

July 9, 2001

Dear Friends and Colleagues:

In the Fall 2000 and Spring 2001, the CFO Fellows developed and administered surveys to assess the effectiveness of the CFO Fellows Program and to solicit recommendations for future improvements. Most of the CFO Act agencies and all of the graduated Fellows completed the survey. All participants and an overwhelming number of participating agencies indicated that their experience with the Program was positive and most stated that their expectations had been met. The Fellows summarized the survey responses in the attached report, **CFO Fellows Program, Survey Results and Recommendations, Building Upon Success, April 2001**.

The report offers 28 recommendations including 20 that have no cost. The Human Resources Committee plans to continue evaluating the Program and will make a presentation to the full Council at a future date. We plan to investigate ways to partner with non-Federal entities to bring both additional funding and prestige to the Program. We will also identify alternative Programs to meet our needs for training and development programs to aid in succession planning.

I would like to commend the CFO Fellows for taking the initiative to evaluate the Program and bring the concerns to the attention of the CFO Council. The report is professional, thorough, and presented in an easy-to-follow format.

If you have any comments or wish to discuss the report, please call me.

Yours very truly,

Kathleen McGettigan
Acting Chairperson, Human Resources Council

Attachment



CFO FELLOWS PROGRAM

SURVEY RESULTS AND RECOMMENDATIONS

Building Upon Success

April 2001

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CFO FELLOWS PROGRAM

Survey Results and Recommendations

Building Upon Success

April 2001

Executive Summary

The U.S. Chief Financial Officers (CFO) Council developed the CFO Fellows Program in 1997 to provide career development opportunities for promising financial managers. The 12-month Program combines formal classroom training with an on-the-job assignment in a host agency normally outside the employee's home agency, bureau or Department. This Program is one of only a few that facilitates an exchange of ideas and experiences among participants across government and it is the only program that targets the financial management community. In the four years since the Program began, 19 agencies have participated as host, sponsor or both.

The CFO Fellows developed and administered surveys to assess the effectiveness of the Program and to solicit recommendations for future improvement. Most of the CFO Act agencies (77 percent) and all 17 past (graduated) Fellows completed the surveys. All participants and an overwhelming number of participating agencies indicated that their experience with the Program was positive and most stated that their expectations had been met. Respondents agreed that the financial community is benefiting from the Program and most Fellows indicated that their career had been enhanced.

Most of the agencies indicated that the Fellows were well-qualified and demonstrated leadership potential. Most Fellows and their sponsors agreed that the training assignments were rewarding and challenging and that an appreciation of the management issues of their host agency was gained.

Recommendations are provided to increase visibility with the CFO Council, improve the application and selection process, broaden the marketing, and enhance the mentoring component of the Program. Among these are suggestions for setting a Council goal for the optimum number of Program candidates and clarifying the roles of the sponsor and host agencies at the start of the Program to communicate expectations and alleviate confusion. This group of recommendations has little or no associated cost and some could be quickly implemented.

All of the recommendations are not without cost. These recommendations deal with revising the formal training portion of the Program to include ten FEI training days, refocusing the financial management portion of the training on more advanced week-long overviews rather than technical training, and credentialing the Program to provide SES qualification for the GS-14 and 15 Fellows. The report also recommends establishing a funded coordinator position to improve Program coordination.

All CFOs agree that Program funding is a serious issue that is limiting participation but most did not agree on a funding strategy. Sharing the full cost of the Program and any temporary relocation costs between the host and sponsoring agencies could help to better match costs with benefits. Including locations outside the DC Metropolitan area and more opportunities to interact with the private sector could further expand the Program.

The CFO Fellows Program is successful and could continue at its present participation level without modification. However, implementation of these recommendations would improve the

Program and position it well for growth and to better meet the needs of the financial management community.

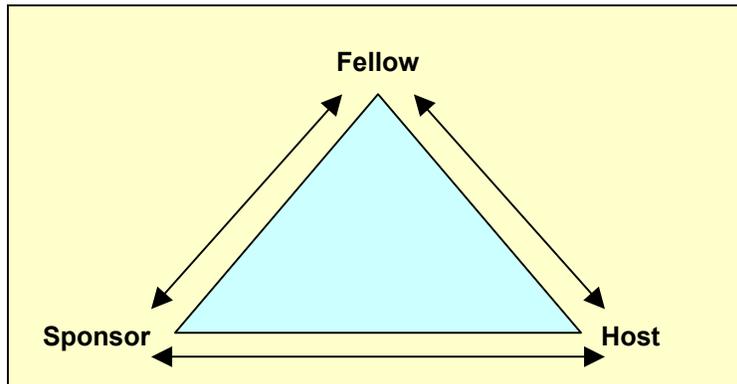
This report offers 28 recommendations. The cost of these recommendations could be built into the Program fee. A table that summarizes the recommendations, provides cost estimates, and suggests target decision dates is included as an appendix.

Program Background

The U.S. Chief Financial Officers (CFO) Council developed the CFO Fellows Program in 1997 to provide career development opportunities for promising financial managers and to meet the requirements of the CFO Act of 1990 and other legislation requiring financial management improvement. The Fellows Program was designed to provide the Federal Government with a cadre of highly qualified financial management professionals to help ensure a rich pool of future senior executives from the current federal employee base. The Human Resources Committee of the CFO Council administers the program in partnership with the Federal Executive Institute and the Graduate School, USDA. The 12-month program mixes formal classroom training with an on-the-job assignment in a host agency normally outside the Fellow's sponsor agency, bureau or Department. This Program is one of only a few that facilitates an exchange of ideas and experiences among participants across government and it is the only program that targets the financial management community.

The Program was designed to facilitate three-way communication among Fellow, sponsor and host agency. Chart 1 is a graphic depiction of this relationship.

Chart 1. Communication during Fellowship



The Program is open to candidates from the GS 13, 14, 15 or equivalent grade levels. Candidates are approved by a selection committee and placed into host agencies that have submitted qualified plans that have been matched to the professional needs of the chosen candidates. To date, 17 fellows have graduated from the program and 8 more fellows will graduate in May 2001.

