ISLAND GOVERNMENT FINANCE OFFICERS' ASSOCIATION

109th Annual Conference
Innovation and Resilience

Graduate School USA

Pacific & Virgin Islands Training Initiatives
900 Fort Street Mall, Suite 1540, Honolulu, Hawaii 96813

www.pitiviti.org

ISLAND GOVERNMENT FINANCE OFFICERS' ASSOCIATION (IGFOA)

Annual Meeting
The Westin San Francisco Market Street
San Francisco, California
June 1 – 6, 2013

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ISLAND GOVERNMENT FINANCE OFFICERS' ASSOCIATION (IGFOA)
Annual Meeting
Top of the Tower
Philadelphia, Pennsylvania
June 3 - 5, 2015

EXECUTIVE SUMMARY

Since 2000, the summer meeting of the Island Government Financial Officers' Association (IGFOA) has immediately followed the annual conference of the Government Finance Officers Association. The theme for the 109th Annual Conference of the GFOA was "Innovation and Resilience." Innovation has been an important theme in managing the island government finance offices in the past few years. The IGFOA meeting will continue to focus on efficiency and effectiveness in finance office operations.

The objectives of the IGFOA Meeting were to:

- Review key issues and ideas presented during the GFOA Conference and discuss how they apply to the insular governments;
- Provide the Finance Directors and Managers with human resource management skills needed to engage their employees in finance office initiatives;
- Provide the Finance Directors and Managers with training on the recent Federal OMB Omnibus Super-Circular and how it affects their finance office operations
- Review the progress of the insular government's single audits and attempts to measure finance office performance and develop cash management plans;
- Review recent GASB announcements and requirements; and
- Build government specific plans to address single audit improvement, enhance finance office grant related process improvement, and develop human resources in financial management operations.

WELCOMING REMARKS

Minister Sadang welcomed participants to the IGFOA meeting. Minister Sadang noted that each year, this meeting brings new challenges and new opportunities for the insular areas to work together to do our best for the communities we serve. We have attended 3.5 days of sessions, and I hope we're reminded of what we can do to help our people. Whatever we take from this conference, please take it home to work on your home

islands. The best assets that we need to invest in are human resources, and we need to invest in people. I brought eleven people from Palau. I would like to thank the Graduate School and our resource consultants for supporting our meeting. As new standards come up, we are challenged to utilize what we learn to improve the lives of our people at home. We need to put our new ideas to work. I am challenging each of you, so that when we come next year, we can compare what we've learned. I'd like to think you all for coming, for being here, and hope we get a chance to enjoy what Philadelphia has to offer.

Marina Tinitali welcomed everyone on behalf of the Office of Insular Affairs—Esther, Nik, Tom, Charlene—who support this meeting. As we speak, our senior leadership is supporting climate change issues in Guam through a regional conference. In addition to training support, we have recently hosted Close Up and the Junior Statesman Program, which has included questions regarding the priorities of leadership, the political status and future of their countries, and what resources are available. How important is leadership to education and health. Other questions involve the relationship to the Federal Government—especially differences between State Department and OIA. Veterans Benefits continue to be an issue, and we are working to overcome disparities between veteran benefits offered in the United States, and the benefits offered in the islands.

THE GOVERNMENT FINANCE OFFICERS' ASSOCIATION SESSIONS

Prior to the start of the GFOA Conference, the IGFOA participants met to organize participation at select sessions. Since multiple GFOA sessions run concurrently, participants agreed to attend specific sessions and to report back to the IGFOA group. Ms. Debbie Milks facilitated the review of sessions.

Checking Up on Your Government's Health

- We use the Performeter to measure the health of our government. One of our speakers developed a "distressed checklist" which included thirteen elements, of which many were included in the Performeter. Of the 13 issues, five were financial, but eight were involved with how we run governments. So, not just the numbers, but how we deal with the numbers.

Aligning Programs, Services and Outcomes

- Discussion of priority-based budgeting and a program inventory. Need to align federal program goals with island goals. Whether or not governments are doing

performance-based budgeting, one of the speakers indicated the importance of asking departments to list what they do. One client says they "run the airport", and had trouble specifying activities: removing snow from runways, leasing airport space, etc. Once you have activities you can list the associated costs and then build them into budget priorities.

- Because many programs are federally funded, we tend to apply for programs because funding is available, without deciding whether the program will benefit the public. Assessments and prioritization are important.
- Many island governments are moving towards attaching performance reports to budget submissions, but most fall short of actual performance budgeting.

Fundamentals of Finance and Tax Planning

- Discussion of what drives revenues and expenditures, especially property taxes. Revenues and expenditures should be carefully planned, as well as what was driving them.
- The drivers behind property taxes is density, and showing how expensive sprawl is versus the economic drivers of density.

Communicating Financial Information to Citizens

- Reports should be written for citizens that may not understand accounting or accounting principles. Many people don't understand the CAFR. We get away from financial jargon and not present citizens with spreadsheets and financial statements. GFOA has a template that they call a PAFR (Popular Annual Financial Report) in which you pull out relevant pieces of financial information, including trend lines, government initiatives, and others at GFOA's website.
- In Guam, legislature has mandated a CCR (Citizen-Centric Report). The agencies are required to introduce mission statements, performance measures, etc.
- In order to do the PAFR, you have to do the CAFR. It was noted that, apart from Guam's attempt a year ago, no other island has put together a CAFR.
- Highlighting importance of community forums and citizen volunteers participating in budget committees.
- While putting out lots of data for citizens, confidentiality remains highly important.

- Utilization of finance office website, which should be widely accessible to the public.
- Importance of data-driven decisions, and being more transparent about the data that goes into decision-making. In addition, there are issues ensuring that people are interpreting data correctly.

Financial Policies

- Importance of sound policies to address risks that might be faced in the future. GFOA recommends a minimum two-month fiscal reserve. Similar guidelines are recommended in disaster management and assistance.
- Do not wait for disaster to strike to start planning.
- You can have a wonderful policy, but if it's stuffed in a Cabinet, or doesn't include consequences for non-compliance, it's worthless.
- The policy on capitol asset management, including maintenance and operations, could be well-utilized in the islands.
- Many insular governments have a balanced-budget policy, which was mentioned. Others have reserve policies, debt issuance policies, investment policies, etc.
- From the federal side, the capitol project policy, even as federal grantors many agencies are lax about maintenance plans. New federal guidelines are requiring federal organizations to step up.
- Often, policies are short and simple—a single paragraph—rather than a procedure.
- Almost every insular government now has a cash-management policy.
- Policies must be documented and communicated, and can usefully be included at the front of budget documents and reviewed each year.

Best Budget Practices

- Reviewing budget needs and making the budget applicable to needs—rather than budgeting for things that were funded last year, but not needed.
- Importance of strategic planning that spans multiple years. GFOA had 13 steps in their best practices which includes measurable objectives and monitoring progress.

- Interior often doesn't see budget adjustments when revenue projections are not being met.
- Make sure you're spending the right money on the right things at the right time.
- Periodic reviews of fees should be undertaken as a GFOA recommended best practice.
- Allocation of resources in which departments are given a projected level of financial resources. As years go by plans are adjusted accordingly.
- Importance of measuring results to assist elected officials and citizens in identifying financial and program results, and evaluating past decisions.

Performance Management

- Not every government's performance management guidelines will be the same, but each should have their own guides to execute their own performance management.
- Tying budgets into performance measurement.
- Importance of performance dashboards.
- In Philadelphia, they do not utilize a Budget Preparation System, so the mandate for performance budgeting is far ahead of the actual systems and practices.
- In Fairfax, Virginia, after across-the-board reductions, they undertake "surgical" programmatic reductions that are specifically targeted.

Personal Productivity

- With regard to personal performance: when we look at resources and people who are doing their jobs, they are not often empowered despite their potential. This can often be detrimental. Often people will share ideas, but management does not change behavior, which is discouraging.
- Often, individuals will do different things but they don't really measure what they do. If they did a better job of measuring their daily work, the areas of improvement becomes more obvious.
- Time management, organization are key. When multiple requests are coming in, prioritization and time management are critically important from a personal productivity perspective.

- It's important that when collecting information, employees don't feel like they're being audited or compared to other employees.
- Batch email so you're not responding to every ping.
- Importance of self-evaluations. There should be no need to wait for others to provide feedback.

Grants Management

- Grants were compared to a gift that comes with a price: here's a puppy, now raise a dog.
- Strategic alignment, and the need to decide whether an organization has the ability to commit to a grant—especially in terms of funding and personnel requirements. Budget and Personnel offices should be involved in approvals, and renewals.
- An example of a police department that applied for a grant for extra patrolmen, but the grant condition was that the additional personnel needed to be kept on after the grant expired.
- Annual grants management training, especially e-grant applications. Some governments have external auditors come in once a year to avoid pitfalls.
- Many governments are tasked with both federal grants, foreign grants, UN grants, donor grants, etc. The requirements are significant.
- At the University of Guam they have over 100 grants, but there's now a shift in thinking about the expectations that are associated with grants. Many professors prove their worth by winning grants, but measurements should be based on performance, not amounts of grant funding.
- Standard grant evaluation forms, discussion checklists, a policy manual, etc.

Year-End Closing

- Building a year-round relationships with data providers, rather than once-a-year interactions.
- Communications that include up-front meetings and an early start on deadlines.
- Include milestones in the audit contract.

Easy Payments

- Generational differences, especially Gen Y that grew up tech-savvy, is always looking for the easiest way to do things.
- Differences between ACH card, a debit card, and a credit card…and associated fees.
- Migration to cash-less societies.
- Utilization of vending machines at utility offices, for example.
- Cash is more costly, since it has to be taken to the bank. American Samoa is opening new portals to allow electronic payments.
- Many prefer paper trails.
- Credit cards are costing CNMI a lot, so American Express is no longer accepted. Now those fees can be passed on to the users. Guam was paying $3 to $4 million in credit card fees, but when customers started getting charged fewer began using them.

IT Security

- Issues with updates to personal computers: updates, patches, virus, firewalls, secure your passwords. Stick with the basics.
- Test your backup systems. Many offices have backup systems they've never needed.

(ALMOST) EVERYTHING YOU NEED TO KNOW ABOUT HUMAN RESOURCES

Mr. Robert Lavigna, IPMA-CP, Director of Human Resources, University of Wisconsin, provided a presentation on emerging Human Resource Issues. Prior to the session, Mr. Lavigna polled island government representatives in order to tailor his presentation to the IGFOA audience. Those issues included the following:

- Hiring qualified, trained and skilled employees
- Retaining qualified, trained and skilled employees
- Different generations working together
- Supervisors with poor skills
- Lack of new employee orientation programs
- Employees don't understand HR
- Department heads don't follow civil service rules

- High turnover in HR
- Poor communication
- No employee performance evaluation system
- Heavy workload
- Limited ability to compensate employees
- Poor attendance
- No teamwork.

Mr. Lavigna reviewed a Human Resources Framework which can be applied to each situation in the insular governments. The employee lifecycle includes recruiting > onboarding > engaging > managing performance > training and development > reward and recognition > planning for succession > recruiting.

While reviewing the hiring process, discussion was held on the challenges of hiring in the context of insular governments—especially in avoidance of conflict of interest issues. Often times, the best candidates are not hired because of blood relations between supervisors and employees. Mr. Lavigna suggested that proactive HR offices should be working with departments to find ways to restructure management relationships in order to avoid conflicts while still enabling the hiring of the best and brightest.

Mr. Lavigna reviewed survey results that listed the top drivers of attractiveness in jobs according to the generation now entering the workforce. Secure employment, respect for its people, creative and dynamic work environment, and ethical standards all topped the list. Mr. Lavigna also highlighted the importance of active listening throughout the interview process.

A strategic onboarding model was shared with the group, and Mr. Lavigna made the point that orientation is a part of onboarding, but only a part. Monitoring performance over the first year of employment, and taking advantage of probationary periods, are both critical elements of the onboarding process. In addition, Mr. Lavigna shared an onboarding checklist that can be utilized in public sector environments.

Employee engagement describes a heightened connection that employees feel to their organizations. It's more than just job happiness, but also includes the importance they associate with their job, the personal meaning they derive from their jobs and the value and pride they take in their work. Engaged employees give discretionary effort to go "above and beyond." Engaged employees are willing to stay with their organization. IGFOA participants were asked to share characteristics of environments in the islands that drive high levels of employee engagement. They shared the following:

Hands-on training, regular meetings, group involvement all contribute to engaged environments. People weren't making decisions at the top and simply making announcements. There was a real sense of "team."
Clear goals and expectations are articulated.

Mr. Lavigna shared that the best way to determine whether or not your employees are engaged is to ask them. Surveys are the most common, and there are several standard survey templates that cover broad areas of employee engagement.

GRANTS MANAGEMENT OMNI CIRCULAR OVERVIEW (MARY BETH SAENZ)

At the request of the IGFOA members, one of the goals of the Philadelphia IGFOA conference was to provide the island government finance directors and managers with training on the recent Federal OMB Omnibus Super-Circular with particular emphasis on how the Super-Circular affects each government's finance operations. In response to this request, PITI-VITI arranged for consultant Mary Beth Saenz to present a session on Thursday, June 4 entitled "The New OMB Super-Circular and Its Impact on Finance Officers."

The majority of Ms. Saenz's focus was on the new uniform grants guidance (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards). Ms. Saenz covered the highlights of the changes from the prior OMB Circulars governing Federal awards. The island government financial officers were very receptive to the information, and asked many questions to ensure their understanding of what would be required.

One of the key issues that came to light is the lack of training/guidance for the centralized governmental functions – especially procurement and payroll. The uniform requirements have specific guidelines for procurement processes, payroll time and effort reporting, and general internal controls over these areas as well as other financial areas. It is a major challenge to follow Federal guidelines when the money/process must go through departments/offices/individuals who have no awareness of the Federal requirements. The training strongly encouraged some focused training targeting these central service employees/ departments to ensure that they have the same understanding of the new requirements in order to ensure the proper use of Federal funds.

On Friday, June 5, each of the islands presented information about changes they have made and are making with regards to the enactment of the Super-Circular. Several of the islands presented some excellent best-practices goals, and expressed an understanding of the expectations that come with their awards. The more PITI-VITI and

IGFOA can provide the necessary information to those employees and departments not currently included, the better their chances of fully implementing the changes they are attempting. Congratulations to the island government finance   officers for their efforts and improvements so far in implementing the Super-Circular. PITI-VITI is committed to continuing to assist the insular governments to improve their processes and procedures towards the implementation of best practices related to the requirements of the Super-Circular.

GOVERNMENT STATUS UPDATES & PERFORMANCE MEASURES

Each insular government presented an audit and performance measure status update at the start of the IGFOA conference. Each government was asked to address:

Audit status and audit finding resolution

- ◆ Is the FY2014 audit on time?
- ◆ What qualifications do you expect?   Any changes from prior years?
- ◆ What challenges did you have to address during the course of the audit?

Outreach to federal grant mangers and staff on island

- ◆ What formal training/outreach has your office provided or coordinated?
- ◆ Describe the types of interactions between finance office and federal programs staffs.
- ◆ What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?

Engaging finance office employees

- ◆ What changes or initiatives (if any) has your office undertaken to more fully engage your staff?
  - ▪ Employee satisfaction survey and follow up?
  - ▪ Regular staff meetings?
  - ▪ Performance reviews and mentoring?
  - ▪ Changes in new employee initiation? Cross-training?

Performance Measures update, based on the template provided;

Finalized, approved cash management plans.

Copies of the government presentations have been included with this report as Attachments 4 to 27.

GASB ISSUES IN THE PIPELINE (FRANK CRAWFORD, CPA)

Frank Crawford, CPA, presented a session designed to alert the participants about several impending accounting changes to their respective government's financial reporting process. Since pension accounting changes had already been covered in depth by others, the focus of this session quickly dove in to issues that were "in the pipeline", and soon to emerge. A new clarification principle about the application of fair value accounting was touched on, in addition to proposed changes to the accounting for leases, other post-employment benefits (OPEB), fiduciary responsibilities, tax abatement disclosures, and lastly, the potential for a new reporting model (or in other words, a new GASB 34). Mr. Crawford's full presentation has been included as Attachment 28 to this report.

GOVERNMENT ACTION PLANS

At the conclusion of the conference, each government was asked to develop government-specific action plans designed to address:

1. audit improvement;
2. finance office performance measures;
3. cash management plans;
4. GASB Updates;
5. human resource management; and
6. application of the Federal OMB Omnibus Super-Circular in the finance operations;

Government action plans have been included as attachments 29 to 37 of this report.

CONFERENCE EVALUATIONS

At the end of the conference, each participant completed a conference evaluation. Participants agreed that the GFOA sessions were timely and relevant (4.7 out of 5.0), and that the IGFOA session were relevant and timely (4.8 out of 5.0). The complete conference evaluation, along with specific participant comments, has been included as Attachment 38 of this report.

