

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
**Office of Finance Planning Document for Period 1 Oct 85 -30 Sep 90
 and Objectives for FY 1986**

FROM: Allen R. Elkins Director of Finance 1212 Key Bldg.	EXTENSION []	NO. []
		DATE <p style="text-align: center; font-weight: bold;">5 NOV 1985</p>

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

TO: (Officer designation, room number, and building)	RECEIVED	FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
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DDA Registry
85-41311

03 DEC 1985

MEMORANDUM FOR: Director of Finance

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Office of Finance Long Range Plan

REFERENCE: Office of Finance's Planning Document for 1 October 1985 to
30 September 1990

I have reviewed and approved your long range plan. I look forward to
meeting with you and your people quarterly to review the progress of your
important programs and to discuss any problem areas.

/s/ Harry E. Fitzwater

Harry E. Fitzwater

ORIG: DDA/Plans



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- Original - Addressee
- 1 - DDA Chrono
- 1 - DDA Subject
- 1 - DDA/MS Chrono
- 1 - DDA/MS Subject



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5 NOV 1985

ADPP 214-85

MEMORANDUM FOR: [redacted]
DA Planning Officer

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FROM: Allen R. Elkins
Director of Finance

SUBJECT: Office of Finance Planning Document for Period
1 Oct 85 - 30 Sep 90 and Objectives for FY 1986

1. Attached is our Planning Document for the period 1 October 1985 -
30 September 1990. Included in the document are our objectives for FY 1986.

2. If you should have any question, please contact [redacted]
on [redacted]

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[redacted signature box]

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Allen R. Elkins

Attachment

Unclassified When Separated
From Attachment

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Office of Finance
Planning Document for Period
1 October 1985 - 30 September 1990

I. Introduction

This document sets forth the major goals and objectives of the Office of Finance (OF) for the five (5) year period ending 30 September 1990. Office direction and purpose remain committed to an automation modernization plan and major improvement of personnel management. OF has been attentive to the recommendations of the Inspector General Survey of 1983 and the resurvey conducted by that Office in 1985. Efforts toward increased automation will continue to be pursued and desired organizational and procedural changes implemented when necessary and where possible.

II. Assumptions

A. Growth in the number of Agency personnel will stabilize and resource bases will level off at approximately the FY 86 level.

B. The development of the Budget and Accounting Resource System (BARS) and a new automated payroll system will continue to have a high Directorate priority.

C. The Standard Support Requirements (SSR) will be continued in order to assist OF and the Directorate to maintain our base level and support new initiatives.

D. The most effective means of increasing efficiency and production is the development of automated systems which eliminate or reduce labor intensive processes and which will provide a flexible structure capable of meeting dynamically changing demands for financial services.

E. The FY 86 budgeted personnel increases as well as the requested development complement will be made available.

F. Given the current serious personnel shortage within OF, the too rapid rotational process will not be stabilized and basic financial skills and expertise will remain in short supply.

G. The continued demand for new technical collection systems and the desirability for conducting contract audits under the "Truth In Negotiations Law" will require increased audit support by CSAD.

H. Competition in the private sector as well as new conditions associated with Agency employment will make the hiring of accountants and computer specialists more difficult.

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III. Goals

A. Maintain an Effective Career Development Program Which Maximizes the Motivation and Potential of Each Employee and Develop Other Programs Which Meet OF and Agency Needs.

OF's FY 85 plans toward establishing an adequate human resource base and normalizing the personnel rotational assignment process failed to materialize. One major reason for these failures was a decision to curtail recruitment for the first quarter of FY 85. This decision was made in view of the overstrength position of OF at the end of FY 84 and the uncertainty of the total number of authorized positions to be made available to OF at that time. This shutdown of the recruiting pipeline, a higher than normal personnel attrition rate for FY 85, and unanticipated requirements from the External Service for Finance Officers, has left OF in an understrength position in excess of [] positions unfilled at the time of this writing. As a first step toward correcting this situation, several Finance Careerists have been appointed to assist in a large scale recruiting effort to begin in early FY86. In addition, OF recruitment guidelines and hiring policies have been refined to more effectively compete with the private sector and other Government agencies in attracting qualified applicants to OF. A serious personnel shortage in CSAD is being partially dealt with through an attempt to recruit auditors

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The Director of Finance has also authorized CSAD to recruit contract auditors at higher grade levels in an attempt to increase the experience factor in CSAD. OF is convinced these are positive actions which will assist the office in the long term.

