

2015 PRE-PDI COURSES

CERTIFIED DEFENSE FINANCIAL MANAGEMENT (CDFM) MINI-COURSES:

All of the CDFM pre-PDI mini-courses offered on Monday and Tuesday are aligned to the DoD FM Certification Program competencies and associated proficiency levels. By completing these courses you will gain additional knowledge, earn CPE credits, and fulfill hours toward your DoD FM Certification requirements.

1. DoD Cert Levels 1/2. Competencies - Fundamentals and Operations of Budget (PL1) - 2 hrs; Budget Execution (PL3) - 0.5 hrs; Budget Concepts, Policies, & Principles (PL3) - 0.5 hrs; Audit Concepts, Policies, & Principles (PL3) - 1.5 hrs; Financial Management Analysis (PL3) - 1.5 hrs; Decision Support (PL1) - 2 hrs. (Total PL1 credit hrs: 4; Total PL3 credit hrs: 4)

CDFM Module 1 (Resource Management Environment)

John Reifsnnyder, Enhanced Defense Financial Management Training Course (EDFMTC) Instructor

Textbooks will not be provided, but may be purchased on site. Instructors will use the 2013 version of the textbook. This pre-PDI session (eight hour course) is an additional fee of \$250.

CDFM Module 1 (Resource Management Environment) is an intensive one-day (8 hour) mini-course that addresses the material covered in the Enhanced Defense Financial Management Training Course (EDFMTC) related to the Management of Government Resources. Individuals who have completed a significant amount of exam preparation and are looking for a final review prior to taking the exam may find this course helpful.

Learning Objectives:

1. Describe the Federal Legislative Process and its genesis
2. Summarize the authorities, responsibilities, and roles of the three branches of the Federal Government
3. Explain roles of the President, Congress, Office of Management and Budget (OMB), Department of Defense (DoD), and Government agencies in the Federal budget process
4. List the major components of the Federal budget
5. Identify principal budget execution functions and responsibilities
6. Relate DoD manpower financial budgets to manpower structure
7. Summarize mobilization processes for military and civilian personnel
8. Summarize requirements of the Federal Activities Inventory Reform Act of 1998
9. Describe the key elements of DODI 1400.33 as they relate to the Most Efficient Organization (MEO)
10. Recognize and use the terms defined in the Commercial Activities Program
11. Describe the Government's ethical standards
12. Identify the statutory Merit Principles and Prohibited Personnel Practices
13. Describe the processes for: Performance appraisal, training, EEO complaint process, resolving poor performance, and conflict resolution
14. Explain a Reduction in Force (RIF)
15. Describe the Federal employee retirement systems
16. Discuss the concept of internal control
17. Describe the importance and requirements of the Federal Managers' Financial Integrity Act and OMB Circular A-123
18. Summarize standards, techniques, and documentation required in DoD's Internal Control Program. *Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: Individuals interested in becoming a CDFM. Course offerings: May 25, 0800-1700; May 26, 0800-1700, 8 CPEs*

2. DoD Cert Levels 1/2. Competencies - Budget Concepts, Policies, and Principles (PL3) - 3.5 hrs; Budget Formulation, Justification, & Presentation (PL3) - 0.5 hrs; Budget Execution (PL3) - 1 hr; Financial Management Analysis (PL3) - 2 hrs; Decision Support (PL1) - 1 hr. (Total PL1 credit hrs: 1; Total PL3 credit hrs: 7)

CDFM Module 2 (Budget and Cost Analysis)

Jayne Reinhart, Enhanced Defense Financial Management Training Course (EDFMTC) Instructor

Textbooks will not be provided, but may be purchased on site. Instructors will use the 2013 version of the textbook. This pre-PDI session (eight hour course) is an additional fee of \$250.

CDFM Module 2 (Budget and Cost Analysis) is an intensive one-day (8 hour) mini-course that addresses the material covered in the Enhanced Defense Financial Management Training Course (EDFMTC) related to Budget and Cost Analysis. Individuals who have completed a significant amount of exam preparation and are looking for that final review prior to taking the exam may find this course helpful.

Learning Objectives:

1. Discuss the organizational structure of the Department of Defense (DoD)
2. Describe the purpose of the PPBE process
3. Describe the functions of planning, programming, budgeting and execution phases of PPBE
4. Discuss roles and responsibilities of key officials involved in the PPBE process
5. Describe key products/documents of the PPBE process
6. Describe purpose and use of the Defense Planning Guidance (DPG)
7. Describe the purpose and use of Resource Management Decisions (RMDs)
8. Describe how Combatant Command priorities are determined
9. Describe how budget estimate submissions are modified
10. Describe the purpose and use of Economy Act Orders and Project Orders
11. Describe how inter-service and intergovernmental agencies are reimbursed for products received and/or services rendered
12. Describe the purpose and duration of DoD appropriations
13. Describe the three funding policies
14. Describe the purpose and use of Working Capital Funds
15. Describe the purpose and use of Non-Appropriated Funds
16. Explain obligation adjustments available to expired/cancelled appropriations
17. Describe the procedures for recording refunds
18. Describe the Defense Acquisition Management System life cycle
19. State the relationship between cost analysis and the DoD acquisition cycle
20. Identify DoD cost guidance and principles
21. Describe cost estimating techniques and methods used in the acquisition process
22. Describe the purpose of the following DoD acquisition-related requirements/initiatives: Analysis of Alternatives, Cost as an Independent Variable, and Earned Value Management
23. Identify the types of contractor cost data reporting requirements associated with the Earned Value Management System (EVMS)
24. Differentiate between favorable and unfavorable cost and schedule variances identified by EVMS
25. Describe fundamental principles of cost and economic analysis
26. Identify statistical techniques used in cost and economic analysis
27. Differentiate between quantifiable and non-quantifiable benefits
28. Explain key elements of the DoD Strategic Management Plan
29. Define Business Process Reengineering (BPR)
30. Explain the key elements of BPR
31. Describe the composition of a successful BPR team
32. Identify the steps of the Lean Six Sigma process
33. Define benchmarking
34. Describe the goals, requirements, and documents of the Government Performance and Results Act (GPRA) and the GPRA Modernization Act of 2010
35. Describe Defense business reform initiatives
36. Distinguish between outsourcing and privatization
37. Identify at least three miscellaneous sources of funds and retention justification

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: Individuals interested in becoming a CDFM. Course offerings: May 25, 0800-1700; May 26, 0800-1700, 8 CPEs

3. DoD Cert Level 2. Competencies - Budget Execution (PL3) - 2 hrs; Financial Concepts, Policies, and Principles (PL3) - 2 hrs; Accounting Concepts, Policies, and Principles (PL3) - 2 hrs; Audit Concepts, Policies, and Principles (PL3) - 2 hrs. (Total PL3 credit hrs: 8)

CDFM Module 3 (Accounting and Finance)

Joe Mullane, Enhanced Defense Financial Management Training Course (EDFMTC) Instructor

Textbooks will not be provided, but may be purchased on site. Instructors will use the 2013 version of the textbook. This pre-PDI session (eight hour course) is an additional fee of \$250.

CDFM Module 3 (Accounting and Finance) is an intensive one-day (8 hour) mini-course that addresses the material covered in the Enhanced Defense Financial Management Training Course (EDFMTC) related to Accounting and Finance, Auditing, and Fiscal Law (Fiscal Law is tested in all three modules). Individuals who have completed a significant amount of exam preparation and are looking for that final review prior to taking the exam may find this course helpful.

Learning Objectives:

1. Summarize constitutional authority for expending funds
2. Explain the authorized purpose use of funds
3. Explain the authorized time use of funds
4. Explain the authorized amount use of funds
5. State the penalties and reporting requirements under the ADA
6. State the purpose and use of a continuing resolution
7. Summarize the roles of accountable officers
8. Describe the four distinct functions of finance
9. Summarize the responsibilities of DoD finance personnel
10. Summarize certifying policies and pecuniary liability
11. Describe public funds safeguard requirements
12. List and summarize the key finance forms used for reporting and accountability
13. Locate and review the financial statements of the Financial Report of the United States Government
14. Summarize the laws and regulations impacting DoD accounting
15. Describe the role of each of the various organizations that impact DoD accounting policies
16. List the types and uses of Government funds
17. Define the functions of proprietary, budgetary, and managerial cost accounting
18. Differentiate between proprietary, budgetary, and managerial accounting
19. List the general ledger account structure
20. Identify the basic DoD financial statements
21. Explain the legal requirement to a successful financial audit (achieving an unqualified opinion of the financial statements being audited)
22. Explain the relationship between the Financial Improvement and Audit Readiness (FIAR) process and the requirement for a successful audit
23. Summarize the Generally Accepted Government Auditing Standards (GAGAS)
24. Define the types of audits and other engagements performed by auditors
25. List the internal audit groups within DoD
26. Discuss the phases of an audit
27. Discuss the contents and purpose of the audit report

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: Individuals interested in becoming a CDFM. Course offerings: May 25, 0800-1700; May 26, 0800-1700, 8 CPEs

4A/B. DoD Cert Level 2. Competencies - Budget Formulation, Justification and Presentation (PL3) - 1 hr; Financial Management and Reporting Analysis (PL3) - 1 hr; Decision Support (PL3) - 4 hrs. (Total PL3 credit hrs: 6)

CDFM Module 4 (Acquisition Business Management)

Rich Arns, ASMC Licensee, Archway Training Associates

Ed Clancy, Enhanced Defense Financial Management Training Course (EDFMTC) Instructor

The Module 4 Addendum textbook will be provided. This pre-PDI session (eight hours per day for two days) is an additional fee of \$475.

The CDFM Module 4 Acquisition Business Management Course is a two-day (16 hour) comprehensive overview of the rules governing the acquisition of major Defense systems from the Program Manager's perspective and incorporates the concepts and rules outlined in the Defense Acquisition Guidebook as well as DoDI 5000.02. The course is designed for DoD financial management personnel as well as those working in the Acquisition field and is intended for individuals who have elected to pursue the CDFM with Acquisition Specialty (CDFM-A).