Attachment 1:   Conference Agenda
ISLAND GOVERNMENT FINANCE OFFICERS' ASSOCIATION (IGFOA)
Annual Meeting
Top of the Tower
Philadelphia, Pennsylvania
June 3 - 5, 2015

The theme for the 109th Annual Conference of the GFOA is "Innovation and Resilience." We have certainly had to be innovative in managing the island government finance offices in the past few years so this year's conference theme is very relevant. This IGFOA meeting will continue to focus on efficiency and effectiveness in finance office operations.

The objectives of the IGFOA Meeting are to:

- Review key issues and ideas presented during the GFOA Conference and discuss how they apply to the insular governments;
- Provide the Finance Directors and Managers with human resource management skills needed to engage their employees in finance office initiatives;
- Provide the Finance Directors and Managers with training on the recent Federal OMB Omnibus Super-Circular and how it affects their finance office operations
- Review the progress of the insular government's single audits and attempts to measure finance office performance and develop cash management plans;
- Review recent GASB announcements and requirements; and
- Build government specific plans to address single audit improvement, enhance finance office grant related process improvement, and develop human resources in financial management operations.

Sunday, May 31

10:00 – 11:30 am   **Overview of GFOA Conference and the IGFOA Meeting / Introductions**
Embassy Suites Philadelphia-Center City Hotel

Penn Conference Room, 28th Floor

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1:30 pm   **GFOA Conference Concurrent Sessions Begin**
                           Philadelphia Conference Center

6:00 – 8:00 pm   **GFOA Conference Welcome Reception Franklin Institute**
                           Shuttle buses to pick up in front of the Embassy Suites
                           Philadelphia-Center City Hotel

Monday, June 1

6:00 – 6:45 pm   **Check-In on GFOA Conference**
                           Embassy Suites Philadelphia-Center City Hotel

                           Penn Conference Room, 28th Floor

Wednesday, June 3

12:10 pm   **GFOA Conference Ends**
                           Lunch on own

1:00 – 1:15 pm   **Opening of IGFOA Meeting**
                           Top of the Tower, Three Logan Square

                           51st Floor, East Room

                           Welcome Remarks:
                           Elbuchel Sadang, Minister of Finance, Republic of Palau

                           Marina Tinitali, Accountability and Insular Policy Specialist,
                           US Department of Interior/Office of Insular Affairs

1:15 – 1:30 pm   **Review agenda and introductions**
                           Stephen Latimer, Facilitator

1:30 – 2:30pm   **Review GFOA Conference Highlights**
                           Moderators: Debbie Milks and Frank Crawford

                           What were the most important ideas, concepts, issues, or
                           practices you heard about during the GFOA Conference?

                           How do they apply to you and your government?

2:30 – 3:15 pm	**Everything Leaders and Managers Need to Know About HR** Robert Lavigna, IPMA-CP, Director of Human Resources, University of Wisconsin
3:15 – 3:30 pm	**Break**
3:30 – 4:30 pm	**Everything Leaders and Managers Need to Know About HR(cont.) Robert Lavigna, IPMA-CP, Director of Human Resources, University of Wisconsin**
4:30 – 5:00 pm	**Small group discussions on applying HR Skills Back Home**
5:00 – 5:15 pm	**Wrap up Day One and Prepare for Thursday**
7:00 pm	**IGFOA Group Dinner – Ralph's Italian Restaurant** Please meet in front of the Embassy Suites Philadelphia-Center City Hotel at 6:45 pm for the short cab ride to the restaurant

Thursday, June 4

8:30 – 8:45 am	**Review results from Wednesday's discussions and overview of Today's Agenda** Top of the Tower, Three Logan Square 51st Floor, East Room

8:45 – 10:30 am	**Island Government Presentations**
	 Single Audit Update, Finance Office/Grants Management Performance Measures
	
	 Guam
	
	 CNMI
	
	 American Samoa
	
	 US Virgin Islands
	
	 Federated States of Micronesia
	
	   Chuuk State
	
	   Kosrae State
	
	   Pohnpei State
	
	   Yap State

Republic of the Marshall Islands

Republic of Palau

10:30 – 10:45 am	**Break**
10:4 5 – 12:00 pm	**The New OMB Super-Circular and Its Impact on Finance Officers** Mary Beth Saenz
12:00 – 1:00 pm	**Lunch**
1:00 – 2:30 pm	**The New OMB Super-Circular and Its Impact on Finance Officers (cont)** Mary Beth Saenz
2:30 – 2:45 pm	**Break**
2:45 – 4:45 pm	**The New OMB Super-Circular and Its Impact on Finance Officers (cont)** Mary Beth Saenz
4:45 – 5:00 pm	**Wrap up Day Two and Prepare for Friday**

Friday, June 5

8:30 – 8:45 am	**Review results from Thursday's discussions and overview of today's agenda** Top of the Tower, Three Logan Square 51st Floor, East Room
8:45 – 10:15 pm	**Federal OMB Omnibus Super-Circular: Filling in the Blanks** Panel Discussion: Best Practices for Finance Office Federal Grants Administration Panelists to be determined Moderator: Debbie Milks, CPA
10:15 – 10:30 am	**Break**
10:30 am – 12:00 pm	**GASB Updates** Frank Crawford, CPA
12:00 – 1:15 pm	**Working Lunch (To Be Provided)** Action planning to address (1) audit improvement; (2) finance office performance measures; (3) cash management plans; (4) GASB Updates; (5) human resource management;

	(6) application of the Federal OMB Omnibus Super-Circular in the finance operations; (7) other
1:15 – 2:15 pm	**Government Report Outs**
2:15 – 2:30 pm	**Conference Wrap-up**
	Advancing the plans
	Summary of progress during this session
	Next steps
	Conference evaluation
2:30 pm	**Adjourn**

Attachment 2:   Almost Everything You Need to Know About Human Resources, Bob Lavigna

Graduate School USA

(Almost) Everything You Need to Know About Human Resources

Bob Lavigna
Assistant Vice Chancellor - Human Resources
University of Wisconsin
rlavigna@ohr.wisc.edu

**Some Context ...
My World**

Why Managing People Matters

"It is not at all clear how government can be well executed unless it is able to compete more effectively for its fair share of talent"

Paul Light

What We'll Cover

Framework

Specific approaches

- Recruiting and hiring
- Onboarding
- Employee engagement
- Employee performance management
- Partnership with HR

What We Won't Cover

Secret formulas, magic bullets

Easy answers

Simple solutions

One-size-fits-all approaches

Turning you into an HR expert

Context – The Aging Workforce
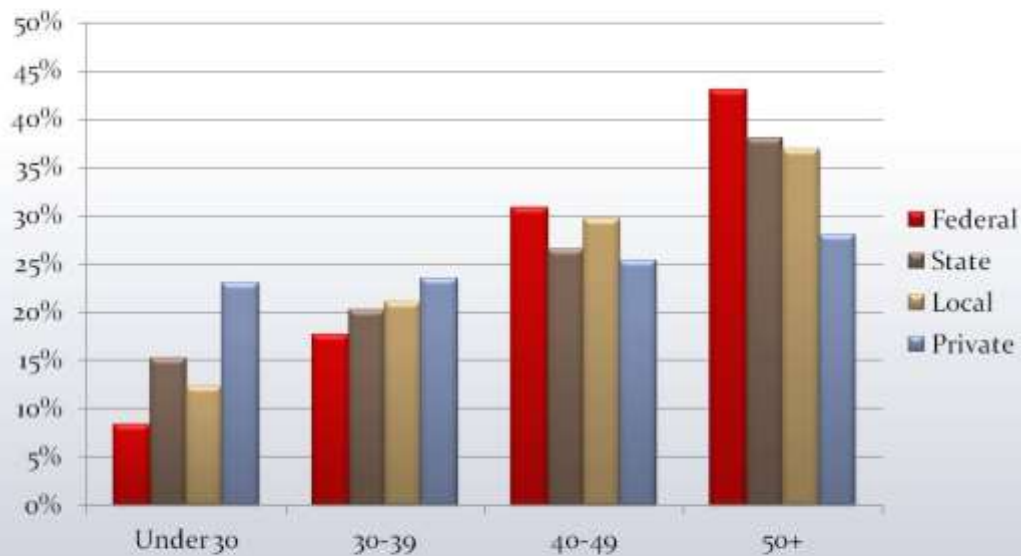
Source: U.S. Bureau of Census, Current Population Survey

Government Agency – Today
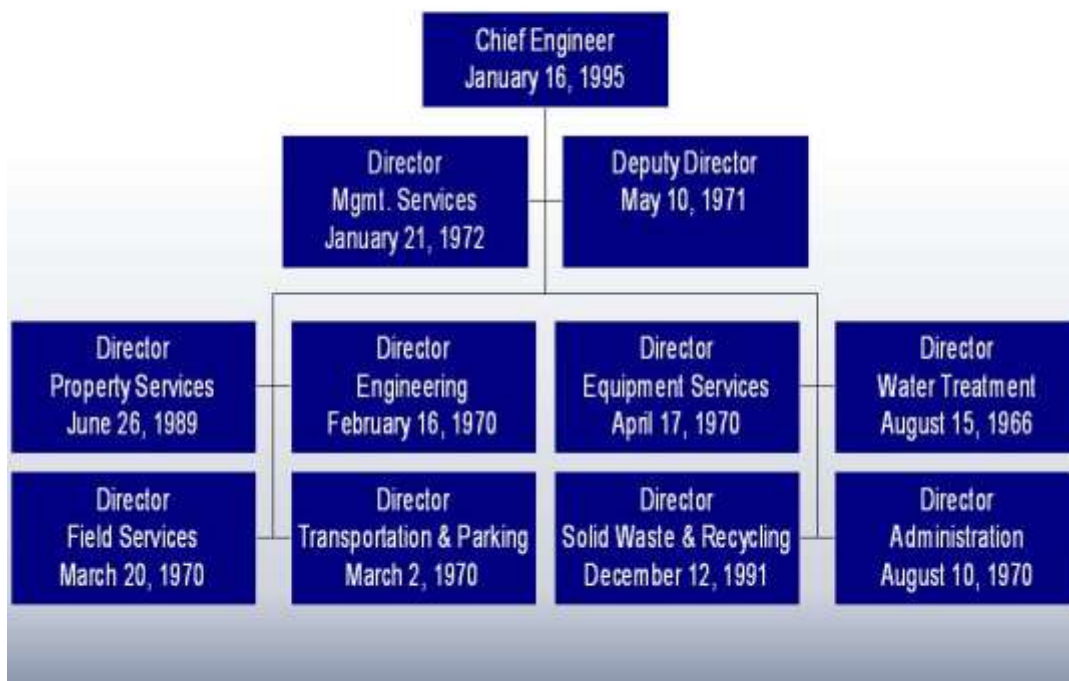
Same Agency – in 3 Years
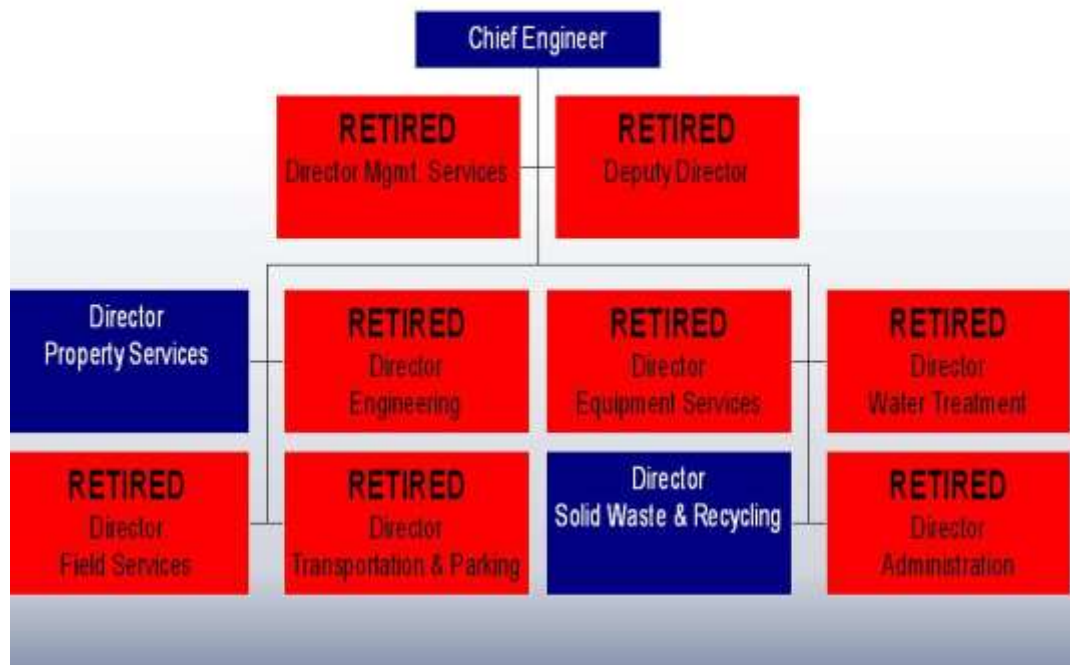
More Complex Workforce

Multiple Generations

Traditionalists (born before 1946)

Boomers (1946-64)

Gen Xers (1965-81)

Millennials (>1981)

Your People Issues

- Hiring qualified, trained and skilled employees
- Retaining qualified, trained and skilled employees
- Different generations working together
- Supervisors with poor skills
- Lack of new employee orientation programs
- Employees don't understand HR
- Department heads don't follow civil service rules
- High turnover in HR
- Poor communication
- No employee performance evaluation system
- Heavy workload
- Limited ability to compensate employees
- Poor attendance
- No teamwork.

Human Resources Framework

Public Sector HR = Merit/Civil Service

"A Triumph of Technique Over Purpose"

Wallace Sayre

Human Resources Framework

- Strategy
- Resources
- Purpose/ Values
- Environment

Recruit/ Hire

Plan for Succession

Onboard

Reward/ Recognize

Engage

Train/ Develop

Manage Performance

Mission

What Do Young People Want in a Job?

✓ Creative and dynamic work environment

✓ Rapid promotion

✓ Leadership opportunities

✓ Competitive base salary

✓ Professional training and development

✓ Respect for its people

✓ Innovation

✓ Integrate personal/work lives

✓ Friendly work environment

✓ High future earnings

✓ Clear path for advancement

✓ Ethical standards

✓ Leaders who will support my development

✓ High level of responsibility

✓ Secure employment

Top Drivers of Attractiveness

1. Secure employment: 50%
1. Respect for its people: 50%
3. Creative and dynamic work environment: 46%
4. Ethical standards: 44%
5. Leadership opportunities: 43%
6. Professional training and development: 42%
7. Innovation: 41%
7. Friendly work environment: 41%
7. Leaders who will support development: 41%

10. Clear path for advancement: 38%
11. High future earnings: 38%
22. Competitive base salary: 27%
25. High level of responsibility: 24%
28. Integrate personal interests and work schedule: 22%
40. Rapid promotion: 10%.

Weird Interview Questions

How lucky are you and why?

If you were a box of cereal, what would you be and why?

Why is a tennis ball fuzzy?

How many square feet of pizza are eaten in U.S. annually?

You're a new addition to the crayon box, what color would you be and why?

Who would win a fight between Spiderman and Batman?

How would you unload a 747 full of jelly beans?

Even Weirder Interview *Answers*

Tell us about a problem you had with a co-worker and how you resolved it – "The resolution was we were both fired."

I would be an asset to the events team – I party all the time.

What is your company's policy on Monday absences?

If this doesn't work out, can I call you to go out sometime?

If I get an offer, how long do I have before the drug test?

When you do background checks on candidates, do things like public drunkenness arrests come up?

My old boss didn't like me so, one day, I just left and never came back. And here I am!

More Weird Interview Answers

I'm really not a big learner. You know ... some people love learning and are always picking up new things, but I'd much rather work at a place where the job is pretty stagnant and doesn't change a lot.

You should probably know I mud wrestle on the weekends.

I need to check with my mom on when I can start.

What is 2 weeks' notice? I've never quit; I've always been fired.

Wow – I'm not used to wearing dress shoes! My feet are killing me. Can I show you these bloody blisters?

May I have a cup of coffee? I think I may still be a little drunk from last night."