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The 1985 Inspector General Resurvey Report of OF recommended that this Office be authorized to establish a development complement in order to accommodate attrition, meet unanticipated personnel requirements, handle personnel rotations, and provide for necessary training. This recommendation was agreed to by the DDCI although final approval of this item was left to the Director of Personnel. OF's long range planning relies heavily upon a development complement becoming a reality. These positions will go a long way toward providing effective career development patterns and ensuring a steady flow of talent through the ranks into the senior levels of the Finance Career Service. In consonance with the IG resurvey suggestion, OF will institute procedures for periodic querying and analysis of the new personnel requirements anticipated to be required by the various host components making up the External Service employers. Additionally, the Office has refined and put into use a projection of external requirements based upon historical data which can be used to effectively gauge position work-load estimates. In full anticipation that the recruiting effort will be successful and the development complement positions will be made available, action has been taken to clarify the role of the specialist employee within OF and five (5) career tracks have been identified. These are budget formulation, general finance, external finance, commercial contract auditing, and financial systems. Specialists are not limited to positions solely within their career tracks and they are not penalized for staying within their chosen specialties.

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Indeed, the policy is to encourage finance careerists to move laterally across career tracks in order to broaden their experience base. Rotational assignments will continue to be made with the direct involvement of assignment panels which were created by the Director of Finance during 1985. These panels have engendered a sense of "trust in the system" by most OF Careerists and bring line managers into the assignment process.

As pointed out in the Resurvey document, because of short staffing, OF has not been able to increase training to the recommended five percent of the work year. OF recognizes the importance of training; there is no doubt that this Office is attempting to adhere not only to the letter but to the spirit of the IG recommendation. During FY85, a certifying officer's course was organized and run by Audit and Certification Division (A&CD). This is a two-day offering covering regulations affecting certifying officers and intended primarily for officers being assigned overseas or to their first certifying position. A test administered at the end of the course requires a passing grade prior to appointment as a certifying officer. Time and Attendance training has been improved with a full time position being assigned to Payroll for all phases of payroll training. As part of an attempt to develop a cadre of experienced budget officers, a budget course was developed in conjunction with the Comptrollers office and conducted successfully. An orientation course was put together for employees new to OF and was held with notable success. Full utilization of the career trainee (CT) program is planned as a means of increasing the overall quality of OF personnel. In keeping with our ongoing automation efforts, a course was implemented which introduces employees to the basic applications of personal computers. Again on systems, OF has been able to place one OF Careerist in each running of the OIT sponsored ADPAC course, a combining of several basic courses that are needed to function properly in the systems development arena.

B. Improve Effectiveness and Productivity of Careerists Through State-of-the-Art Automation Technology

In 1986 OF should have a stronger voice in the management of all financial system development. Use of prototyping and relational model data bases will provide the basis for future system development.

1. Budget and Accounting Resource System (BARS)

a. In April 1985, Computer Sciences Corporation was selected as the contractor to assist in the development of the system. During May and June, contractor personnel received an in-depth orientation of the current financial and logistics systems - FRS, BRS, GAS, Payroll, ICS, and CONIF. The BARS team completed a high level requirements document and conducted an extensive evaluation of mainframe accounting software packages. The Cullinet general ledger software package was selected as being the most viable for Agency use. The BARS project was organized into four segments made up of the Office Budget Formulation (OBF), the Agency Budget Formulation (ABF), the Accounting and Budget Execution (ABE), and