Learning Objectives:

1. Identify and explain key functions of DoD's decision support systems for strategic planning and resource allocation, determination of capability of needs, and acquisition of systems
2. Describe the Acquisition Program Baseline (APB), the Technology Development Strategy (TDS) and the Acquisition Strategy, to include statutory and regulatory requirements that must be met with each
3. Define systems engineering and identify its role in systems acquisition management

4. Explain the principal role of key systems engineering processes, both technical and technical management
5. Recognize key actions of systems engineering applied through the phases of the systems life cycle, and the important input/output products from each phase
6. Identify key systems design considerations that are required within the systems engineering framework
7. Identify key systems engineering tools, techniques and resources available and/or required for management, oversight and analysis as well as the documentation requirements
8. Define affordability
9. Describe the concept known as full funding as well as the concept of cost as an independent variable
10. Describe how affordability is considered during the phases of the system life cycle
11. Explain the difference between life-cycle cost and total ownership cost and describe how each is important in system affordability and management
12. Define AOA, recognize the key elements of AOA, and explain the role of the AOA in system concept refinement
13. Describe the principal acquisition program cost estimates, with their approval authority, and the key tools and techniques of life-cycle cost estimating
14. Describe the basic principles of EVM and when EVM is applicable
15. Explain how EVM is valuable to managing an acquisition program
16. Be able to manipulate basic EVM data and interpret the results
17. Recognize the concept of Life-Cycle Sustainment and the Program Manager's responsibilities in implementing a Total Life-Cycle Sustainment program
18. Define Performance Based Life-Cycle Support
19. Explain the key activities in the System Life Cycle
20. Identify the key acquisition milestone documentation required for Program Life-Cycle Sustainment
21. Define Human Systems Integration (HSI)
22. Identify the HIS domains/elements of human systems integration
23. Explain the importance of HIS relative to the total systems approach of the systems acquisition process
24. Describe the mandatory requirement for, and the key guidelines for, human factors engineering and human factors integration, as applied to the systems acquisition process
25. Define the terms net-centricity, the Global Information Grid (GIG), and National Security Systems
26. Recognize the key concepts for acquiring net-centric Information Technology (IT) and National Security Systems (NSS)
27. Define Defense Business Systems and the Business Enterprise Architecture (BEA)
28. Recognize the process for acquiring a Defense Business System and the actions required to comply with the Clinger-Cohen Act of 1996 as well as those special requirements for acquisition and management of defense business systems
29. Explain what technology protection is
30. Define Critical Program Information (CPI) and Designated Science and Technology Information (DS&TI)
31. Describe important policy issues associated with the DoD Research and Technology Protection (RTP) effort
32. Explain the key policies and procedures for technology protection and who is responsible for their execution
33. Identify the types of T&E and explain their purposes to include where within the system life cycle each is appropriate
34. Recognize the key T&E planning documents and explain the purpose of each, to include the phase of the system life cycle each is due and the management level of review/approval required
35. Explain the difference between milestone decisions and decision reviews
36. Name the major milestone decision points within the system life cycle, explaining the appropriate phase where each occurs
37. Identify the level and timing of major decision reviews
38. Identify the program requirements for executive level review, the reviews required and the roles played by the Defense Acquisition Board (DAB), Information Technology Acquisition Board, Joint Requirements Oversight Council and the DoD Acquisition Executives
39. Explain the IPT concept and recognize the various types of IPTs
40. Define exit criteria, to include its purpose and who creates, reviews and approves it
41. Explain when, why and what type of independent assessments are performed
42. Describe the major periodic reports generated during the system life cycle, their purpose, when they are due and who creates, reviews and approves them
43. Describe joint programs and explain key management considerations in the acquisition of joint systems
44. Define an international cooperative program and describe key elements in the management framework for international cooperative programs

45. Explain three key contract cost, schedule and performance status reports and identify when and under what circumstances they are required
46. Describe the contract quality assurance activity and how it is usually performed
47. Recognize those special considerations relating to the acquisition of services and service related contracts within the Department of Defense

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Intermediate, Prerequisite: General knowledge of financial management and defense acquisition management, Intended Audience: Individuals interested in becoming a CDFM with Acquisition Specialty designation (CDFM-A). Course offering: May 25, 0800-1700; May 26, 0800-1700, 16 CPEs

5A/B. DoD Cert Level 2. Competency - Budget Execution (PL3) - 16 hrs. (Total PL3 credit hrs: 16) Fiscal Law - Purpose (31 US Code 1301) Overview Course

Marvin Ormerod, Enhanced Defense Financial Management Training Course (EDFMTC) Instructor

This pre-PDI session (eight hours per day for two days) is an additional fee of \$475.

Fiscal Law - Purpose (31 US Code 1301) Overview Course provides a comprehensive review of Chapter 4, Volume 1, GAO Redbook "Availability of Appropriations: Purpose".

Learning Objectives:

1. Learn requirements associated with "Fund Approval" in accordance with the Purpose Code, 31 USC 1301
2. Learn use of the "Necessary Expense Doctrine" when approving fund usage without specific or general authority
3. Learn proper use of funds for: meetings and conventions; travel for government and non-government personnel; food at meetings and conventions; gifts and awards; purchase of office furnishings; paying state and local taxes

Group Live Presentation. NASBA Classification: Business Law, Level: Basic, Intended Audience: All Financial Management personnel, managers, and Government Purchase Card holders. Course offering: May 25, 0800-1700; May 26, 0800-1700, 16 CPEs

INFORMATIONAL DoD FINANCIAL MANAGEMENT CERTIFICATION PROGRAM WORKSHOPS:

The Informational DoD Financial Management Certification Program Workshops offered on Tuesday will provide you additional information about the program and CPE credits. The training covers FM Certification policies, procedures, and navigating the Learning Management System. They are optional and provided at no additional cost.

Please note: Workshop 8 is also offered on Friday, May 29th, and Workshop 9A/B is also offered on Thursday, May 28th.

7. Course Alignment - DoD FM Certification Program

Tracy Gifford, DFMCP3, FM Certification Program, Financial Management Analyst, Financial Workforce Management Division, Office of the Under Secretary of Defense (Comptroller)

While this workshop provides information about the DoD FM Certification Program and provides 1.5 CPEs, it does NOT provide direct credit toward meeting DoD FM Certification Program requirements.

This training helps familiarize FM members in the alignment of financial management and leadership courses to competencies (C2C) for the DoD Financial Management (FM) Certification Program. This training is designed to bring FM members up to speed on all policies and procedures regarding the alignment of courses. After taking this training, the learner will be able to: describe the basics of the DoD FM Certification Program; describe the FM and Leadership competencies and how they apply to the Certification Program; describe DoD FM Certification Program requirements; understand how to align courses to competencies; understand the concept of substitutions; describe Academic Courses; understand Course Submission Processes; describe what is FM myLearn; and know who to contact for questions.

Group Live Presentation. NASBA Classification: Personal Development, Level: Basic, Prerequisite: General knowledge of the FM Certification Program, Intended Audience: FM members wanting to understand DoD's FM Certification Program course alignment process. May 26, 1245-1400; May 26, 1430-1545, 1.5 CPEs

8. Supervisor and Component Certification Authority (CCA) - DoD FM Certification Program

Glenda Scheiner, DFMCP3, CDFM-A, Director, Human Capital and Resource Management, Office of the Under Secretary of Defense (Comptroller)

Please note: this workshop is also offered on Friday, May 29th.

While this workshop provides information about the DoD FM Certification Program and provides 1.5 CPEs, it does NOT provide direct credit toward meeting DoD FM Certification Program requirements.

This training walks students through the evaluation and approval process of a DoD FM Certification Program approval request in the DoD FM Learning Management System (LMS). This course will cover: how to log into the DoD FM LMS; review Pending Approvals; how to run a user Scorecard as a Supervisor and as a CCA; how to review the Scorecard; how to review Documentation; how to approve/deny an achievement; and how to approve/deny a DoD FM Certification request.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Advanced, Prerequisite: DoD FM Certification Overview, Intended Audience: FM Supervisors and DoD FM Component Certification Authorities (CCAs). May 26, 1245-1400; May 26, 1430-1545; May 29, 1530-1645, 1.5 CPEs

9A/B. User Training - DoD FM Certification Program (Part A & Part B)

Kellie O'Mara-Gordon, DFMCP3, CDFM, CIA, DoD FM Certification Program Manager, Financial Workforce Management Division, Office of the Under Secretary of Defense (Comptroller)

Please note: this two-part workshop is also offered on Thursday, May 28th.

While this workshop provides information about the DoD FM Certification Program and provides 3 CPEs, it does NOT provide direct credit toward meeting DoD FM Certification Program requirements.

This two-part workshop (Part A and Part B) provides foundational information on the DoD FM Certification Program and then delves deeper into how to complete the three-step process using the FM Learning Management System (LMS).

NOTE: PART A AND PART B MUST BE TAKEN TOGETHER.

User Training Part A walks students through how to evaluate their education and training history. This session will cover: overview of FM Online and FM myLearn websites; how to find Training and Support resources; review the Certification requirements for each level; how to search for courses in FM myLearn; how to understand the course alignments; how to use the Academic Matrix; and how to complete the Learning History Worksheet.

User Training Part B walks students through completing the DoD FM Certification in the DoD FM LMS using the three-step process. The three-step process includes: Record Course, Upload Documentation, and Request Approval. In this session we will cover: how to log into the DoD FM LMS; overview of DoD FM LMS; following the Learning History Worksheet to record a course; how to record an academic course; how to upload documentation; how to request approval for an achievement; how to assign the Alternate/Primary Track; how to run user reports; and how to request approval for DoD FM Certification.

Group Live Presentation. NASBA Classification: Personal Development, Level: Basic, Intended Audience: All members of the Financial Management Community. May 26, 1245-1545; May 28, 1400-1645, 3 CPEs

MICROSOFT WORKSHOPS:

The MICROSOFT workshops offered on Tuesday will provide you additional skills and CPE credits. They are optional and provided at no additional cost.

11. MICROSOFT - How to Record a Macro in EXCEL and Learn about Relative Reference. A Hidden Gem of Using a Macro

Ed Fritts, Senior Financial Systems Analyst, Teksouth Corporation

Joshua Cherkinsky, Senior Financial Systems Analyst, Teksouth Corporation

Brandon Pittman, Senior Financial Systems Analyst, Teksouth Corporation

Micah McLaughlin, Senior Financial Systems Analyst, Teksouth Corporation

During this workshop you will learn: techniques of recording a Macro; how to bring up Microsoft Visual Basic (ALT F11) to view the code you recorded; how to use the Step Thru Command using the F8 key; how to use the F5 key and set break points; and how to save from an .xlsx to .xlsm. We'll show you how to add a VBA to your workbook, in case someone sends you a VBA. You'll learn about Relative Reference when recording a Macro - it's a game changer when it comes to using Macros. Definition of Relative References: Use

relative references so macros are recorded with actions relative to the initial selected cell. For instance, if you record a macro in cell A1 which moves the cursor to A3 with this option turned on, running the resulting macro in cell J6 would move the cursor to J8. If this option was turned off when the macro was recorded, running it in cell J6 would move the cursor to A3. We will also show you another fantastic way of recording a macro and adding two lines of VBA to make it easier. The term we use is called "Looping." This course will provide you the tools to better understand Macros and enhance your skills to better perform your duties. The website is: <http://www.teksouth.com/teksouth-desktop-tools/>. Look for 2015 National PDI. Come learn these great tools.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management. May 26, 1100-1215, 1.5 CPEs

12. MICROSOFT - EXCEL Tips and Tricks

Ed Fritts, Senior Financial Systems Analyst, Teksouth Corporation

Joshua Cherkinsky, Senior Financial Systems Analyst, Teksouth Corporation

Brandon Pittman, Senior Financial Systems Analyst, Teksouth Corporation

Micah McLauchlin, Senior Financial Systems Analyst, Teksouth Corporation

This course will provide shortcuts for everyday use of Excel 2010. Areas of focus will include: resizing columns/rows; opening multiple windows within a workbook; formatting worksheets as tables; creating manual line breaks within a cell; creating custom lists; preventing "divide by zero" (#DIV/0) errors; creating absolute cell references; using SumIF, SumIFS, CountIFS, VLookup and other Excel functions. Our training aids will be picture by picture illustrations to help beginners. Our goal is share these great skills to everyday Excel users so they can spend more time ANALYZING! We'll post all the training materials one week before the National PDI if you want to bring them with you. The website is: <http://www.teksouth.com/teksouth-desktop-tools/>. Look for 2015 National PDI. Come learn these great tools.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management. May 26, 1245-1400, 1.5 CPEs

13. MICROSOFT - Scoreboard in EXCEL

Ed Fritts, Senior Financial Systems Analyst, Teksouth Corporation

Joshua Cherkinsky, Senior Financial Systems Analyst, Teksouth Corporation

Brandon Pittman, Senior Financial Systems Analyst, Teksouth Corporation

Micah McLauchlin, Senior Financial Systems Analyst, Teksouth Corporation

During this workshop you will learn how to create a Scoreboard using EXCEL. We have used this to help senior leaders make decisions without anyone manually adding up anything. We use check boxes, conditional formatting, sumifs, etc. to make this all work. There will be an EXCEL workbook with three different tabs named: Starting_Scoreboard_Example, Working_Scoreboard_Example, and Finished_Scoreboard_Example. Our training aids will be picture by picture illustrations to help beginners. Our goal is share these great skills to everyday Excel users so they can spend more time ANALYZING! We'll post all the training materials one week before the National PDI if you want to bring them with you. The website is: <http://www.teksouth.com/teksouth-desktop-tools/>. Look for 2015 National PDI. Come learn these great tools.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management. May 26, 1430-1545, 1.5 CPEs

2015 PDI COURSES

PDI MINI-COURSES:

All of the mini-courses offered on Thursday and Friday are aligned to the DoD FM Certification Program competencies and associated proficiency levels. By completing these courses you will gain additional knowledge, earn CPE credits, and fulfill hours toward your DoD FM Certification requirements.