Interviewing Video

https://www.youtube.com/watch?v=jXLD_nsloSU

Human Resources Framework

New Employee Onboarding

Strategic Onboarding Model

PRINCIPLES

| **Align** to mission and vision | **Connect** to culture, strategic goals and priorities | **Integrate** across process owners | **Apply** to all employees |

ROLES

↓ ↓ ↓

| + PROCESS OWNERS | + PROCESS CHAMPIONS | + EMPLOYEE |

PROCESS PHASES AND KEY ACTIVITIES

↓ ↓

BEFORE FIRST DAY →	FIRST DAY / ORIENTATION →	FIRST WEEK →	FIRST 90 DAYS →	FIRST YEAR →
• Extend personal welcome to employee • Communicate first day logistics to employee • Send paperwork in advance and/or online portal access • Prepare for employee	• Focus on sharing the mission and values • Incorporate senior leadership • Orient employee to organization and office norms • Introduce employee sponsor • Meet immediate requirements for employment	• Ensure direct managerial involvement • Set performance expectations and job scope • Assign meaningful work • Communicate resources or networks required for work	• Provide essential training • Monitor performance and provide feedback • Obtain feedback through new hire survey and other means	• Recognize positive employee contributions • Provide formal and informal feedback on performance • Create employee development plan

OUTCOMES

↓

| High employee **job satisfaction** level | **Retention** of high-performing employees | Continued **employee engagement** and commitment | Faster time-to-**productivity** |

GETTING ON BOARD | A MODEL FOR INTEGRATING AND ENGAGING NEW EMPLOYEES

APPENDIX C:
BEST PRACTICES ONBOARDING CHECKLIST

NEW EMPLOYEE INFORMATION	Name:	Start Date:
	Position:	Supervisor:
	Office/Cube Number:	Phone Number:

↓	Task	Status
BEFORE FIRST DAY	Send welcome packet with important information (e.g., benefits and first day logistics) and welcome letter	☐
	Provide agency and job information	☐
	Encourage the review and completion of paperwork (if feasible) before Day 1	☐
	Contact new employee to answer questions and set expectations	☐
	Assign a sponsor/buddy	☐
	Assign and prepare workspace and provide office supplies	☐
	Ensure "office essentials" (e.g., computer, phone, e-mail, training accounts) are set up	☐
FIRST DAY / ORIENTATION	If possible, personalize the experience with something unique for the new employee (e.g., welcome note, flowers, nameplate)	☐
	Communicate vision and mission, and administer a formal oath	☐
	Introduce new employee to sponsor/buddy	☐
	Complete paperwork and security requirements	☐
	Explain benefits and policies	☐
	Have a senior leader welcome new employees (in person or through recorded means)	☐
	Arrange for new employees to eat together or for someone from each employee's office to eat lunch with them on their first day	☐
	Provide realistic information about the organization and its culture and avoid "over promising"	☐

FIRST WEEK	Ensure that job roles and responsibilities are clearly communicated to the new employee	☐
	Introduce the new employee to other employees and senior staff	☐
	Provide meaningful work for the new employee — either training or substantive work related to the new job	☐
	Ensure that a senior leader (in the new employee's office) welcomes the new employee(s)	☐
	Review the organizational structure and key staff	☐
	Provide a list of contacts who can address the new employee's questions on a variety of issues	☐
	Gather feedback about the orientation program from new employees	☐
FIRST 90 DAYS	Review performance objectives and set individual development goals	☐
	Give performance feedback early and often to the new employee	☐
	Provide training, as needed, to help the new employee understand internal systems, general operating practices and obtain other information or skills required in the performance of his or her job	☐
	Discuss individual work styles and preferences	☐
	Arrange for the new employee to meet key stakeholders from other departments	☐
	Check with new employees regularly to ensure that they continue to assimilate and expand their knowledge and capabilities	☐
FIRST YEAR	Provide training to build competencies and fill any skill gaps	☐
	Conduct a new employee survey and address any issues surfaced	☐
	Assess the performance of the new employee periodically — formally and informally — and provide feedback: • Informal "manager check-ins" should occur regularly in addition to formal performance assessments, which should be completed after six months and one year. • The human capital office should send a reminder e-mail to managers at the six-month and one-year mark to ensure that formal performance reviews occur.	☐
	Ensure a senior executive or manager sends a congratulatory e-mail or letter on the employee's one-year anniversary (can be done automatically without requiring the executive's time)	☐

Human Resources Framework

Employee Engagement

1. What is it?
2. Why it matters
3. Measuring engagement
4. What organizations have done
5. Engagement culture

What is Employee Engagement?

Heightened connection

Beyond happiness

Personal meaning
- Pride
- Value

"Discretionary effort"

Engaged Employees ...

- ✓ Have strong relationships
- ✓ Go extra mile
- ✓ Volunteer ideas
- ✓ Work hard – and smart
- ✓ Stay
- ✓ Recommend organization
- ✓ Call in sick only when ill.

On the Other Hand...

Not engaged
- Not strongly committed
- Feels trapped
- Gives bare minimum

Actively disengaged
- Poor relationships
- Only going through motions
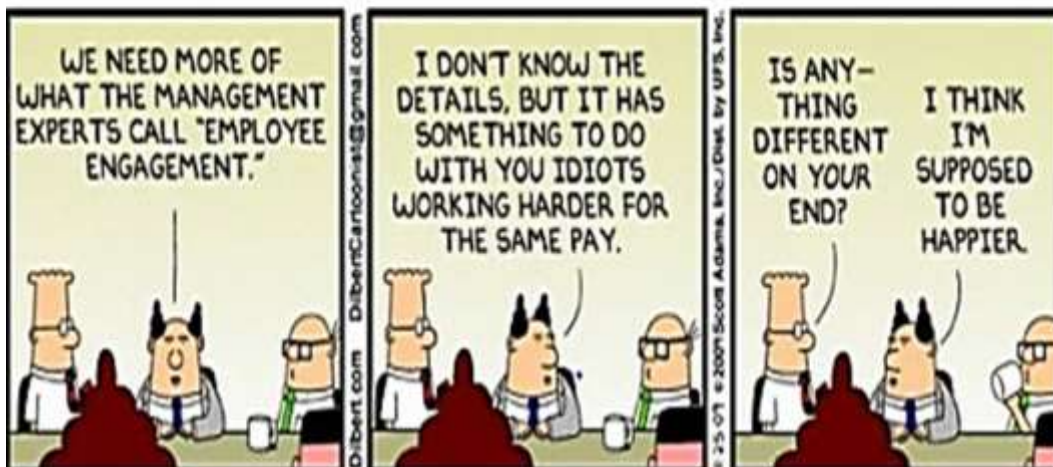
Your Experience With Engagement

Why Does Engagement Matter?

Key Performance Indicators
Top- and Bottom-Quartile Work Groups

Source: Gallup

Temkin Group

Highly engaged:

- **480%** more committed to success
- **250%** more likely to recommend improvements
- **370%** more likely to recommend employer

What About in Government?

- Superior program results
- Higher retention
- Better attendance
- Fewer discrimination complaints

U.S. MERIT SYSTEMS PROTECTION BOARD 1883
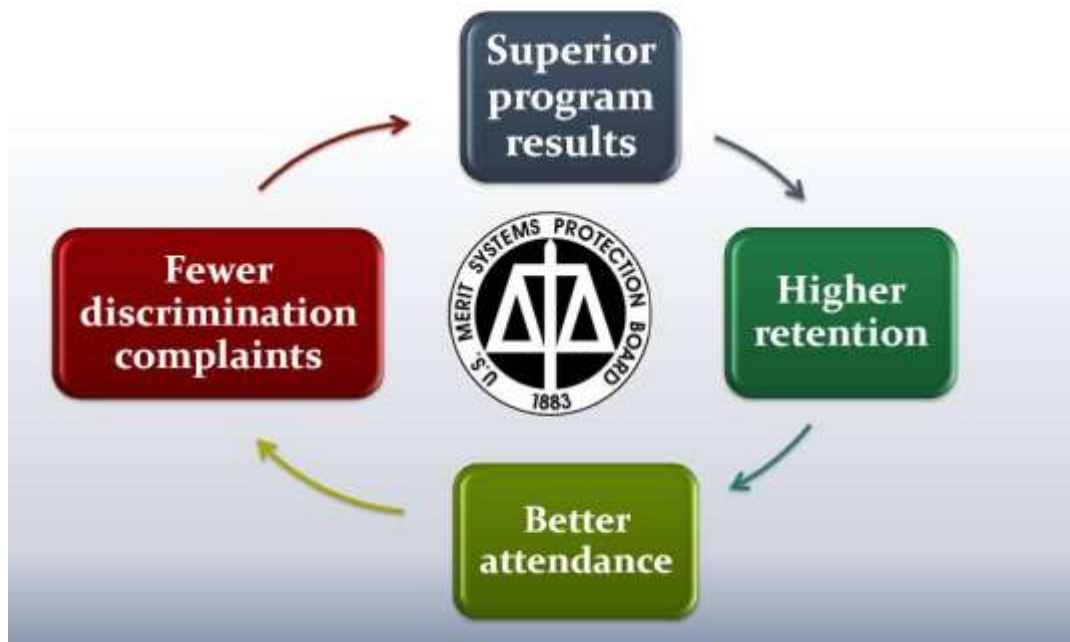
Int'l. Public Management Association

Engaged public sector employees:

- 4X more likely to stay
- 5X more likely to recommend employer
- 5X more likely to be very satisfied

Towers Watson

Statement	Highly engaged (% agree)	Moderately engaged (% agree)	Disengaged (% agree)
I can impact quality	86	61	32
I can impact cost	59	37	21
I can impact customer service	72	50	28
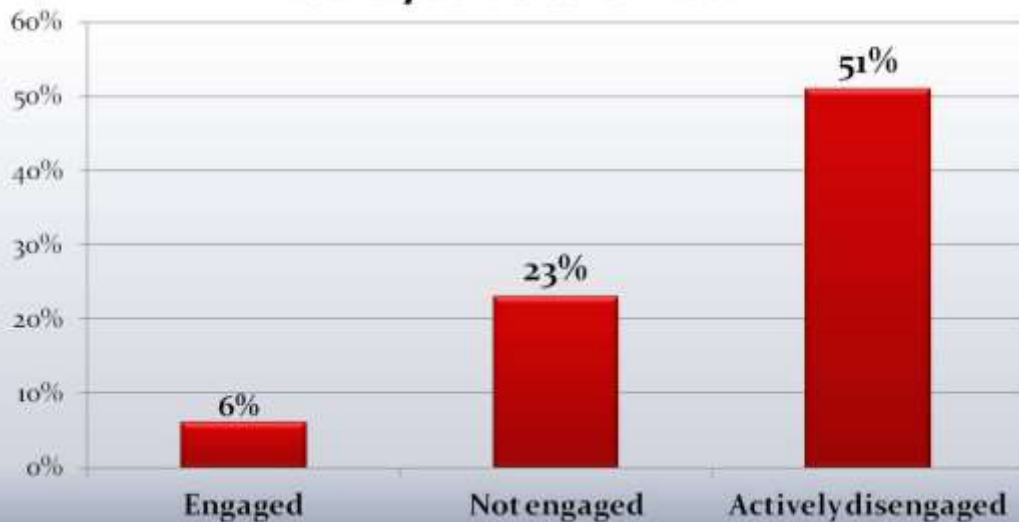
35% of U.S. workers polled...

... said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired

YOU ARE FIRED

Levels of Engagement in the U.S.

17.5%
31.5%
51%

- Engaged
- Not Engaged
- Actively Disengaged

Source: Gallup

Engagement Survey Questions

Pride in work or workplace	1. My organization is successful at accomplishing its mission
	2. My work unit produces high-quality products and services
	3. The work I do is meaningful to me
	4. I would recommend my organization as a place to work
Satisfaction with leadership	5. Overall, I am satisfied with my supervisor
	6. Overall, I am satisfied with managers above my immediate supervisor

Engagement Survey Questions

Opportunity to perform well	7. I know what is expected of me on the job
	8. My job makes good use of my skills and abilities
	9. I have the resources to do my job well
	10. I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating
Satisfaction with recognition received	11. Recognition and rewards are based on performance in my work unit
	12. I am satisfied with the recognition and rewards I receive for my work

Taking Action on Survey Data

- Form engagement teams
- Collect additional data
- Identify priorities
- Focus on work units
- Implement action plans
- Provide education/ training
- Identify outcome measures
- Establish accountabilities
- Re-survey
- Communicate

What Government Agencies Have Done to Achieve High Levels of Engagement

Management/Supervision

Hold supervisors accountable for engagement

Select supervisors to supervise – build engagement and inclusion

Provide training, resources and support

Develop engagement/ inclusion competencies

Managerial Competencies

Provides strong and effective leadership to ensure work unit is high-performing and achieves mission

Creates positive climate by setting clear strategy, goals and expectations; honoring core values; providing regular feedback and support; recognizing/rewarding performance

Supports and assists employees in learning and development

Creates an inclusive work environment

Provides leadership and participates in hiring, staffing and onboarding that contribute to engagement and inclusion
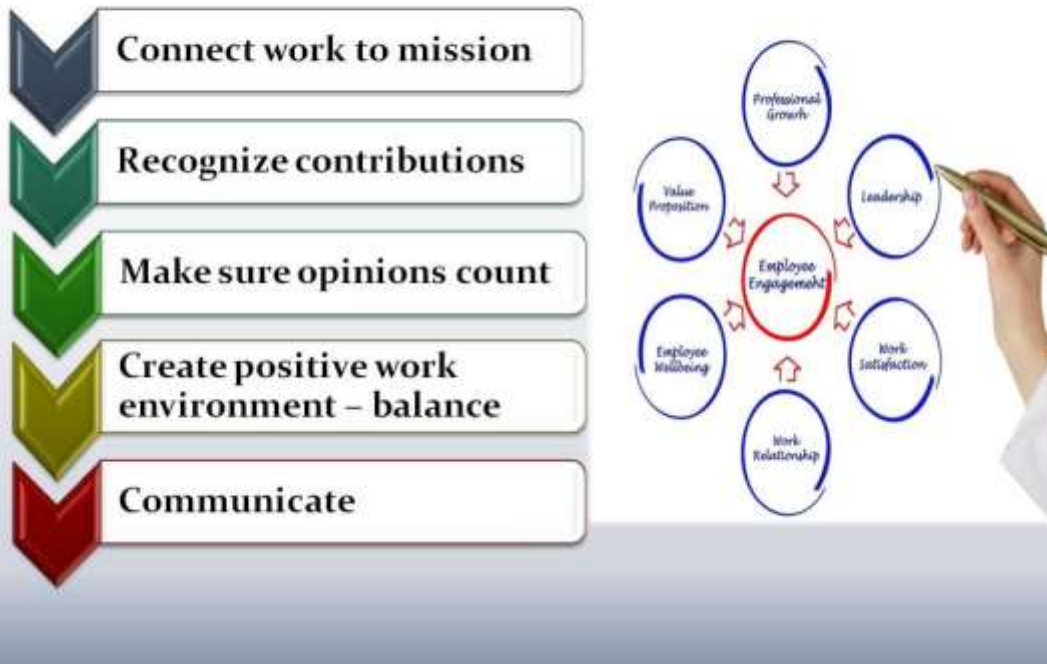
Behavioral Examples

- Develops and communicates mission, direction, priorities, goals and actions that link to larger mission/strategy
- Establishes metrics to assess individual/organizational performance
- Holds self/others accountable for high-quality, timely, cost-effective results
- Communicates in a way that is transparent, informative and clear
- Empowers others to make good decisions
- Solicits feedback and creates environment where others can speak and act
- Deals effectively and fairly with performance and personnel problems

- Sets employee expectations; provides feedback, coaching and evaluations
- Encourages risk-taking, supports creativity and initiative
- Develops fair and transparent recognition/rewards systems
- Facilitates learning and development by assigning work that enhances knowledge and experience; provides access to development resources
- Builds positive, cooperative, team environment; helps teams succeed
- Shows care and concern for employees

Behavioral Examples

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- Shows care and concern for employees.

Building Engagement

- Connect work to mission
- Recognize contributions
- Make sure opinions count
- Create positive work environment – balance
- Communicate

Engagement Culture

Set of accepted organizational values, behaviors, and practices that promotes increasing levels of engagement as a cultural norm

THE CONFERENCE BOARD

What an Engagement Culture Means

- Engagement business case broadly understood
- Leaders/managers work together to drive engagement
- Engagement linked to critical business outcomes
- Engagement visible/integrated across functions (not just HR)
- Engagement means to achieve mission
- Regular processes to measure, analyze – and take action on – engagement data
- HR components linked to engagement
- Robust communication strategy (two-way communication)

HR's Role in Building Engagement

- **Champion** engagement
- **Facilitate** the process
- **Identify** organization-wide issues
- **Lead action**
- Be a **role model**
- **Drive** cultural change

Getting Started

- Make long-term commitment
- Communicate business case
- Get leaders, managers, supervisors on board
- Involve labor
- Plan and communicate strategy
- Survey employees
- Follow through

START

Key Take-Aways

- ✓ Engagement drives performance + other outcomes
- ✓ Engaged employees find personal meaning in work
- ✓ Analyzing survey data should drive actions
- ✓ Long-term success → culture of engagement
- ✓ HR role – champion, facilitator, role model
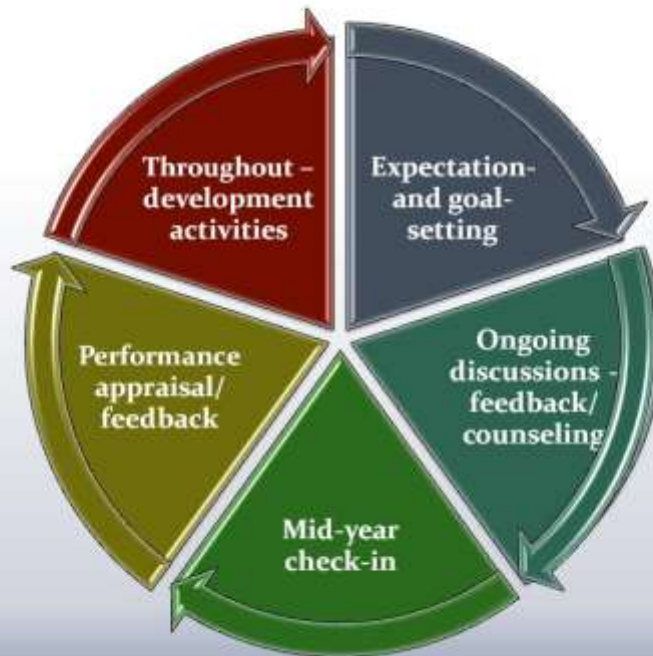
Human Resources Framework

Not a Form or Single Event

Performance Management Process

Why Does It Matter?

