



## 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 (NFRs) 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.



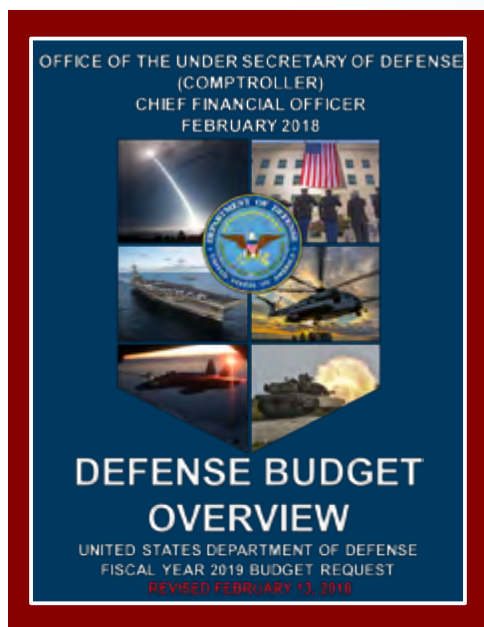
**Honorable David L. Norquist**  
*Under Secretary of Defense (Comptroller)  
and Chief Financial Officer*

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.

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## FM COMMUNITY

FINANCIAL STEWARDSHIP IN  
SUPPORT OF THE DOD MISSION

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**DoD FM Connection**

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

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



# Comptroller Corner

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- The Office of the Under Secretary of Defense (Comptroller) Program/Budget (OUSD(C) PB) and the Office of the Deputy Chief Financial Officer (ODCFO) collaborated with DFAS to develop an enterprise analytics environment referred to as AUD-IT. While relatively new, AUD-IT is already benefiting multiple organizations across the Department such as assistance with three different financial statement audits; expiring funds analysis; and support to DoD's cost management initiative. AUD-IT currently includes over 4.5 billion transactions, a number that is increasing daily.
- The Army created a "Universe of Transactions" to house and analyze its transactional data. By leveraging raw financial data from Enterprise Resource Planning (ERP) and feeder systems, the Army transformed datasets into usable information. This empowers the Army by creating transparency and visibility into costs and cost drivers. It facilitates better alignment of resources to performance outputs. It also helps Army leaders ensure they allocate resources to programs with the highest mission impact and strategic value.

Thank you for all that you do. Your hard work and stewardship ensure that America's sons and daughters have what they need to keep the Nation safe. The year ahead will challenge us and we will meet that challenge together.

*David L. M.*

## Growing Together

### The DoD FM Individual Development Planning Tool

As you strive to further develop and improve yourself, OUSD(C) has been working to do the same with the FM IDP. We are proud to announce three new developments to the FM IDP:

1. **New** - Navigation features to make the FM IDP more user friendly
2. **New** - Employee training request summary for supervisors to easily track employee training requests
3. **New** - Employee IDP completion summary for supervisors to view where employees are in the process of completing their IDPs

The FM IDP is the first DoD-wide automated FM individual development plan. It is designed to make the career planning process easy for both FM employees and supervisors. It facilitates conversations between employee and supervisor by encouraging a more focused career planning process.

The FM IDP is designed to integrate the DoD FM enterprise-wide career roadmaps and the FM Certification Program into your career plans. It is available to all civilians with DoD FM Learning Management System accounts.

Take charge of your career plan! As an employee, an IDP is a document used to communicate your short and long range career goals. With it, you and your supervisor can tie competency requirements with training to meet your individual and organizational objectives. An IDP is not a performance evaluation tool or a one-time activity; an IDP is a roadmap that involves joint supervisor-employee preparation and continuous feedback.

Come see the new updates and features and get started with your career planning, today!

<https://fmonline.ousdc.osd.mil/FMmyLearn/idp/default.aspx>



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

# Advancing Our Mission

## Programs and Policies that Helps Us

In order for us to achieve the outcomes outlined in Line of Effort 3 of the [National Defense Strategy \(NDS\)](#), we must recruit and retain a talented workforce to supplement and fill skill gaps. Here are the programs and policies that will enable us to advance our mission:

### The Public/Private Talent Exchange (PPTE)

Managed by the Defense Civilian Personnel Advisory Service (DCPAS), the PPTE program allows the public-private talent exchange between the DoD and private industry. Details of the PPTE includes:

- Available to any DoD employee who meets the eligibility requirements
- No restrictions on length of assignment
- 20% of exchanges must be with small businesses
- Prior to each exchange, the Components must calculate expenses, the participants' liability, and the process for establishing and collecting debt
- Includes an annual reporting requirement from Components to DCPAS



### Direct Hire Authority (DHA)

A DHA may expedite the hiring process for Hiring Managers looking to bring in qualified candidates. It can shave off up to 60 days from the average time to hire.

