Details:

• Available to DoD FM civilian professionals across Components
• Duration: 3- to 6-month assignments; TDY funded by OUSD(C)
• Program is focused on cross-Component development
  – May not apply to assignments within their same Component
• Applicants at GS 12-15 or equivalent and enrolled in the FM Certification Program
• Assignments may be independent or exchanges
• Assignment Catalog is available on FM Online
• Candidate applications is opened through 5 July 2019

FM STARs: Strong, Trained, Agile, Ready

A DoD Financial Management Civilian Professional Development Assignment Program

The FM STARs Program has been developed to provide opportunities for members of the DoD FM civilian workforce to advance their breadth of knowledge and experience through developmental assignments in other DoD Component Organizations. The FM STARs program is designed to foster a Strong, Trained, Agile and Ready workforce in alignment with the DoD FM community’s draft Fiscal Year 2019-2023 Strategic Workforce Plan as well as to increase the organizational effectiveness of the DoD organizations involved, through exposure to best practices and alternate FM solutions. Developmental assignments provide DoD Components a way to enhance competencies by giving participants an opportunity to perform duties in other occupational, functional, or organizational elements. Each assignment’s purpose is to improve participant understanding of other operations, systems, and relationships; provide participants with a better understanding of the larger operational environment; and increase understanding of various individual roles in support of the DoD FM mission.

The benefits are four-fold:

1. Deliver a deeper understanding of what it means to be a professional and a member of the DoD FM workforce, along with a greater appreciation of the implications and impacts of FM work.

2. Reinforce the important roles that FM civilians have in inspiring meaningful contributions to the team and fostering a more effective workplace.

3. Encourage civilians to proactively engage in career development through focused professional development opportunities that provide new possibilities, new knowledge and new skill areas.

4. Enhance retention of staff and nurture participants’ skills by consistently and actively promoting professional development opportunities.

Contact your Component FM STARs POC for more information or visit FM Online
DoD and Additional Leadership Opportunities

- Defense Civilian Emerging Leader Program
  https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment

- Executive Leadership Development Program
  https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment

- Defense Senior Leader Development Program
  https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment

- CXO Fellows Program
  https://cfo.gov/cxo-fellows/

- Federal Executive Institute
  https://leadership.opm.gov/

- White House Leadership Development Program
  https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment

- Career broadening / developmental assignments

- And more!
DoD—Expeditionary Civilian Workforce (EC)

Expeditionary service is a great opportunity for civilian personnel that enhances career development

- 59 FM-coded civilian positions across DoD designated for new deployment program
- Positions available in FY19
- Length of deployment: ~12 months
- Components will identify civilians with a high level of performance, professionalism, and expertise for deployment assignments
- Offers unique deployment opportunities for DoD civilians to support contingency operations
- For more information, visit https://www.dcpas.osd.mil/expeditionary/ecw/benefits.html.
Employee Recognition is a Pillar of Professional Development

What does employee recognition do?

- Engenders **trust** in an organization’s leadership
- Stimulates a sense of **ownership** to the organization’s mission
- Increases employee **happiness** and **satisfaction**

*Nominations for the CY 2018 USD(C) Awards were accepted through January 2019. Award winners were recently announced.*

[https://fmonline.ousdc.osd.mil/Professional/Awards-Program/Awards.aspx](https://fmonline.ousdc.osd.mil/Professional/Awards-Program/Awards.aspx)
Think outside of the box!
How can you stay abreast of FM Workforce Programs and Initiatives?
Join the DoD FM Connection Group

Receive program updates and other important information

https://www.linkedin.com/groups/6503683
Check out the home page for weekly updates

Visit FM Online Home Page for the latest information

https://fmonline.ousdc.osd.mil/
Comptroller Corner

For the first time in a decade, we will begin the fiscal year with an enacted budget. This is a huge feat considering where we have been. It took bipartisan effort to get where we are today supporting the National Defense Strategy (NDS) which allows us to restore and rebuild our military.

The NDS details our path forward and prioritizes decision-making across the Department. It identifies three central "lines of effort"—building military readiness and improving the Joint Forces’ lethality, strengthening alliances as we attract new partners; and reforming the Department’s business practices. These three simple lines of effort shape our work on the budget and shape our spending in a way that gives the best value to the taxpayer.

In mid-November, we will receive the results of our first Department-wide financial statement audit. I expect we will have a significant number of Notice of Findings and Recommendations (NFIRs) from the audit, bringing them to light improves our process within the financial management community and across the breadth of the entire Department’s operations. We will methodically prioritize and fix problems and we will have improved, auditable processes that will move us toward clean opinions as well as provide better data to our decision makers.

Finally, I am encouraged about the future of the FM community and where we are heading. Through the audit process and our efforts to make better use of our resources, we are changing how we do business and how we add value to the business of defense. We are also getting better outcomes with the application of technology exploring data analytics, big data, and the use of software programs.

Here are a few examples:

- In partnership with the Defense Finance and Accounting Services (DFAS), the Air Force established a server-based automated reconciliation tool, decreasing the time needed to perform reconciliations from weeks to days which allows for recurring reconciliations for 23 financial systems to be performed. The Air Force is moving forward with leveraging this automated tool and reconciliation process across its financial system enterprise.

continue on page 2
There are many keys to unlocking your career success...

...and achieving your career potential!
"Don't lose your sense of awe. We are in the unique position of working for the most powerful military in the history of the world. We have the honor of supporting brave men and women who risk their lives in defense of one of the freest societies humanity has ever created. You are entrusted with the oversight of billions of dollars to make the above possible. Your day may bring many words to mind, but unimportant shouldn't be on the list."

—David L. Norquist, Under Secretary of Defense (Comptroller)
Wrap-Up

• DoD FM Workforce Demographics
• FM Community Leadership Structure
• Developing Yourself and Those That You Lead
• Stay Informed
• Q&A