Employees
- Clear expectations
- Identify/meet developmental needs
- Job satisfaction

Managers and supervisors
- Clear expectations
- Performance
- Employee accountability

Organization
- Productivity
- Retention
- Employee/organization goals align

Expectations and Goals

Specific

Measurable

Achievable

Results-oriented

Time-sensitive

Informal Conversations

Feedback, coaching and support

- Face-to-face
- Audio/electronic
- Written

Year-end Evaluation

At end of	• Probationary period • Performance year
Discuss	• Performance expectations • Annual goals • Development needs and opportunities • Additional skills or knowledge

Building a Partnership with HR

What's HR's Mission?

This?

- Implement a system of personnel administration which will ensure equitable treatment of employees through a merit system based on recognized principles of appointment, promotion, classification, termination and other aspects of government employment.
- Plan, organize and implement pre-service training, in-service and federal programs to rehabilitate, upgrade, and enhance the skills and work performances of all employees thus promoting self-reliance, dependability and enhance competencies in the quality services for the public.

Or this?

Attract, develop and retain the talent we need – and measure progress

"New" HR Competencies

Organizational acumen

Results orientation

Interpersonal skills

Making/implementing tough decisions

Demonstrating empathy

Speaking and writing persuasively

Analyzing data

Negotiating

Good judgment

Coaching

Applying HR knowledge

Systems thinking

Understanding technology

What Managers Should Expect

Understand HR business and your business – and how HR can support you

Build partnerships – flexible, champion change

Rely on data – measurable results, outcomes

What HR Should Expect From You

Allow HR to be business partner

Involve HR early

Own talent management
· Recruiting and hiring
· Onboarding
· Managing performance
· Building engagement

Ask questions, champion change

Understand tomorrow's workforce

IF I COULD DO MATH I WOULDN'T BE WORKING IN HUMAN RESOURCES.

Summing It Up

Effective people management critical for success

HR a manager's responsibility

HR professionals can provide invaluable assistance

An Effective Manager

- Understands role in attracting, selecting, developing, motivating, and retaining talent
- Focuses on desired organizational results
- Questions HR programs/policies that don't make sense
- Uses measures and metrics
- Clearly communicates connection to mission
- Rewards good performers, deals with poor performers
- Listens to employees

There isn't any silver bullet to attract, develop and retain talent

It takes silver buckshot!

And it takes all of us – working as partners

Attachment 3: Grants Management: The Omni Circular Overview

The Process of Change

- Current environment and priorities:
  - Transparency Act
  - Improper Payments Act
  - Digital Accountability and Transparency Act
  - Government Performance and Results Modernization Act(2010)
  - As well as a variety of other initiatives intended to enhance accountability and transparency while minimizing the administrative burdens

  - A good place to start:
    - http://www.whitehouse.gov/omb/management

The Process of Change

- All of these various regulations/initiatives focus on similar issues:
  - Transparency – everything that is done in government agencies and with Federal funds should be clear and visible to the public – the source of the funds
  - Accountability – evaluating and acting on the results of those evaluations to ensure that all programs receiving Federal funding achieve the goals/purpose for which the funding was received.
  - Consistency – attempting to minimize confusion, maximize comparability (between programs and across time), and ensure equality in treatment
  - The bottom line – programs are getting results, making a difference, and taking steps to prevent fraud, errors, misuse of funds

OMB Omni Circular (2 CFR 200)

OMB Circulars superseded by 2 CFR 200:
- Administrative Requirements:
  - A-102
  - A-110
- Cost Principles:
  - A-21
  - A-87
  - A-122
- Data reporting requirements
  - A-89
- Audit Requirements
  - A-133
  - A-50 (partial – re: single audit follow-up only)

OMB Omni Circular (2 CFR 200)

Before we begin to look at what has changed:

✓ Challenges/deadlines
  ✓ Example: June 2014 target date (in preamble only) - December 2014 deadline for Federal agencies to codify new Uniform regulations (2 CFR 200.106 and 2 CFR 200.110) – OMB review/approval (2 CFR 200.107) required

✓ Interpretations and intentions versus implementation (OMB's Frequently Asked Questions)

✓ http://www.whitehouse.gov/omb/grants_docs/

Intent

High-level goals of the consolidated requirements:
- Consolidate 8 OMB Circulars into Title 2 of the CFR
- Streamline guidance on federal awards to help reduce administrative burden for government
- Strengthen federal oversight of funding, to reduce potential for waste, fraud and abuse.
- Set standard requirements for financial award management uniformly across all federal agencies
- Increase effectiveness and efficiency of Federal award management (i.e.- best use of funds)

Team Exercise

Major Policy Reform:
Reducing Administrative Burden and Waste, Fraud, and Abuse
1. Eliminating Duplicative and Conflicting Guidance
2. Focusing on Performance over Compliance for Accountability
3. Encouraging Efficient Use of Information Technology and Shared Services
4. Providing For Consistent and Transparent Treatment of Costs
5. Limiting Allowable Costs to Make Best Use of Federal Resources
6. Setting Standard Business Processes Using Data Definitions
7. Encouraging Non-Federal Entities to Have Family –Friendly Policies
8. Strengthening Oversight
9. Targeting Audit Requirements on Risk of Waste, Fraud, and Abuse

Breakdown of Topics

Topics for discussion:
- ✓ Definitions
- ✓ Applicability and effective dates (General provisions)
- ✓ Pre-award requirements
- ✓ Post-award requirements
- ✓ Cost principles
- ✓ Audit requirements
    - ✓ Compliance supplement

Subpart A

Acronyms:
- GAGAS

Definitions:

- Generally revised for clarity and consistency

- Technology/devices that fall under the threshold for supplies remain designated as supplies, but new language discusses the necessity for internal controls to safeguard sensit' information contained on these devices (200.94) (20(

Subpart B

Applicability and effective dates (2 CFR 200.110):

- Effective for all new awards (and additional funding increments) starting on or after December 26, 2014
- Audit requirements & new (renegotiated) indirect cost rates - effective for fiscal years starting on or after December 26, 2014
- Procurement – one year "grace period" for non-Federal entities to comply with new standards
- *Nothing* in the uniform guidance can supersede the requirements of Federal Statute

Conflict of Interest (200.112)
- Federal agency must establish a policy for awards
- Non-federal agency *must* disclose in writing

Subpart C

Pre-Award requirements:
- Fixed Amount Awards (200.201 – see also 200.45 and 200.332)
  - To facilitate implementation of M 13-17 evidence-based programs
  - Provides guidance for fixed amount awards:
    - Payments based on specific requirements of award
    - Accountability based on performance and results rather than compliance
    - Award amount negotiated based on cost principles with "assurance" that non-federal entity will "realize no increment above actual cost"
    - Cannot be used for programs with mandatory cost-sharing or match
    - Award adjustment for non-performance
    - Prior written approval for major changes

Subpart C

Pre-award requirements:

- Details of information required when Federal agency provides notice of funding opportunity – including applicability for single audit requirements (200.202)
- Sets 60 day minimum for applications (some exceptions) (200.203)
- Federal Awarding Agency REVIEW of Merit of Proposals – requires merit review process for applications – design not specified (200.204). This review process must be described in the funding opp. (transparency)

Subpart C

Pre-award requirements:

- Federal awarding agency must have a framework (process) for assessing risks relating to applicants prior to making awards (200.205)

- Federal awarding agency required (at minimum) to review any government wide information available – such as Federal Awardee Performance and Integrity Information System (FAPIIS), Dun and Bradstreet, or "Do Not Pay"

Subpart C

Pre-award requirements – assessing risk continued:

- Criteria must be described in the funding opp. Announcement, and may include:
  - Financial stability
  - Quality of management systems/ability to meet standards
  - History of performance
  - Prior audit reports/findings
  - Ability to implement requirements

- "Special conditions that correspond to the degree of risk assessed may be applied to the award"

Subpart D

Post-award requirements:

- Majority of the language taken directly from A-110

- Main focus of post-award changes – oversight, internal controls

- "Must" versus "Should" – what does the FAQ handout say about the intent behind the use of these words?

Subpart D

Post-award requirements:

* New:
  * Performance measurement
  * Internal controls
  * Subrecipient monitoring and management

* Significant changes:
  * Procurement
  * Financial and performance reporting
  * Record retention and access

Subpart D

Post-award requirements – Performance (200.301):

* Requires use of OMB-approved standard information collections
* Federal awarding agency MUST require grantee to relate financial data to performance accomplishments
* Cost information (such as per-unit cost) "when applicable" to demonstrate cost-effective practices
* Performance measurement should help both Federal awarding agency and non-Federal entity to improve program outcomes, share lessons learned, and facilitate the adoption of best practices

Subpart D

Post-award requirements – Performance:

- Federal awarding agency should provide clear performance goals, indicators, and milestones (see also 200.210)
- Reporting frequency and content should allow Federal awarding agency to:
  - understand recipient progress
  - identify promising practices
  - Build evidence for decision making

Subpart D

Post-award requirements – internal controls:

Entity must:
- Establish and maintain effective internal controls over Federal awards
- Comply with terms and conditions applicable to the Federal award and other applicable laws and regulations
- Evaluate and monitor the non-Federal entity's compliance with Federal awards
- Take prompt action when issues of noncompliance are identified
- Take reasonable measures to ensure the protection of personally identifiable information

Subpart D

Post-award requirements – internal controls:

Entity should utilize the following sources for best practices in internal controls:

- "Standards for Internal Control in the Federal Government" (Green Book) issued by the Comptroller General. http://www.gao.gov/greenbook/overview
- "Internal Control Framework" issued by the Committee on Sponsoring Organizations (COSO) http://coso.org/IC.htm
- Appendix XI, Compliance Supplement – Part 6 Internal Control (which currently follows COSO but will consider both the Green Book and COSO in the 2015 update (200.514(c)(1)) http://www.whitehouse.gov/omb/circulars/a133_compliance_supplement_2014

Subpart D

Post-award requirements – equipment:

Management Requirements:
- Procedures must (at minimum) address:
  - Cradle-to-grave, regardless of portion of Federal funding used
  - Records to include source of funding and percentage of Federal participation in the costs for the award
  - Physical inventory taken and reconciled
  - Control system developed
  - Maintenance procedures developed
  - Sales procedure (if applicable)

Subpart D

Post-award requirements – procurement:

High-level overview:
- 5 procurement methods described
- A "micro-purchase" category is introduced, which appears to be the threshold (up to $3,000) for which competition would not be required
- By default, it is implied that purchases > $3K would require competition
- Sole source justification definition is updated

Subpart D

Post-award requirements – subrecipient monitoring:
- All pass through entities must:
  - Subaward agreement requirements including Federal indirect cost recovery (terms and conditions)
  - Evaluate subrecipient's risk
  - Consider imposing specific subaward conditions [200.207]
  - Monitor the activities of the subrecipient
  - Depending on the subrecipient risk assessment, perform such other monitoring procedures (monitoring tools listed)
  - Verify that every subrecipient is audited
  - Consider results of subrecipient audits and monitoring on the pass through entity's records
  - Consider taking enforcement action on subrecipient [200.338]

Subpart D

Post-award requirements – subrecipient monitoring:
* Monitoring of the subrecipient <u>must</u>:
  * Review financial and programmatic reports required by the pass through entity
  * Ensure deficiencies identified through audits, on-site reviews and other means are followed up on timely
* Risk assessment is key in determining level of further monitoring [200.331(b)]
* Optional monitoring tools [200.331(e)]:
  * Provide technical training and assistance
  * On-site reviews
  * Arrange Agreed Upon Procedure Engagements (allowable audit costs [200.425])

Subpart D

* Short you-teach-it exercise

* What is required to be done?
* Are we already doing it? (Do we even KNOW?)
* What do we need to change?
* How can we tell if we are NOT in compliance?
* Who do we need to work with?

OMB Omni Circular (2 CFR 200)

POST THIS STATEMENT

"If it isn't documented, it didn't happen."

Subpart E

Cost principles:

- A combination of the other regs (except hospitals – Appendix IX)

- General allowability tests remain the same (200.403-404)

- Many items are expanded or modified for clarity while the basic content remains the same

Subpart E

Cost principles – Prior Approval (200.407):

- Consideration of advanced approval from cognizant Federal agency or Federal awarding agency
- Comprehensive list of selected items of cost where prior written approval is needed

Subpart E

Cost principles – Indirect Cost (200.414):

- New de minimis rate of 10% for entities that do not have negotiated rates
- Any non-federal entity that has a federally negotiated rate may apply for a one time extension, for a period up to 4 years.
- Focus of new Circular on ensuring adequate indirect cost recovery
- Guidance on indirect cost procedures located in separate appendices for Nonprofit Organizations, Institutions of Higher Education and States and Local Government and Indian Tribe

Subpart E

Cost principles – Indirect Cost (200.414):

- Federal acceptance of approved IDC rates
  - Federal awarding agency must accept approved negotiated IDC rates, unless otherwise required by federal statute, regulation, or when approved by agency head or delegate.
  - Federally agency approval, policies and general decision making criteria for lowered IDC recovery must be made publicly available
  - Indirect cost reimbursement policy to be included in the Notice of Funding Opportunity

Subpart E

Cost principles – Indirect Cost (200.414):

- Lack of direct relationship with Federal awarding agency
- Options for indirect cost recovery
  - Negotiate IDCR with pass through entity using guidelines of this Part
  - Indefinite application of "de minimis" indirect cost rate of 10% of Modified Total Direct Costs (MTDC) with no reconciliation to actual costs
- Impact on pass through agencies
  - Negotiation capacity
  - Required use of existing Federal agency methods (DOL)

Subpart E

Cost principles – Standards for Documentation of Personnel Expenses (200.430 (i)):

- Key element:
  - *System of <u>internal control</u> that provides <u>reasonable assurance</u> charges are accurate, allowable and properly allocated*
- Expected impact to existing processes
- What's NOT included:
  - Certifications (Annual/Semi-annual)
- Personnel activity reports
  - Only mentioned in context of what may be required if standards are not met

Subpart E

Cost principles – Standards for Documentation of Personnel Expenses (200.430 (i)):

- System of internal control providing reasonable assurance charges are accurate, allowable and allocable
- Records incorporated into official records of entity
- Reasonably reflect total activity for which employee is compensated
- Encompass all activities
- Comply with entity's policies and procedures
- Support allocations (exemption for 100% indirect)
- Budget estimates for <u>interim accounting</u> purposes

Subpart E

Cost principles – Standards for Documentation of Personnel Expenses (200.430 (i)):

Other considerations:
* Existing requirement intact for nonexempt employees
* Existing requirement intact to support wages claimed for meeting cost sharing or matching requirements
* Approval of "alternative proposals" by the entity's Cognizant Federal agency for indirect costs
* Federal awards of similar purpose activity or instances of approved blended funding

Subpart E

Cost principles – small items of note:

* 200.421 (e)(2)
* 200.453 (c)
* 200.456
* 200.461 (3)

Subpart F

Audit requirements:

- Increased audit threshold from $500k to 750k
- Moves toward a risk-based approach
- Greater transparency of audit results (*i.e.- single audit reports made available to the public online*)
- Increased agency use of the single audit process by agencies
- Questioned costs threshold for reporting raised from $10,000 to $25,000
- Financial statement disclosure re: de minimus indirect cost rate (yes/no)
- Compliance supplement Appendix XI

Priorities
What Does This Mean for Us?

