

THE CFO OF THE FUTURE NOW

THE 2030 PLAN

April 2021, Version 1.0

DRAFT



ON NOVEMBER 15th, 1990, the U.S. Chief Financial Officers Council (CFOC) was established by the Chief Financial Officers (CFO) Act of 1990 (Public Law 101-576). The CFOC is an organization composed of the CFOs and Deputy CFOs of the largest Federal agencies, and senior officials of the Office of Management and Budget (OMB) and the Department of the Treasury who work collaboratively to improve financial management in the U.S. Government. The CFOC's work is enduring; the Administration's Building Back Better strategy and developing objectives of the CFO Vision Act will continue to inspire our efforts.

The Council was established to advise and coordinate the activities of the member agencies on matters, including:

- Consolidating and modernizing of financial systems;
- Improving the quality of financial information;
- Financial data and information standards;
- Internal controls;
- Legislation affecting financial operations and organizations; and,
- Any other financial management matters.

The world is rapidly changing, and the impact of this change is felt across all aspects of the public and private sector. Technology continues to evolve at an ever-increasing rate, systems of governance are becoming more complex, customers expect real-time service delivery, and competition for talent and skills has never been more intense. Against this backdrop, the CFOC is anticipating the future needs of the Financial Management (FM) workforce in order to compel a robust, agile, technologically proficient, and adaptable workforce.

To this end, the CFOC empowered a group of senior federal managers, organized in a workgroup under the Workforce Executive Steering Committee, to pursue the challenge of building an FM workforce for the future, not from a near-term budget-focused way, but through a long-term, future-focused lens. The Shape the Workforce Initiative working group launched a collaborative, partnership across more than a dozen agencies, including the Office of Personnel Management (OPM) and OMB to think beyond traditional planning methods and explore new ways to build a vision of the needs, composition, and skills of the future FM workforce. In August of 2019, the Executive Steering Committee initiated a strategic planning effort that yielded a roadmap for the CFOC to use in navigating an uncertain future.

With these thoughts in mind, we hope you are excited and inspired by what follows.

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Mission and Priorities

The CFOC is comprised of the CFOs and Deputy CFOs of all 24 CFO Act Agencies. The members of the Council identify the key issues necessary for successful implementation of the Chief Financial Officers Act of 1990 and work to improve financial management leadership.

Since the passage of the CFO Act, the Council has realized substantial progress and many positive achievements. Individual Council members have stepped forward to lead collaborative efforts through committees, working groups, and special projects to improve government-wide financial management.

The Council continuously reviews progress in each identified area of emphasis:

- Improve financial management systems;
- Effectively implement the Government Performance and Results Act;
- Secure clean opinions on agency-wide and government-wide audited financial statements;
- Develop a quality financial management workforce;
- Improve loan management, tax and debt collection;
- Design management systems to improve accountability for performance;
- Modernize payments and business methods through electronic commerce.

The CFO of the Future Now

2020 is the 30th Anniversary of the CFO Act of 1990 which formally created the position of CFO within the Federal Government. The Act was transformational, ushering in a new approach to federal financial management. The Act reimagined traditional roles, and empowered senior government leaders to embrace innovation, leverage data, and find creative ways to address pressing financial management challenges. The Act was a first step in the right direction, but after 30 years, new challenges have emerged yielding new opportunities for improvement.

Over the past 30 years, national and global events, the rapid advancement of technology, and a shift in financial mindset have radically altered how the Federal Government addresses fiscal challenges. 9/11, the dot com bubble, the financial crisis, cybersecurity breaches, the invention of the smartphone and other remote technologies, and the COVID-19 pandemic have all posed substantial challenges not only to financial management but to security, talent management and acquisition, and customer service needs and expectations.

The CFOC realized that the Federal Workforce was constantly changing – and needed to change. Adapting to a rapidly changing world required new skills to be developed, learned, and applied. Economic conditions and personal financial habits have an enormous influence on career choice and how long professionals choose to remain in the workforce. Advances in medicine allow people to live longer, fuller lives and enable them to continue in their chosen career or even switch occupations later in life. For many, work provides a sense of purpose and fulfillment. In order to be ready for the future, the FM workforce working group sought to understand what the FM workforce would need, how it might look, and what new missions might be envisioned regardless of how the future unfolds. Considering demographic shifts, mission evolution, technological advances, and resources among other factors were central to identifying strategic goals that will prepare the FM workforce now for an uncertain future and realize the vision of *'The CFO of the Future Now'*.

Executive Summary

Building on a history of accomplishment, this plan provides a roadmap for the future of the CFOC Financial Management workforce as we move past the 30th Anniversary of the CFO Act. The plan includes seven strategic actions including agile user story style scenarios to describe the work to be done and delivered as we move from planning to execution. Projects resulting from this plan will be prioritized by value, where the highest value will be delivered first. The connection among these strategic actions is straightforward. Our aim is to be **'The CFO of the Future Now'**. The initiatives represent some of the efforts we will make to achieve our goals.

The last point is critical to keep in mind: The initiatives do not represent the sum total of all we are or will be doing to achieve the strategic goals. There are numerous activities, programs, efforts, and initiatives already underway across many Agencies and Departments that are relevant to these goals. The key initiatives are limited to new, major efforts by the CFOC Financial Management workforce. In order for this strategic plan to guide our actions, initiatives must be limited to a number that can be plausibly implemented by 2030.