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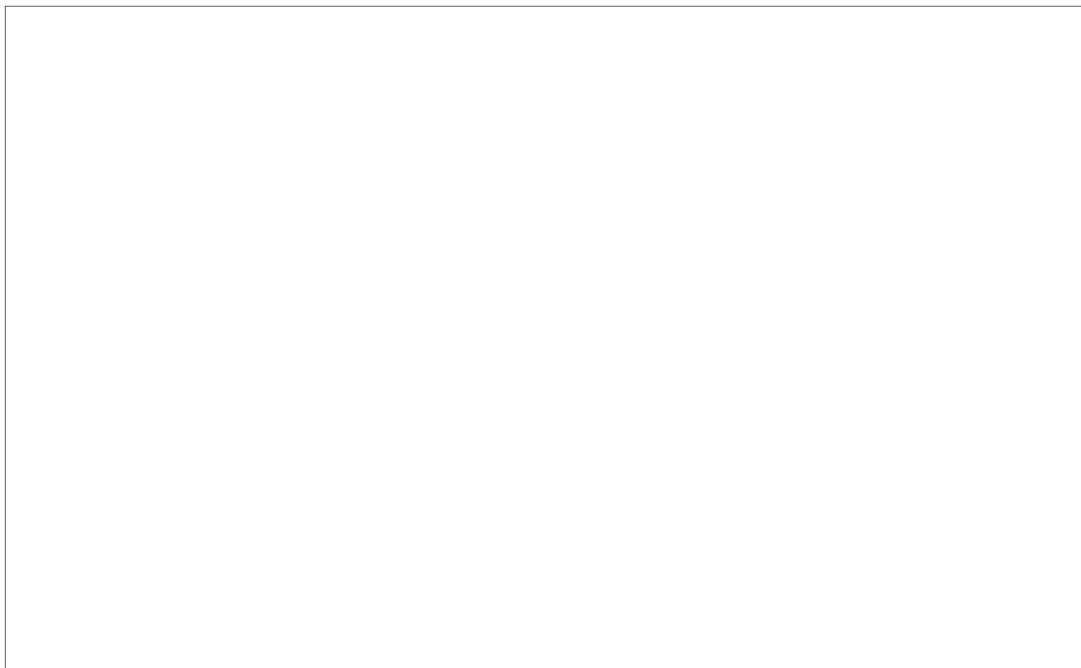
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the Agency Travel System (ATS). These divisions were effected to facilitate management of resource distribution between concurrent taskings. Through utilization of an IBM/PC and software packages (Goldengate and PC Focus), a first version of an automated tool for assisting in budget formulations was developed. This involved the prototyping of the system on a microprocessor and the provision of demonstrations to the user population for the purpose of refining requirements.

b. Version 1.0 of the the Computer Assisted Travel System (CATS) was developed and turned over to Central Travel Service on 1 October 1985 for testing in an operational mode. In 1986 a high level requirements document will be prepared and project segments will be identified for development with version 1.1 expected later in the year.

c. A prototype model of the OBF portion of BARS will be ready for testing in an operational mode in at least four offices for the FY-88 budget preparation.

d. A relational model of the ABF will be developed and tested during 1986 using new development tools of the IDMS/R database.



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3. Treasury Initiatives

Plans and actions which were begun in FY 85 to enable the Agency to make electronic funds transfers directly to the Federal Reserve have been almost completed and will be implemented in the near future. These electronic transfers will be made through for salary payments and vendor payments of less than \$25,000. Plans are also underway for the implementation

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of the Treasury Financial Communications System (TFCS) which will permit the same type of electronic transfers to be made for payments in excess of \$25,000. This system will probably be implemented sometime during calendar year 1986.

4. Other Automation Efforts

a. OF remains committed to the elimination and/or automation of labor intensive and time consuming financial processes and a constant effort is made to identify such processes. In particular, the Office plans to continue system development efforts aimed at reducing employee input, improving the timeliness of production, and enhancing the integrity of accounting records.



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IV. Objectives

A. Maintain an Effective Career Development Program Which Maximizes the Motivation and Potential of Each Employee and Develop Other Programs Which Meet OF and Agency Needs

1. Continue to develop and implement, in FY86, training programs for employees which will develop expertise in specific OF functional work areas.

2. During FY's 1986 and 1987, develop the general expertise required for assignments outside OF through rotational assignments and selected training. Select and nominate OF careerists for senior

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officer training at the National War College, Industrial College of the Armed Forces and the Senior Seminar in Foreign Policy (FSI).

3. Establish the cadre for a development complement.
4. Continue and expand our recruiting effort by joining recruiters on college campuses and at job fairs.
5. Hire more Co-op students for work in the main Office of Finance, especially Commercial Systems and Audit Division (CSAD).
6. Stress the Career Training Program as a source of new finance junior professionals. Sponsor selected internal OF careerists for CT training.