The high-level key areas for focus are:

✓ Performance – for the first time ever – performance over compliance (not INSTEAD OF – just "over")
    ✓ Fed Reg 78590 column 3 top
    ✓ Fed Reg 78591 column 1 #2

✓ Internal controls – changes in requirements, expectations, and effort

✓ Sub-recipient monitoring – not about new requirements, but about a shift in accountability

Attachment 4:   Guam: Government Status Update
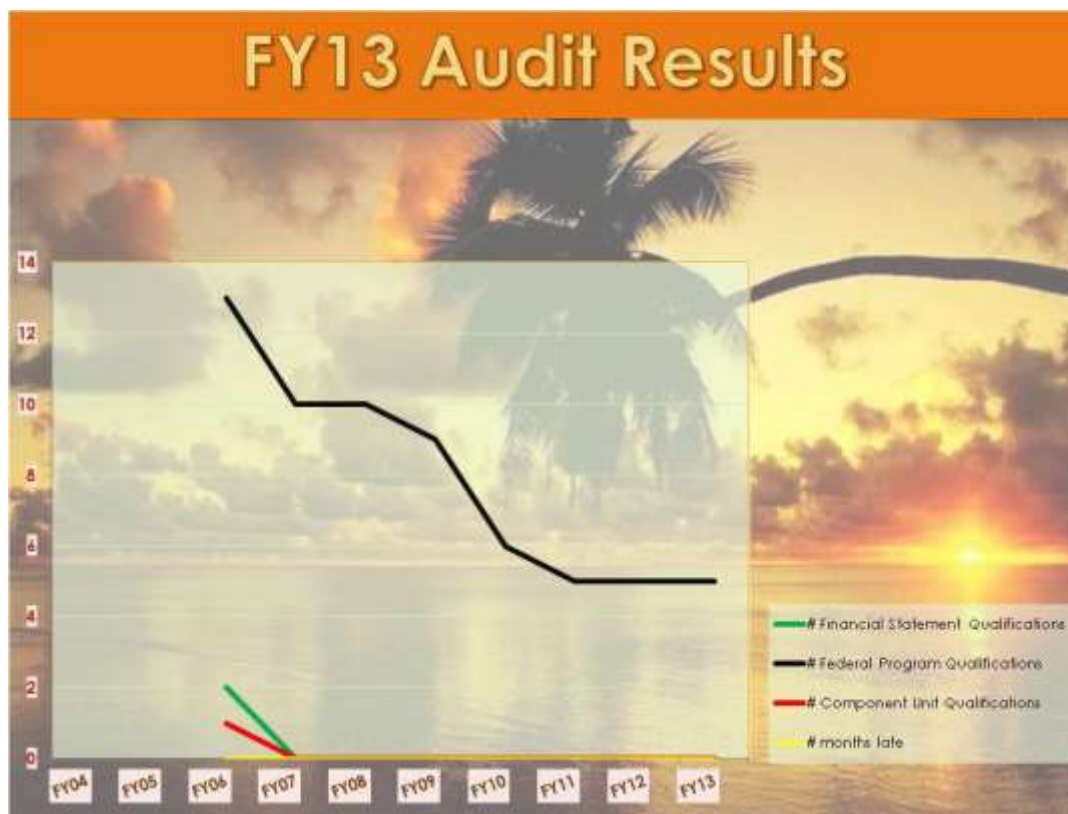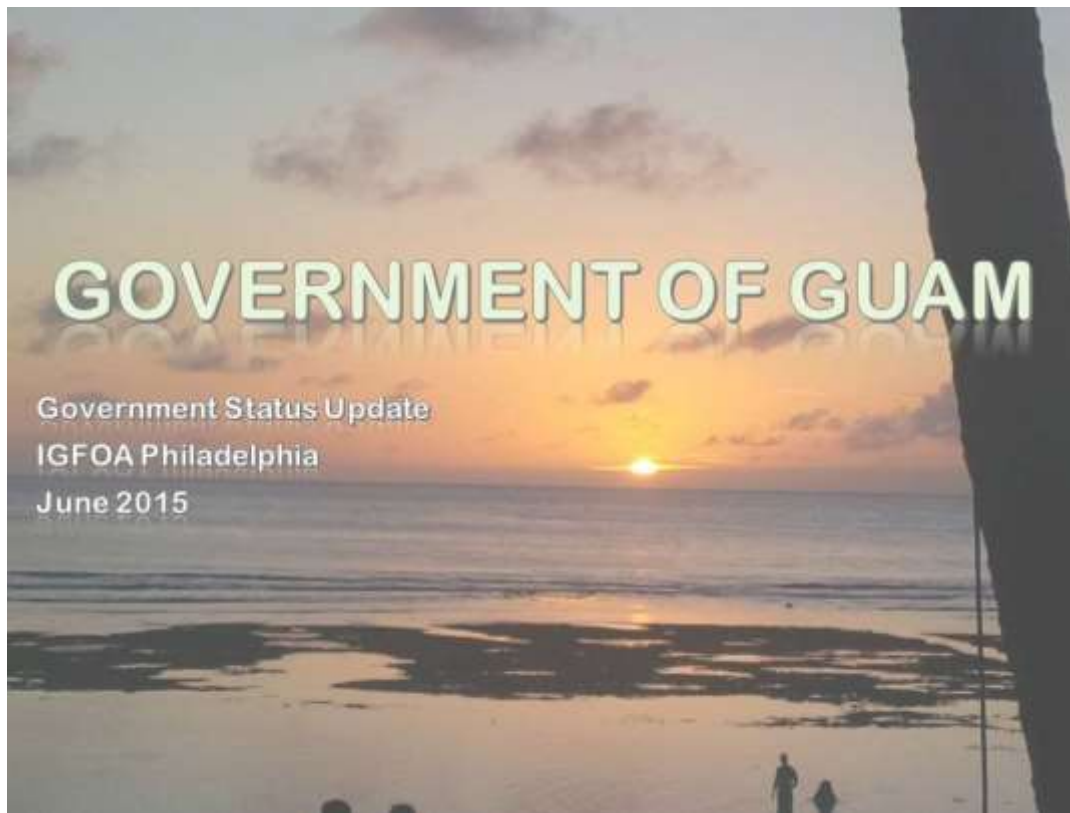
FY14 Audit Status

Is the FY2014 audit on time?	In progress Expected completion date is June 30, 2015
What qualifications do you expect? Any changes from prior years?	No financial statement qualifications.
What challenges did you have to address during the course of the audit?	None at the moment, audit is still on-going.

Federal Programs "Communicating on Island"

Describe below any formal training or meetings your office had with your local federal program managers in the last 6 months. Discuss plans you have for future meetings.

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?

Bi-Annual Accounting Policies and Procedures training (Nov-2014 & May-2015).
    Training includes:
        • Budget Process,
        •Fixed Assets,
        •Federal Grants and
        •Internal Controls.

Collaboration with BBMR for budget training and OPA for Internal Controls.

Federal Programs "Communicating on Island"

Describe the types of interactions between finance office and federal programs staff.

•Daily communications between the Grants managers and the Federal Branch, who are assigned specific agencies/departments to monitor and assist as needed.

•Monthly newsletters are being distributed to the line agencies/departments.

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?

•Train-the-trainee;

•Reinforcing the information gained from the Super Circular training by applying and re-emphasizing the updates (do's and don'ts) to proper grants management processes and procedures;

•Hands on FIRM/400 training.

Employee Outreach

Describe below any employee training, staff meetings, retreats or other employee related initiatives your office has held in the last year.

What training has your office provided or coordinated for your employees?

Accounting Policies and Procedures (Aug-2014), Customer Service Training (Sep-2014), Fixed Assets Training (Nov-2014), Wellness Program (monthly)

Do you have regular staff meetings?   Yes.

Do you have regular performance reviews and mentoring?
Yes, based on the individual employee's due dates for evaluation. Mentoring is daily, in an informal setting.

Have you made any changes in new employee initiation?   Cross-training?
Yes. Including engagement surveys and onboarding process as well as equipment inventory.

Describe any employee satisfaction surveys you may have conducted and your follow up actions.
None established, still being drafted.

Cash Management Plan

Have you completed your cash management plan? If not, what pieces are you missing?
Yes, the plan is complete, however it is currently under review by the newly appointed Director.

Is the plan approved? If not, what is the timeline for approval?
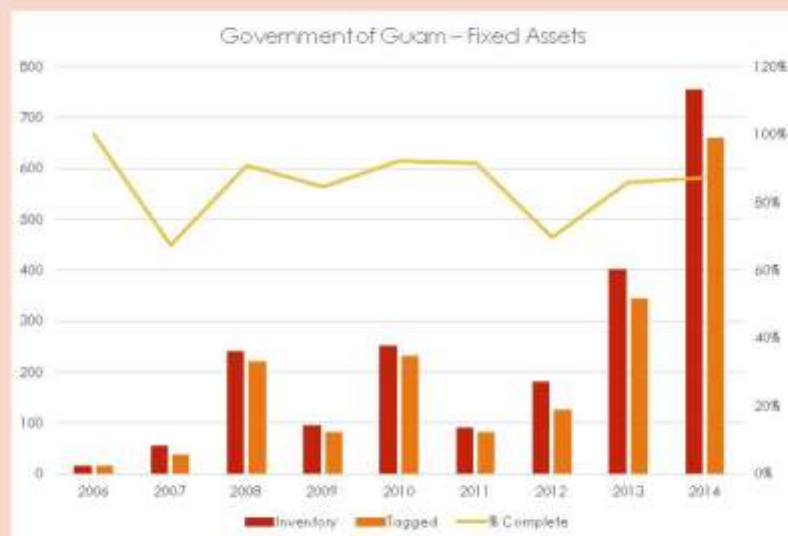Yes

Performance Measures

Have you completed a current performance measure dashboard?
Yes

If so, are you using this data for any purpose other than the IGFOA meetings?

Yes, to evaluate staff performance and potential promotions.

Performance Measures

Performance Measures

Why is this measure important?
The measure is important to show the progress of the project. It is a tool that can be used to examine the triggers for any changes in performances. It is also a decision-making tool to evaluate the process.

What is our plan to improve this measure?
We plan to continue our bi annual fixed assets training. We plan to recruit permanent staffs to increase our man power for the reconciliation and tagging.
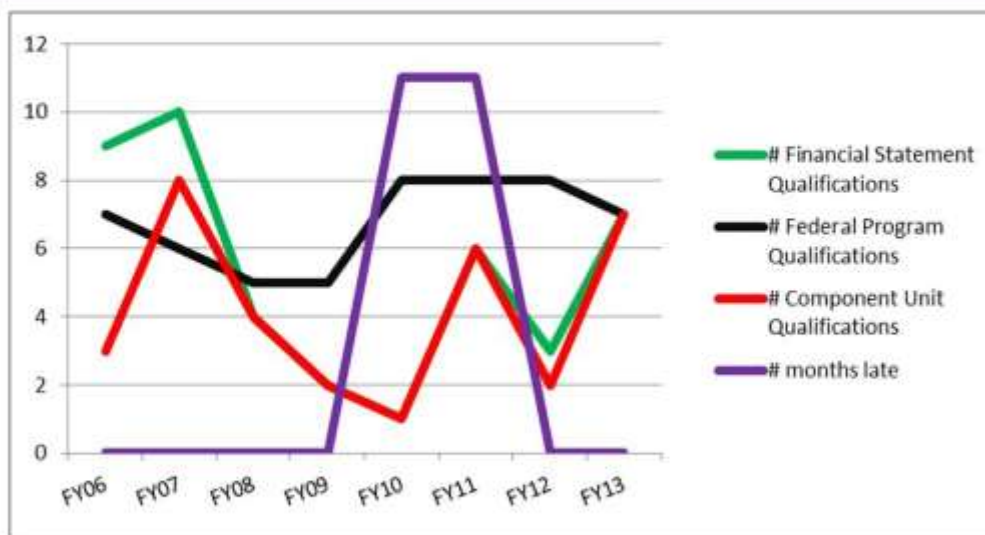
When do we expect to meet our goal?
Our goal is accomplish the task on or before September 2015

	Fixed Assets March 2015		
	Pending Tagging	Tagged	%Tagged
2006	15	15	100%
2007	55	37	67.27%
2008	242	220	90.91%
2009	96	81	84.54%
2010	251	232	92.24%
2011	91	83	91.57%
2012	182	127	69.80%
2013	402	345	85.82%
2014	755	659	87.38%
	2089	1799	86.11%

Attachment 5:   CNMI: Government Status Update

FY14 Audit Status

Is the FY2014 audit on time?	Yes, depending on responses to audit draft.
What qualifications do you expect? Any changes from prior years?	Expected qualification is due to pending documents. Changes include Workman's Compensation Commission being transferred from NMI Retirement Fund to Department of Commerce and no longer a component unit.
What challenges did you have to address during the course of the audit?	• Time-frame to submit supporting documents to clear draft findings • Communicating a point of contact within the major programs who is responsible to respond to audit findings.

Federal Programs "Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?
- Past Trainings:
  - 2014- Grants Management Program, (28) grant managers received a Certificate of Accomplishment in Grants Management
  - 2015- Grants Management Supercircular Overview, (46) grant managers participated and received a Certificate of Completion
- Future Trainings:
  - June 2015 - Homeland Security-PDAT Training: Procurement Compliance for FEMA Grants

Describe the types of interactions between finance office and federal programs staffs.
- Setting up initial grant award
- Communicating disallowed costs based on the grant award
- Reprogramming requests
- Communicating grantor notifications (i.e. delayed drawdowns due to late PPR)

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?
- Currently in the planning and implementation stage. (i.e. procurement regulation

Employee Outreach

What training has your office provided or coordinated for your employees?
➤ Division of Customs implemented a training academy for all new and current employees
➤ Current and newly hired tax auditors will train through the IRS in late FY15-FY16

Do you have regular staff meetings?
➤ Division directors hold meetings with staff as needed
➤ Open door policy between Division Directors and Secretary of Finance

Do you have regular performance reviews and mentoring?
➤ Performance reviews were mandated last fiscal year for all government agencies
➤ Department of Finance has nearly completed all staff reviews and ratings

Have you made any changes in new employee initiation? Cross-training?
➤ Implemented liability agreement for new employees regarding use of financial system data
➤ Division of Customs and Div. of Rev. and Tax Enforcement cross train with Dept. of Public Safety on various courses

Describe any employee satisfaction surveys you may have conducted and your follow up actions.
➤ Not yet considered or implemented.

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing?
➤ Yes

Is the plan approved? If not, what is the timeline for approval?
➤ Not yet approved/implemented. Implementation is scheduled for FY 2016.

Performance Measures

Have you completed a current performance measure dashboard?
➤ Yes

If so, are you using this data for any purpose other than the IGFOA meetings?
➤ Yes, data is being used as an effective measure for the cash management policies.

Attachment 6:   American Samoa: Government Status Update

IGFOA Conference – Philadelphia, June – 2014

American Samoa

Connecting the Dots

Introduction

▸ **Robert Uti Gebauer**,
Accounts Payable Manager
ASG Department of Treasury

▸ **Tina Va'a**
Deputy Director
ASG Department of Treasury

Audit Findings – FYE 2014:

▸ **Single Audit Findings**
  ◦ 8 Items
▸ **Areas of concern:**
  1. Compliance
  2. Reconciliation
  3. Repeat occurrence
  4. Training

Proactive Training to Departments

▸ **Reconciliation**
  ◦ Monthly
    · Grant Analyst have been holding monthly sessions with key Departments concerning timely submissions of their recon statements focusing on outstanding Accounts Receivables.
  ◦ Quarterly
    · Treasurer has initiated quarterly closing of all General Accounts.
    · The focus is to make the departments more responsible with timely reporting and lessen the confusion at year end.
  ◦ Departments (Grantees) – Grant Agreements
    · Stress the importance for the Departments to adhere to compliance and guidelines concerning their Grants

Follow up Tasks

▸ Monitor Departments with timely submission of reconciliation reports.
▸ If reports are not turned in, Grant Analysts are to remind Department Financial Officers of duties and responsibilities.
▸ Get to know existing and new Financial Officers; gauge their skill level.
▸ Schedule departmental training on grant draw downs.

Financial Officers Association (FOA)

▸ Initiated the start of FOA Group in ASG

▸ Goal – pull best practices – "connect the dots"

▸ Forum to get assistance – members and other partners

Attachment 7:   US Virgin Islands: Government Status Update
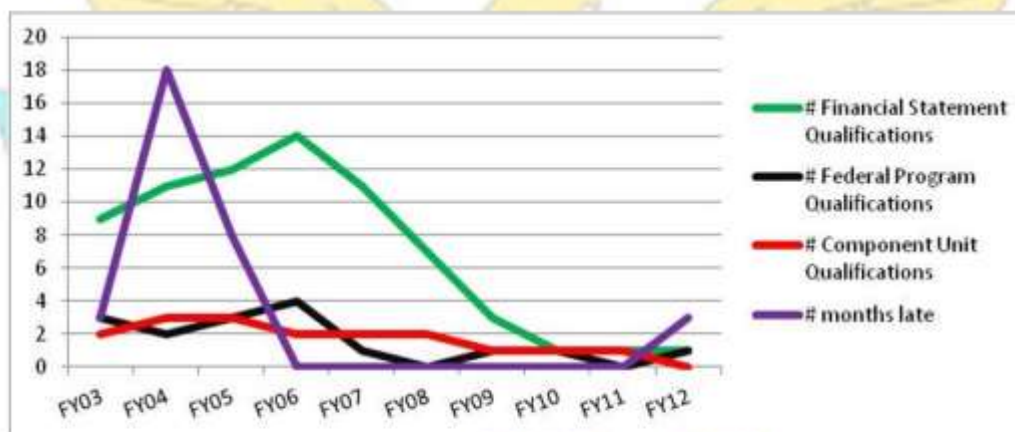
FY14 Audit Status

Is the FY2014 audit on time?   No

What qualifications do you expect?   Any changes from prior years?