Similarly, our partner Councils are critical. They too have unique opportunities and challenges met by their own strategic planning initiatives. All of which is to say that this document is not meant to be a catalogue of all that we are doing. It is also not meant to be a catalogue of everything important that we are doing. There is great and important work that is not part of a new key initiative but is nonetheless vital to the CFOC community and critical to achieving our goals.

Leveraging Data as
a Strategic Asset

Supporting the
Current Workforce

Recruiting the
Future Workforce

Harnessing
Technology

Planning for
Succession

Facilitating Culture
Change

Building Lasting
Partnerships

Definitions & Agile Principles

For the purposes of this document, the term “**Financial Management Workforce**” refers to the more than 140,000 civil servants who create business plans, track agency expenditures, provide the CFO and senior agency leaders with data to facilitate long-range planning and visioning, inform decisions on where to invest resources, ensure compliance with all appropriate financial laws and regulations, and measure the effectiveness and efficiency of expended funds. Typically, this workforce is found within the General Schedule (GS) Accounting, Auditing, and Budget Group, GS-0500.

The *National Academy of Public Administration*¹ developed nine agile government principles. Future work on the strategic goals contained in this document will use these principles to the maximum extent possible. The principles include:

Mission: Should be extremely clear, and the organizational unit laser focused on achieving it.

Metrics for Success: Should be widely agreed upon, evidence-based, and easily tracked.

Customer-Driven Behavior: Should include frequent interaction with program beneficiaries and be ingrained in the culture.

Speed: Should be encouraged and facilitated through co-location where possible.

Empowered, Highly Skilled, Cross Functional Teams: Should engage in continual face-to-face communication and should replace siloed bureaucratic systems.

Innovation: Should be rewarded - within the overall framework of existing rules and regulations - and changes in rules and regulations should be proposed where necessary.

Persistence: Should feature continuous experimentation, evaluation, and improvement to learn from both success and failure.

Evidence-Based Solutions: Should be the gold standard for creating program options. Organizational Leaders Should eliminate roadblocks, aggregate and assume risk, and empower teams to make decisions.

Diversity of Thought: Should be encouraged.

Workgroup Membership



MR. STEPHEN KUNZE
DEPARTMENT OF COMMERCE

*DEPUTY CHIEF FINANCIAL OFFICER,
DIRECTOR FOR FINANCIAL MANAGEMENT*



MR. EVAN FARLEY
GENERAL SERVICES ADMINISTRATION

DEPUTY CHIEF FINANCIAL OFFICER



MR. BEN FICKS
NUCLEAR REGULATORY COMMISSION

DEPUTY CHIEF FINANCIAL OFFICER



MR. MIKE WETKLOW
NATIONAL SCIENCE FOUNDATION

*DEPUTY CHIEF FINANCIAL OFFICER,
DIRECTOR OF THE DIVISION OF FINANCIAL
MANAGEMENT*

Membership

SME Assistance

Name	Agency	Name	Agency
Elizabeth Carrington	Department of Energy	Patrice Cousins	National Science Foundation
George (John) Rabil	Housing & Urban Development	Nandini Sharma	Nuclear Regulatory Commission
Eric Popiel	Office of Personnel Management	Lena Lewis	Department of Homeland Security
Dennis Cronyn	General Services Administration	Theavy Richmond	Nuclear Regulatory Commission
Scott Bell	Department of Treasury	Tracie Strack	General Services Administration
Amy Edwards	Department of Treasury	Kirsten Riesbeck	Department of Defense
Dr. Ronnie Riley	Department of Defense	Brooke Scialdone	General Services Administration
Jenifer Denardo	Internal Revenue Service	Anna Trela	Department of Treasury
Naomi Gumbs	Department of Agriculture	James Yamanaka	Department of Defense
Everette Westley	Department of Labor	Andrea Wood	Department of Education
Lisa Boothe	Department of Homeland Security	Silvia Nigh	Department of Defense
Nealie Page	Veterans Administration	Donna Powell	FirstNet

Strategic Foresight

This strategic plan is built upon the foundation of strategic foresight concepts. The underlying rationale for using strategic foresight is that the world is rapidly changing. Thinking about the future cannot be an abstraction for agencies. Studying the future tells us that there are real challenges to address and real opportunities to pursue. Agencies that attempt to pursue a turbulent future without the benefit of strategic foresight will find themselves overwhelmed by immediate and short-term challenges and unable to identify or plan for long-term trends. While no future method can imitate history or predict the future with substantial precision, agencies that employ strategic foresight will find that they are better equipped to negotiate future conditions and able to avoid or minimize potential pitfalls and hazards. They will thrive because they understand what the future might hold and how it might impact their mission. A well-crafted, forward view reduces uncertainty, mitigates risk, and reveals potential strategic options.