15A/B. DoD Cert Level 2. Competency - Budget Execution (PL3) - 2.5 credit hrs.

Budget Execution and Performance Integration

Adrienne Ferguson, Professor of Practice, CFO Academy, NDU iCollege

Ricardo Aguilera, Professor of Practice, CFO Academy, NDU iCollege

This mini-course will address the budget execution and management reporting function within a government organization. The connection between budget formulation, budget enactment, and budget execution will be covered. In addition, an overview of different techniques used to integrate budget and performance will be provided. Examples highlighting the effective use of performance data in supporting budget decision-making will be addressed.

Learning Objectives:

1. Evaluate the key interrelationships between budget formulation, budget enactment, and budget execution
2. Assess the factors and tools in leading successful execution of an organization's budget
3. Examine the role of Congress in budget execution and the Constitutional and legal requirements set forth for this important financial management function
4. Determine how to protect an agency's integrity by providing advice and counsel on compliance with Congressional legislation including appropriations and authorization acts, proper use of funds, as well as the Anti-Deficiency Act
5. Distinguish various uses of performance data and how it can be effectively used to report and monitor budget execution information used to make budget decisions

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 0915-1200, 3 CPEs

16A/B. DoD Cert Level 2. Competency - Financial Management Analysis (PL3) - 2.5 credit hrs.

Cost-Benefit Analysis

Rick Hurley, CDFM-A, Lead Instructor, Financial Management Programs, Management Concepts, Inc.

This mini-course will introduce cost-benefit analysis and how it is used to support decision-making in the organization, thereby increasing public welfare and improving efficiency.

Learning Objectives:

1. Describe cost-benefit analysis (CBA) and how it is used to justify federal programs
2. Describe CBA fundamentals and underlying cost principles
3. Identify federal sources of cost benefit analysis guidance
4. Define the various types of costs associated with CBA
5. Describe the time value of money and Net Present Value

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management, but particularly those dealing with Acquisition. May 28, 0915-1200, 3 CPEs

17A/B. DoD Cert Level 2. Competency - Accounting Analysis (PL3) - 2.5 credit hrs.

Cost Concepts for Accounting Analysis

LTC Steven G. Hanson, CDFM-A, LSS BB, Director of Training, US Army Financial Management School

In this mini-course we present the use of accounting information to support decision making. The course will discuss cost concepts including cost measurement, types of cost, the development of cost models for different applications, allocation of cost from inputs to outputs and cost behavior including how measures of productivity relate to unit cost. We will develop a framework for life-cycle cost estimates and explain the use of present value analysis to support the comparison of alternatives over time. In this context, students will develop better understanding of relevant costs and their uses in different processes to support the DoD component fiscal environment to achieve mission goals.

Learning Objectives:

1. Be able to discuss varying types of costs and their relevance in different processes and situations
2. Understand and use different measures of cost
3. Use models of cost to derive, calculate and apply costs to different processes
4. Allocate cost from inputs to outputs and calculate unit cost
5. Calculate life-cycle cost within a given scenario
6. Understand net present value and its use in defense cost analysis

Group Live Presentation. NASBA Classification: Accounting, Level: Intermediate, Prerequisite: General knowledge of Cost Management, Intended Audience: Financial Managers who use accounting data to influence decisions. May 29, 1400-1645, 3 CPEs

18A/B. DoD Cert Level 2. Competency - Team Building (Lead Teams/Projects) - 2.5 credit hrs. Leadership for the Future

Richard Gustafson, CMA, CDFM, CGFM, Professor of Practice, CFO Academy, NDU iCollege

Leading teams today requires inspiration, strategic thinking, cross-boundary collaboration, outcome-focused approaches, change management, and innovative decision-making. At its essence, this type of leadership is centered on providing three primary functions: setting direction; aligning the team; and motivating and inspiring. It also must address a strategic systems thinking approach. While seeking to fulfill these cores leadership functions, DoD financial managers must also effectively fulfill the essential management functions of: (1) planning and budgeting; (2) organizing and staffing; (3) controlling; and (4) problem solving.

Learning Objectives:

1. Assess the leadership and management functions associated with the execution of financial management functions and determine how defense financial managers need to operate as they assume leadership positions
2. Recommend strategies for teams to be both led and managed more effectively
3. Evaluate how strategic systems thinking can integrate and guide teams better

Group Live Presentation. NASBA Classification: Personal Development, Level: Intermediate, Prerequisite: General knowledge of team dynamics, Intended Audience: Anyone responsible for leading teams or projects. May 28, 0915-1200, 3 CPEs

19A/B. DoD Cert Level 2. Competency - Decision Support (PL 3) - 2.5 credit hrs. Concepts, Techniques and Tools that Support Performance Budgeting

Dr. Natalie Webb, Professor and Executive Director, Defense Resources Management Institute (DRMI), Naval Postgraduate School

In this mini-course, the instructor will develop concepts that support performance management and budgeting at the unit or sub-organization level. Topics will include responding to strategic guidance by mapping strategic goals and objectives to unit or organization goals and objectives; using unit or organization-level goals to establish indicators that provide information on progress towards these goals and objectives; using performance hierarchies to align measures with goals and objectives; and using targets to guide organizational action. Students will gain a better understanding of the overall environment and processes of performance management and budgeting in small organizations within the DoD, and will understand better how to think about measuring performance at the unit or sub-organization level.

Learning Objectives:

1. Understand the links between strategic guidance and goals and objectives at the unit or sub-organization level
2. Use unit or sub-organization goals and objectives to establish indicators on performance and efficiency -
3. Create a performance hierarchy to align measures
4. Create and use performance targets to guide organizational action

Group Live Presentation. NASBA Classification: Economics, Level: Intermediate, Prerequisite: Some knowledge of performance measures of efficiency and effectiveness helpful but not required; Intended Audience: All levels interested in tools and ways to think about performance in government organizations and sub-units. May 29, 0915-1200, 3 CPEs

20A/B. DoD Cert Level 2. Competency - Decision Support (PL3) - 2.5 credit hrs. Business Case Analysis

Karl Jehle, Operations Branch Chief, Air Force Financial Management Center of Expertise

This mini-course presents an introductory look at the contents and steps required to complete a Business Case Analysis. The course prepares personnel to identify when a BCA is needed, collect the relevant

information, and package the information in a document to support the selection of a particular course of action. It begins with an overview of the BCA process and requirements and a discussion of the technical aspects related to a BCA (risk, cost collection, inflation, benefits, etc.). The core of the course is the preparation of a BCA in a group setting to highlight the relevant features of a BCA. At the conclusion of the course, attendees should be familiar with the BCA process and able to identify when a BCA is needed, understand how to complete the analysis, and know where to turn if additional information/assistance is needed.

Learning Objectives:

1. Determine when a business case is needed and how to prepare one
2. Identify contents of a proper Business Case Analysis
3. Possess introductory ability to complete the required sections of a business case

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management, but particularly those reviewing or conducting economic/business case analysis. May 29, 1400-1645, 3 CPEs

21A/B. DoD Cert Level 2. Competency - Decision Support (PL3) - 2.5 credit hrs.

Operational Decision Support

Aron Swyers, Chief, Strategic Plans & Programs, Air Force Financial Management Center of Expertise

This mini-course presents an overview of the decision support process as viewed by resource managers involved in supporting resource decisions. The course provides an overview of the decision support process and walks the students through each step while providing them with techniques and group scenarios to practice using the techniques in the classroom. There is also material on scaling and designing the analysis based on the decision maker and/or decision that needs to be made. The core of the course is the preparation of a Decision Support Analysis in a group setting to highlight the relevant features of a proper decision support analysis.

Learning Objectives:

1. Determine when a decision support analysis is needed and how to prepare one
2. Identify contents of a proper decision support analysis
3. Possess a basic ability to complete the required steps of the decision support process

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Intermediate, Prerequisite: General knowledge of Financial Management and features of a decision support model, Intended Audience: All levels of Financial Management. May 28, 1400-1645, 3 CPEs

22A/B. DoD Cert Level 2. Competency - Decision Support (PL3) - 2.5 credit hrs.

Enabling Informed Decision Making

*Rick Diggs, CDFM, Deputy Director, Defense Financial Management and Comptroller School
LTC Corey Harris, CDFM, Instructor, Defense Financial Management and Comptroller School*

This mini-course presents a universal Decision Support methodology based on the major tenets of the Military Decision Making Process. This interactive presentation will walk participants through a simplified Decision Support model emphasizing the deliverables and their importance in providing sound advice. Course sub-topics include: issue identification, stakeholder analysis, establishing and weighting evaluation criteria, types of data and measures, critical thinking and effective communication. The session will conclude with real-world examples of successful and not-so-successful presentation techniques.

Learning Objectives:

1. Define a Decision Support framework and specific enhancing analysis techniques
2. Comprehend the elements of sound critical thinking and effective communication
3. Comprehend the importance of using these techniques to justify your position when advising decision makers

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 0915-1200, 3 CPEs

23A/B. DoD Cert Level 2. Competencies - Decision Support (PL3) and Financial Management Analysis (PL3) - 2.5 credit hrs.

Cost Benefit Analysis for Analysts

*Stephen Barth, DFMC3, Acq CE Level 3, Deputy Assistant Secretary of the Army (Cost and Economics), Office of the Assistant Secretary of the Army (Financial Management and Comptroller)
Peter Kim, Special Assistant to the Deputy Assistant Secretary of the Army (Cost and Economics), Office of the Assistant Secretary of the Army (Financial Management and Comptroller)*

This mini-course presents analysts with comparative analysis fundamentals to include basic quantification of costs, benefits, and value. Various comparison techniques and concepts to include normalization, sensitivity analysis, inflation, present value, and cost analysis are covered. Instruction will address and identify the decision at hand, identify alternative courses of action (COA), estimate the anticipated costs and benefits of those COAs, and present the cost and benefits in a proper analysis.

Learning Objectives:

1. Understand the fundamentals of comparative analysis
2. Learn the eight step Cost Benefit Analysis process
3. Address how to address issues conducting data collection, analysis, coordination, and assumptions

Group Live Presentation. NASBA Classification: Economics, Level: Intermediate, Prerequisite: Familiarity with CBA and general knowledge of analysis, Intended Audience: Those requiring DoD Level II certification and mid and senior level analyst supporting resource informed decisions. May 28, 1400-1645, 3 CPEs

24A/B. DoD Cert Level 2. Competency - Audit Concepts, Policies and Principles (PL3) - 2.5 credit hrs.

Internal Controls: Meeting Federal Requirements for Accountability

Robert Black, Senior Instructor, Management Concepts, Inc.

This mini-course on internal controls and risk management. It will help the participant to reduce the risk of waste, fraud, and mismanagement within their agency, and support accountability efforts. Participants will learn what controls are and why they are important; the requirements, standards, and guidance available for internal controls; the importance of risk management; and the eight steps in an internal control process.

Learning Objectives:

1. Define internal controls and their importance
2. Identify the mandates for internal controls in the federal government
3. Define the five GAO standards
4. Describe risk and risk management
5. Identify the eight steps in an internal control process

Group Live Presentation. NASBA Classification: Auditing, Level: Basic, Intended Audience: Internal Control is for Everyone. May 29, 0915-1200, 3 CPEs

25A/B. DoD Cert Level 3. Competency - Budget Execution (PL5) - 2.5 credit hrs.