The Program fee is presently \$6,900 per Fellow and covers classroom training and program administration. The distribution of the Program fee is shown in Table 1.

Table 1. Itemization of Program Fee

Category	Per Fellow Cost
FEI ^{1/}	\$4,470
2-USDA Graduate School open enrollment courses	1,100
Program administration	1,330
Total:	\$6,900

^{1/} FEI cost is based on a class size of 10.

Nineteen agencies have participated in the program as host, sponsor or both. Table 2 lists those agencies that participated in Fiscal Years 1999, 2000, 2001 and those that are scheduled to participate in 2002.

Table 2. Agencies Participating in the CFO Fellows Program

Agency	Program Year			
	1999	2000	2001	2002
Agriculture	B	B	H	
Commerce		B		S
Defense	B	B	B	B
Education			B	
Energy				B
Environmental Protection Agency	B	S	B	
Federal Communications Commission			S	
General Services Administration	B			
Health and Human Services		H		
Interior			S	H
JFMIP	H	H	H	H
Labor	B	S	S	
NASA	B	H	B	
National Science Foundation	B	H	H	
Office of Management and Budget				H
Office of Personnel Management				S
Social Security Administration		S		
Transportation		H		
Veterans Affairs	H			

Codes: H=Host; S=Sponsor; B=Both Host and Sponsor

Purpose of the Survey

The CFO Fellows developed surveys to assess the effectiveness of the CFO Fellows Program and to solicit recommendations for future improvement. The Fellows distributed surveys to all 24 CFO Act agencies and members of the CFO Council. Following distribution, the Fellows contacted agency Deputy CFOs to arrange interviews to collect the completed surveys and discuss recommendations. Surveys and interviews were completed in November and December 2000.

The survey responses have been analyzed to determine common themes among the participants and the agencies. The results and the improvement recommendations are summarized in this report.

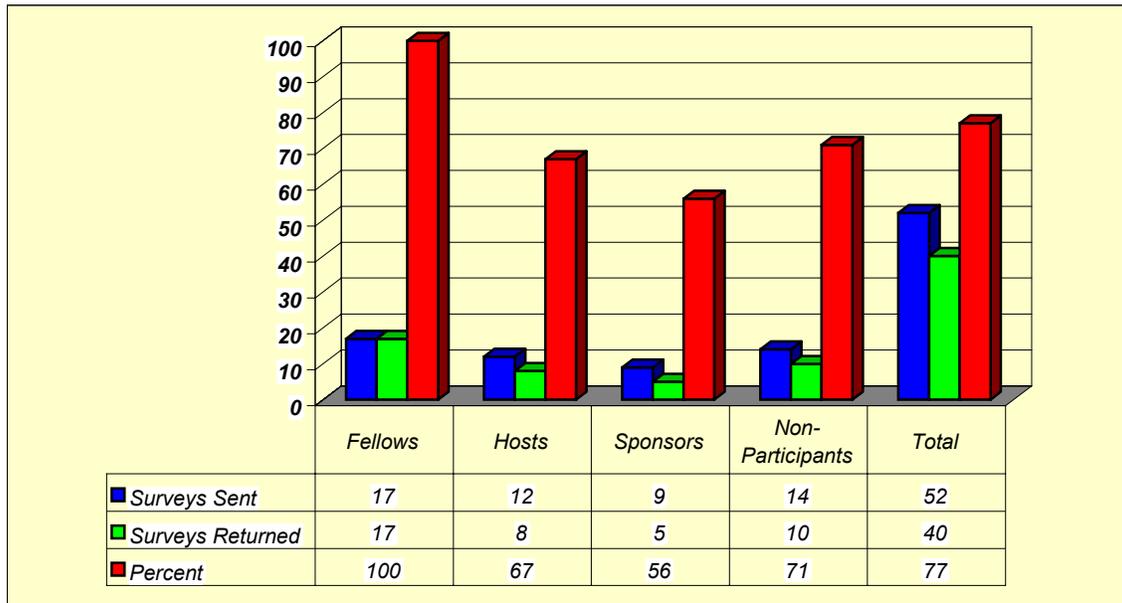
Description of the Survey

There were four versions of the surveys that each asked questions based on past participation in the program. The first version was sent to each of the past (graduated) Fellows. The second and/or third versions of the survey were sent to those agencies that hosted and/or sponsored Fellows during the first two program years (1999 and 2000). Finally, the fourth version was sent to those agencies that did not participate in the program during the first two years. Agencies that are currently hosting or sponsoring fellows but that did not participate in the first two years

received the fourth version of the survey. The surveys asked that agencies consider their experience with a specific fellow when responding. Surveys were a combination of multiple choice, response scale, and open-ended questions. Answers to the response scale questions were averaged, answers to the multiple-choice questions were totaled, and narrative information was summarized in common themes. Copies of the survey forms utilized can be accessed via Financenet at <http://www.financenet.gov/financenet/fed/cfo/fellows/>.

Excellent Response Rate: Fifty-two surveys were sent to participants and CFO Council members. 40 surveys were returned—a response rate of 77 percent. The breakdown of surveys sent and returned is shown in Chart 2. In addition, 17 Deputy CFOs and Council members were interviewed to clarify responses to the survey and to obtain additional information and insight into their views regarding the Program.

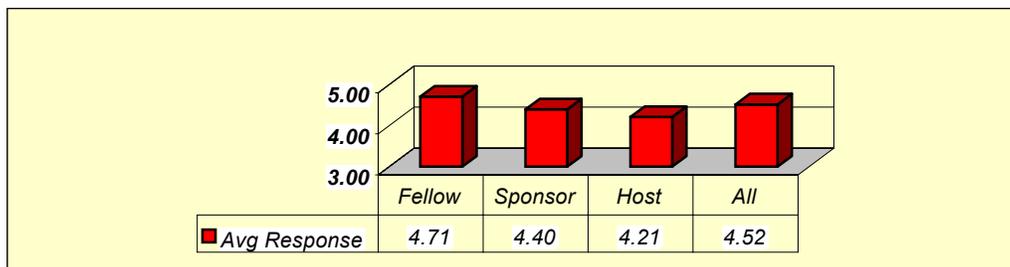
Chart 2. Survey Response Rates



Major Response Themes

Positive Experience: All participants and an overwhelming number of participating agencies indicated that their experience with the Program was positive. All but one Fellow and all of the participating agencies indicated that they would recommend the program to others and all agencies agreed that they would continue to participate in future years. Chart 3 displays responses to the questions regarding positive experience with the Program on a scale of 1 to 5 where 1 indicated strong disagreement and 5 indicated strong agreement.