- Internal Controls
- Enforcing policies & procedures
- Ongoing challenges with federal expenditures & drawdowns

What challenges did you have to address during the course of the audit?

- Adjusting to a new Audit firm with new demands
- Adapting to new leadership (Governor-Lieutenant, Commissioner, etc.).
- Staff shortage / limited resources
- Meeting the deadline

Federal Programs
"Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach? **VITI delivered four grants management training courses in 2015 in the USVI on the new OMB Super-Circular. Three of these course were held on St. Thomas while one was held on St. Croix. 132 total people in the USVI received this training. Following are the specifics on each session:**

1) OMB Grants Management Super-Circular Overview
   Date: January 20-21, 2015
   St. Thomas
   # of Participants: 21

2) OMB Grants Management Super-Circular Overview
   Date: January 22-23, 2015
   St. Thomas
   # of Participants: 42

3) OMB Grants Management Super-Circular Overview
   Date: March 23-24, 2015
   St. Thomas
   # of Participants: 40

4) OMB Grants Management Super-Circular Overview
   Date: March 26-27, 2015
   St. Croix
   # of Participants: 29

Federal Programs
"Communicating on Island"

Describe the types of interactions between finance office and federal programs staffs.

Finance has assigned OMB's Federal Grant Management Unit to work directly with the federal program managers and the auditors.
Single audit :
•We work with them hand-in-hand, to respond to the auditors request for information.
•We are with them from the entrance conference to the exit conference.
•OMB GMU meet with the auditors weekly, to review the progress of the single audit. If for any reason that the grants managers are behind, we also work with them to provide the necessary documentation.

We provide training to grant managers as needed.

As a future outlook, the Acting Commissioner of Finance, has decided to assign a cash management coordinator to work with the departments and agencies to ensure the draw down of federal funds in a timely manner.

Employee Outreach

What training has your office provided or coordinated for your employees?

Aside from the usual training provided by the Division of Personnel, Mrs. Muriel Fenton, Director of Accounting and Financial Reporting at the Department of Finance (DOF), has conducted ERP trainings government wide in the areas of Requisitioning, Accounts Payable processing and the Generation of ERP reports. These ERP trainings will be ongoing.

Do you have regular staff meetings?

Within the new fiscal year, we have held two quarterly meetings to address various employee relation matters, departmental news, upcoming events, etc.
A Department of Finance newsletter has recently been created by a few members of the DOF staff to keep everyone well informed.

Employee Outreach

Do you have regular performance reviews and mentoring?

No. However, our Acting Commissioner has already expressed his plans for implementation. While it is still in the planning stage, it will be executed in the very near future.

Have you made any changes in new employee initiation?   Cross-training?

Yes. Recently our new employees have been encouraged to attend various trainings and conferences. Our new employees have also gotten involved in other tasks not related to their direct duties. This process have enable DOF to function more effectively with limited staff.

Describe any employee satisfaction surveys you may have conducted and your follow up actions.

This year (2015) we have completed our first-ever employee satisfaction survey. Attached in slide number 6, there is a preview of the results. We intend to follow-up by presenting these results with the staff as well as implementing new outreach programs within the offices to provide a better more secure working environment.

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing?

Is the plan approved? If not, what is the timeline for approval?

Performance Measures

Have you completed a current performance measure dashboard?
Dashboard is currently in a working progress. However, we are currently taking a closer look to re-evaluate. We will see exactly what needs to be changed, tweaked, or completely pulled out according to what we receive from government agencies. Additionally, in January of 2016, we will be printing an Annual Government-wide Performance Report.

If so, are you using this data for any purpose other than the IGFOA meetings?
Only for the purpose of the IGFOA meetings. There is another format in which we use internally to present to the Governor of the Virgin Islands.

Attachment 8:   Chuuk: Government Status Update

FY14 Audit Status

Is the FY2014 audit on time?	Yes
What qualifications do you expect? Any changes from prior years?	Qualification on liability on land leases and land acquisitions We should have done some changes but we were advised to work with AG because it involves legal issues that the AG needs to address, so nothing yet from AG.
What challenges did you have to address during the course of the audit?	New focus on procurement where the auditors assume pre-selection on vendors even with the 3 price quotation and a justification

Federal Programs
"Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?

None, we actually had one in Dec, 2014 and we were not able to do another one within the last 6 months
As of now there's no future plan yet for outreach.

Describe the types of interactions between finance office and federal programs staffs.

New programs with new coordinators need to learn the requirements to process a pmt.
We had to update them to comply with regulations and procedures.
They think whatever FSM National allows them will also be allow on state level
They think if FSM approves something we have no objection at all on their request

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?

None yet, we still need to learn the new super circular

Employee Outreach

Describe below any employee training, staff meetings, retreats or other employee related initiatives your office has held in the last year.

What training has your office provided or coordinated for your employees? None
Only minor training as need arises

Do you have regular staff meetings? No

Do you have regular performance reviews and mentoring? No

Have you made any changes in new employee initiation? Cross-training? No

Describe any employee satisfaction surveys you may have conducted and your follow up actions. No survey yet but we do promote and increase salary of some employees who deserves better.

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing?
No, its still in circulation for review within finance and AG

Is the plan approved? If not, what is the timeline for approval? No, our goal is to have it approve by December 2015

Performance Measures

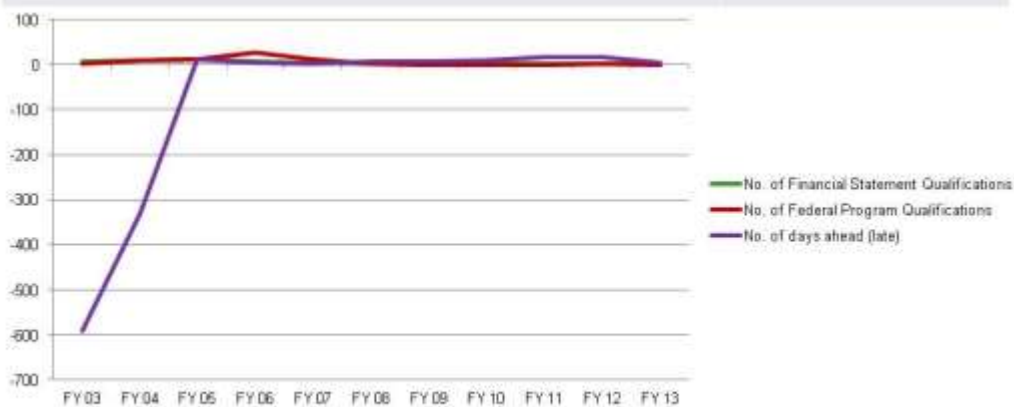Have you completed a current performance measure dashboard? Yes

If so, are you using this data for any purpose other than the IGFOA meetings? Yes

Attachment 9:   Kosrae: Government Status Update

FY14 Audit Status

Is the FY2014 audit on time?	• Yes. Deloitte & Touché was engaged to perform FY14 Single Audit. • First Draft FY14 audit is expected to be released by the end of May 2015. • General fund and Grant funds are substantially completed.
What qualifications do you expect? Any changes from prior years?	• As of May 15, 2015 audit status, the auditors did not find any major non-compliance issues with the respect to Federal major program. • Fewer sample tested compare to FY13 Audit
What challenges did you have to address during the course of the audit?	• Auditor is on site doing some testing of loan balances of the non-major fund specifically the Housing Loan Program. • Loan confirmation sent out and the schedule of subsequent collection are being prepared.

Federal Programs
"Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?
• None other than the October 2014 workshop – focusing on the current procedures on Finance and Budget. For Federal, the allowable and unallowable costs are further discussed.
• Finance Director's conference scheduled for November 2015.

Describe the types of interactions between finance office and federal programs staffs.
• Federal Grant Coordinators and Finance office interacted more often towards the expiration of the grants for the remaining balances of the program as well as the liquidation of encumbrances.

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?
• Finance will come up with synopsis of the new omnibus super-circular – for distribution to the various federal grant coordinators and for further discussion in the upcoming Finance Director's Conference in November.

Employee Outreach

What training has your office provided or coordinated for your employees?
• None at this time; however training plan on the basic knowledge of accounting and FMS, as well as the latest Federal Super-Circular is scheduled to begin in July 2015 and follow up will be done quarterly.

Do you have regular staff meetings?
• No regular meeting set as of this time but supervisors are now instructed to conduct regular staff meetings and quarterly with the Director.

Do you have regular performance reviews and mentoring?
• No for performance reviews but hands on mentoring are being done in a day to day operation.

Have you made any changes in new employee initiation? Cross-training?
• No changes

Describe any employee satisfaction surveys you may have conducted and your follow up actions.
• Finance conducted an employee satisfaction survey in November 2014; however no formal result has been developed because of the absence of system to evaluate and analyze the results.

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing?

• Yes

Is the plan approved? If not, what is the timeline for approval?
• Yes

Performance Measures

Have you completed a current performance measure dashboard?
• Yes

If so, are you using this data for any purpose other than the IGFOA meetings?
Yes, for internal use of Finance for appropriate action particularly on travel advances and Federal receivables.

Attachment 10:   Pohnpei Government Status Update
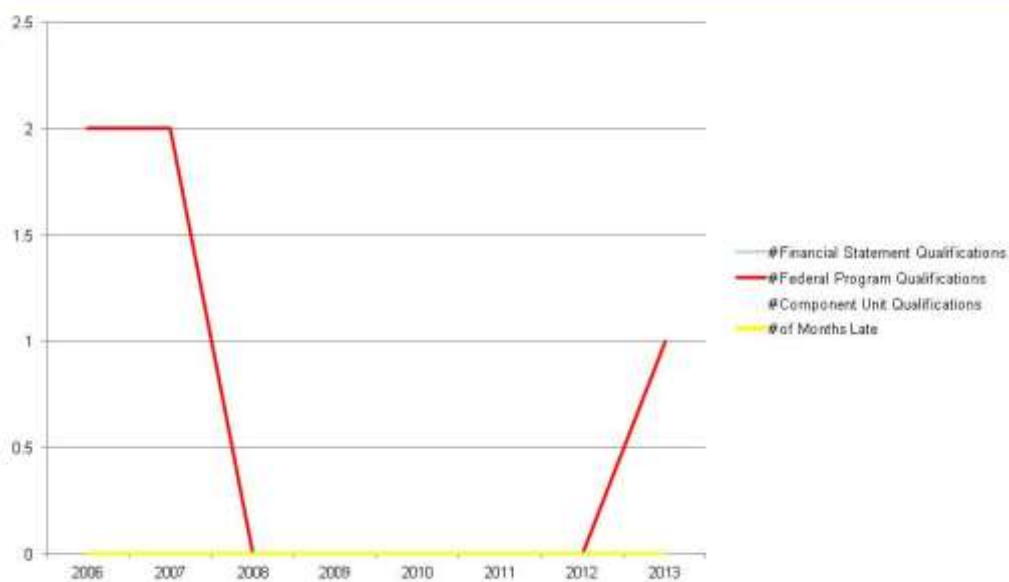
FY14 Audit Status

Is the FY2014 audit on time?	Yes, awaiting draft report
What qualifications do you expect? Any changes from prior years?	None
What challenges did you have to address during the course of the audit?	Component units inability to pay loans guaranteed by PSG resulting in doubtful accounts to be booked by the State

Federal Programs "Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?

US Forestry Seminar in Guam re: OMNI Circular Updates on administrative requirements, audit requirements etc.

With PCRV on board, we plan to deal directly with the Federal Program managers to expedite reimbursements, closing of grants and & put together a plan for training as well

Describe the types of interactions between finance office and federal programs staffs.

There are interactions during certification of expenses, reconciliation and liquidation of Federal Grants and audit requirements.

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?

No changes yet. We believe we are complying

Employee Outreach

What training has your office provided or coordinated for your employees?

We plan to work with the 4 state finances, with OPA offices and the budget office to bring courses for the staff at the annual Finance & Budget Conference

Do you have regular staff meetings?
Personnel- Monthly
Quarterly meetings with the Chiefs of Finance, Personnel & Revenue & Taxation

Do you have regular performance reviews and mentoring?
Personnel- Yes during meetings

Have you made any changes in new employee initiation? Cross-training?
Personnel-Yes.

Cross training is on a case by case basis. I continue to cross train the staff when shifting where they are to find the perfect person for a task and to ensure that when one staff is not working, someone can pick up his/her urgent workload and process.

Describe any employee satisfaction surveys you may have conducted and your follow up actions. None

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing?
Yes

Is the plan approved? If not, what is the timeline for approval?
Not yet, January to May are priority for FY2016 Budget review and FY2014 Single Audit. We will strive to get this done between July and August.

Performance Measures

Have you completed a current performance measure dashboard?
No

If so, are you using this data for any purpose other than the IGFOA meetings?
No

OUTSTANDING TRAVEL
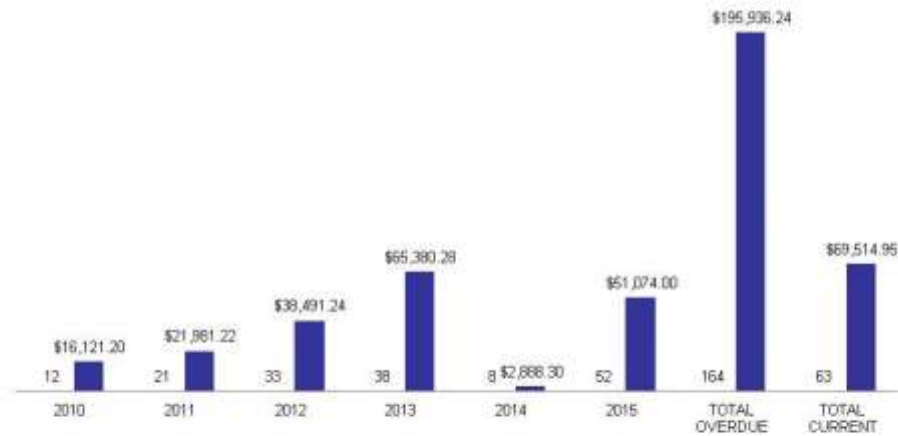
Attachment 11:   Yap Government Status Update

FY14 Audit Status

Are the auditors currently engaged?	Yes
Any expected issues or different requests from the auditors?	No
Any change of procedures or personnel dealing with the audit?	Yes
Date of the initial presentation of the trial balance	March 24, 2014
Expected completion date of the audit	JUNE 30, 2015 On time

FY14 Audit Status

Is the FY2014 audit on time?	Delayed beyond contract terms but expect to meet June 30th deadline to file audit report.
What qualifications do you expect? Any changes from prior years?	Two unauditable component units. No change from prior year.
What challenges did you have to address during the course of the audit?	Loss of key staff during audit period.

Federal Programs "Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?
No formal training was held.

Describe the types of interactions between finance office and federal
   programs staffs.
(1) audit info needed for performance reports,
(2) financial info for SF425,
(3) final numbers for closing annual reports.

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?
None at this time.

Employee Outreach

What training has your office provided or coordinated for your employees?
New staff had been trained in using the accounting software to be able to get into the system and do their job.

Do you have regular staff meetings?
No rigid schedule followed, meetings are held when deemed needed as in the case of ongoing audit.

Do you have regular performance reviews and mentoring?
Yes, informal mentoring between new and more senior employees.

Have you made any changes in new employee initiation? Cross-training?
No formal initiation guidelines. Cross training a practice.

Describe any employee satisfaction surveys you may have conducted and your follow up actions. None provided at this time.

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing? No. The items checked "No" in the cash mgmt plan checklist needed to be developed and included.

Is the plan approved? If not, what is the timeline for approval?
The plan will be finalized and approved once the missing items are completed.

Performance Measures

Have you completed a current performance measure dashboard?
Yes.

If so, are you using this data for any purpose other than the IGFOA meetings?
Yes, to determine where to redirect staff attention for improvement and progress.