Budget Execution and Performance Integration

Adrienne Ferguson, Professor of Practice, CFO Academy, NDU iCollege

Ricardo Aguilera, Professor of Practice, CFO Academy, NDU iCollege

This mini-course will address the budget execution and management reporting function within a government organization. The connection between budget formulation, budget enactment, and budget execution will be covered. In addition, an overview of different techniques used to integrate budget and performance will be provided. Examples highlighting the effective use of performance data in supporting budget decision-making will be addressed.

Learning Objectives:

1. Evaluate the key interrelationships between budget formulation, budget enactment, and budget execution
2. Assess the factors and tools in leading successful execution of an organization's budget
3. Examine the role of Congress in budget execution and the Constitutional and legal requirements set forth for this important financial management function
4. Determine how to protect an agency's integrity by providing advice and counsel on compliance with Congressional legislation including appropriations and authorization acts, proper use of funds, as well as the Anti-Deficiency Act
5. Distinguish various uses of performance data and how it can be effectively used to report and monitor budget execution information used to make budget decisions

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Intermediate, Prerequisite: Knowledge of Budgeting Process, Intended Audience: Mid to Senior Level Managers. May 29, 0915-1200, 3 CPEs

26A/B. DoD Cert Level 3. Competency - Financial Management Analysis (PL5) - 2.5 credit hrs.

Analytical Decision Making for Financial Managers

Allan Polley, Defense Resources Management Institute (DRMI), Naval Postgraduate School

In this mini-course, the instructor will provide an overview of models and tools used to support financial managers in defense organizations. Topics covered will include stakeholder analysis, defining, framing and

scoping a problem, formulating and evaluating models, tradeoff analysis that supports making good choices across alternatives including cost-benefit and cost-effectiveness analysis, and risk analysis. The focus is on practical application to management decisions, especially those involving resources. Students will develop better understanding of and the ability to apply analytical tools and concepts in support of the DoD component fiscal environment to achieve mission goals.

Learning Objectives:

1. Be able to identify stakeholders and understand stakeholder needs
2. Be able to define, frame and scope a problem
3. Be able to understand and apply basic models in support of defense decision analysis
4. Explain systems analysis and apply appropriate concepts to a decision problem
5. Apply basic cost-benefit analysis to a scenario
6. Understand the difference between cost-benefit and cost-effectiveness analysis and when to apply each
7. Apply basic concepts of risk analysis to a defense decision problem

Group Live Presentation. NASBA Classification: Finance, Level: Advanced, Prerequisite: Some experience in critical thinking, Intended Audience: Mid to upper level financial and program managers. May 28, 1400-1645, 3 CPEs

27A/B. DoD Cert Level 3. Competency - Advanced Financial Management (PL5) - 2.5 credit hrs.
The Economic Environment and the Application of Economic Tools Supporting Financial Managers
Dr. Natalie Webb, Executive Director and Professor, Defense Resources Management Institute (DRMI), Naval Postgraduate School

In this mini-course, the instructor will present information on the economic environment of defense decision making including tools and concepts from economic theory and practice that help explain resources available for defense and how to make better use of them. Concepts presented include an abstract model for an economy and the tradeoffs made to allocate resources to defense, a framework for making tradeoffs to support the economic and efficient use of resources, and tools and concepts of marginal analysis that allow financial managers to make better tradeoffs among competing alternative uses of funds. In this context, students will develop better analytical skills to help shape the DoD component fiscal environment to achieve mission goals.

Learning Objectives:

1. Develop an understanding of the greater U.S. and global economies and the resources available for defense and national security purposes
2. Use a model to visualize tradeoffs between two (or more) categories of resources
3. Apply tradeoff analysis to find economic and efficient uses of resources
4. Apply marginal reasoning to make better choices between or among alternative uses of fund

Group Live Presentation. NASBA Classification: Economics, Level: Advanced, Prerequisite: Basic macroeconomics helpful but not required, Intended Audience: Those interested in macroeconomics topics that affect defense decision making and a short review of some useful decision "rules". May 28, 1400-1645, 3 CPEs

28A/B. DoD Cert Level 3. Competency - Decision Support (PL5) - 2.5 credit hrs.
Multi-criteria Decision-making for Financial Managers

Dr. Cameron MacKenzie, Assistant Professor, Defense Resources Management Institute (DRMI), Naval Postgraduate School

In this mini-course, we introduce an approach to the measurement of effectiveness to support decision-making by managers in defense organizations. The focus is on practical application to management decisions involving many organizational objectives with emphasis on formulating the problem, understanding the analytical process involved in evaluating potential solution alternatives, and interpreting the results of the analysis in support of choosing a solution. The course will include value-focused thinking, defining objectives, creating objectives hierarchies, identifying attributes, and creating value functions. The results will be used in a cost-effectiveness framework to support the selection of alternatives. Attendees will develop a better understanding of and the ability to make decisions when faced with multiple objectives in support of better decision-making within DoD.

Learning Objectives:

1. Be able to understand and discuss value-focused thinking and its utility in defense decision-making
2. Be able to formulate the correct decision problem and appropriate objectives for choosing a solution
3. Create an objectives hierarchy to support decision analysis
4. Identify attributes of the decision issue
5. Incorporate values and preferences into a decision model

6. Evaluate potential solutions and recommending the optimal solution(s).
Group Live Presentation. NASBA Classification: Management Advisory Services, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1400-1645, 3 CPEs

**29A/B. DoD Cert Level 3. Competency - Decision Support (PL5) - 2.5 credit hrs.
Decision Support for Leaders**

LTC Steven G. Hanson, CDFM-A, LSS BB, Director of Training, US Army Financial Management School

In this course, the instructor will build a foundation in model development and expand on it by defining pre-decision analysis (cost estimating tools and effectiveness analysis) and post-decision analysis (cost accounting and performance management), providing elements and examples of each. The instructor will discuss specifying, collecting and using data in analysis, and will identify pre- and post-decision cross-cutting accounting tools that financial managers can employ to improve their decision making, providing more efficient and effective allocation of resources. Benefits of each of the tools and techniques will be presented. The instructor will briefly discuss regression analysis and sensitivity analysis. These issues and concepts provide the foundation required to understand higher level DoD accounting tools, applications and methods.

Learning objectives:

1. Identify how to specify, collect and use data properly
2. Identify tools and techniques that can be applied to pre- and post-decisional analysis and the benefits of each
3. Define regression, and Define sensitivity analysis

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Intermediate, Prerequisite: General knowledge of accounting principles, and data analysis, Intended Audience: Leaders / Managers who supervise personnel, and those with regular decision making responsibilities. May 28, 0915-1200, 3 CPEs

**30A/B. DoD Cert Level 3. Competency - Decision Support (PL5) - 2.5 credit hrs.
Concepts, Techniques and Tools that Support Program Budgeting**

Allan Polley, Defense Resources Management Institute (DRMI), Naval Postgraduate School

In this mini-course, the instructor will develop concepts that support program budgeting in support of defense financial management decision making. The session will be an overview of aspects a financial manager encounters when transitioning strategic plans and guidance to the budget process. Topics will include programming, program and multi-year budgeting, program structures (or other ways to link strategic goals and objectives to budgets), designing budget systems and program analysis. Students will gain a better understanding of the overall environment and processes of resources management and financial decision making in the DoD and will understand better how to apply useful program budgeting tools in practice.

Learning Objectives:

1. Understand the links between strategy, programs and budgets, and the main difficulties in implementing resource decisions linked to strategy
2. Explain how multi-year and program budget concepts such as program structures and appropriate databases support sound resources management principles in defense
3. Discuss different types of budget systems and when each is useful
4. Discuss how to evaluate alternatives within and across programs

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Advanced, Prerequisite: Some experience in evaluating and making tradeoffs among competing goals and/or alternatives, Intended Audience: Resources allocation decision makers. May 28, 0915-1200, 3 CPEs

**31A/B. DoD Cert Level 3. Competency - Decision Support (PL5) - 2.5 credit hrs.
Risk Management**

Dr. Cameron MacKenzie, Assistant Professor, Defense Resources Management Institute (DRMI), Naval Postgraduate School

The course focuses on three areas: (1) establishing a quantitative definition of risk; (2) describing the steps to conduct a probabilistic risk analysis; and (3) discussing strategies for mitigating risk. Each of these areas involves a conceptual presentation and discussion followed by examples, the majority of which relate to the public sector. Emphasis is placed on developing a model and using simulation to solve the model and produce a probabilistic description of risk. This quantitative method will be contrasted with more qualitative methods of assessing risk. Different ways to summarize risk into a single number will also be discussed. The final part of the course will describe strategies for mitigating risk. Determining how the amount of resources to allocate to mitigating risk depends on the decision maker's preferences. The quantitative

measure of risk facilitates the primary trade-off to be made by the decision maker: Is the estimated risk reduction offered by an alternative worth its cost?

Learning Objectives:

1. Ask and answer the correct questions to develop a quantitative measure of risk
2. Interpret exceedance curves and use them to compare risks
3. Select the most appropriate summary measure of risk
4. Identify four broad strategies to mitigate risk
5. Determine the appropriate way to trade off between risk and cost

Group Live Presentation. NASBA Classification: Management Advisory Services, Level: Intermediate, Prerequisite: Some knowledge of probability will be useful, Intended Audience: All levels of Financial Management. May 28, 0915-1200, 3 CPEs

32A/B. DoD Cert Level 3. Competencies - Decision Support (PL5) and Financial Management Analysis (PL5) - 2.5 credit hrs.

Cost Benefit Analysis for Decision Makers

Stephen Barth, DFMCP3, Acq CE Level 3, Deputy Assistant Secretary of the Army (Cost and Economics), Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

Peter Kim, Special Assistant to the Deputy Assistant Secretary of the Army (Cost and Economics), Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

This mini-course presents senior level decision makers with comparative analysis fundamentals to include basic quantification of costs, benefits, and value. Various comparison techniques and concepts to include normalization, sensitivity analysis, inflation, present value, and cost analysis are covered. Methodologies and considerations for identifying optimal alternative courses of action (COA), estimating the anticipated costs and benefits of those and evaluating the costs and benefits in order to inform the final decision are the goal of the Army's eight-step CBA process.

Learning Objectives:

1. Understand the fundamentals of comparative analysis
2. Learn the mechanics of conducting a Cost Benefit Analysis
3. Issue Cost Benefit Analysis guidance to analysts and preparers

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Advanced, Prerequisite: Knowledge of decision making sciences, Intended Audience: Senior and Executive Level Decision Makers. May 29, 0915-1200, 3 CPEs

33A/B. DoD Cert Level 3. Developing Others (Lead People) - 2.5 credit hrs.

Leadership for the Future

Richard Gustafson, CMA, CDFM, CGFM, Professor of Practice, CFO Academy, NDU iCollege

This mini-course examines the leadership strategies that shape, develop, and motivate the financial management workforce. It describes the environment that today's DoD financial managers must leverage for success, focusing on breaking down stovepipes, growing social networks, technological trends, and managing pressure and disorder in today's world. The mini-course explores creativity and innovation as necessary attributes of a motivated workforce for capitalizing on a world of increasing uncertainty, ambiguity, and change.

Learning Objectives:

1. Analyze conditions under which the financial management workforce can excel
2. Evaluate leadership strategies to motivate the workforce
3. Personal growth and how to maintain your edge in an uncertain world

Group Live Presentation. NASBA Classification: Personal Development, Level: Advanced, Prerequisite: General background with leading people, Intended Audience: Managers and Leaders of People. May 29, 1400-1645, 3 CPEs

PDI WORKSHOPS:

All of the workshops are offered on either Thursday or Friday and will provide CPE credits.