Chart 3. Positive Experience



Program Benefits: All but one host, sponsor and Fellow agreed that both agencies and the financial community were benefiting from the Program. When asked if the Program’s goals were being accomplished, some agencies indicated that it was too early to discern the career outcomes of the Fellows. Thirteen of the 17 Fellows indicated that their career had been enhanced by participation in the Program, but only 10 agreed that their learning objectives had been achieved. Fellows, Hosts and Sponsors were asked to describe the benefits received as a result of participating in the Program. Table 3 summarizes their responses (Fellow responses are shown in plain text; Host responses are shown in bold; and Sponsor responses are shown in italics.)

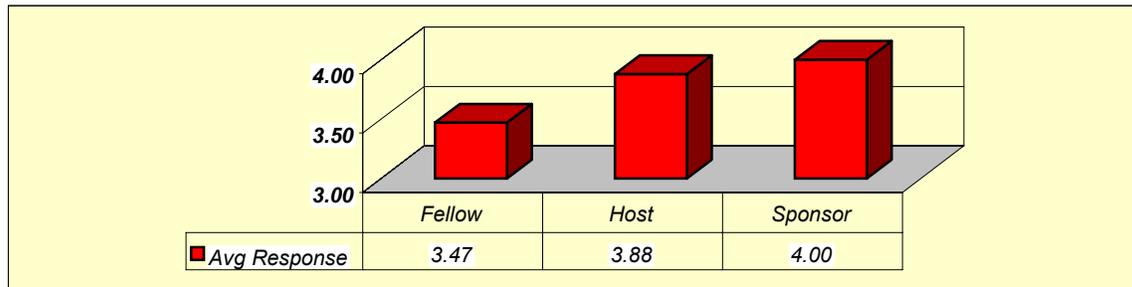
Table 3. Program Benefits By Group

Fellows	Host Agencies	Sponsor Agencies
Networking with individuals in key positions (e.g., CFO, Deputy CFO) within and outside the Federal Government.	Increased knowledge of current financial management issues and activities.	More informed, confident and rededicated employee
Networking with like-minded individuals in the program.	Development of the Financial Management Careers Program, which is being used as a model.	Information on best practices in other agencies
Learning about the CFO Council and its agenda.	Input on issues from a different agency perspective.	Increased knowledge base
Obtaining a strategic vision of Financial Management.	Seasoned project leader and accountant to lead resolution of financial statement issues	Future leader (if they allow my contribution)
Expanding my knowledge by participating and in some cases leading government-wide projects.	Specific and useful work products	Refreshing perspective and government-wide view.
The opportunity to learn outside my narrow regular job assignment and to, thereby, significantly broaden my understanding, skills and abilities in financial management and leadership	An additional FTE that was externally funded	<i>Letting other agencies see that we do have good talent.</i>
A greater appreciation of the need for more dialogue and leadership in the financial management community.	Professionalism and enthusiasm	<i>New perspectives gained</i>
A greater sense of being “principle driven.”	Increased awareness of best practices in other agencies.	<i>Gained understanding of issues around government</i>
Increased recognition and visibility in my home agency.	Professional assets and varying perspectives	<i>Completion of project of interest to the Deputy CFO</i>
I learned that not all agencies are created equal.	Interaction and exchange of ideas	
The experience I gained working on our class project.	Built bridges outside the Department	
Having the opportunity to be briefed on relevant financial management issues by some of the most professional and knowledgeable leaders of the major federal agencies.	Learned of financial management talent in government	
To be involved with the Central Agencies and learn of the emerging issues.	Forced to reexamine culture, attitude and behavior	

Expectations Were Met: Most agencies indicated that the program met their expectations. Sixty-three percent of host agencies (5 of 8) and 80 percent of sponsor agencies (4 of 5)

indicated that their expectations were met. All but two of the host agencies indicated that they had specific expectations for the Fellow. In contrast, only slightly more than half of the Fellows (9 of 17) indicated that their host agency assignment met their expectations. When asked about specific expectations, sponsors elaborated that they expected the Fellows to gain a broader perspective of government-wide financial management, experience the management challenges at another agency, develop new skills, and have the opportunity to work with different management styles and organizational structures and appropriations. Most sponsors expected the Fellow to make a greater contribution to the agency upon completion of the program. Chart 4 displays averaged responses to the questions regarding positive experience with the Program on a scale of 1 to 5 where 1 indicated strong disagreement and 5 indicated strong agreement.

Chart 4. Program Expectations Were Met



Well-Qualified Candidates: Six of eight host agencies and all five of the sponsor agencies indicated that the Fellows were well qualified for the Program. Six host agencies felt the Fellow’s qualifications matched their work objectives.

Leadership Qualities: All five of the sponsor agencies but only three of eight host agencies indicated that the Fellows possessed strong leadership qualities. Half of the host agencies indicated that they could not judge the leadership qualities of the Fellows. However, all but one of the sponsor agencies indicated that the fellows developed their leadership skills during the assignment.