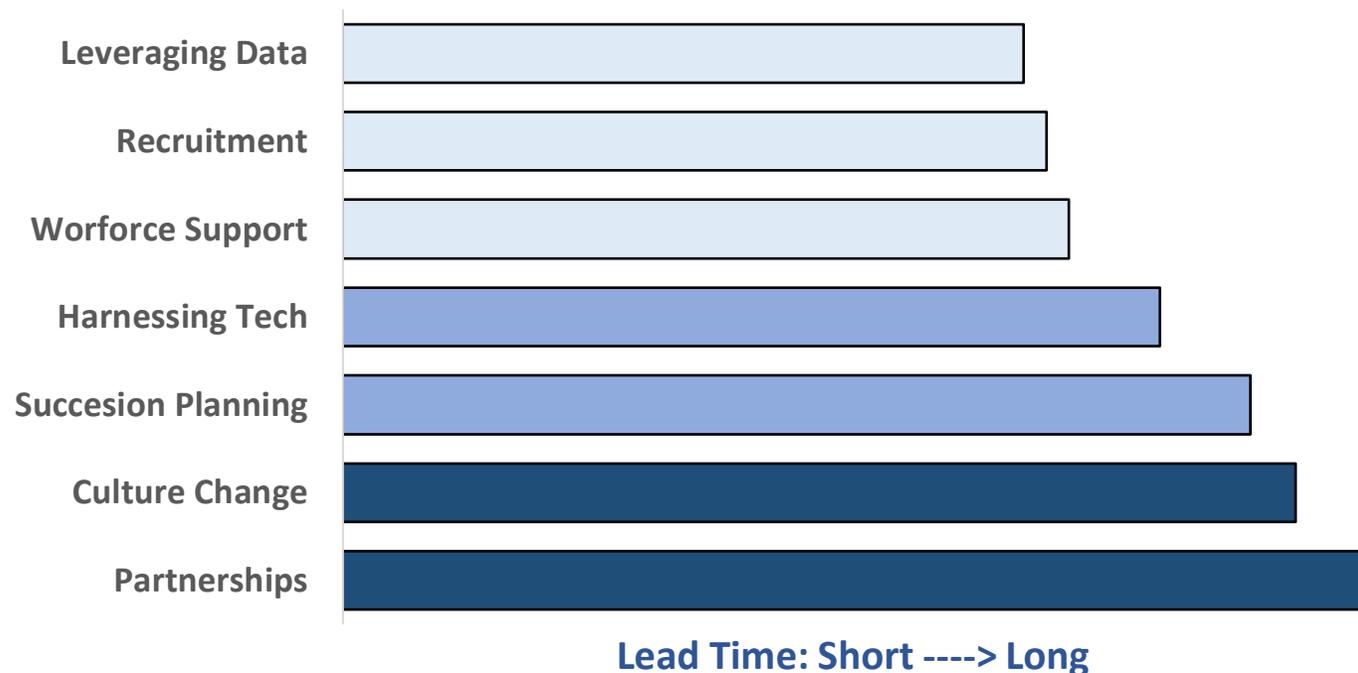
The CFOC employed strategic foresight to identify the critical drivers impacting the future of the FM workforce. These drivers were distilled from a large body of research and SME input, and used to design plausible future scenarios.

Approach

Strategic Focus

The chart below illustrates the full CFOC’s recommendation for a timeline to address each strategic goal. All goals will be pursued concurrently but the CFOC provided the initial prioritization.

CFOC Strategic Goal Focus



The identified and prioritized goals will strategically orient the CFOC and guide their actions throughout implementation. The financial management workforce workgroup understood that the goals must be tackled incrementally using an agile, phased approach while maintaining steady progress towards the future vision. Using agile government principles including innovation, evidence-informed solutions, and metrics for success will help additional workgroups design actionable strategies, metrics, and measures to achieve the vision while still able to rapidly respond to high-impact events. Actions will be initiated concurrently at the CFOC’s discretion and upon recommendations from the workgroups to ensure that initiatives that require long lead times are prioritized efficiently. The CFOC will continue to prioritize and evaluate initiatives as necessary, remaining agile and adaptable to whatever the future might bring.

The workgroup derived these goals from a series of four scenarios, which articulate four possible, envisioned futures for the federal financial workforce. These four scenarios are distinguished by the extent to which the federal government effectively leverages two primary drivers – data and technology – in its approach to day to day and strategic operations.

THE CFO OF THE FUTURE NOW

Strategic Goals



A careful analysis of each plausible future scenario yielded a variety of Strategic Goals. A Strategic Goal was defined as an insight or course of action that if pursued, would make the FM workforce successful in the context of a scenario. Each scenario team worked independently of each other and identified multiple Strategic Goals for their scenario. The goals identified in each scenario were provided to the other scenario teams who scored their efficacy within the context of their scenario. During the ensuing analysis, scores were tabulated, and seven overarching themes were identified. Finally, the full CFOC was leveraged to identify which themes were most important and actionable and when action should be initiated. The following groupings emerged and formed the foundation for the strategic plan.

- I. Short Lead Time:** Leveraging Data as a Strategic Asset, Supporting the Current Workforce, Recruiting the Future Workforce;
- II. Medium Lead Time:** Harnessing Technology, Planning for Succession;
- III. Long Lead Time:** Facilitating Culture Change and Building Lasting Partnerships.

STRATEGIC GOAL

I. Leveraging Data as a Strategic Asset

We should leverage data as a strategic asset to support decision-making at all levels, enhance security, increase the effectiveness of the Financial Management community, improve efficiency, facilitate oversight and promote transparency in all areas of financial management. We must identify new ways to not only leverage data at all levels of government but ensure the FM workforce can effectively utilize technology to use, manage, analyze, and present data in a relevant manner that informs strategic decision making.