35. Current Budget Issues

John Roth, Deputy Comptroller for Budget, Office of the Under Secretary of Defense (Comptroller)

MG Thomas Horlander, Director, Army Budget, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

Thomas Simoes, Director, Investment and Development Division, Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

Caral Spangler, Deputy for Budget, Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)

Ariane Whittemore, Assistant Deputy Commandant, Programs and Resources, Headquarters United States Marine Corps

The workshop will provide a current overview of the Defense Department's FY 2016 budget request. This will include a discussion of the political/economic context, any congressional action to date, strategic themes, and the key initiatives in the budget. The workshop will also address the status of FY 2015 budget execution and the impact of potential sequestration. The discussion will include a look forward to FY 2017 and beyond and potential future alternative funding profiles. The workshop will allow time for questions from the floor.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 1045-1200, 1.5 CPEs

36. The 114th Congress and the DoD Budget

Col Randy Toris, CDFM-A, Congressional Budget and Appropriations Liaison, Budget and Appropriations Affairs Directorate, Office of the Under Secretary of Defense (Comptroller)

In January 2015, the 114th Congress was sworn into office and the faces of Congress had a new look. Republicans took control of the Senate, cementing Republican control of both chambers of Congress. Yet the Country still faces a debt limit, sequestration, and an environment of stalemate politics. This workshop will examine the complex, but symbiotic relationship between DoD and Congress to develop annual appropriations to perform the Nation's security mission in this challenging era of declining budgets and increasing uncertainty around the world.

Group Live Presentation. NASBA Classification: Personal Development, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1400-1515, 1.5 CPEs

37. Combatant Commands - Missions, Requirements and Resources

Francis Machina, CDFM, Acting Chief Financial Officer/Comptroller, US Special Operations Command

Elaine McCusker, Director, Resources and Analysis (J8), US Central Command

James McGinley, CDFM-A, Director, Program Analysis and Financial Management, US Transportation Command

David Thiede, Director, Resources and Analysis (J8), US Southern Command

A panel of senior resource managers from Special Operations Command (SOCOM), Africa Command (AFRICOM), Central Command (CENTCOM), Transportation Command (TRANSCOM), and Southern Command (SOUTHCOM) provide insight on their Combatant Command missions, requirements and resourcing.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 0915-1030, 1.5 CPEs

38. Budget Uncertainty and the Role of Civil Servants

Honorable Robert F. Hale, DFMC3, CDFM-A, Former DoD Comptroller

The presenter, who has served as comptroller and chief financial officer for DoD, will begin by reviewing the tortured history of the DoD budget in recent years - from sequester to shutdown and much in between. He will then discuss the future of the DoD budget, a future that could include more periods of uncertainty. Finally, he will address ways to cope with budgetary uncertainty, with a focus on the need to maintain a cadre of civil servants who are trained to handle budgetary problems. One key to maintaining a well-trained cadre of civil servants is for federal managers to do a better job of telling their civilian employees that, even during these troubled times, they are doing many things right.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All DoD financial managers. May 28, 1400-1515, 1.5 CPEs

39. Budget Execution 101

James Krott, Professor of Financial Management, Defense Acquisition University

This workshop will cover many of the basics of budget execution, such as accountability, appropriation lifecycle and laws, flow of funds, reclaims and reprogramming.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: Entry level financial managers. May 28, 1530-1645, 1.5 CPEs

40. Current Issues in the Defense Working Capital Fund (DWCF)

Gretchen Anderson, DFMCP3, CDFM, CGFM, Director, Revolving Funds, Office of the Under Secretary of Defense (Comptroller)/Program Budget

Cynthia Jones, Senior Budget Analyst, Office of Revolving Funds, Office of the Under Secretary of Defense (Comptroller)/Program Budget

This workshop will provide an update on current issues in Working Capital Fund management. Selected topics include cash management, the status of implementing the Government Wide Accounting overnight cash initiative, transportation of things, customer relations, and innovative acquisition practices.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All financial managers interested in Working Capital Fund issues. May 29, 1045-1200, 1.5 CPEs

41. The Benefits of Conducting Another BRAC Round

Craig College, CDFM, Senior Vice President, Strategy Development, CALIBRE Systems, Inc.

Mark Jones, Consultant, CALIBRE Systems, Inc.

Andrew Napoli, Assistant for BRAC Policy, Office of the Assistant Secretary of the Army (IE&E)

Bill Tarantino, President, Active Decision Support Inc.

Previous BRAC rounds enabled the Army and DoD to downsize, achieve cost savings and avoidance, and recapitalize infrastructure resulting in a more effective and efficient DoD. DoD has requested BRAC authority each of the last two years and most likely will request it again with the submission of the FY16 President's Budget. Facing a world filled with serious evolving security threats, Congress has been reluctant to grant BRAC authority despite significant reductions in the Defense budget and force structure, which have increased DoD's excess infrastructure, thereby consuming scarce resources needed for enduring higher priority requirements. This workshop will discuss: the strategic and resource value of past BRAC rounds; cost estimation, modelling techniques, performance metrics, (military value vs. payback); and lessons learned for the development and execution of future BRAC rounds.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Basic, Intended Audience: All levels of Financial Management, but particularly supporting cost-benefit analysis. May 29, 0915-1030, 1.5 CPEs

43. Current Issues in DoD Financial Operations

Mark Easton, CDFM-A, Deputy Chief Financial Officer, Office of the Under Secretary of Defense (Comptroller)

Laura Jankovich, Deputy Assistant Secretary of the Army for Financial Operations, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

Karen Fenstermacher, Deputy Assistant Secretary of the Navy for Financial Operations, Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

Thomas Murphy, CPA, CDFM, Deputy Assistant Secretary for Financial Operations, Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)

Dave McDermott, Deputy Director for Operations, Defense Finance and Accounting Service

Too busy to keep up with what's trending in today's financial operations? Think Budget is the only action in town?? This workshop panel is designed to give FMers an interesting and insightful high-level overview of the latest financial management issues, challenges, outlooks, and change management strategies from the perspective of all three Services and DFAS. Come hear the most senior Defense financial operations leaders from these organizations as they discuss the current challenges facing both DoD and government as they deal with fewer resources and higher expectations for compliance and transparency. Learn what they're

thinking about issues relating to our people, processes and systems and how it will impact the future business environment and financial operations.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: All levels of financial managers, but particularly those interested in what's shaping Defense financial management today. May 28, 1530-1645, 1.5 CPEs

44. How Current Government-Wide Initiatives Will Shape DoD FM in the Future

Mark Easton, CDFM-A, Deputy Chief Financial Officer, Office of the Under Secretary of Defense (Comptroller)

How different are DoD business operations from the rest of our Federal colleagues? Want to know what the Federal government's priorities are for federal financial management and how they'll impact DoD's practices, resources, and business model? This workshop will discuss current OMB and Administration initiatives, such as benchmarking business costs, expanding shared services, and increasing transparency of government spending. You'll learn what efforts DoD is involved in, where the Department stands to benefit the most, and what changes to the Defense business model are in store. Be the first to know what impacts to your business processes are anticipated and get a glimpse of changes on the horizon for your agency.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Prerequisite: Basic knowledge of Federal financial management, Intended Audience: All defense financial managers, but especially those interested in Federal future initiatives. May 29, 0915-1030, 1.5 CPEs

45. Improved Cash Accountability with Government-Wide Accounting

Mary Kemp, DFMCP3, CDFM, Senior Financial Systems Analyst, Business Integration Office, Office of the Deputy Chief Financial Officer, OUSD(C)

David Eaton, Director, Enterprise Financial Information Services, Defense Finance and Accounting Service
Mark Rose, CPA, CGFM, Comptroller and Director of Financial Operations, US Coast Guard

In this session we will present the architecture for Coast Guard and new DoD-wide cash accountability and GL FBWT daily reporting and reconciliation framework that aligns with Treasury's GWA initiatives, standardizes with little to no manual reconciliation, provides for warehousing of detailed transactional data and supports the audit assertion of the FBWT.

Group Live Presentation. NASBA Classification: Accounting, Level: Basic, Intended Audience: All levels of FM, especially those interested in FBWT. May 28, 1045-1200, 1.5 CPEs

46. Two for the Price of One - Standardizing Interagency Agreements and E2E BPR of the IGT

Mary Kemp, DFMCP3, CDFM, Senior Financial Systems Analyst, Business Integration Office, Office of the Deputy Chief Financial Officer, OUSD(C)

Michael Bolin, MPM, IPP IGT Program Manager, Treasury - Bureau of the Fiscal Service

The Department faces numerous challenges to achieving auditability. One of the key challenges is overcoming a major material weakness related to Intra-governmental Transactions (IGT) where DoD components have difficulty eliminating financial differences that result from reimbursable work performed between buyer and seller organizations. DoD is adopting a standardized workflow process for all reimbursable work orders. Come to this session to learn more about the DoD mandate to use the US Treasury Invoice Processing Platform (IPP) for the creation and storage of buyer/seller agreements and DoD's near-term implementation goals.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: All levels of Financial Management particularly those responsible for buy/sell reimbursable agreements. May 29, 1400-1515, 1.5 CPEs

47. Are You Leveraging Your ERP for Process Efficiencies?

Terry Boyd, Senior Manager, Deloitte and Touche, LLP

LTC Michael Peckham, Deputy Comptroller, Joint Improvised Explosive Device Defeat Organization (JIEDDO)

Shirley Reed, DEAMS Financial Management Office Functional Manager, Office of the Deputy Assistant Secretary of the Air Force (Financial Operations)

Mr. Michael Hennessy, Director, NAVAIR Navy ERP Business Office

Over the past decade the Services have invested significantly in modernizing their financial ERP systems to help pave the way to achieve auditable financial statements. ERPs provide tremendous capability and potentially tremendous frustration in finding, accessing, and using data. In addition, system capabilities have

been improved and real-time and expanded reporting capabilities are now available that provide the potential to streamline internal comptroller and budget shop functions. Organizations such as the Joint Improvised Explosive Device Defeat Organization (JIEDDO) and the Acquisition, Logistics, and Technology Enterprise Systems and Services (ALTESS) organization who have learned how to capitalize on new ERP capabilities, will share their lessons learned and secrets in exploiting the capability of ERPs.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management with focus on organizations investigating and expanding new Financial ERP capabilities. May 29, 1045-1200, 1.5 CPEs

48. Antideficiency Act (ADA): The 4-4-4 Plan to Avoid Violations

Phil Davidson, Senior Trainer, Management Concepts, Inc.

It is important to our elected representatives that we exercise sound stewardship over the resources entrusted to us. Laws, commonly referred to as the Antideficiency Act (ADA), are designed to reasonably ensure that taxpayer dollars are spent as intended by Congress. In this regard, DoD Financial Managers are often both "advisors" and "enforcers". Awareness of what constitutes an ADA violation, and the reasons why ADA violations occur are key to preventing future ADA violations. We will go over 12 types of ADA violations and discuss which ones are automatic and which ones may be correctable. This workshop uses real life examples to emphasize legal requirements and how effective funds control can provide the best protection against violations of the ADA. It will also highlight how to proceed if you experience one.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1530-1645, 1.5 CPEs

49. Current and Recurring Issues in Fiscal Law

Keith Dunn, Associate Counsel, Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

This workshop will include an examination of current issues in fiscal law, as well as a survey of those issues which arise with some regularity. Special attention will be paid to recent GAO decisions in the areas of personal expenses and the Antideficiency Act.