Attachment 12: RMI Government Status Updates

RMI GOVERNMENT
IGFOA Philadelphia, PA
June 2015

Outline of Presentation

- FY14 audit status and audit findings;

- Federal grants outreach programs on island;

- Performance Measures;

- Action Plan Updates; and

- Cash Management Plans & Dashboard

FY2014 Single Audit Update

Expected Completion date	Major issues to address for the upcoming audit	Any expected changes in audit qualifications or findings?
July 2015	Yes, replacement of financial advisor and key staffs within the Ministry; component units	None

Federal Program Updates

- Ongoing quarterly meeting with RMI Fiscal Officers Association

- Training on Super Circular & Procurement

Performance Measures

Fixed asset physical inventory	Travel Advance Collections	Bank Reconciliations	Invoice Processing Days
Was the physical inventory completed as of 9-30-2014? No	% of travel advances over 30 days as of 9-30-14. NA	What is the status of your bank reconciliations as of 9-30-14? All Funds completed	How many days does it take to process a federal invoice Jan 2015 = 4 Feb 2015 = 5 March 2015 = 5
Any fixed asset findings on the audit? Yes, repeated	How much improvement is this over the % as of the previous year?	Any audit issues related to bank reconciliations? Yes, still untimely	What is your target # of days? 10 working days
Does your government have a plan to complete the fixed asset inventory, if not yet completed? July 2015	Any new policies or procedures initiated to collect advance? Policy on set amount of payroll deduction ranging from 75-250/biwkly	Any action steps initiated to ensure timely reconciliations? Submission of monthly recon to Asst. Sec of Acctg	What does your office do to reduce the time it takes to get an invoice from a department into finance for processing? Centralized procurement & invoice submission

#	Task	Responsibility	Target Date	Status as of June 2015	Comments
1	Complete the Cash Plan	Clarence	June 30	On-going	Draft form
2	Employee Engagement	Clarence	November	NA	
	Conduct an employee satisfaction survey	Clarence	November	Annual	Annual performance and self appraisal mandated by PSC
3	Uniform Grant Guidelines				
	Review and train on changes in grants management	Kayo	March/April	Completed	Procurement training conducted by PTAC
4	Pension Plan				
	Develop a plan to amend the contribution levels and benefits (including a redefinition of "dependents") of the RMI Social Security system	Minister Ading	Sept. 30		
5	Travel Policy	Jim Hicklins	Sept. 30		With Cabinet for approval
6	Indirect Cost	Jim Hicklins			On-going
7	Imprest Fund Policy	Clarence	Dec. 2014	Final review by MOF,	
8	Lean PR/PO process	Kayo/Clarence	Sept. 30	Completed	Implemented Oct. 2014 & FY15

CASH MANAGEMT
DASHBOARD
NSP
PFM ROADMAP

Kommol tata!

Q & A

Attachment 13: Palau Government Status Update
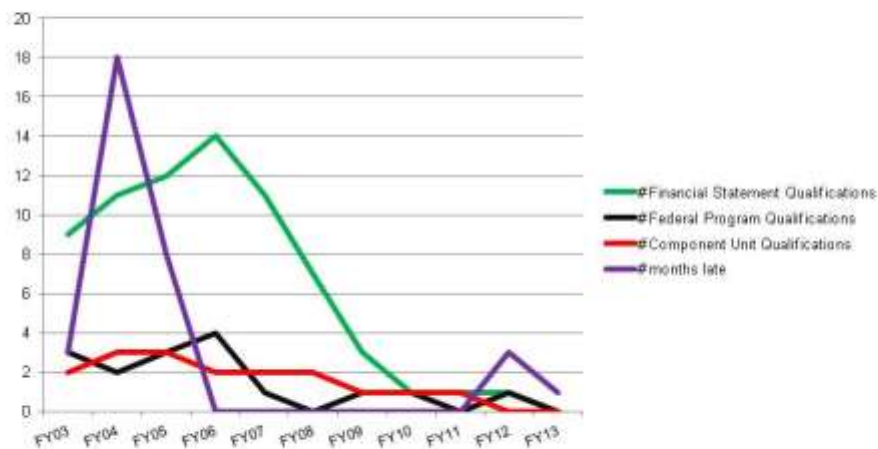
FY14 Audit Status

Is the FY2014 audit on time?	❖ Yes Audit will be on time field work is complete, and we are getting preliminary findings for response/resolved.
What qualifications do you expect? Any changes from prior years?	❖ No qualifications. Changes would be continue to be on time for audit report.
What challenges did you have to address during the course of the audit?	❖ No major challenges

Federal Programs "Communicating on Island"

What formal training/outreach has your office provided or coordinated in the last 6 months? Do you have future plans for outreach?
❖ With the assistance of PITI, delivered a series of grants management workshops in 2014 that enabled 21 ROP grant managers to receive a "Certificate of Accomplishment in Grants Management." They also provided an OMB Super Circular overview course to 21 ROP grants managers during 2014.

❖ Training on Super Circular on January 2015 by D&T in conjunction with OPA, Public Auditor stressing out how departments receiving grants can be affected by audit findings and question costs and how to continue improve along the way. Also we continue to meet with departments when there are any issues that needs to be resolved.

Describe the types of interactions between finance office and federal programs staffs.
    ❖ Communicate effectively
    ❖ address any issues that needs to be resolved

What changes (if any) has your office made with regards to management of federal grants under the new omnibus super-circular?
•We implemented a new Division of Grants Management under Bureau of National

Employee Outreach

What training has your office provided or coordinated for your employees?
❖ Management Training on January 2015 provided by Graduate School/USDOI
   ❖ Improve Communication and Trust
   ❖ Identify and implement process activities

Do you have regular staff meetings?
❖ Yes for management meeting
❖ Not really for staff meeting but will implement it this year.

Do you have regular performance reviews and mentoring?

❖ Yes and with the new employee evaluation it incorporated self-evaluation as well for the employee so after supervisor evaluate the employee, they will discuss the evaluation and what areas needs improvement.

Have you made any changes in new employee initiation? Cross-training?
❖ Yes for cross-training in Bureau of National Treasury

Describe any employee satisfaction surveys you may have conducted and your follow up actions.
❖ The last Survey we did for only BNT was November 2014 and we will do it annually.

Cash Management Plan

Have you completed your cash management plan? If not what pieces are missing?
• Yes and we need to update it again because we have made additions to it i.e. COFA drawdown and others.

Is the plan approved? If not, what is the timeline for approval?
• Yes

Performance Measures

Have you completed a current performance measure dashboard?
• Yes
H:\IGFOA\IGFOA-Philly June 2015\PerformanceMeasures-Palau-Philly_IGFOA.docx
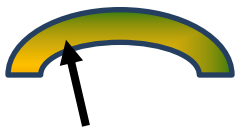
If so, are you using this data for any purpose other than the IGFOA meetings?
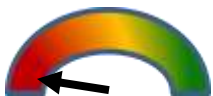• Yes for our quarterly performance measures and performance based management report annually.
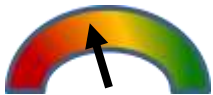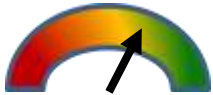
Attachment 14: ASG GOVERNMENT FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2014	Status
Number of days to process an invoice (grant fund)	< 45 days	< 60 days	AP is dependent on regulated by a cash based disbursement schedule. Priorities are dictated by urgency of request and the department status.	
Number of days to process an invoice (federal funds)	< 30 days	< 60 days	AP processes request for grant disbursements once Grant Analyst receive completed PO. Subject to Federal Grant draws.	
FY14 Reduction in overdue travel advances	All ASG Employees are to complete Travel Reports within 30 days of return.	Paid in advance: 30 days from date of return to file travel report.	ASG Policy states all employees are to complete travel report. In practice, approximately 80% provide reports on time. Remainder within the next 60 days from return.	
Completion of fixed asset inventory	Need to work on a plan.	Current finding. Working on thresholds and changes to policy.	Property Management and Procurement have not come to terms with $ thresholds. Seeking $5K – approval in process,	
Bank reconciliations completed on a timely basis	Monthly Recon Report	All Accounts completed at closing as of 9/30/2014	Treasury working with Grant Analyst to make sure Grantees turn in their report by the 10th of each month before 15 closing.	
Revenue Estimates within target %	Meet current budgetary amounts.	No. Over spent by about 6% of Total Budget	Working with the Budget Department to start review process earlier, in order to properly capture operational cost	

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estimates.

Timeliness of SF425 reports	Monthly or Quarterly reports depending on Grant Agreement.	Reports were turned in on time, by Year End.	Grant Analyst work on monthly, quarterly closing to lessen confusion for year-end closing.	
Reconciliation and Reduction in Federal Grant Receivable balance	Monthly or Quarterly reports depending on Grant Agreement.	Current finding. Working on measure to lessen this moving forward.	Grant Analyst work on monthly, quarterly closing to lessen confusion for year-end closing.	
Completion of comprehensive Cash Management Plan	Government Cash Policies Documented? Bank Account Template Completed? Federal Grant Disbursement Process Documented? Federal Grant Drawdown Process Documented? Other cash procedures documented (bank reconciliation, deposits, returned checks)? Treasury State Agreement filed on time (if applicable)? Internal Control Checklist Completed?		Yes. In review. Draft complete.	

Attachment 15: CHUUK STATE GOVERNMENT FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2014	Status
Number of days to process an invoice (general fund)	5 days	12 to 20 days	Slight change (down)	
Number of days to process an invoice (federal funds)	5 days	10 to 15 days	Slight change (down)	
FY15 Reduction in overdue travel advances	50% reduce	69% increase March2012-March2015	No significant improvement	
Completion of fixed asset inventory	25% inventory on small sector	Not completed	No significant improvement	
Bank reconciliations completed on a timely basis	All bank accnt to be reconciled within 30 days after recpt of bank statemnt	bank accnts are not completed within the 30 days period	No significant improvement	
Revenue Estimates		4% difference between estimate and actual	Continue to meet Goal	

within target %

	Government Cash Policies Documented?	Yes
	Bank Account Template Completed?	Yes
	Federal Grant Disbursement Process Documented	
Completion of comprehensive Cash Management Plan	Federal Grant Drawdown Process Documented?	No
	Other cash procedures documented (bank reconciliation, deposits, returned checks)?	
		No
	Treasury State Agreement filed on time (if applicable)?	
	Internal Control Checklist Completed?	Yes
		N/A
		Yes

Attachment 16:   CHUUK STATE GOVERNMENT TRAVEL ADVANCE PERFORMANCE MEASURE
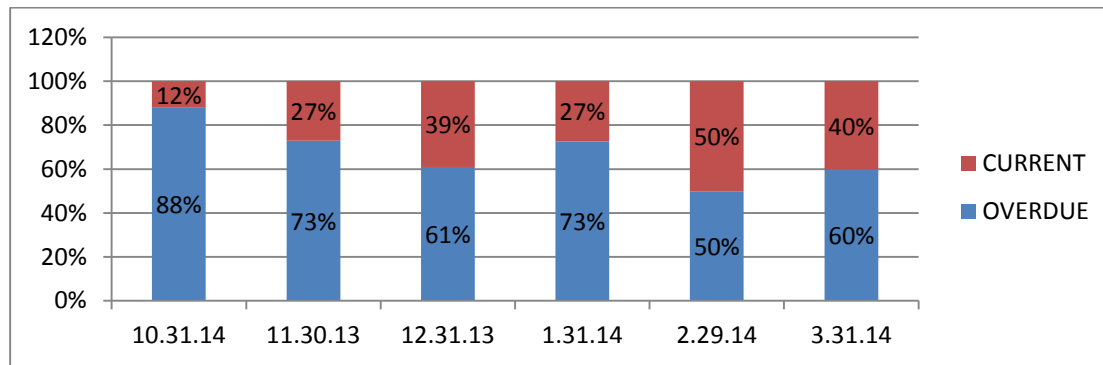
Why is this measure important?

It tells us the effectiveness of our existing policies and procedures.

It also show the efficiency of our staff and their work
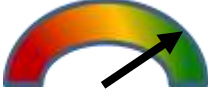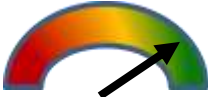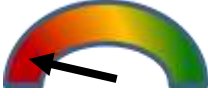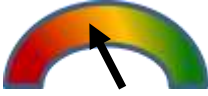
What is our plan to improve this measure?

We will continue to enforce or amend policies and procedures to meet our goals and provide training to staff wherever needed
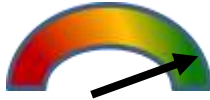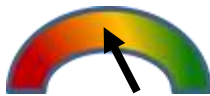
When do we expect to meet our goal?

Very soon as we implemented the plan.
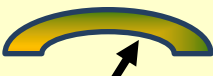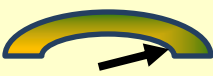
Attachment 17:   CNMI FINANCE OFFICE DASHBOARD
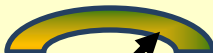
Measure	Goal	Current Measure	Trend FY2012 – FY2015	Status
Number of days to process an invoice (general fund)	30 Days	17	Continue to meet Goal	
Number of days to process an invoice (federal funds)	30 Days	26	Continue to meet Goal	
FY14 Reduction in overdue travel advances	Recover all overdue travel advances 100%	1% Increase from FY 13	Steady Improvement	
Completion of fixed asset inventory	2 departments a month & every department in 2 years	50% completed	Slight increase	
Bank reconciliations completed on a timely basis	Within 15 days of Bank Statement receipt	24 days	Steady Improvement	
Revenue Estimates within target %	5 % Error Rate	FY '13= 9%	Steady Improvement	

Timeliness of SF425 reports	100% of reports submitted quarterly and semi-annually	No late reports as of 03/31/2015	Continue to meet Goal ✔	
Reconciliation and Reduction in Federal Grant Receivable balance	50% reduction at end of fiscal year	Reduction FY '14= 28.2% FY '15= 38%	Slight increase ➚	

Completion of comprehensive Cash Management Plan

Government Cash Policies Documented? Yes

Bank Account Template Completed? Almost

Federal Grant Disbursement Process Documented? Yes

Federal Grant Drawdown Process Documented? Yes

Other cash procedures documented (bank reconciliation, deposits, returned checks)? YES

Treasury State Agreement filed on time (if applicable)? YES

Internal Control Checklist Completed? NO

Respond YES or No to each element

n/a

Attachment 18: Government of Guam FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2014	Status
Number of days to process an invoice (general fund)	5 days for data entry and 2 weeks for payment (fund available basis)	**12 days** for data entry and average **30 days** for payment	Slight change (down) No significant improvement ✖	
Number of days to process an invoice (federal funds)	5 days for data entry and 1 week for payment	**5 days** for data entry and 1 week for payment	Steady Improvement	
FY14 Reduction in overdue travel advances	25% reduction by 9/30/15	**11%** reduced Oct 1 – Mar 31	Steady Improvement ✔ Significant change (up)	
Completion of fixed asset inventory	End of FY2014	86% – still lacking dedicated staff	Significant improvement ✔	
Bank reconciliations completed on a timely basis	Check account within 15 days of receipt of statements. Savings account, 15 days from quarter end date.	**155** bank account reconciliations completed for **March 31**	Continue to meet Goal ✔	
Revenue Estimates	Within 5% of base	3.4 % difference	Continue to meet Goal ✔	

within target %		between estimate and actual		
Timeliness of SF425 reports	95% completed before report due date	Unsure of the number of late reports as of Mar 31 (agency responsible for submission)	Steady Improvement ✓ Continue to meet Goal ✓ ➤ Slight change (up)	
Reconciliation and Reduction in Federal Grant Receivable balance	100% completion before final report (FFR) submitted	85% reduction Oct 1 – Mar 31	Steady Improvement ✓ Continue to meet Goal ✓	
			Respond YES or No to each element	
Completion of comprehensive Cash Management Plan	Government Cash Policies Documented?		Yes	
	Bank Account Template Completed?			
	Federal Grant Disbursement Process Documented?		Yes	
	Federal Grant Drawdown Process Documented?		Yes	
	Other cash procedures documented (bank reconciliation, deposits, returned checks)?		Yes	