DHA is granted to address workforce gaps when a critical hiring need or severe shortage of candidates exists.

The FM DHA, authorized by the 2018 National Defense Authorization Act (NDAA), Section 1106), is one of many available authorities that FM managers and human resource practitioners can leverage to recruit the best and the brightest workforce for the DoD FM Community. Listed below are a few of the additional hiring authorities that may be utilized to bring in FM employees:

- NDAA 17 Sec 1106 (Post-Secondary Students & Recent Graduates)
- NDAA 16 Sec 1112 (Select Technical Acquisition Positions-Veteran)
- NDAA 16 Sec 1113 (Select Technical Acquisition Positions-Non Vet)
- 5 C.F.R. 315.707 (30% Disabled Veteran-DAV)
- 5 C.F.R. 213.3.3102(u) /EO 13548 Individual w/Disabilities [also known as Schedule A]

Because DHAs have different constraints, Hiring Managers are encouraged to partner with their respective HR office when considering to use them. HR practitioners can provide guidance on utilizing authorities, hiring allocations, provide assistance with identifying qualified candidates, and drafting the appropriate Request for Personnel Action (RPA).

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# Advancing Our Mission

## Programs and Policies that Helps Us continued from page 2

### FM STARS Program Pilot

Developed to provide opportunities for members of the DoD FM civilian workforce, the FM STARS Program Pilot advances the workforce's breadth of knowledge and experience through developmental assignments in other DoD Component Organizations. The 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 (SWP). In addition, the FM Stars Program Pilot aims to increase the organizational effectiveness of the DoD organizations involved through exposure to best practices and alternate FM solutions. The benefits of the program are four-fold:

1. Deliver a deeper understanding of what it means to be a professional member of the DoD FM workforce, and gain 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.

**OUSDC(C) has one FM Stars Program Pilot selectee. Learn about her experience in the program on page 4.**



### Defense Competency Assessment Tool (DCAT)

Recruiting and retaining a talented workforce requires understanding what skill sets are needed. How do we do this? We can measure skills and knowledge by utilizing a competency gap assessment. The Defense Competency Assessment Tool (DCAT) is the Department-wide tool used to measure competency and proficiency levels of the Civilian workforce and was recently used to conduct a gap assessment of the FM workforce. The results of the DCAT assessments are used to inform the FM community, validate the FM enterprise-wide competencies, and identify competency based skills gaps. In addition, results enable leaders to provide focused training that positively impacts job effectiveness and efficiency.

A capable and talented workforce is critical to achieving the DoD's mission, therefore taking advantage of developmental and leadership opportunities benefits all. FM Online is an excellent source for professional development and training opportunities. It also serves as an online source for significant items of interest to the DoD FM community. [Visit FM Online](https://fmonline.ousdc.osd.mil) to learn more about the resources mentioned above and get information on training and initiatives impacting the DoD FM community.



# DoD FM Strategic Workforce Plan

## FM Strategic Workforce Plan Summary Aligns with Our Mission



Developed in collaboration with FM and human capital subject matter experts from across DoD, the FM Strategic Workforce Plan (SWP) Summary establishes clearly defined strategic goals and objectives that support the lethality and readiness

of the Department and priorities outlined in the National Defense Strategy (NDS).

The vision and mission statements outlined in the FM SWP Summary set a standard for FM workforce members to aspire to as they meet future FM mission requirements for DoD.

The FM SWP Summary and the Implementation Plan, currently in development, will greatly impact and inform future opportunities, training requirements, and employee engagement efforts for the FM Workforce.

Access the full FM [SWP Summary](#) on FM Online.

# DoD Department-Wide Financial Audit

## Moving towards our Mission

DoD Deputy Chief Financial Officer Mark Easton presented at this year's 2018 Association of Government Accountants (AGA) Professional Development Training event. The event held this summer in Orlando, Florida, is a premier training and networking event for local, state, and federal financial professionals. During the conference, Mr. Easton was interviewed on "Government Matters" where he spoke about the Department's large-scale audit and what the audit represented in advancing our mission. To watch the interview visit <https://govmatters.tv/dod-embarks-on-department-wide-financial-audit/>.



# FM STARS Program Pilot:

## A First-Hand Experience

### By Jennifer "Nikki" Barilow

I am one of 21 FM civilians from across the DoD selected to participate in the 2018 FM STARS Program Pilot. Through my fourteen-year career, I have held positions as a program analyst, budget analyst, and financial analyst.



I spent five years in Germany, where I gained experience as a supervisor and deputy director of a pay center. My current home organization is the U.S. Army Corps of Engineers where I am a financial analyst, primarily responsible for the management of the FM Certification Program for over 1400 FM professionals. I will be completing my FM STARS developmental assignment over the next several months with the Office of the Under Secretary of Defense, Comptroller (OUSD(C)) Human Capital and Resource Management (HCRM)/ Financial Workforce Management (FMW) team.