Effectively leverage existing data and technology, secure current data systems and sources, and efficiently integrate new technology into existing systems while supporting shared services and system modernization efforts to provide reliable data to decision-makers.

A wealth of data is contained on many disparate legacy systems across the federal government. Many of these systems are nearing the end of their service life. The CFOC must determine how to create value with existing data and identify ways to invest in and use new technology to improve efficiencies. The CFOC will continue to build momentum on the OMB Federal Data Strategy and develop leveraging data as a strategic asset use cases to effectively use data to support decision making. The CFOC will seek to collaborate and coordinate efforts with the Financial Management Quality Service Management Office (QSMO) and other QSMOs (e.g. Grants, Payroll) to further workforce development and facilitate change management.

To do so, we will:

STRATEGIC GOAL

II. Supporting the Current Workforce

The current workforce as constituted is vitally important to the continued, effective operation of the federal financial management function. The CFOC must seek to address the needs and concerns of the current workforce, including providing efficient and effective systems, and platforms to fully leverage their skills and to optimize their contributions, and the necessary tools to evolve from a 'job-focused' to a 'career-focused' mindset .

To do so, we will:



Cultivate understanding with the workforce to recognize their needs, skills, talents, and abilities and build a highly skilled group of technical experts.



Foster and promote a culture across the FM workforce that emphasizes: (1) retaining top talent, (2) providing necessary training and resources to meet mission needs and to ensure competitiveness with the private sector, and (3) building a sustainable, world-class workforce for the future.



Focus on workforce data proficiency, analysis and visualization.

The CFOC will strive to foster camaraderie and build a professional and united FM workforce that is committed to excellence. It will identify the required skills for success, highlight and reinforce individual and workforce strengths, and strive to mentor, train and provide opportunities for all federal FM professionals as they seek to become experts in their chosen field.

The federal government is constantly competing with the private sector for highly talented employees. Building a culture of continuous learning, growth mindset, and enhanced training opportunities will ensure that people who chose to work within the federal FM community will be career-focused and less inclined to leave the government for the private sector. The CFOC will strive to support the current workforce with the best career and professional development opportunities and resources available.

As more data continues to be incorporated into the decision stream, the CFOC must proactively identify the critical skills, competencies, and roles required to ensure data-driven decision making the hallmark of all financial management decisions.

STRATEGIC GOAL

III. Recruiting the Future Workforce

Preparing for the future requires that the CFOC actively identify strategies for recruiting competent talent from accredited academic institutions and training programs, public companies, and other government sectors. The government must be a highly desirable place to work and attract people who desire to have a meaningful career serving and impacting the American people. The CFOC must identify and leverage all strategies and mechanisms to reach a diverse group of highly-skilled people, ready to apply their skills to solving complex financial challenges to steward federal resources.

To do so, we will:



Actively collaborate across all government agencies to develop efficient systems to recruit, place, and mentor new federal employees.

The CFOC must promote collaborative systems and innovative processes that allow top talent easier access to government hiring opportunities, promote efficient vacancy access, interview, and on-boarding systems and processes, and share information across agencies to minimize risk of talent abandoning the hiring process.



Design and implement strategies to attract diverse top talent to the federal government, provide them career path guidance, and build the systems necessary to ensure retention of career-oriented individuals.

Understanding how to effectively communicate federal missions to a new generation of potential employees is critical in building a workforce of the future. Diversity of thought, experience, and demographics will bring the right assets to bear on the Nation's most pressing challenges. However, it isn't enough to bring people in, they must want to stay and continue employment with the government. Retention is key to maximizing training efficiency, minimizing knowledge loss, and building a cadre of highly-trained and technically proficient civil servants.

STRATEGIC GOAL

IV. Harnessing Technology

Technology is constantly changing and evolving. As users of technology, the American people expect that their government will leverage the most current technology practicable, secure current data systems, and ensure robust policies and procedures in place to minimize cybersecurity risk to optimize service delivery while maximizing cost efficiencies. The FM community must not only understand the pace and application of technology but quickly adapt and leverage new technology to better serve the American people.



To do so, we will:

Identify legacy and vulnerable systems, work to ensure all members of the workforce can adapt, use, and leverage legacy and newer systems to enhance enterprise technical expertise and maintain the integrity of information.

Utilize technology and the appropriate infrastructure to move the FM workforce into the future and enhance responsible stewardship.

As currently constituted, agencies procure and maintain their own financial management systems, many of which do not communicate or share data effectively. The CFOC must ensure the federal FM workforce is properly trained and developed to ensure the efficient stewardship and utilization of data and information across the financial enterprise. Within a resource constrained environment, agencies must look for innovative ways to leverage the ‘shared services’ mindset and look to optimize training and adapt to newer technology.

New systems are not the panacea that will address all challenges, but they are vital to moving the workforce into the future. In addition, new technology can act as a recruitment tool to attract people seeking the opportunity to apply the latest technology to troubleshoot and solve problems. The CFOC must collaboratively address the challenges, rapidly implement learning and development systems to benefit the entire FM community, and ensure seamless adaptation to new technologies.