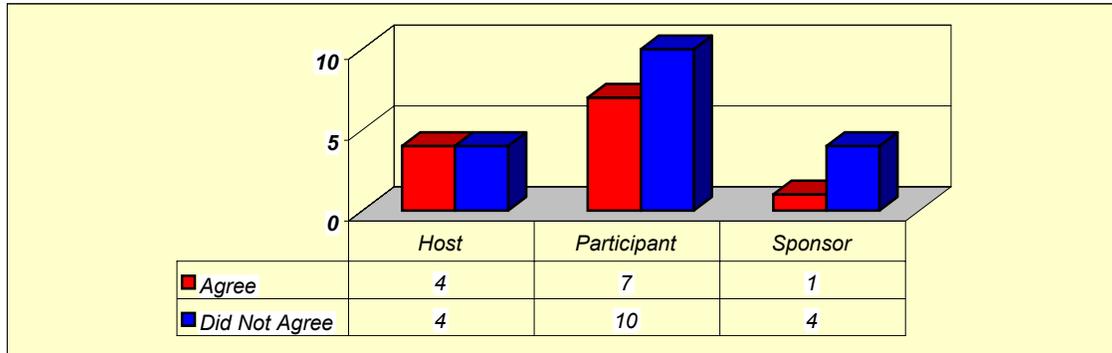
Challenging Assignments: Twelve of 17 Fellows and all but one of the sponsor agencies indicated that the host agency assignments were rewarding and challenging. Almost all of the Fellows and agencies agreed that an appreciation of the management issues and challenges of the host agency was gained. Almost all of the respondents indicated that technical skills were expanded during the fellowship. While most Fellows agreed that they could apply the knowledge and experience that had been gained, six indicated that they would not be able to apply this knowledge and experience at their sponsoring agency.

Formal Training: All but three fellows indicated that their host agencies allowed them to take formal training courses. Most of the fellows were allowed to participate in intergovernmental committees and work teams. When asked the same questions, host agencies responded in a similar manner; most allowed fellows to take formal training but only half encouraged outside participation in CFO Council activities and projects. Only eight of the 17 fellows indicated that they were offered the opportunity to shadow key executives during their fellowship, but all eight of the host agencies responding to the survey indicated that they offered the shadow opportunity. Four of five sponsor agencies agreed that their employee received relevant and beneficial training during the program year.

CFO Involvement and Communication: Only half of the host and sponsor agencies indicated that the CFO or Deputy CFO took an active interest in the Fellow through regular meetings and mentoring assignments. Only seven of the participants (41 percent) indicated that the CFO took

an interest in their career development and the progress of their assignment. Three of the sponsoring CFOs indicated that they had mentored the Fellow during their fellowship year. The same three sponsors indicated that they had contact with the Fellow during the year. Only two sponsors indicated awareness of the Fellow's individual development plan (IDP) and only one sponsor indicated that periodic briefings on the progress of the assignment and achievement of goals and objectives in the IDP occurred. None of the responding sponsors discussed the Fellow's progress with the host agency CFO during the program year. Chart 5 displays agreement with the questions on active CFO involvement and communication.

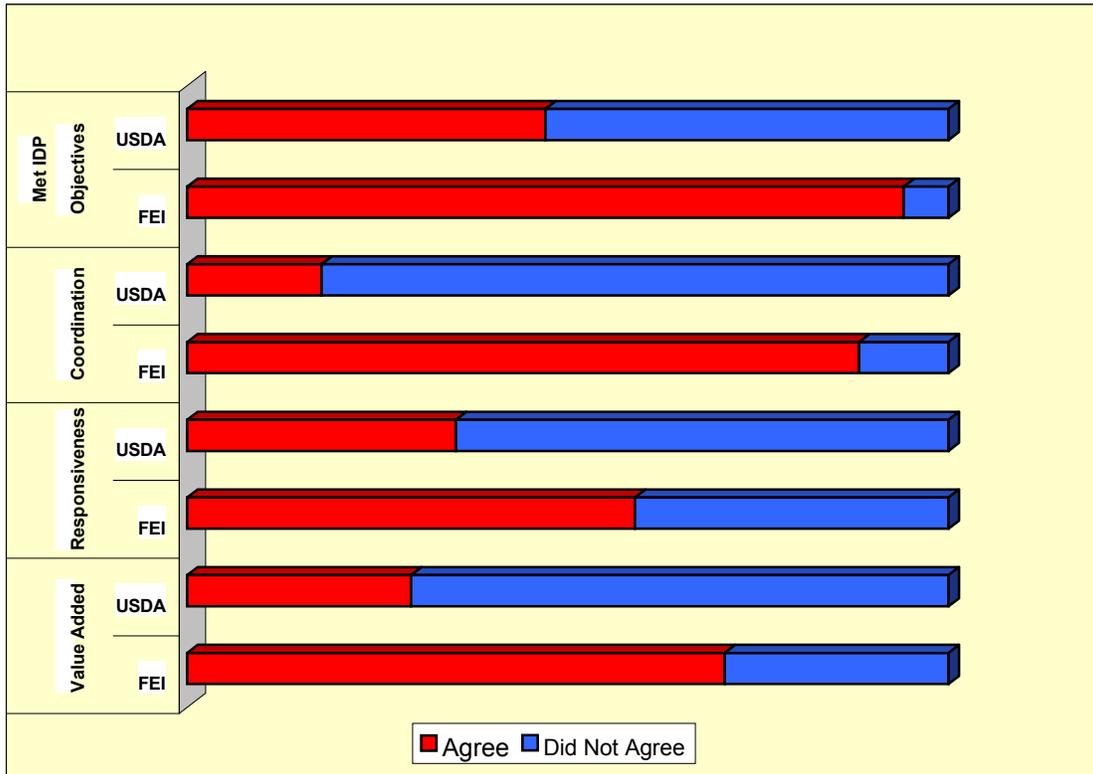
Chart 5. CFO Took Active Interest in Progress of Assignment



Mentoring: Agencies were asked if mentoring training should be a part of the Program. Half (12 of 23) of the agencies favored the training for both CFOs and fellows providing it were not mandatory. Many thought the CFOs already had this training but that it would be good for the Fellow to be trained on how to work with a mentor. Others felt that a short course with basic skills and an outline of the effort would be beneficial. Agencies were also asked if mentoring should be done by the CFO or if it could be delegated. While there was no majority opinion, many responded that senior executive on the CFO's staff would have more time to devote to mentoring. One CFO indicated that the level is not as important as the effectiveness of the mentoring. Another CFO suggested that the person who can provide the most benefit to the Fellow should do mentoring.