Group Live Presentation. NASBA Classification: Business Law, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 1530-1645, 1.5 CPEs

50. Non-Appropriated Funds (NAF): Not Just An Installation Picnic

Jennifer Sandras, Senior Financial Analyst, Air Force Financial Management Center of Expertise

This session will describe the sources and uses of NAF funding. It will show how all resource managers should not only be aware of the availability and rules of their own funds, but other sources of funds like NAF, supporting appropriations, commercial funding, etc.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management, especially those who need or want to know about Non-Appropriated Funds. May 29, 0915-1030, 1.5 CPEs

51. Financial Institutions on DoD Installations 101

William Hawbecker, Director, Department of Defense Banking and Credit Union Programs, Defense Finance and Accounting Service

This workshop will provide an overview of financial institution (bank and credit union) operations on DoD installations. It will include (1) discussion on DoD issuances governing operations of financial institutions on DoD installations and why financial institutions are on the installation and how they get there; (2) identify differences between stateside and overseas operations, links to supporting official DoD operations, and ties to DoD financial education initiatives; and (3) discussion of operational and oversight roles and responsibilities of DFAS, the Military Services, and financial institutions.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels, particularly those who advise leadership on or require financial services and/or financial education at the installation level. May 29, 1045-1200, 1.5 CPEs

53. Trends and Innovations - Developing a Data and Analytics Powered Approach

*Corbin Neiberline, CPA, CGFM, Managing Director, KPMG
Viral Chawda, Director, KPMG*

Data is an asset that can be used to improve organizational effectiveness and efficiency. Many DoD Comptroller organizations today are already using data and analytics to educate and inform its stakeholders/decision makers. Many of these organizations may not be fully leveraging the available data and technologies to maximize their potential. To fully extract the value from the data, organizations need to expand their data and analytics powered approach while fostering a culture that is empowered to fully capture insights and make more informed decisions. A data and analytics powered organization leads to better problem solving, deeper insights, cutting edge ideas, and greater innovation. This course will explore the considerations, industry trends and methods an organization may consider in the evolving landscape of data and analytics. Additionally, a live demonstration of selected data and analytics capabilities will be shown.

Group Live Presentation. NASBA Classification: Management Advisory Services, Level: Basic, Intended Audience: All levels of Budget, Cost, and Financial Management with an interest in data analysis. May 28, 1530-1645, 1.5 CPEs

54. Fact Based Decision Making

Karl Jehle, Operation Branch Chief, Air Force Financial Management Center of Expertise

This session will discuss the need to ground any decision support analysis in facts. While many of us are fluent in processing DATA, not all data is created equal. The need for unbiased facts, how to determine if the correct level of detail is being included, and how different sets of facts can change the recommended outcome will be discussed. Included will be multiple examples of the correct and incorrect use of data and how to differentiate between facts and data.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management, but particularly those who use/need data to inform their decisions. May 28, 1400-1515, 1.5 CPEs

55. Enterprise Risk Management in a Complex World

Todd Grams, Director, Deloitte & Touche, LLP

Michael Wetklow, CPA, CGFM, Branch Chief, Office of Federal Financial Management, Office of Management and Budget

Thomas Brandt, Chief Risk Officer and Senior Advisor to the Commissioner, Internal Revenue Service

Kenneth Fletcher, Chief Risk Officer, Transportation Security Administration

How do you assess risk of mission failure or degradation? What criteria do you use for measuring risk? Is risk assessment a consistent and deliberate part of your everyday activities? How do we manage enterprise risk? Is it my job as a resource manager to know about everyone's risk? Come join us for an information-packed session on OMB Circular A-11's perspective on Enterprise Risk Management as well as some keen lessons learned from Federal executives who have led enterprise risk management programs. You may leave the session thinking of risk in a whole new way.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management that are interested in enterprise risk management. May 29, 0915-1030, 1.5 CPEs

56. Enterprise Risk Management - Supporting Your Managers Internal Control Program and Audit Readiness

John Argodale, Principal, Kearney & Company

Sharon Hale, CDFM-A, Director, Integration and Controls, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

An effective enterprise risk management program enables DoD organizations to identify and mitigate a variety of program and operational risks that may result in material weaknesses. Effective risk management also helps to improve agency operations, and supports the Managers Internal Control Program and audit readiness efforts. By mitigating risks and eliminating material weaknesses, DoD organizations are optimally positioned to improve operating effectiveness and attain and sustain an audit ready environment. In this workshop, participants will learn about enterprise risk management techniques, best practices, software enablers and mistakes organizations generally make when implementing an enterprise risk management program. Participants will gain an understanding of: methods used to perform risk assessments, how to capture risk events and use of predictive risk reporting techniques; risk management policies and processes; risk analytics, including Key Risk Indicators (KRIs), continuous monitoring techniques and dashboard reporting; best practices for embedding risk compliance and analysis methods - in day-to-day activities; how

to embed formal risk management processes in strategic planning; and Use of risk management techniques to prepare the Annual Statement of Assurance (ASOA) and audit assertion packages.
Group Live Presentation. NASBA Classification: Management Advisory Services, Level: Advanced, Prerequisite: General knowledge of audit readiness and management controls, Intended Audience: Personnel engaged in audit readiness, management controls and compliance activities. May 28, 1400-1515, 1.5 CPEs

57. Risk: It's More Than Modeling Uncertainty

Dr. Robert Bickel, Technical Director, Air Force Financial Management Center of Expertise

We've all heard about the importance of including a risk assessment in our financial estimates. However, risk is more than adjusting the numbers. This presentation will discuss how many risks are not financially based and how to include non-financial risk in an overall analysis.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Basic, Intended Audience: Financial Managers involved in providing decision support analysis. May 29, 1400-1515, 1.5 CPEs

59. Financial Audit Readiness: The Big Picture--What's it Mean to You and Your Organization?

Alaleh Jenkins, CPA, CDFM, Director, Financial Improvement and Audit Readiness, Office of the Deputy Chief Financial Officer, OUSD(C)

Are you ready for DoD's financial audit journey? This workshop targets senior leaders, managers, and anyone else needing to understand audit readiness from a management perspective. You'll learn about DoD's audit approach and where the Department is in its efforts; its internal control priorities; focus areas and timeline; and expectations for enterprise-wide participation (both vertical and horizontal). The workshop is an excellent way to quickly compare high-level audit readiness requirements against your own involvement in and knowledge of getting your agency ready to succeed. Take advantage, too, of the Q&A session to ensure you know what others are thinking and want to know.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: All levels of Financial Management, but particularly those involved in audit readiness. May 28, 1400-1515, 1.5 CPEs

60. Audit & Audit Readiness -- What is Next for DoD?

Alaleh Jenkins, CPA, CDFM, Director, Financial Improvement and Audit Readiness, Office of the Deputy Chief Financial Officer, OUSD(C)

Thomas Steffens, CDFM, Director, Accountability and Audit Readiness, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

Steven Quentmeyer, CGFM, Deputy Director, Financial Operations, Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

Stephen Herrera, CDFM-A, Associate Deputy Assistant Secretary of the Air Force for Financial Operations, Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)

Simone Reba, CDFM, Deputy Director, Defense Logistics Agency

Audit readiness leaders from OUSD (Comptroller), DoD's Military services and Defense agencies will discuss DoD's strategy and the way ahead to achieve the FY 2017 Full Financial Statement Audit, progress to date, and status of on-going FY 2015 Schedule of Budgetary Activities (SBA) audits.

Group Live Preparation. NASBA Classification: Auditing (Governmental), Level: Basic, Intended Audience: All levels of Financial Management. May 28, 1045-1200, 1.5 CPEs

61. End Game Strategy for Audit for 2017 and 2018

Mark Easton, CDFM-A, Deputy Chief Financial Officer, Office of the Under Secretary of Defense (Comptroller)

Will this movie ever end?? DoD's long journey to audit readiness is reaching a critical stage and there is only a short time before our statutory 2017 deadline for audit readiness. Moreover, you're asking what the first full financial statement audit in 2018 will be like and how it will change the way we do business. This workshop will envision 2017, 2018, and beyond for you. We'll let you know what to expect, what's needed to sustain an auditable financial posture, and how the future audit drumbeat will impact the culture of the DoD financial management community. Most importantly, we'll have a frank and honest discussion on what will be needed

before the DoD can realistically obtain, and sustain, a positive audit opinion on its consolidated financial statements.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Prerequisite: Cognizance of DoD's goal to become audit ready, Intended Audience: All levels of financial managers, but especially those dealing with the campaign to become audit ready. May 29, 1530-1645, 1.5 CPEs

62. Auditors General - Current Issues

Dick Willett, CPA, CMC, CMA, CGFM, Director, DJBS

Randall Exley, CPA, CIA, CFE, CAA, CGFM, Auditor General, Army Audit Agency

Luther Bragg, CPA, CGFM, Acting Auditor General, Department of the Navy

Daniel McMillin, Auditor General, Department of the Air Force

The auditors general for the three military departments will discuss current trends in audits, especially operational audits which often challenge assumptions and procedures with an eye toward improving efficiency. The session aims to give financial managers a better understanding of audit goals for the coming year.

Group Live Presentation. NASBA Field of Study: Auditing (Governmental), Level: Basic, Intended Audience: All levels of Financial Management. May 28, 0915-1030, 1.5 CPEs

63. Asset Management Auditability - A Modern Approach to Coordinating Operational and Financial Management Functions

John Seddon, Senior Manager, Accenture Federal

Stephen Tkac, Deputy Director, Acquisition Resources and Analysis for Property and Equipment Policy, OSD(AT&L)

CDR Colin Campbell, Chief, Audit Remediation Division, US Coast Guard

Fredrick Carr, CPA, CDFM-A, Director, Financial Reporting and Compliance, Office of the Deputy Assistant Secretary of the Air Force (Financial Operations)

Established FIAR milestones for financial statement auditability require DoD to integrate key business events across the financial, logistical, and acquisition domains. This panel will discuss the current challenges in asset management practices today and how governmental organizations have developed and deployed an integrated operation and financial management approach across the asset management lifecycle. These integrated frameworks enable DoD leadership to effectively meet regulatory requirements, prepare auditable and accurate financial statements, and support more efficient, effective operations across their enterprise.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: Financial Managers, Logisticians, Program Managers, and Auditors. May 28, 1530-1645, 1.5 CPEs

64. TI-97 Audit Strategy and Plan of Execution

Johanna Sears, CPA, Manager, PwC Public Sector in support of the OUSD(C) FIAR Directorate

Mobola Kadiri, Assistant Director, FIAR Directorate, Office of the Deputy Chief Financial Officer, OUSD(C)

Entities receiving TI-97 funding represent a significant portion of the overall DoD financial statements which makes audit readiness efforts for these entities important for the Department's overall audit readiness success. This workshop will discuss the details of and execution plan for the TI-97 Audit Strategy, including the schedule of audits, examinations, and mock audits for TI-97 reporting entities. This strategy is the roadmap for how the Department will achieve a Consolidated full financial statement audit of the Department in FY 2018, inclusive of TI-97.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Basic, Intended Audience: All levels of Financial Management, but particularly those supervising and dealing with TI-97 Audit Readiness, Audits, Examinations, and SSAE No. 16s. May 28, 1530-1645, 1.5 CPEs

65. The Audit Cycle A Never Ending Journey

William Holtzman, Senior Accountant, US Army Corps of Engineers

This workshop will take you on a year long journey of the audit cycle. Starting after the receipt of the audit opinion to receipt of the opinion on the next year's financial statements we will take you on a time tested journey of how to complete a successful CFO audit and how to incorporate a robust OMB A-123 Appendix A program all in the same year. During the workshop we will offer lessons learned related to the CFO audit cycle and how to use those test results and those gathered from the OMB A-123 Appendix A program to strength internal controls and get real value out of the audit cycle.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: All levels of Financial Management. May 28, 1045-1200, 1.5 CPEs

66. Operating Materials and Supplies: Who's Part Is It Anyway?

*CDR Colin Campbell, Chief, Audit Remediation Division, US Coast Guard
LCDR Christopher Johns, CPA, CG Property, Audit Remediation, US Coast Guard
LT Matthew Perkins, US Coast Guard*