STRATEGIC GOAL

V. Planning for Succession

Institutional knowledge and experience are critical to government operations and mission accomplishment. Many employees have worked for years within the FM community and have intimate knowledge of legacy systems, policies, and procedures. It is imperative that as the FM workforce transitions into the future, the knowledge and skills required for a safe, efficient, and secure transition are passed on to the next generation of employees.

To do so, we will:



Develop clear agency succession plans, efficient systems for identifying and capturing critical legacy employee knowledge, and methods for storing and delivering information to the future workforce.

Disparate plans and siloed knowledge management systems must be analyzed and clarified to ensure proper succession planning regardless of external or internal shocks to the system. Critical to building a unified plan across the FM workforce is identifying the proper skills and knowledge that should be imparted to the next generation of employees. Some skills and knowledge will be outdated; systems must be developed to ensure the relevant knowledge is identified and retained, the proper people are trained, and the systems are adaptable and updated with regularity.



Build, grow, and sustain a universal mentoring and training system that empowers employees to internalize legacy knowledge and apply it to future challenges.

Knowledge can be stored in a variety of ways, but it is of little value if it cannot be accessed by the people critical to accomplishing the mission. Designing and implementing a cross-agency program that mentors and trains employees and innovates new ways to apply and utilize the knowledge will be critical to effectively building the workforce of the future. In order to attract and retain personnel, new and existing FM employees must understand how their career can impact both their own and other agencies across the FM community through the development of cross-training, detail, and inter-agency development programs.

STRATEGIC GOAL

VI. Facilitating Culture Change

For many years, the FM workforce has been predominantly focused on compliance tasks with comparatively less resources devoted to strategic decision-making. Advanced technology provides a catalyst, enabling automation of some, if not all compliance-oriented tasks. Such a transition would enable the workforce to devote additional resources to more sophisticated, decision-oriented tasks. A culture that promotes creative thinking, innovative problem solving, and access to information will evolve the FM workforce beyond balancing the books and compliance and lay the foundation for a workforce that still meet the perfunctory legacy requirements, while blazing new trails in the financial space.

To do so, we will:



Analyze the current culture and business norms, identify strengths across the FM enterprise, and build on those successes.

There is much to celebrate across the FM community! We must resist the urge to change for the sake of change but instead identify, celebrate, and champion what works while removing the outdated and low-value activities. The CFOC must carefully align strategy and culture to honor the current cultural norms that strengthen the organization across the enterprise, ensure a collaborative approach, and measure and monitor cultural development as it evolves into the future. This will take time, effort, and resources by all agencies but has the potential to fundamentally transform the way the CFOC manages the governmental fiscal space.



Shift from a compliance-based to a decision-based mindset and empower all members of the FM workforce to think and act with strategic and value intent.

Compliance will always be a function of the FM workforce, however significant opportunities exist, and the community must resist the urge to focus solely on compliance objectives and run the risk of achieving outcomes that do not make sense. Available change management tools must be leveraged across the FM enterprise to achieve results that benefit the entire workforce and result in a data-driven, high-level product.

STRATEGIC GOAL

VII. Building Lasting Partnerships

Partnerships among the government, private sector, international partners, and academia are critical to mission success. With this support, the government can expand its access to critical resources and be more efficient, knowledgeable, and ready for all challenges. These valuable relationships expose potential high-talent employees to government service, inform policy and procedures to enhance security and efficiency, and contribute to the advancement of better governance. It is imperative that these relationships be forged, cultivated, and strengthened throughout the entire FM enterprise.

To do so, we will:



Forge partnerships with other governments, industry, and academic institutions and shift government benchmarking to a model that is better aligned with the private sector.

The CFOC should inventory its current relationships and determine the value each one brings to the community at large. It should also identify areas that would be mutually beneficial and pursue collaborative relationships, both formal and informal. Each of these relationships should at the very least, support one or more of the strategic goals outlined in this document. The community should have clarity on why the partnership exists and develop measures and metrics to ensure that value is being added to all parties. Finally, the CFOC should find ways to engage citizens, gather insights and feedback, and help demonstrate the real value of their government.

FUTURE EMPHASIS AREAS

During the scenario workshops, participants were asked to identify future skills that the Financial Management workforce would need to master in order to thrive in their scenario. Each team developed a separate list which was compared to the lists from the other scenarios. The ten skills shown were common to at least three of the four scenarios. Upon further analysis, the workgroup agreed that these were critical to the success of the workforce regardless of how the future unfolded.

While not an exhaustive list, this provides a foundation and starting point for building training programs and socializing the types of skills that current and future members of the FM workforce will need. As the future unfolds and more resources are devoted to the study of the future, additional skills may be identified. The CFOC will continue to look beyond the horizon and proactively identify these in order to proactively prepare the workforce now for any plausible future.

Ten Skills for the Future

Data Management

Technology Proficiency

Continuous Learning

Critical Thinking & Creativity

Executive Communication & Decision Support

Robotic Process Automation

Business Process Improvement

Project Management

Contract Management

Virtual Engagement

FUTURE SKILLS

Definitions and Descriptions

Data Management: The science of analyzing raw data in order to make conclusions about that information. Data analytics techniques can reveal trends and metrics that would otherwise be lost in the mass of information. The presentation of data in pictorial or graphical format. Data management enables decision makers to see analytics presented clearly, so they can grasp difficult concepts or identify new patterns.