B. Improve Effectiveness and Productivity of Careerists Through State-of-the-Art Automation

1. Automated Compensation Information System (ACIS)
 - a. Joint quarterly reporting to the DDA by OF and OIT.
 - b. Automation of payroll retirement card posting.
 - c. Development of an electronic time and attendance procedure for domestic use that will minimize amended time and attendance reporting and greatly reduce manual processing.
 - d. Significant reduction of manually handled pay information by increased use of automated interfaces between the payroll system and the Credit Union, the Office of Training and Education and the Office of Personnel.
- f. Installation of terminals capable of accessing the mainframe pay system on each pay technician's desk.
- g. In conjunction with OIT, initiate action to fully document the existing automated pay system to provide for better maintenance and a greater degree of table driven processes.
- h. Utilize IDMS/R environment to provide on-line access to the master file.
- i. Assessment of the manual time and attendance procedures to determine the possibility of reducing adjustments now calculated manually by pay technicians.

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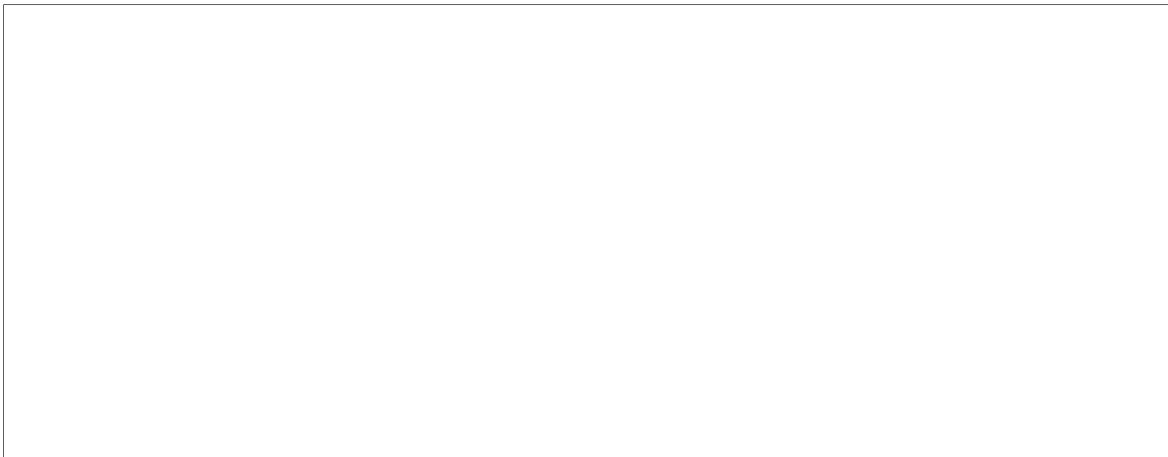
j. In cooperation with the Office of Training and Education, revise and update the course on time and attendance reporting.

2. Central Intelligence Agency Retirement and Disability System (CIARDS)

a. Explore the feasibility of the use of a commercial accounting system for maintenance of the CIARDS accounts.

b. Implement state tax withholdings for CIARDS annuitants (D.C., Maryland, and Virginia).

c. Investigate the possibility of a computer interface with the Credit Union and the Insurance Office for direct input of data into the CIARDS pay system.



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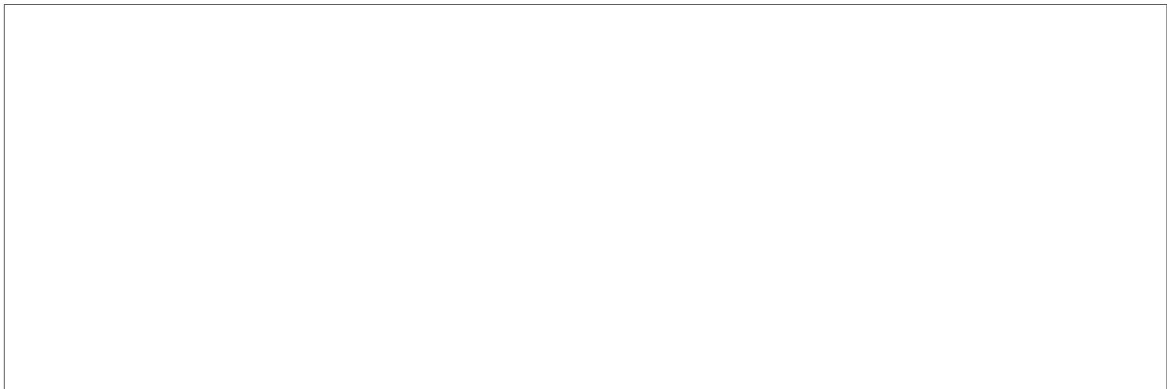
4. Budget and Accounting Resource System (BARS)