During my assignment I will be assisting in projects in support of various FM Workforce programs to include FM STARS Program Pilot, FM Certification, FM Virtual Training, and course management.

When the FM STARS Program Pilot was announced to the FM community, I was interested in applying not only for the opportunity to participate in a developmental assignment outside of my Component, but to also provide feedback to help shape future programs. I knew if I were selected, this opportunity would challenge me to step outside of my comfort zone and to perform well in a new environment. It would also allow me to see firsthand how processes are applied from a new perspective, how different systems are utilized to meet common goals, to broaden my network, and to prepare for future challenges.

The pilot program was introduced with a quick start, but I have received tremendous support through the various phases: my application process, receiving my acceptance letter, planning for a seamless transition, and initial on-boarding. My home organization offered encouragement to nominees through the application process and my sponsoring organization has given me a warm welcome. Although I've only been onboard for a few weeks, I am already engaged in a variety of tasks that allow me to use my previous knowledge and experiences mixed with new guidance and perspective to support the DoD FM mission. I look forward to learning and growing in the FM STARS Program Pilot and sharing my experiences with the FM community.





# FIVE EYES Conference

## OUSDC(C) Hosted Annual International CFO Event

In August, the Under Secretary of Defense (Comptroller), the Honorable David L. Norquist hosted the 2018 Gathering of FIVE EYES (FVEYs) Chief Financial Officers' (CFO) meeting. The annual event provided an opportunity for the CFOs of the participating countries to share best practices and their organization's strategic vision for financial management. The five partnering countries sharing in the conversation included Australia, Canada, New Zealand, United Kingdom and the United States.

Delegates discussed topics ranging from managing big data and FM analytics in defense and enterprise resource planning to enhanced capability sustainment and asset management. Highlights included:

- The United States shared an overview of the U.S. National Defense Strategy (NDS) as well as the modern CFO's role in bringing more effective financial management policies to government. Improving accounting systems and financial controls and using data to enable better decision making at the enterprise level was also addressed.
- The United Kingdom (UK) led a discussion on strategic requirements and force development in a changing threat environment as well as the UK's use of evidence and analytic tools to inform resource decisions.
- Canada noted their experience modernizing their defense resource management information system and the lessons learned from this endeavor.
- Australia presented their recent efforts in updating its capability to estimate life-cycle costs, maintain affordability, and achieve outcomes.
- Finally, New Zealand provided an overview of their Capability Management System Lifecycle and related defense force insurance policies.

In a "Meet and Greet" with the delegates, Secretary of Defense Mattis shared the Department's strategic environment and investment priorities and emphasized the value of the FVEY nations meeting regularly. The gathering closed with delegates agreeing to keep an ongoing dialogue about their strategic plans.



From Left to right: Mr. Tom Wipperman, UK; Mr. Edward Lane, Canada; Mr. Claude Rochette, Canada; Mr. Steven Groves, Australia; Mr. Pasanka Wickremasinghe, New Zealand; Ms. Bridget Musker, New Zealand; Secretary of Defense, Ms. Catherine Little, UK; Ms. Elaine McCusker, USD(C); and Mr. David Norquist, USD(C)/CFO



# Quarterly Spotlight: Naval Postgraduate School (NPS)

*The Office of the Under Secretary (Comptroller) is continually working to strengthen and build collaborative relationships in order to provide opportunities and available resources to the financial management community. In each issue of the DoD FM Connection, check out the Quarterly Spotlight to learn about different programs, institutions, professional organizations, and more!*

The Naval Postgraduate School (NPS) in Monterey, CA has provided highly regarded graduate education and professional development opportunities to U.S. active duty military service members, government civilians, and defense contractors for more than a century. The mission of NPS is to provide relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the Naval Services to enhance the security of the United States. In support of the foregoing, and to sustain academic excellence, NPS and the DON foster and encourage a program of relevant and meritorious research which both supports the needs of the Navy and Department of Defense while building the intellectual capital of the Naval Postgraduate School faculty.



Today, NPS is a well-known institution offering in-resident and distance learning graduate education programs through four graduate schools, one of which is the Graduate School of Business and Public Policy (GSBPP). In recent graduate school rankings by US News and World Report, GSBPP performed well. In the category of Homeland/National Security and Emergency Management, GSBPP earned a number one overall ranking, and was in the top 20 percent nationally for Best Public Affairs Programs.