Program Structure and Coordination: Questions about program structure and coordination were included in all four surveys. All agencies agreed that the CFO Fellows Program was designed to train promising financial management employees to create a pool of qualified candidates for future CFO vacancies. The agencies indicated that the program was not widely publicized in government. When asked if allowing CFO Fellows to design their own programs was working well, most respondents indicated that they had no opinion or could not judge. The hosts, sponsors and Fellows agreed that the one-year duration of the host assignment was the right amount of time but many of the non-participating agencies indicated that the program duration was too long. The USDA Graduate School and the Federal Executive Institute (FEI) provide training and help to coordinate the program. Most agencies and Fellows indicated that the USDA Graduate School did not do a thorough job coordinating this program. Most respondents indicated that the FEI sessions at the beginning and end of the program year were beneficial. The Fellows were asked more specific questions about the USDA and FEI roles. In general, the responses about the USDA Graduate School were much lower than the same questions asked about the FEI. The Fellow responses to these questions are displayed in Chart 6.

Chart 6. Fellow Evaluation of FEI and USDA Graduate School Roles



Program Funding: Agencies indicated that funding was a deterrent to increased participation in the Program but disagreed on a funding approach. More agencies favored sharing funding between the host and sponsoring agency. Some respondents felt the sponsoring agency should fund all of the costs, as is the present practice. Only one response favored host funding. Some respondents indicated that all CFO Act agencies should fund the costs of the program, at least partially. Several CFOs pointed out that the program fee and training costs are small compared to the salary and opportunity costs. Chart 7 displays responses to the multiple-choice question on options for program funding. Table 4 itemizes the cost of the program.

Chart 7. CFO Position on Program Funding

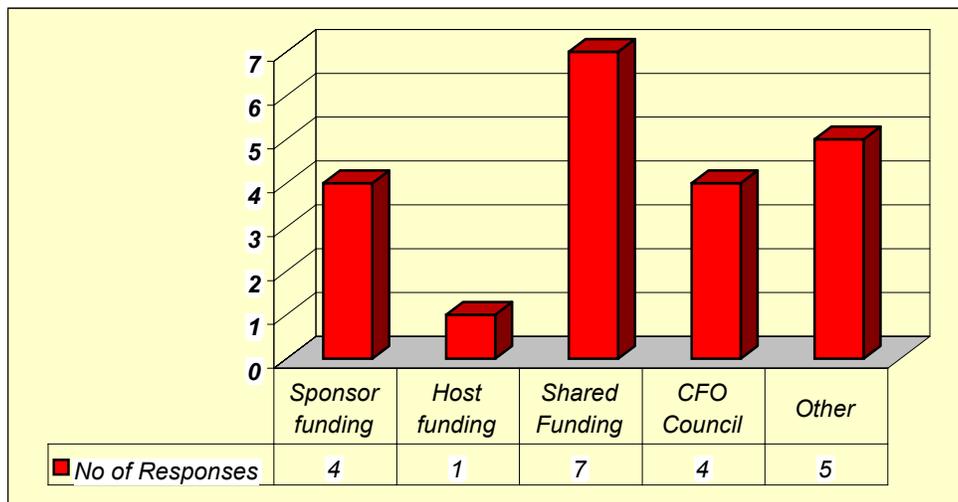


Table 4. Itemization of Program Costs

Category	Cost
Salary and Benefits (GS-13 to GS-15)	\$75,000 - \$140,000
Program Fee (includes beginning and ending FEI sessions and 2 USDA Graduate School courses)	6,900
Additional conferences or training sessions	1,500
Local transportation	200
Total:	\$83,600 - \$148,600

Note: Relocation costs for participants from outside the DC area are not included.

Application and Selection Process: Only one sponsor indicated that succession planning was a major factor in their selection process for Program candidates. Some sponsors indicated that they specifically asked or encouraged promising employees to apply. One sponsor indicated that they made the program available to all employees and then convened a panel to review the submissions and make a choice for Program participation that year. Many sponsors took a more passive approach and waited for an employee to express interest in the program. Most sponsors indicated that they would continue to use the same approach to selection in subsequent years. Most host agencies and Fellows expressed some dissatisfaction with and/or lack of understanding of the selection process.

Recommendations

The survey results clearly indicate satisfaction with the Program and a commitment to its continuation. The Program could be sustained at the present participation level for many years. However, most CFOs and Fellows expressed a desire to improve the Program's visibility, structure, coordination and marketing with a goal of increasing participation and status of the Program. Each survey requested improvement recommendations and enhancement suggestions. The recommendations that follow are derived from the survey responses and interviews with CFOs and Fellows.

Program Visibility with the CFO Council

1. Introduce new Fellows at the first regular CFO Council meeting after the start of the program year (usually in May). Provide the names of the Fellows along with their host and sponsoring agency to all Council members in writing each year.
2. Request a written briefing on the activities of the CFO Fellows be submitted twice yearly for inclusion in CFO Council meeting briefing books.
3. Encourage all CFO Council members to attend the Program graduation ceremony each year.
4. Consider the CFO Fellows as a resource to accomplish Council goals and tasks. Assigning CFO Council work will widen the scope of their activities and provide a government-wide perspective.
5. Develop Council goals to foster program participation and raise the status of the program. Set a goal for the optimum number of Program candidates and develop a glide path to achieve that goal.

Program Structure

The Program was designed to mix formal training in leadership and advanced financial management with on-the-job training in a host agency. The basic structure of the Program is working, but refinements will improve communication and provide additional structure.