a. Using Cullinet general ledger package, adapt package to OF requirements.

b. Develop high level requirements document and produce an enhanced version of CATS.

c. Continue development of the OBF portion of BARS.

d. Develop a relational model of ABF portion of BARS.



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- b. Automate the devised facility tax reporting procedures.
- c. Update General Ledger Account 1416 (Compensation and Allowance Payments Due From Agency Personnel) to include coding of all type of transactions and clearing codes.

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OFFICE OF FINANCE FIVE YEAR PLAN OBJECTIVES 1986-1990

<u>OBJECTIVE</u>	<u>SUPPORT DDA GOAL</u>	<u>86</u>	<u>87</u>	<u>88</u>	<u>89</u>	<u>90</u>	<u>TRACKING LEVEL</u>	
							<u>DDA</u>	<u>OF</u>
IMPROVE EFFECTIVENESS THROUGH AUTOMATION	3, 4, 5, 8	X	X	X	X	X	X	
PURCHASE OF WORK STATIONS	7	X	X			X	X	
MAINTAIN AN EFFECTIVE CAREER DEVELP. PROG.	1, 2, 5	X	X	X	X	X	X	

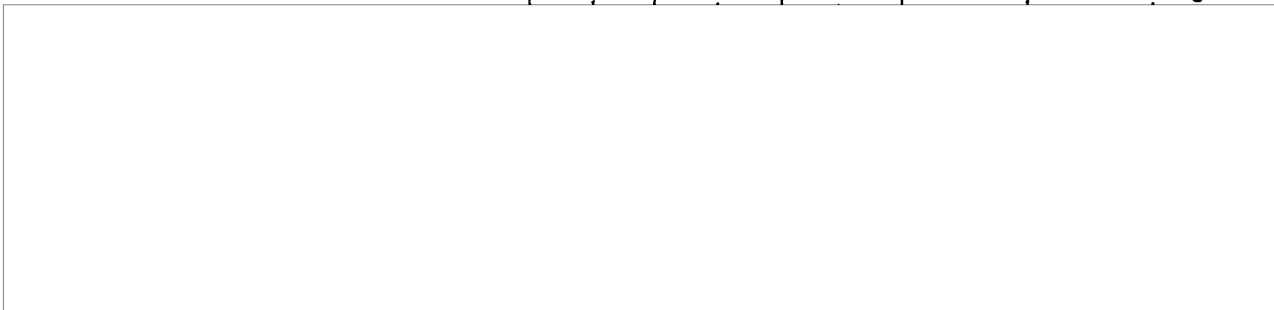
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IMPROVE EFFECTIVENESS & PRODUCTIVITY THROUGH AUTOMATION

ITEMS

MONTHS

Oct 85 Dec 85 Feb 86 Apr 86 Jun 86 Aug 86



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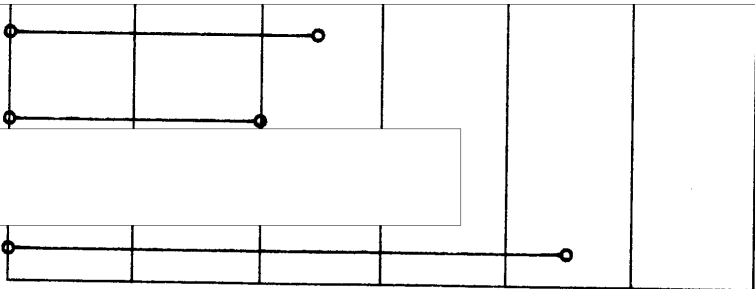
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CIARDS ACCTG.



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MAINTAIN AN EFFECTIVE CAREER DEVELOPMENT PROGRAM