Now that you're focused on property, what about the rest of your stuff? This workshop focuses on proven key concepts and practices that will help set a course to audit success over Operating Materials and Supplies. Presenters will discuss accounting standards, policies and procedures implemented by the Coast Guard, and sample documents and information for use. Specific concepts include: ignoring toilet paper, defining end users and depots, understanding how items are used in normal course of operations, testing and controls, valuation, and transition strategies.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Basic, Intended Audience: Participants involved with or overseeing audit remediation of CIP and OM&S. May 29, 1045-1200, 1.5 CPEs

67. The DHS Story – Road to Auditability

*Mark Easton, CDFM-A, Deputy Chief Financial Officer, Office of the Under Secretary of Defense (Comptroller) - Moderator
Scot Janssen, CPA, Partner, KPMG LLP
David Norquist, CGFM, Partner, Kearney & Company
Peggy Sherry, CPA, CGFM, Deputy Chief Financial Officer, National Credit Union Administration*

Similar to the DoD, DHS went through several years of un-auditable financial statements. In the years immediately after the Department's formation, DHS attempted but had limited success with several different strategies to become auditable and obtain a clean opinion. Then, with new leadership in the CFO's office and the Office of the Secretary, and a number of other adjustments (including a redesigned audit approach introduced by the auditor), DHS had rapid success in addressing deficiencies that impacted auditability. Two former DHS CFOs and the lead consolidated audit partner will discuss their strategy and in particular the 10 key factors in DHS' successful bid for a clean opinion, and how those strategies can be applied to DoD.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels involved in DoD audit readiness programs. May 28, 0915-1030, 1.5 CPEs

68. Billion Dollar Listings - How to Successfully Manage and Account for Real Property

Veronica Christian, CPA, CGFM, CG Property Remediation Team Lead, US Coast Guard

The speaker will discuss recent real property remediation efforts that led to a clean audit opinion. The discussion will offer a strategy and roadmap to remediate and sustain real property based on the successful process used by the Coast Guard. Remediation management and the methods used to correctly categorize, capture, value, and inventory all Coast Guard real property assets including leases and heritage property will also be covered.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: All levels of property financial and operational managers. May 29, 1530-1645, 1.5 CPEs

69. How the FM Target Environment Will Help Us Sustain Financial Auditability

Andrew Morgan, CDFM-A, Director, Business Integration, Office of the Deputy Chief Financial Officer, OUSD(C)

There are several key enterprise process changes underway and technology enhancements and enablers that impact the future of DoD Financial Management. The Department must find ways to sustain audit in a declining resources environment in the coming years. Hear what processes, IT enablers, plans, and initiatives are underway to help us achieve steady-state auditability. This workshop does not focus on a particular initiative or delve into the details of audit requirements, but helps the audience "connect the dots" between multiple initiatives, relating this big picture view to a sustaining financial auditability year after year.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Basic, Intended Audience: All DoD Financial Managers, Analysts, and non-DoD and Industry stakeholders. May 29, 0915-1030, 1.5 CPEs

70. IT Controls - From Readiness to Sustainment

John McLain, CISA, CDFM, Defense IT Controls Lead, Ernst and Young

Angel Contreras, CISA, CDFM, Manager, Ernst and Young

Sharon Hale, CDFM-A, Director, Integration and Controls, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)

James Hunter, CAPP, Director, IT Corporate Systems and FISCAM Project Officer, Defense Finance and Accounting Service

As DoD moves from audit readiness to audit sustainment, IT and Business process management must focus on controls optimization to deliver an efficient and effective control environment. By working as an integrated team (IT and Business process), control deficiencies will be corrected and implemented in a timely manner; management will spend less time on controls that do not mitigate risks to the financial statements, and the auditors will quickly gain comfort over management's control structure. This presentation will speak to these topics and more; providing perspective on the DoD moving from audit readiness to audit sustainment.

Group Live Presentation. NASBA Classification: Management Advisory Services, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 1045-1200, 1.5 CPEs

71. Is Your Financial System Ready? An Overview of Effective Federal Information System Controls Audit Manual (FISCAM) Assessments

Michael Alipui, CPA, CISA, Manager, Accenture Federal

Patricia Dickerson, CPA, CISA, CGFM, FIAR Program Manager, Information Systems and Controls, Department of Navy

Simone Reba, CDFM, Deputy Director, Defense Logistics Agency

Todd Baker, CDFM, Chief of Compliance, SAF/FMFS (DEAMS)

FISCAM presents a methodology for performing Information System (IS) control audits of Federal entities in accordance with professional standards. This is a critical component of DoD's ability to meet audit readiness objectives. GAO's continued focus on FISCAM assessments presents a unique suite of challenges to Decision Makers across the Federal space. A panel comprised of Subject Matter Experts and Decision Makers will provide insights and guidance on FISCAM as it relates to the financial management community.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Intermediate, Prerequisite: General familiarity with audit readiness, Intended Audience: All levels of Financial Management and IT. May 28, 0915-1030, 1.5 CPEs

72. What are SSAE 16 Reports and How Do I Use Them to Support My Financial Statement Audit and A-123 Compliance Requirements?

Bradley Keith, CPA, CISA, PMP, CGEIT, CDFM, Director, PwC Public Sector LLP

Mobola Kadiri, Assistant Director, FIAR Directorate, Office of the Deputy Chief Financial Officer, OUSD(C)

Many business processes and IT system responsibilities, that impact DoD audit readiness, are performed by service organizations. Therefore, it is important to the Department's overall audit readiness and sustainment efforts to effectively and efficiently address internal controls at these service organizations. This workshop will provide participants with a working understanding of Statement on Standards for Attestation Engagements Number 16 (SSAE 16) reports including how they can be used to support OMB Circular A-123 (Appendix A) compliance (when a service organization is utilized) and how they impact the upcoming financial statement audits of DoD.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Intermediate, Prerequisite: General knowledge of internal controls over financial reporting and audit readiness requirements, Intended Audience: All levels of Financial Management, but particularly those supporting financial statement audit readiness or A-123 (Appendix A) compliance. May 28, 1400-1515, 1.5 CPEs

73. Managers' Internal Control Program (MICP)

(Robert) Steven Silverstein, DoD-Wide Managers' Internal Control Program Coordinator, FIAR Directorate, Office of the Deputy Chief Financial Officer, OUSD(C)

This workshop will address linkage between an improved operational, financial, program and administrative controls, improved efficiency and audit readiness. The course emphasis is upon the attributes of an effective Managers' Internal Control Program (MICP) that identifies, prioritizes and mitigates operational and financial deficiencies before the mission of the organization is negatively impacted versus after. The DoD MICP leverages DoD Instruction 5010.40, OMB Circular A-123, CFO Act and COSO.

Group Live Presentation. NASBA Classification: Accounting (Governmental), Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1045-1200, 1.5 CPEs

74. Coordinating Internal Controls and Process Remediation to Achieve Sustainable Financial Audit Success

*CDR Colin Campbell, Chief, Audit Remediation Division, US Coast Guard
LCDR Michael Danish, Office of Internal Control, US Coast Guard*

The speakers will present lessons learned on integrating internal controls and audit remediation programs to build synergies and significantly strengthen both programs, leading to sustainable audit success. The discussion will offer a strategy and roadmap based on the Coast Guard's successful yearly internal controls assessment and remediation planning cycles.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Basic, Intended Audience: All members involved with or overseeing audit remediation and/or internal control development and testing. May 29, 0915-1030, 1.5 CPEs

75. Resolving the Active Component (AC) Permanent Change of Station (PCS) Financial Material Weakness and Implementing a Corrective Action Plan

*Leon Smith, Director, Financial and Audit Support Services Directorate, CALIBRE
Michael Versace, CDFM, Financial Management Analyst, Military Personnel, Army Budget Office, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)*

Financial material weaknesses are spread throughout the Federal Agencies and Departments, reflect lack of internal controls and potential misuse of funds, and may become an Anti-Deficiency Act violation. Many material weaknesses go unresolved for inappropriately long periods of time. The session will describe the methodology, process, and tools employed to successfully resolve material weaknesses in a DoD Active Component (AC) Permanent Change of Station (PCS) program. The information presented in this session will familiarize the attendee with these techniques to successfully resolve other material weaknesses and pass an audit attestation of the resolution.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Basic, Intended Audience: All levels of Financial Management, but particularly those responsible for resolving lack of internal financial controls. May 29, 0915-1030, 1.5 CPEs

76. Construction in Progress: Building Tomorrow

*CDR Colin Campbell, Chief, Audit Remediation Division, US Coast Guard
Veronica Christian, CPA, CGFM, CG Property Remediation Team Lead, US Coast Guard*

Now that you're focused on what you have, it's time to think about tracking assets in development. This workshop focuses on proven key concepts and practices that will help set a course to audit success over Construction In Progress. Presenters will discuss accounting standards, policies and procedures implemented by the Coast Guard, and sample documents and information for use. Specific concepts include: project accounting, budgeting, contracting, and tracking costs; internal use software in development; overhead allocation; government furnished equipment; alternate valuation; improvements; management; and transition strategies.

Group Live Presentation. NASBA Classification: Accounting, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 0915-1030, 1.5 CPEs

77. Budgeting Policies and Implications for Acquisition Programs

Gregory Martin, DAWIA III FM/LCL, PMP, CDFM, CGFM, Professor, Financial Management, Defense Acquisition University

Billions of dollars are obligated by DoD every year on acquisition/weapons systems programs. This workshop discusses funding policies (and their exceptions) of the primarily RDT&E and Procurement budget authority that support those programs. Because most of those billions go to private sector contracts, the workshop will also delve into the financial implications of those contracts. The workshop mirrors some content of DAU's BCF 103, 220 and 225. -

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: Financial Managers in ACAT/acquisition programs. May 29, 1400-1515, 1.5 CPEs

78. Earned Value and the Acquisition Program

Roberta Tomasini, CDFM-A, Professor, Financial Management, Defense Acquisition University

This workshop presents basic earned value terms and concept, and how EV can and should be used to support acquisition programs. It'll answer fundamental questions like, What am I looking at and what does it mean to me as the budget analyst and my program?

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: Acquisition workforce personnel and/or those trying to test out in the Acquisition module of CDFM. May 28, 1530-1645, 1.5 CPEs

79. Intermediate Earned Value Management (EVM)

Robert Gustavus, CPA, Professor, Financial Management, Defense Acquisition University

This workshop will focus on how to maximize the use of EVM data, tailor the Cost Performance Report (CPR), evaluate a program's status and developing trends, generate Estimate at Completions (EACs), and incentivize the contractor to provide accurate/timely EVM data.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Intermediate, Prerequisite: Basic EVM information, Intended Audience: All levels of Financial Management, especially for personnel in programs where their contractor provides EVM reports. May 29, 1045-1200, 1.5 CPEs

80 - Cost and Schedule Confidence Levels

Roberta Tomasini, CDFM-A, Professor, Financial Management, Defense Acquisition University

This workshop will address how to incorporate risk analysis into cost and schedule estimates of systems acquisition programs. The discussion will include how to do the analysis, risk and opportunities, as well as the range of possible outcomes (best case versus worst case).

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: Primarily targeted for the acquisition workforce but can be used for any office trying to manage uncertainty/risk. May 28, 1045-1200, 1.5 CPEs

81. Financial Management and Program Management: Integration and Intersections

Debbie Hahn, Professor, Financial Management, Defense Acquisition University

The cost estimators, earned value specialists and financial managers, are a means to end for the single point of an acquisition program's responsibility, accountability and ownership: the Program Manager. This workshop explores the effective integration of these disciplines to support critical thinking and decision-making at the program level. How can you most effectively support your program leadership?