Application and Selection Process

6. Continue using the format developed this year for describing host opportunities and post this information on the Internet as soon as it is available. The new format provided a common look to all of the opportunities and allowed the capture of consistent information on each assignment. Ensure that all selected candidates receive a copy of the final host opportunities package in writing as soon as selection has been confirmed.
7. Request host opportunities be developed and submitted by the end of October. This will allow prospective applicants to view the available assignments in advance of applying for the Program and encourage more applications. Advancing the date (from December or January) will facilitate review prior to the beginning of the holiday period.
8. Rework the application and selection process to allow the selected candidates to make the initial contact with the host agencies rather than vice-versa. This change is needed because the number of host opportunities greatly exceeds the number of Fellows. Asking the agencies to make the initial contact slows the process and is creating frustration when the agency discovers the Fellow has already accepted another assignment. The Fellow should be charged with their own development and allowing them to select and negotiate their assignment with the host agency is in keeping with the spirit of the program and encourages leadership.

Communication and Role Clarification

The survey responses clearly indicate that the intended three-way communication is not occurring. In most cases, there is little contact with the sponsoring agency during the Fellowship. The next three recommendations are designed to improve the communication and understanding of the roles of each Program participant.

9. Clarify the role of the host agency. At the start of the assignment the host agency should outline the specific projects, training opportunities, potential details and shadow opportunities during an entrance conference. The host agency CFO should work with the Fellow to develop mutual goals and objectives and to define relevant projects to demonstrate and develop leadership capabilities. The Fellow and host CFO should meet periodically to discuss the accomplishment of goals and redirect the assignment if necessary. The Fellow should document these meetings and this documentation should be sent to the sponsoring agency to serve as a basis for the annual performance appraisal. The host agency CFO should discuss the Fellow's progress with the sponsoring CFO and/or mentor and the program coordinator.
10. Clarify the role of the sponsor agency. The sponsor agency CFO should meet periodically with the Fellow to discuss the assignment and discuss the Fellow's progress with the host CFO or mentor and the program coordinator. The sponsor should make every effort to ensure that the employee returns to a position with increased responsibility, "stretch" assignments and/or more involvement with management challenges upon return to the agency.
11. Conduct an annual orientation session for participating agencies and Fellows to discuss the assignments, clarify roles and responsibilities and answer questions.

Mentoring

Mentoring is an important component of the program and one that most survey respondents indicated needed improvement. The existing program documentation indicates that the mentor should be the CFO or senior executive at the host agency. While mentoring can take place at the host agency, more continuity and effectiveness would be achieved by assigning the mentor at the sponsor agency to work with the employee before, during and after the program year.

12. Assign a mentor from the sponsoring agency that works with the Fellow before, during and after the Fellowship. The name of the mentor, along with their endorsement of the candidate, should be included in the application package. The mentor should help the candidate develop their application package including the statement of development plan, serve as champion for approval of the package through the agency and to the CFO, work with the employee throughout the year, and assist with planning for the employee's return to the agency at the end of the program year.

Training

Many Fellows have expressed disappointment in the training component of the program. The USDA Graduate School allows enrollment in two courses from its course catalog, but many respondents indicated that these courses are not designed for employees at the GS-13 to 15 grade levels. Many Fellows would have preferred less focus on technical skills and more focus on management and leadership skills. The next several recommendations address the training issues.

13. Expand the FEI portion of the program to ten days. The additional cost is approximately \$4,470 per Fellow¹. At present, Fellows attend FEI for three days at the beginning and end of the Program year. Expand the beginning and ending sessions to four days to allow for additional coaching and work on leadership skills. Returning to FEI in the middle of the program for two days would help to retain the focus of the program on leadership, allow for additional coaching and possible redirection of host agency assignments, and reinforce the skills learned at the start of the program.
14. Include mentors from the host and sponsor agency in the FEI beginning session for one day. The only additional cost is for meals and lodging—\$165 per host or sponsor. This training would enhance coaching skills and focus Fellows on asking for what they need. Including mentors in the beginning session would clarify expectations and set the tone of the relationship for the year and help the mentor and Fellow to bond.
15. Refocus the financial management portion of the training on more advanced weeklong overviews rather than technical training. The program coordinator arranged for the present Fellows class to attend the Congressional Operations Seminar. Including Fellows in a similar course should be continued and supplemented with another weeklong overview on Federal financial management. The program fee should be adjusted to ensure the provider receives tuition for these courses. This will increase the program fee by approximately \$1,500 per Fellow (\$2,500 less the \$1,000 already included for USDA Graduate School open enrollment courses).
16. Enlist the aid of the Office of Personnel Management to credential the Program to allow SES qualification for the GS-14 and 15 Fellows. This credential will increase applications and foster competition to ensure that only the Government's most promising employees are

¹ FEI costs \$14,900 per day (for instruction, meals and lodging, and overhead). The Program fee is based on a class of 10 Fellows.

accepted into the Program. The program fee will need to be increased by approximately \$4,000 for the GS-14 and 15 Fellows to compensate the provider for the SES courses.

Program Coordination

The program brochure outlines the training and Program coordination responsibilities as follows.

“The Federal Executive Institute (FEI) of the Office of Personnel Management (OPM) and the Graduate School, USDA will jointly provide the training component for the CFO Council Fellows Program. FEI will provide the leadership training and the Graduate School, USDA will provide the advanced financial management training and provide overall administration of the program... The Graduate School, USDA will provide assistance to the incoming Fellows for organizing briefings with guest speakers at the CFO and Deputy CFO levels, officials from central management agencies, including OMB, GAO, and Treasury, and officials of professional or private-sector organizations...In addition, up to two Graduate School open-enrollment courses will be offered to each fellow based on individual need.”

The program administration role is presently limited to activities during the application and selection period. These activities include printing and distribution of Program brochures, receiving and evaluating applications, distributing candidate resumes to potential host agencies, notifying candidates of selection, and answering host agency and candidate questions during the application and selection period. There is little or no funding being provided for the administration of the Program. The Fellows are arranging the briefings directly with the agencies.

The responses of both the Fellows and the host agencies indicate that program coordination needs to be expanded and improved.

17. Establish a funded Program coordinator position. Effective coordination is estimated to require approximately ¼ FTE each year (or about 520 hours) and cost about \$44,000 (approximately \$35,000 for a GS-15 plus 25% for overhead and expenses). This is \$30,700 above the amount presently included in the Program fee. Define the responsibilities of the program coordinator and devise an evaluation and oversight method to ensure successful performance. The coordinator function should be advertised for competition with a statement of work developed using the responsibilities included in Appendix C.
18. Document the process for matching Fellows with host agencies. Documentation should be provided to potential candidates and prospective host agencies as soon as interest in the Program is expressed. A handbook should be developed and posted on the Internet.