Technology Proficiency: Becoming adept at identifying relevant and cost-effective new technologies, ably applying new technologies to add value, and broadly sharing technology know-how within your organization.

Continuous Learning: The nature of work is fundamentally changing. Higher-order knowledge skills are needed to remain relevant and add value. In order to succeed, the FM workforce will need to embrace a mindset of robust continuous (always) learning. This includes knowing which skills and knowledge are in demand, making the acquisition process a part of the day-to-day routine, and mastering the art of efficiently learning.

Critical Thinking & Creativity: The ability to think clearly and rationally and understand the logical connection between ideas. Critical thinking might be described as the ability to engage in reflective and independent thinking. Critical thinking requires the ability to reason. It is about being an active learner rather than a passive recipient of information.

Executive Communications & Decision Support: The ability to clearly present complex concepts to senior leaders of large government organizations in an accurate, bold, and concise manner. The skill to convey information and clearly define options to assist in strategic decision-making.

FUTURE SKILLS

Definitions and Descriptions

Robotic Process Automation: Robotic process automation (RPA) refers to software that can be easily implemented to replace/perform basic, repetitive tasks across software applications. It is designed primarily to replace office-type functions (e.g. processing transactions, gathering and integrating data, responding to inquiries). RPA works like an intelligent digital assistant, performing routine onerous computer-based tasks that would otherwise consume employees' time and resources – thereby freeing employees to work on higher value activities and providing an opportunity for agency cost savings. Employees should understand RPA, where it may be employed, how to implement it, gain experience using it, and share their knowledge among the workforce.

Business Process Improvement (BPI): BPI is associated with understanding, analyzing, and optimizing existing business processes. It is generally achieved by documenting/understanding current business processes, identifying issues, redesigning the processes to implement transformative improvements, and monitoring to ensure that the improvements work as designed. There are several specialized techniques and methodologies relevant to BPI. Employees should be knowledgeable of, have a basic proficiency in, and be experienced with implementing BPI.

Project Management: This skill area includes understanding the best practice methodologies and techniques of Project Management and acquiring experience/proficiency in planning, initiating, implementing, managing, reporting, coordinating, and evaluating the success of projects. Within the federal space this also includes coordinating contracts/contractors.

Contract Management: The ability to propose, plan, initiate, and manage contracts and the associated deliverables, deadlines, contract terms, and conditions while ensuring stakeholder satisfaction from contract start through the post-award process.

Virtual Engagement: The ability to engage with diverse individuals and teams in an online environment and convey complex concepts, facilitate online collaboration, and gather useable feedback and data. The ability to effectively team, partner, communicate with peers and partners with various cultural differences, time zones, communication styles, etc. The comprehensive understanding of how to add value to virtual engagements and translate that value into actionable results and solutions.

PROGRESS TO DATE



The Joint Financial Management Improvement Program (JFMIP)

The JFMIP Principals (the Department of Treasury, the Office of Management and Budget, the Office of Personnel Management, and the U.S. Government Accountability Office) conduct a program for the continuous improvement of federal financial management and act as a catalyst for the sharing and exchange of information to promote operational effectiveness and efficiency, professional development, and data-driven decision-making. The JFMIP has identified the modernization of the federal workforce as one of its key priorities. As such, the committee is pleased to leverage the JFMIP to build inter and extra-governmental partnerships, increase transparency, and generate new ideas for the future of the FM workforce.



Learning Portal

The CFOC is designing and building an integrated training and education portal which will provide career-path and training resources, and reskilling options for the 140,000 members of the FM workforce using a standard competency model. This initiative which spans the federal enterprise is being built out with industry partners and will help support the current and future FM workforce.



Common Vacancy Announcements

Working in concert with the Office of Personnel Management, the CFOC leveraged the power of partnerships and created and published three common vacancy announcements. In addition, the use of the Pathways program expanded the FM reach into the colleges and universities. This partnership will continue, laying the foundation and identifying innovative ways to recruit and hire the workforce of the future.

NEXT STEPS

With this overarching framework as the foundation for our future work, the CFOC will now begin the process of creating detailed plans to realize the short, medium, and long-term goals. It is understood that as the future unfolds, some of these initiatives may take higher precedence than they are currently given in this document. This is to be expected and embraced as it will continue to build, refine, and define the FM workforce as an agile and adaptable body that anticipates changes and proactively reacts before those events become crises. We build and design our own future and view challenges as opportunities to be leveraged in order to build a lasting organization that is the envy of national governments; where FM professionals may learn and develop new skills, build lasting relationships, and make a significant impact.

The next step toward realizing this ambitious plan and crafting the related action steps is for the CFOC to leverage the insights, ideas, expertise, and experience of many FM workforce professionals from across the federal government. The future is too important; it cannot be shaped by only a few individuals. Instead, it will take a cross-agency team effort, fueled by the desire to leave the community better than when we found it, and build a future on the bedrock of efficiency, effectiveness, and stewardship. The CFOC will lean heavily on the diverse community already represented and look for innovative ways to engage as many people from across the community as possible.