GSBPP offers degree programs designed to meet the growing need for leading the business side of defense management. Both resident students and students learning via online technologies are supported by a unique combination of top-notch civilian and military faculty. GSBPP faculty has defense-focused professional expertise and research in acquisition, program management, contracting, financial management, logistics, manpower and systems analysis, and general business management.



## Overview: Distance Learning Programs

Currently, GSBPP offers three distance learning graduate education degree programs providing a relevant, high quality education to students who are unable to enroll in NPS as residents:

- Executive Master of Business Administration offers a highly competitive, financial management-focused program that capitalizes on the current managerial and leadership experience of program participants.
- Master of Science in Program Management provides an advanced education in the concepts, methodologies, and analytical techniques necessary for successful management of programs within complex defense agencies.
- Master of Science in Contract Management is designed for acquisition professionals within defense agencies and provides valuable tools to students for immediate application in real-world defense acquisition scenarios.

All three of these online programs are 24 months and part-time, with classes meeting during CONUS work hours. Courses are delivered synchronously with real-time interaction between faculty and students, bringing classes to the students and permitting students to continue supporting their organizations' missions. Each program prepares participants to lead in defense management while enhancing their professional careers and leadership skills. Students completing the programs earn DAWIA/DAU academic equivalencies in functional training.

## Application Process: How to Apply

Admission requirements and application deadlines differ for each of the three GSBPP distance learning programs. For more information and details on how to apply, please visit the following websites: [www.nps.edu/emba](http://www.nps.edu/emba), [www.nps.edu/mspm](http://www.nps.edu/mspm), and [www.nps.edu/mscm](http://www.nps.edu/mscm).





# 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 **38,973** FMers of the DoD FM community are certified\*
- More than **606,354** course completions of the **80** OUSD(C)-developed web-based courses
- More than **13,402** courses (includes over **9,300** academic courses from over **1,100** 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 September 2018*

## Certificate Printing

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

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



## 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/>



## FM myLearn Web-Based Training Update

Beginning October 1st, your OUSD(C) Web-Based Training completed in FM MyLearn will automatically populate just like online courses completed in the DoD

FM LMS! You no longer need to manually load documentation for courses or, if the single course completes the competency, request achievement approval.



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



# Announcements

## Upcoming USD(C) FM Awards Call

*Important Dates to Remember*

For more information about the process and award categories, [visit FM Online](#)



Mid-November	Nomination Opens
Late Jan 2019	Nomination Closes
Spring 2019	Award Winners Announced
May 2019	Awards Presented at ASMC PDI 2019

## Are you a new DoD FMR user?

*Check out the newly released DoD Financial Management Regulation (FMR) introduction video!*

This video overviews financial audits, provides insight into what to expect during annual audits, and suggests steps our community can take to support the Department's audit response and remediation efforts. The video is definitely a tool that can be used Department-wide to support audit awareness training.

To help get this training in the hands of as many members of our DoD community as possible, please share the video with your colleagues in the DoD financial management and all other functional communities.

**Watch the video today at**

[https://comptroller.defense.gov/fmr/DoDFMR\\_Intro.aspx](https://comptroller.defense.gov/fmr/DoDFMR_Intro.aspx).

A DoD CAC card is required to watch the video.



## Tick-tock... Are your CETs due?

Are you one of the 10,000 members that still need to complete your CETs? It's not too late, December 31<sup>st</sup> 2018 is the due date. [Check your CET due date](#) on FM Online.

Earn your DoD FM Certification CETs FREE through OUSD(C) Web-Based Training.

CETs may be any FM or Leadership competency and do not need to align to any proficiency levels.

# Frequently Used Links

## CET Resources

<https://go.usa.gov/xXqxM>

## Civilian Career Roadmaps

<https://go.usa.gov/xNpqB>

## Competencies – Financial Management

<https://go.usa.gov/3GuFP>

## Competencies – Leadership

<https://go.usa.gov/cXZSB>

## Course Search – Academic

<http://go.usa.gov/cmAs3>

## Course Search – Training

<https://go.usa.gov/cVEbk>

## DoD Instruction 1300.26

<https://go.usa.gov/xNsFD>

## FM myLearn

<http://go.usa.gov/BbaW>

## Handbook (FM Certification Program Information)

<http://go.usa.gov/xWHTm>

## Interactive Learning History Worksheet (iLHW)

<http://go.usa.gov/cmghW>

## Job Aids

<http://go.usa.gov/373F4>

## LinkedIn Discussion Group

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

## LMS Three-Step Process

<http://go.usa.gov/3H4mW>

## Professional Development for FMs

<https://go.usa.gov/xNpqZ>

## Program User Guide

<http://go.usa.gov/373F4>

## Tools/Templates/Forms

<https://go.usa.gov/3GJgc>

## Web-Based Courses List (OUSD(C) developed)

<https://go.usa.gov/xPbqq>



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