Program Marketing

19. Request Office of Personnel Management involvement in the distribution of Program materials across the Federal Government. This will permit better integration of this Program with similar programs in Government and encourage the involvement of the agency Human Resources offices in recruitment of potential candidates.
20. Actively promote the Program at financial management conferences and develop partnerships with accounting and financial management organizations to encourage their members to apply.
21. Develop and distribute Program success stories. Use the JFMIP newsletter and other suitable publications to communicate this information to the target audience.

22. Ensure broad distribution of the Program brochures. At present, many agencies publicize the program only to the organizational units directly aligned to the CFO effectively limiting the candidate pool. Widen the distribution to include all employees with financial management expertise regardless of organizational alignment. Many employees with this expertise are assigned to line managers responsible for mission programs. Including candidates with differing backgrounds enriches the experience for all Fellows.

Program Funding

23. Share the full cost of the program between the host and sponsor agencies. The shared funding includes salary, program fee and local travel costs. If funding were shared, it would cost each agency about \$65,000 to participate in the program. At present, many potential sponsors are reluctant to let their best employees participate in the Program because they face not only the cost of the employee's salary but also the cost of backfilling the vacancy during the employee's absence. Agencies may be more willing to participate in the Program if the host agency, which is deriving a benefit from the employee, shares the program and salary costs.
24. Share the relocation costs, when incurred, between the host and sponsor agencies. Many agencies indicated that are not able to fund the employee's salary AND the costs of their temporary duty per diem for a year. These relocation costs equal approximately \$35,000 per year when transportation costs are included. If both of these costs are shared, agencies may be more willing to allow promising employees to participate. Per diem should be authorized according to the Federal Travel Regulations (FTR) rather than specific agency policies to avoid disputes. At present, the FTR specifies that extended training assignments greater than 30 days duration be authorized at 55 percent of the full per diem for the host agency area.
25. Negotiate funding disputes. At present, the Fellow is often placed in the middle of these disputes, which puts an unfair burden on the Fellow when they are trying to build relationships at the new host agency. Agency CFOs should negotiate the resolution without Fellow involvement.
26. Accomplish the sharing of Program funding by executing an interagency agreement between the two agencies. The sponsor agency should fund the costs up front (through the normal agency payroll and travel processes) and the host agency should transfer one-half of these costs to the sponsor agency before the end of the fiscal year in which the Program year begins.

Other Enhancements

27. Enhance the Program to include more opportunities for interaction with the private sector. This could include short shadowing assignments or rotations to private sector organizations, attending Private Sector Council meetings or less formal interactions with the CFOs of private firms.
28. Expand the program to include locations outside of the DC Metropolitan area. Many promising leaders in financial management are located outside the DC area. At present, candidates must relocate to the DC area to participate in the program. Developing opportunities in geographic areas such as Denver, Colorado that house large Federal populations and have bureau CFOs and/or senior financial management executives would encourage growth of the program and allow participation by employees whose personal circumstances do not permit a temporary relocation to Washington DC. A host opportunity was developed for the Denver, Colorado for the FY 2002 program year, but there were no

applicants for that area. The Federal Executive Boards in each geographic area should be involved in developing the local programs.

A table that summarizes the recommendations is included in Appendix A. This table also provides a cost estimate, a target decision date, and assigns a responsible party to complete the action. Recommendations that can be quickly implemented and have no additional cost are identified as quick fixes.

Summary

The survey results clearly indicate satisfaction with the Program and a commitment to its continuation. The Program could be sustained at the present participation level for many years. However, this report makes 28 recommendations to improve and enhance the Program. If all of these recommendations were accepted, the estimated Program fee would need to be increased to \$20,440. Table 4 shows an itemization of the revised costs.

Table 4. Recommended CFO Fellows Program Cost

Category	Per Fellow Cost 1/	Per Agency Cost
FEI Cost 2/	9,540	4,770
Advanced Financial Management Training	2,500	1,250
SES courses	4,000	2,000
Funded program coordinator 3/	4,400	2,200
Revised Program Fee:	\$20,440	\$10,220
Salary and Benefits (GS-13 to GS-15)	\$75,000 - \$140,000	\$37,500 – 70,000
Additional conferences or training (optional)	1,500	750
Local transportation	200	100
Total:	\$97,140 – \$162,140	\$48,570 – \$81,070

1/ Per Fellow cost based on class of 10. Program fee would decrease with larger class sizes.

2/ The FEI Cost is based on estimate of \$14,900 per training day. The Program fee is calculated on a cash basis. The first class would fund 6 days--the first session (4 days) and the middle session (2 days). The next class' program fee would fund the last session.

3/ The total cost for the Program coordinator is \$44,000 and includes salary and benefits for the GS-15 plus overhead and expenses.

This large increase in the Program fee would result in improved training, funded program coordination and marketing. Implementation of these recommendations would also position the Program well for growth and to better meet the needs of the financial management community.