As we build the way forward, the committee will identify specific and measurable metrics to track progress. We must be open to success as well as failure but have the courage to recognize mistakes, correct them early, learn the lessons, and leverage those insights to make lasting improvements. If we stay focused on our goal, together, we will achieve incredible results and leave a legacy for future generations.



APPENDIX

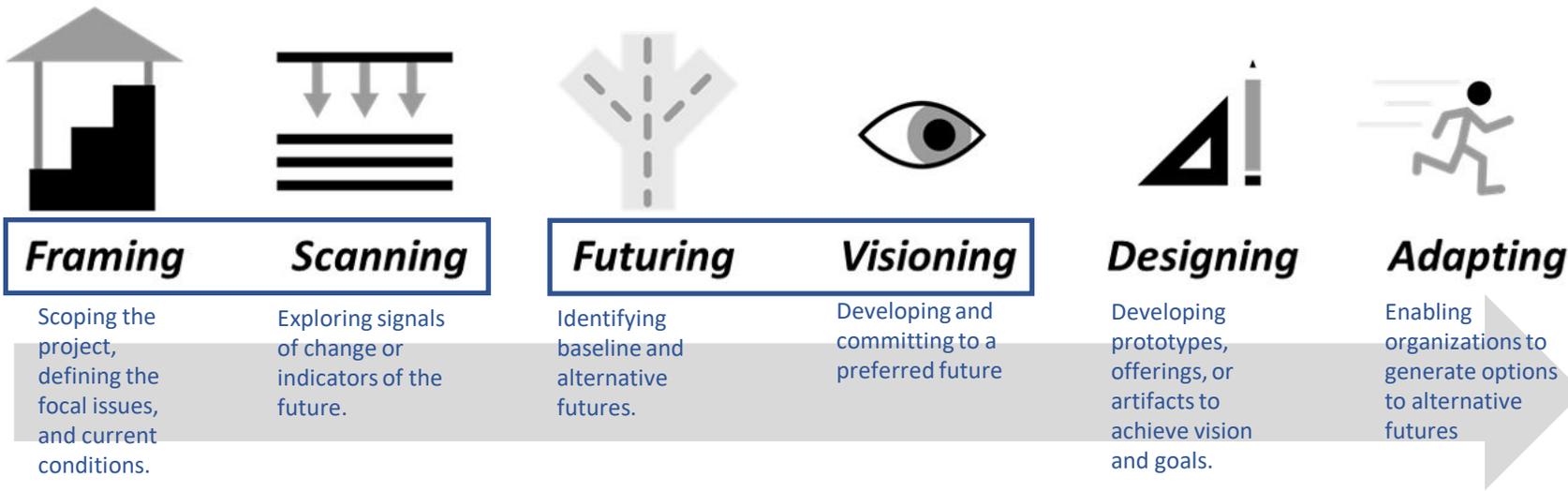
The following pages provide a high-level overview of the strategic foresight process used throughout this project. This framework was designed by Dr. Andy Hines and Dr. Peter Bishop at the University of Houston School of Technology and has been used for many years by both private-sector and public-sector entities to study the future, identify significant trends, drivers, and uncertainties impacting organizations, and take actionable steps to 'future proof' and improve mission effectiveness.

- I. Methodology
- II. Framing & Scanning
- III. Futuring & Visioning
- IV. Scenario Summaries



I. Methodology

After much discussion and dialogue, the committee unanimously agreed to apply strategic foresight principles to the challenge posed by the greater CFOC and opted to use a framework developed by the University of Houston School of Technology. With the help of the U.S. Office of Personnel Management (OPM), and a variety of Subject Matter Experts (SME), the steering committee completed the first four steps in the process below. This report to the CFOC is part of the fifth step of the process. The steering committee along with workgroups tasked to implement this plan, will monitor outputs, results, goal and objective completion, and identify signposts in real-time to adapt as necessary to a changing landscape anticipate fundamental shifts that may arise from potential events.



Using strategic foresight techniques and methods, OPM’s Strategic Workforce Foresight Team (SWFT) helped the CFOC look beyond the present and strategically plan for the evolution and deployment of the 21st Century Workforce. This effort identified current lines of effort, pinpointed the areas of collaboration between agencies, designed a long-term vision for the organization, and paved a strategic way forward that anticipates the future needs of the FM workforce and CFO community. 26

II. Framing and Scanning

The committee understood that a myriad of drivers impact the current and future FM workforce. In addition, there is much uncertainty about how these drivers might impact the workforce. In order to determine which ones would have significant impact on the workforce, the steering committee, along with the help of many SMEs, conducted a horizon scan. Members of the group conducted an extensive review of news stories, periodicals, private sector reports, think-tank publications, and other pertinent items. A wide array of resources were collected, reviewed, and analyzed. In addition to a human review, OPM and NSF employed the use of software to “text mine” the documents. The results helped to inform and focus additional research efforts and were not intended to be the final arbiter of the research. Instead, the team employed a hybrid approach and validated the results with additional focus groups and feedback sessions. The application of multiple scanning methodologies was used to develop the initial set of drivers and uncertainties. Through a series of iterative meetings, the steering committee and SMEs identified the following significant drivers and uncertainties impacting the future of the FM workforce.