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management with interest in how they can most effectively support their program leadership. May 28, 0915-1030, 1.5 CPEs

82. Recognizing and Mitigating Risk

Debbie Hahn, Professor, Financial Management, Defense Acquisition University

Risk occurs in every aspect of our business life and can negatively impact organizational AND ACQUISITION PROGRAM performance. Many leaders believe risk management and ACQUISITION program management are synonyms. In any regard, managing risk is a key focus of ACQUISITION program management, REGARDLESS OF ACQUISITION CATEGORY (ACAT). Unfortunately, many program managers do not adequately consider risk in their planning. This workshop would focus on how to identify risks, how to write risk statements, how to identify the root cause of the risk, and the impact risk has on financial management, budgeting AND PROGRAM EXECUTION. The concept of net factored risk will be discussed as a method of determining risk dollars required to budget.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management, but particularly those managing organizations. May 28, 1400-1515, 1.5 CPEs

83. Resolving Wicked Problems

Debbie Hahn, Professor, Financial Management, Defense Acquisition University

By definition Wicked problems are found in dynamic environments with a multitude of stakeholders desiring different outcomes. These are key factors in the DoD Acquisition process which explain why acquisition reform measures/changes have had very little impact on program performance. The typical four or five step problem solving process USED BY MANY PROGRAM MANAGERS is not sufficient to handle these problems. A more dynamic process focusing on critical thinking is required. This workshop would focus the factors causing Wicked Problems and discussing a process more suited to solving these problems.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1530-1645, 1.5 CPEs

84. Defense Contract Audit Agency - Contract Close-out

Anita Bales, Director, Defense Contract Audit Agency

This session will provide a brief overview of the Defense Contract Audit Agency. The workshop will focus on DCAA's role in the contract closeout process and the substantial progress we have made in recent years in completing incurred cost audits. In addition, we will discuss the importance of contractors' timely submission of adjustment vouchers/invoices for final indirect rates at year end to minimize unliquidated obligations.

Group Live Presentation. NASBA Classification: Auditing (Governmental), Level: Basic, Intended Audience: All levels of Financial Management, but particularly those working with contract closeout. May 29, 1400-1515, 1.5 CPEs

86. DoD FM Certification: The Foundation of Your Professional Development

Glenda Scheiner, DFMCP3, CDFM-A, Director, Human Capital and Resource Management, Office of the Under Secretary of Defense (Comptroller)

This training will provide a brief overview of the DoD FM Certification program, its requirements, its key websites and the primary processes that enable your success. Following the overview portion of the briefing, the presentation will provide answers to the program's most frequently asked questions and open the floor to additional questions and answers, as time permits.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Basic, Intended Audience: All levels of Financial Management who are required to achieve the DoD FM Certification. May 28, 0915-1030, 1.5 CPEs

87. DoD Financial Management Workforce Development

Dr. Pamela Clay, Senior Financial Management Workforce Development Specialist, Office of the Under Secretary of Defense (Comptroller)

This workshop focuses on human capital management initiatives that undergird the professional development of the DoD FM workforce. In this workshop, you will see how you fit into the "big picture," the DoD Financial Management workforce. Additionally, the workshop will outline how DoD demographics and workforce analysis inform the Financial Management Strategic Workforce Plan, and how these elements tie into your career development through programs and tools such as the DoD FM Certification Program and career roadmaps.

Group Live Presentation. NASBA Classification: Personnel/HR, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1400-1515, 1.5 CPEs

88. DoD Civilian Personnel Trends and Issues

Patricia Kasold, Chief, Competency Management Branch, Strategic Human Capital Planning Division, DoD Civilian Advisory Service

This workshop will cover major issues and trends in DoD civilian personnel management. It will provide an overview of civilian workforce demographics, initiatives and challenges facing DoD civilian personnel. The workshop will provide information and insights on Federal Labor Relations, recruitment strategies and hiring reform efforts to aid in workforce planning and succession management at all levels of the pipeline (from entry level through senior leaders).

Group Live Presentation. NASBA Classification: Personnel/HR, Level: Basic, Intended Audience: All levels of Financial Managers and supervisors of civilian employees. May 28, 1045-1200, 1.5 CPEs

89. Ethics for DoD Employees

Keith Dunn, Associate Counsel, Office of the Assistant Secretary of the Navy (Financial Management and Comptroller)

This workshop will address some of the more common ethical issues confronting DoD employees, and will offer practical solutions to avoiding violations as well as correcting any potential violations that may arise. Topics will include gifts, conflicts of interest, participation in non-federal entities, procurement integrity, and other current issues.

Group Live Presentation. NASBA Classification: Regulatory Ethics, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1400-1515, 1.5 CPEs

91. CFO Career Panel - Decision Making

David Norquist, CGFM, Partner, Kearney & Company

Honorable Robert Speer, CDFM, Assistant Secretary of the Army (Financial Management and Comptroller)

Charles Cook, Principal Deputy Assistant Secretary of the Navy (Financial Management and Comptroller)

Douglas Bennett, DFMCP3, Principal Deputy Assistant Secretary of the Air Force (Financial Management and Comptroller)

What are the types of decisions that face a Chief Financial Officer (CFO) or Deputy CFO? Listen to those who have completed that journey talk about their experiences, the career choices they made, the lessons they have learned and how they manage to get the mission done in the CFO world of Congress, OMB, contractors and the bureaucracy.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management, but particularly those interested in leadership. May 28, 1400-1515, 1.5 CPEs

92A/B. LEADER-NOMICS - Twenty Economic Principles Essential to Sound Leadership / Decision-Making (Part A and Part B)

Col Seung Paik, Chief of Budget, Headquarters United States Air Forces Europe and Air Forces Africa

This is a two-part workshop (Part A and Part B). *NOTE: PART A AND PART B MUST BE TAKEN TOGETHER.*

People/leaders wade through countless decisions every day. Many are low-cost, low-threat and are made rapid-fire, perhaps instinctively. Others require significant time, thought, and coordination. But in every decision, for every person, economics has something to say. It is the discipline that studies human choices under scarcity, a universal concept. LEADER-NOMICS will provide clarity/perspective to decisions past, present, and future, especially amidst confusion. If leaders are judged by the quality of their decisions, then it's imperative they understand and consistently apply the principles of economics. This is a fast-paced presentation covering 20 basic economic principles critical to sound decision making applicable to all facets of life. It's the ECON 101 you wish you had freshman year. And if you haven't, it will whet your appetite for more.

Group Live Presentation. NASBA Classification: Economics, Level: Basic, Intended Audience: All levels of Financial Management. May 28, 1400-1645; May 29, 0915-1200, 3 CPEs

94. I'm Not Being Critical, I'm Just Thinking

Rick Diggs, CDFM, Deputy Director, Defense Financial Management and Comptroller School

Get ready for an interactive session that will advance your views about critical thinking. Opinions and beliefs based on critical thinking stand on firmer ground than those formulated through less rational processes. This dynamic workshop will explore the basic intellectual standards of critical thinking, identify common obstacles to critical thinking, and provide useful tools for the practical application of critical thinking principles. Come join us as we think about thinking.

Group Live Presentation. NASBA Classification: Management Advisory Services, Level: Intermediate, Prerequisite: General knowledge of critical thinking skills, Intended Audience: All levels of Financial Management. May 29, 1400-1515, 1.5 CPEs

95. Biased: Who Me?

Aron Swyers, Chief, Strategic Plans and Programs, Air Force Financial Management Center of Expertise

We all have internal biases that effect our daily activities. Using a series of examples and audience surveys, this presentation will show how several of these basic human biases can alter our ability to provide unbiased information to senior leaders and ways of minimizing their presence.

Group Live Presentation. NASBA Classification: Business Management and Organization, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1045-1200, 1.5 CPEs

96. MICROSOFT - EXCEL PivotTables

Ed Fritts, Senior Financial Systems Analyst, Teksouth Corporation

Joshua Cherkinsky, Senior Financial Systems Analyst, Teksouth Corporation

Brandon Pittman, Senior Financial Systems Analyst, Teksouth Corporation

Micah McLaughlin, Senior Financial Systems Analyst, Teksouth Corporation

During this session you will learn the techniques of creating and using Microsoft's #1 analytical tool in Excel 2010. Areas of focus will include; creating, setting up and basic navigation of PivotTables. We'll also teach you how to add fields, filter pages, adding formulas, applying filters, formatting, drilling down and other PowerPoint skills. Our training aids will be picture by picture illustrations to help the beginners. Our goal is share these great skills to everyday Excel users so they can spend more time ANALYZING! We'll post all the training materials one week before the National PDI if you want to bring them with you. The website is: <http://www.teksouth.com/teksouth-desktop-tools/>. Look for 2015 National PDI. Come learn these great tools.

Group Live Presentation. NASBA Classification: Finance, Level: Basic, Intended Audience: All levels of Financial Management. May 29, 1530-1645, 1.5 CPEs

Please note: the following courses are also offered on Tuesday, May 26th, and are also listed under the Pre-PDI Sessions.

8. Supervisor and Component Certification Authority (CCA) - DoD FM Certification Program

Kellie O'Mara-Gordon, DFMCP3, CDFM, CIA, DoD FM Certification Program Manager, Financial Workforce Management Division, Office of the Under Secretary of Defense (Comptroller)

Please note: this workshop is also offered on Tuesday, May 26th.

While this workshop provides information about the DoD FM Certification Program and provides 1.5 CPEs, it does NOT provide direct credit toward meeting DoD FM Certification Program requirements.

This training walks students through the evaluation and approval process of a DoD FM Certification Program approval request in the DoD FM Learning Management System (LMS). This course will cover: How to log into the DoD FM LMS; Review Pending Approvals; How to run a user Scorecard as a Supervisor and as a CCA; How to review the Scorecard; How to review Documentation; How to approve/deny an achievement; and How to approve/deny a DoD FM Certification request.

Group Live Presentation. NASBA Classification: Specialized Knowledge and Applications, Level: Advanced, Prerequisite: DoD FM Certification Overview, Intended Audience: FM Supervisors and DoD FM Component Certification Authorities (CCAs). May 26, 1245-1400; May 26, 1430-1545; May 29, 1530-1645, 1.5 CPEs

9A/B. User Training - DoD FM Certification Program (Part A & Part B)

Kellie O'Mara-Gordon, DFMCP3, CDFM, CIA, DoD FM Certification Program Manager, Financial Workforce Management Division, Office of the Under Secretary of Defense (Comptroller)

Please note: this two-part workshop is also offered on Tuesday, May 26th.

While this workshop provides information about the DoD FM Certification Program and provides 3 CPEs, it does NOT provide direct credit toward meeting DoD FM Certification Program requirements.

This two-part workshop (Part A and Part B) provides foundational information on the DoD FM Certification Program and then delves deeper into how to complete the three-step process using the FM Learning Management System (LMS).

NOTE: PART A AND PART B MUST BE TAKEN TOGETHER.

User Training Part A walks students through how to evaluate their education and training history. This session will cover: Overview of FM Online and FM myLearn websites; How to find Training and Support resources; Review the Certification requirements for each level; How to search for courses in FM myLearn; How to understand the course alignments; How to use the Academic Matrix; and How to complete the Learning History Worksheet.

User Training Part B walks students through completing the DoD FM Certification in the DoD FM LMS using the three-step process. The three-step process includes: Record Course, Upload Documentation, and Request Approval. In this session we will cover: How to log into the DoD FM LMS; Overview of DoD FM LMS; Following the Learning History Worksheet to record a course; How to record an academic course; How to upload documentation; How to request approval for an achievement; How to assign the Alternate/Primary Track; How to run user reports; and How to request approval for DoD FM Certification.

Group Live Presentation. NASBA Classification: Personal Development, Level: Basic, Intended Audience: All members of the Financial Management Community. May 26, 1245-1545; May 28, 1400-1645, 3 CPEs