Appendix A

Summary of Recommendations

Quick Fix	Issue or Concern	No	Recommendation	Cost	Responsible Official	Target Decision Date
✓	Insufficient Visibility with CFO Council	1	Introduce new Fellows at the first regular CFO Council meeting after the start of the program year. Provide the names of the Fellows along with their host and sponsoring agency to all Council members in writing each year.	None	Chair, Human Resources Committee	May 2001 and annually
✓	Insufficient Visibility with CFO Council	2	Request a written briefing on the activities of the CFO Fellows be submitted twice yearly.	None	Vice Chair, CFO Council	Twice per year in November, and May
✓	Insufficient Visibility with CFO Council	3	Encourage all CFO Council members to attend the Program graduation ceremony each year.	None	Chair, CFO Council	April 2001
✓	Insufficient Visibility with CFO Council	4	Consider the CFO Fellows as a resource to accomplish Council goals and tasks.	None	Committee Chairs	Ongoing
	Insufficient Visibility with CFO Council	5	Develop Council goals to foster program participation and raise the status of the program. Set a goal for the optimum number of Program candidates and develop a glide path to achieve that goal.	None	Chair, CFO Council	September 2001
✓	Application and Selection Process Needs Structure	6	Continue using the developed format for describing host opportunities and post information on the Internet.	None	Chair, Human Resources Committee	September 2001
✓	Application and Selection Process Needs Structure	7	Request host opportunities be developed and submitted by the end of October.	None	Chair, Human Resources Committee	September 2001
✓	Application and Selection Process Needs Structure	8	Allow the selected candidates to make the initial contact with the host agencies rather than vice-versa.	None	Chair, Human Resources Committee	December 2001

Quick Fix	Issue or Concern	No	Recommendation	Cost	Responsible Official	Target Decision Date
	Roles and Responsibilities are Unclear	9	Clarify the role of the host agency.	None	Chair, Human Resources Committee	August 2001
	Roles and Responsibilities are Unclear	10	Clarify the role of the sponsor agency.	None	Chair, Human Resources Committee	August 2001
✓	Roles and Responsibilities are Unclear	11	Conduct an annual orientation session for participating agencies and Fellows.	None	Program Coordinator	Annually in May
	Mentoring of Fellows is Inconsistent	12	Assign a mentor from the sponsoring agency that works with the Fellow before, during and after the Fellowship.	None	Sponsoring CFOs	August 2001
	Training is Not Meeting Needs	13	Expand the FEI portion of the program to ten days.	\$4,470 per Fellow	Chair, Human Resources Committee	August 2001
	Training is Not Meeting Needs	14	Include mentors from the host and sponsor agency in FEI beginning session for one night.	\$165 per person	Chair, Human Resources Committee	August 2001
	Training is Not Meeting Needs	15	Refocus the financial management portion of the training on more advanced weeklong overviews rather than technical training.	\$1,500 per Fellow	Chair, Human Resources Committee	August 2001
	Program is Attracting Few Candidates	16	Enlist the Office of Personnel Management (OPM) to credential the Program to allow SES qualification for the GS-14 and 15 Fellows.	\$4,000 per Fellow	Chair, Human Resources Committee	March 2002
	Improve Program Coordination	17	Establish a funded Program coordinator position, define the responsibilities and devise an evaluation method.	\$4,400 per Fellow	Chair, Human Resources Committee	October 2001
	Improve Program Coordination	18	Document the process for matching Fellows with host agencies and provide to agencies and candidates.	None	Program Coordinator	October 2001
	Improve Program Coordination	19	Request OPM involvement in the distribution of Program materials across Government.	None	Chair, Human Resources Committee	October 2001

Quick Fix	Issue or Concern	No	Recommendation	Cost	Responsible Official	Target Decision Date
	Improve Program Marketing	20	Actively promote the Program at financial management conferences and develop partnerships with other organizations.	Undetermined	Program Coordinator	Ongoing
	Improve Program Marketing	21	Develop and distribute Program success stories.	None	Program Coordinator	May 2002
	Improve Program Marketing	22	Ensure broad distribution of Program brochures to include all employees with financial management expertise regardless of organizational alignment.	None	Program Coordinator	October 2001
	Funding is a Deterrent to Sponsors	23	Share the full cost of the Program between the host and sponsor agencies.	Approx \$65,000 each host and sponsor	Chair, Human Resources Committee	August 2001
	Funding is a Deterrent to Sponsors	24	Share relocation costs, when applicable, between host and sponsor agencies. Authorize under Federal Travel Regulations rather than agency specific travel regulations.	Approx. \$17,500 each host and sponsor	Chair, Human Resources Committee	August 2001
✓	Improve CFO Communication	25	Negotiate funding disputes (without Fellow involvement).	None	Chair, Human Resources Committee	August 2001
	Funding is a Deterrent to Sponsors	26	Accomplish the shared Program funding by executing an interagency agreement between the two agencies.	None	Host and Sponsor CFOs	August 2001
	Enhancement Suggestion	27	Include more opportunities for interaction with the private sector such as shadow assignments or rotations to private sector organizations and attendance at Private Sector Council meetings	None	Program Coordinator	March 2002
	Enhancement Suggestion	28	Include locations outside Metropolitan DC in the Program. Involve the Federal Executive Boards to develop local programs.	None	Program Coordinator	August 2001

Appendix B

Responsibilities of the Program Coordinator

Responsibilities should include the following.

- Application and selection activities including printing and broad distribution of Program brochures, receiving and evaluating applications, distributing candidate resumes to potential host agencies, notifying candidates of selection, and answering host agency and candidate questions during the application and selection period.
- Reviewing applications to ensure candidates are well qualified for the program and meet the program requirements. Discuss concerns with the sponsoring CFO.
- Coordinating the development and submission of host opportunities and posting opportunities on the Internet.
- Assessing the appropriateness of the assignments and working with host agencies to correct deficiencies.
- Working with agencies and their employees to encourage Program participation.
- Working with host agencies throughout the year to ensure that Fellow opportunities are appropriate to grade and leadership objectives.
- Working with Fellows to ensure that assignments are working well.
- Working with the FEI and the USDA Graduate School to ensure the training curriculum is focused on management and leadership skills.
- Coordinating training sessions with the Fellows.
- Promoting the program at conferences.
- Maintaining contacts with agency CFOs, Deputy CFOs, key central agency financial management officials, and Congressional staff to arrange briefings and maintain program visibility.
- Coordinating the graduation ceremony including printing and distribution of invitations, making facility reservations, and arranging speakers.
- Continuous evaluation of the Program through annual surveys of graduating participants and periodic surveys (every three to four years) of agencies.
- Involve the Federal Executive Boards to develop local programs outside the Metropolitan DC.

Appendix C

Contributors to the Report

CFO Fellows, Class of 2001

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CFO Fellows, Classes of 1999 and 2000

This document was developed under the auspice of the CFO Council Human Resources Committee.

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