Data



Resources



CFO

Organization

Role



Technology



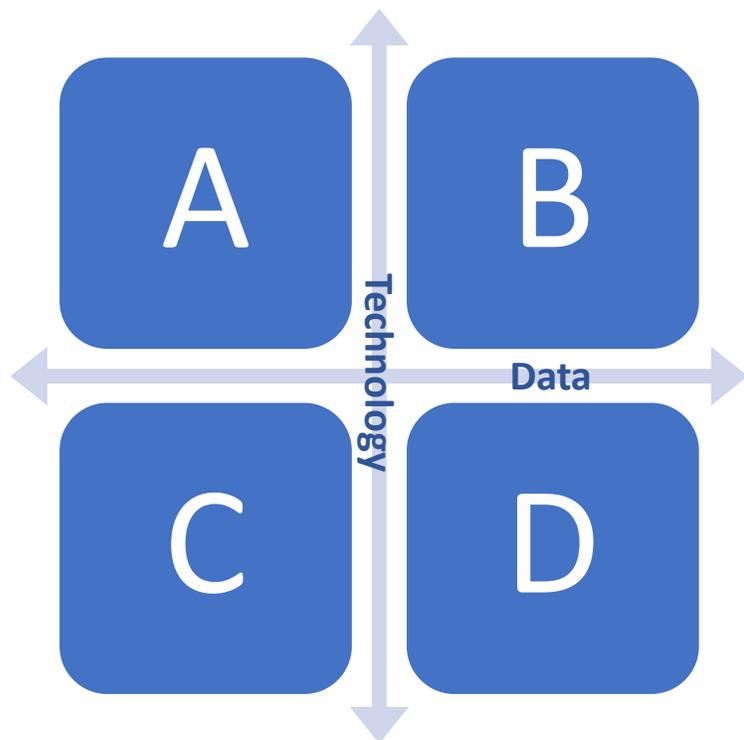
Direction of

Private Sector

Over the course of several workshops which include the full CFOC, the two drivers that were voted to most significantly impact the future of the FM workforce were **Data** and **Technology**. These drivers were used as the two key variables for creating four plausible future operating environments (scenarios) for the FM workforce.

III. Futuring and Visioning

The creation of a baseline scenario and several plausible options provided the foundation for developing visions of potential futures. Using the CFOC-approved drivers and uncertainties, the committee explored the interactions of the two key variables – data and technology – as well as a range of related uncertainties to create four plausible scenarios. Because additional topics needed to be addressed, standard topics were incorporated into the scenarios to add richness and depth. The graphic below depicts the 2x2 matrix and the associated uncertainties that were considered when designing the future scenarios.



Data Uncertainties	Tech Uncertainties
How will the government collect and use data?	How will the government use and adopt new technology?
Will data collection and use be uniform throughout the government?	How might technology change the way FM work is done?
Will the government be a leader or a laggard in data gathering, analytics, and usage?	How will the government incorporate new technology into the workplace?
Will the government have the tools to gather, manipulate, and analyze data?	Will there be breakthrough technologies that fundamentally change how work is done?

IV. Scenario Summaries

Where's My Data

DATA: Inefficient, Siloed, Anecdotal - TECH: Rapid Implementation

A decade ago, a series of events highlighted the importance, but also exposed the fragility of the U.S. Government's (USG) legacy technology. The federal workforce was abruptly thrust into an environment largely dependent on remote and mobile technologies, and by extension, the efficient and effective generation, transmission, and management of data. Further, the critical federal response to global crises at the time precipitated near-term spending and deficit trends that continue to have long-term, funding constraint impacts.

Data Tech Revolution

DATA: Efficient, Widely Used & Applied - TECH: Rapid Implementation

Optimists and innovators within the federal government didn't let the COVID19 crisis go to waste but used it as a transformative event to build a better Financial Management (FM) community, culture, and profession. The vast quantities of data which the government already possessed and continued to collect are quickly and efficiently analyzed and leveraged using the latest data analytics tools. Outputs inform operational and strategic decisions across the federal enterprise in near real time. The FM workforce is one of the best in the business, with a wide range of skills that not only allow them to fulfill traditional roles but also empowers them to manipulate, analyze, and present data in clear and understandable ways.

Back to the Future Status Quo

DATA: Inefficient, Siloed, Anecdotal - TECH: Slow Implementation

Ten years after the pandemic, the world has changed but the United States Government (USG) hasn't. Legacy Information Technology (IT) systems continue to be the norm with little to no modernization efforts in sight. It isn't that government hasn't tried to keep pace with the times, there have just been other pressing priorities and shrinking budgets and the cost of maintaining legacy systems only exacerbated the problem. Standard, compliance-driven planning continued for the past decade with little improvement or innovation. IT leaders and budget managers did not prioritize IT infrastructure, instead, they focused on other programs deemed more important by political appointees and various administrations.

Donna's Ocean

DATA: Efficient, Widely Used & Applied - TECH: Slow Implementation

Over the past decade, the U.S. Government (USG) pioneered the use of data despite the aging infrastructure and lagging technology. Savvy and persistent employees, armed with decades of expertise, learned how to work around the systems and leverage the enormous power of federal data to inform decision-making and realize substantial efficiencies. Significant barriers still exist between the CFO and CIO shops and after a decade of trying to sort out the roles, the workforce simply resolved to work around the problem. While not making substantial investments in technology, leaders did invest money in the workforce.

Technology Implementation

Data Collection & Use