Treasury State Agreement filed on time (if applicable)?   No

Internal Control Checklist Completed?   Yes

Attachment 19: GUAM GOVERNMENT TRAVEL ADVANCE PERFORMANCE MEASURE
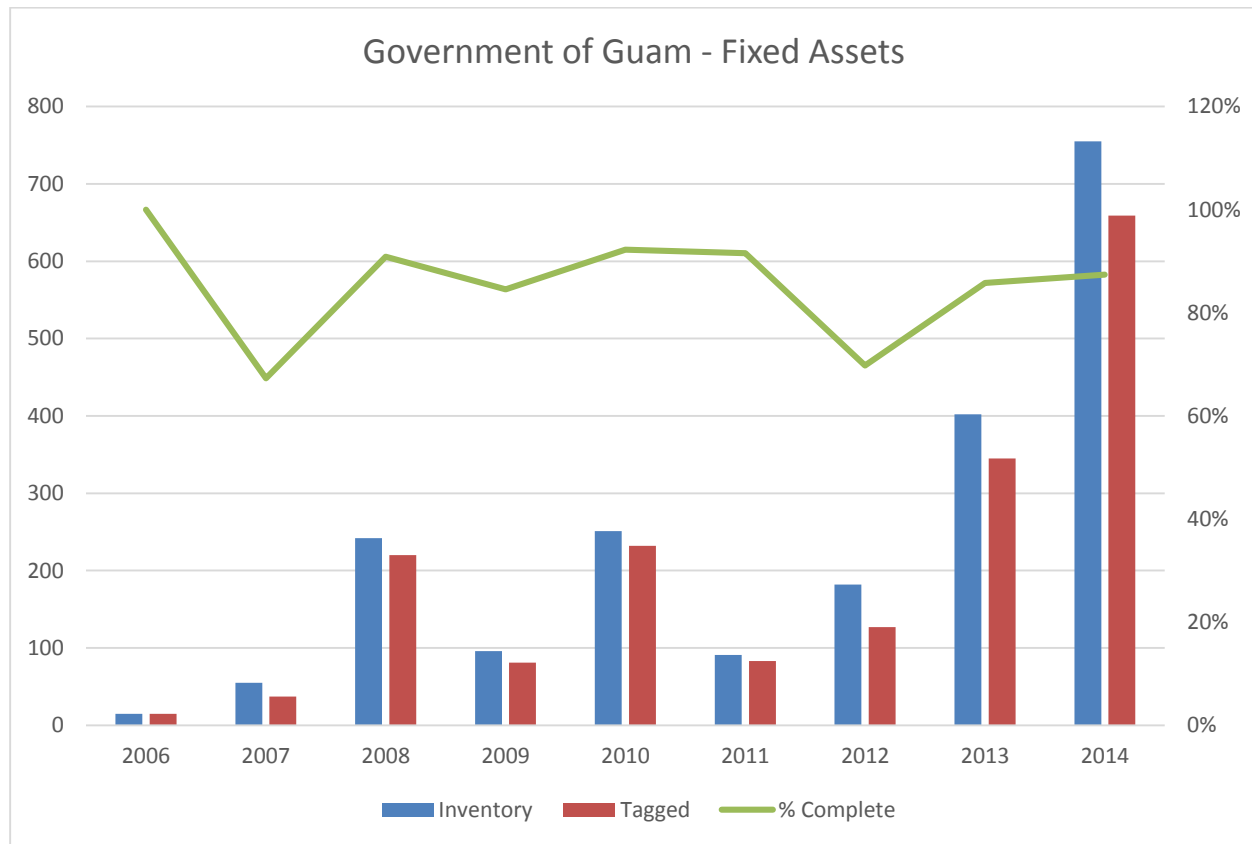
Fixed Assets			
March 2015			
	Pending Tag	Tagged	% Tagged
2006	15	15	100%
2007	55	37	67.27%
2008	242	220	90.91%
2009	96	81	84.54%
2010	251	232	92.24%
2011	91	83	91.57%
2012	182	127	69.80%
2013	402	345	85.82%
2014	755	659	87.38%
	2089	1799	86.11%

Why is this measure important?

The measure is important to show the progress of the project. It is a tool that can be used to examine the triggers for any changes in performances. It is also a decision-making tool to evaluate the process.
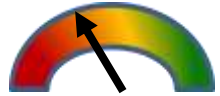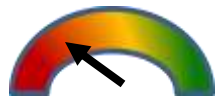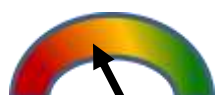
What is our plan to improve this measure?
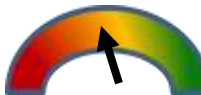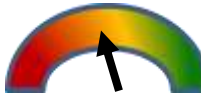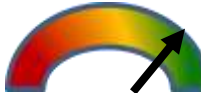
We plan to continue our bi annual fixed assets training. We plan to recruit permanent staffs to increase our man power for the reconciliation and tagging.

When do we expect to meet our goal?

Our goal is accomplish the task on or before September 2015

Attachment 20:   YAP STATE GOVERNMENT FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2015	Status
Number of days to process an invoice (all funds)	Five (5) days	5.0 # of days to process invoice	FY14 (38% on target) FY15 first qtr (20% on target)	
FY14 Reduction in overdue travel advances	50% of six months or more overdue	0 % reduced Oct 1-Mar 31	Deteriorated (some adjustments need to be made to reflect accurate data)	
Completion of fixed asset inventory	Complete one inventory every other year	100% complete (Physical count complete, finalized report by 1/20/15.)	Continue to meet Goal	
Bank reconciliations completed on a timely basis	Complete bank recon. 30 days after bank stmt is received.	75% timely (payroll checking acct) 75% timely (general checking acct)	Deteriorated FY14—75% (payroll) and 75% (general checking) FY15_0% (payroll) and 14% (general checking)	
Revenue Estimates within target %	5% within target	(not updated)	FY12 was -7% error	

135

Timeliness of SF425 reports	100% submitted on time	**56%** submitted on time (FY14)	==FY13 was -15% error== ==FY14 not updated yet== FY13__44% on time FY14__68% on time FY15__56% on time
Reconciliation and Reduction in Federal Grant Receivable balance	Receivables 1 year and older is brought to zero.	**28** % increase FY13 – FY14	FY12 –FY13---38% reduction FY13 – FY14---64% reduction FY14 - FY15---28% increase

| Completion of comprehensive Cash Management Plan	
Government Cash Policies Documented?	YES
Bank Account Template Completed?	YES
Federal Grant Disbursement Process Documented?	YES
Federal Grant Drawdown Process Documented?	YES
Other cash procedures documented (bank reconciliation, deposits, returned checks)?	YES
Treasury State Agreement filed on time (if applicable)?	N/A
Internal Control Checklist Completed?	YES

Attachment 21:   Yap State Government Travel Advance Performance Measure
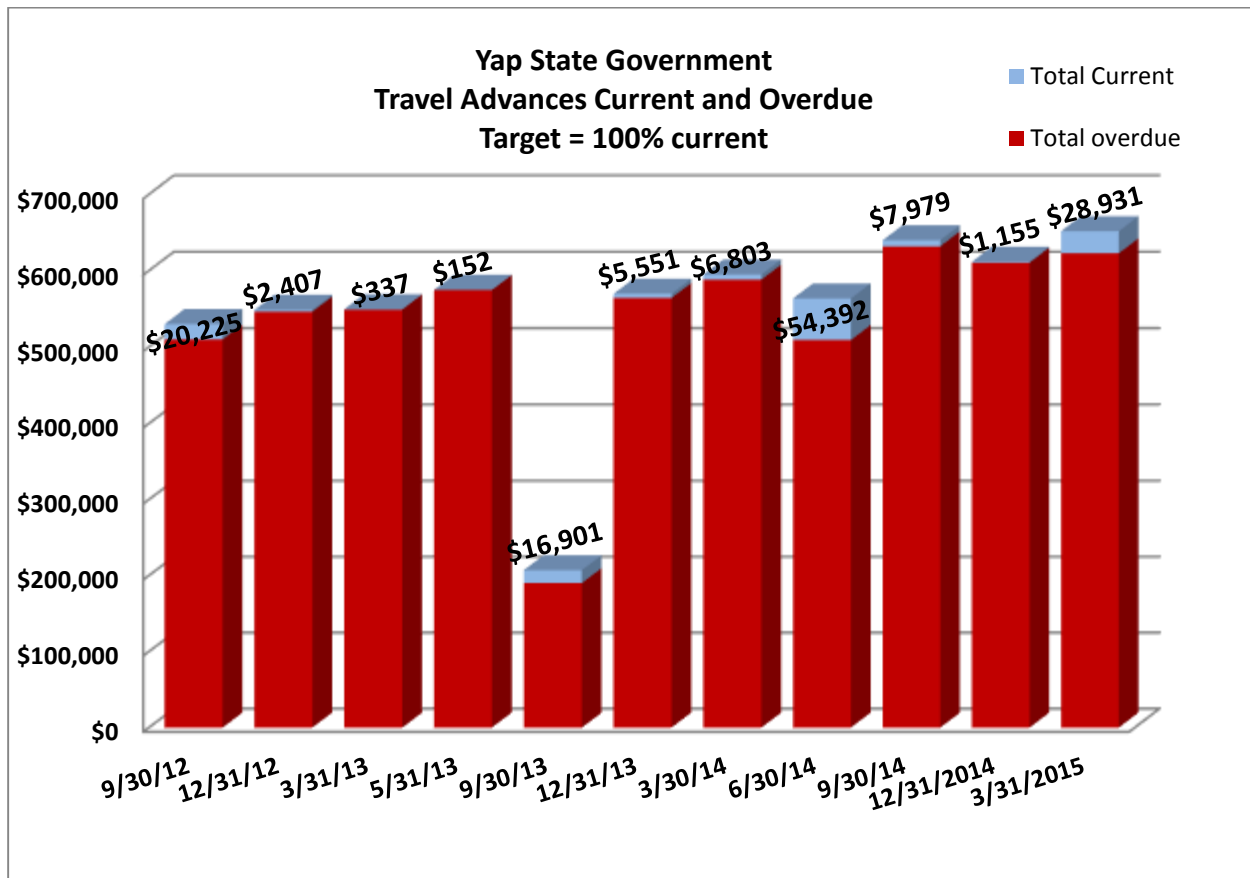
Why is this measure important?

This measure monitors compliance with the Yap Financial Management Regulations (FMR) that requires government paid travelers to file an expense report within a specified number of days.   The amounts include travel advances that are outstanding because an expense report have yet to be filed and amounts owed by the traveler based on the expense report filed.

Outstanding travel advances will become uncollectible when a grant expires or when a traveler leave government. When an advance cannot be collected, the general fund bears the expense even if grant funds could have been utilized.

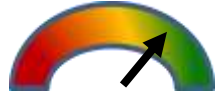## What is our plan to improve this measure?
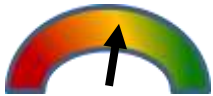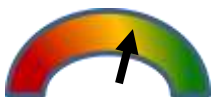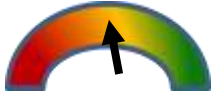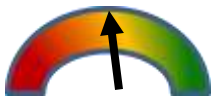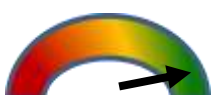
We deny perdiem advances to employees who have outstanding expense reports for prior travel advances and would only release their advances when they fill out a payroll allotment application or file the report. We will collect from paychecks when expense reports are not filed or withhold from perdiem due to traveler when they request travel advance.

When do we expect to meet our goal?

Not certain at this point.

Attachment 22: KOSRAE STATE GOVERNMENT FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2014	Status
Number of days to process an invoice (general fund)	Within 3 days upon receipt	Within 3 days upon receipt	Continue to meet Goal ✓	
Number of days to process an invoice (federal funds)	Within 3 days upon receipt	Within 3 days upon receipt	Continue to meet Goal ✓	
Reduction in overdue travel advances	50% reduction in overdue TAs	5% decreased in total overdue over 03-31-2014.	Slight change (down) →	
Completion of fixed asset inventory	Physical inventory every two years to be completed 180 days after the end of the fiscal year.	Completed the inventory as of 09/30/2014.	Physical inventory for FY 2013 audit was completed Steady Improvement ✓	
Bank reconciliations completed on a	15 days after receipt of bank statements	All bank account reconciliations are completed prior to the 15	Continue to meet Goal ✓	

timely basis		days target.		
Revenue Estimates within target % (General Fund)	Meeting the estimated revenues	As of 09-30-2014, the actual revenues were 12% below the target.	Slight change (down). Local Revenue continue to show decrease in collection	
Timeliness of SF425 reports	Every 15th of the month following the end of the quarter	March 31, 2015 reports were submitted April 28, 2015.	Continue to meet Goal	
Reconciliation and Reduction in Federal Grant Receivable balance	Reimbursement received 7 to 15 days of billing	Due to constant follow up and support from FSM National, the Fed grant receivable is current.	Steady Improvement	
			Respond YES or No to each element	
Completion of Cash Management Plan			YES	
	Government Cash Policies Documented?		YES	
	Bank Account Template Completed?		YES	

Federal Grant Disbursement Process Documented?

YES

Federal Grant Drawdown Process Documented?

Other cash procedures documented (bank reconciliation, deposits, returned checks)?   YES

Treasury State Agreement filed on time (if applicable)?   Not Applicable

YES

Internal Control Checklist Completed?

Attachment 23:   Kosrae State Government Travel Advance Performance Measure

Kosrae State Government
Travel Advance Current and Overdue
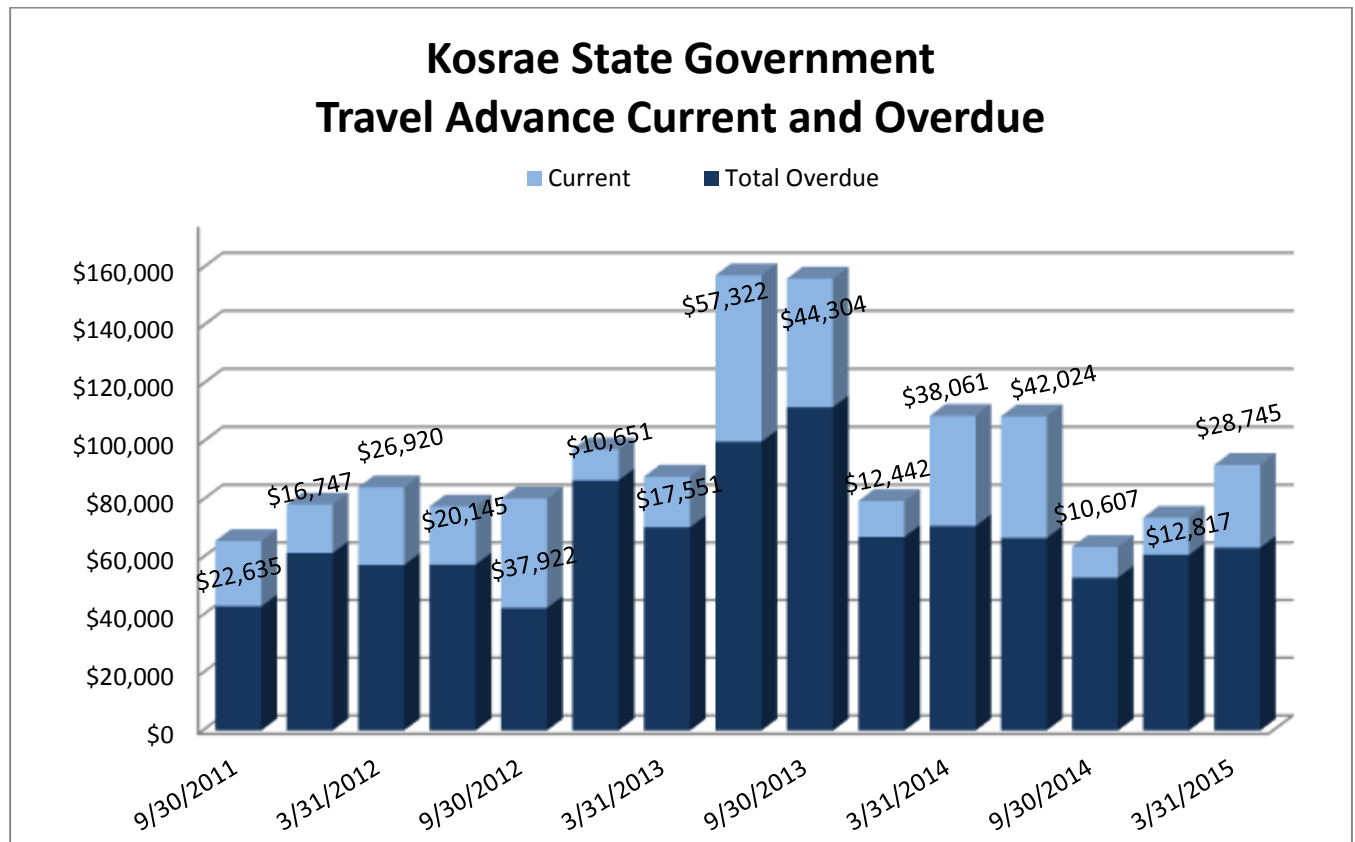
Why is this measure important?

- To avoid loss of revenues and appropriately charge expenditures with the grant period.

What is our plan to improve this measure?

- The FMR has been revised pending adoption. In addition, the Governor has issued directives order to further resolve the travel claim filing.

When do we expect to meet our goal?

- Ideally, within the next 12 months of FMR implementation.

Attachment 24:   U.S. Virgin Islands FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2015 2nd QTR	Status
Number of days to process an invoice (general fund)	Process invoices within 10 days	Average of 5 days to process an invoice for general fund	Slight change (up)	
Number of days to process an invoice (federal funds)	Process invoices within 10 days	Average of 5 days to process and invoice for federal funds	Slight change (up)	
Completion of fixed asset inventory	Information – Based on Report from Property & Procurement	**95%** completed	Steady Improvement	
Bank reconciliations completed on a timely basis	Bank reconciliation completed for FY 2014 and is reconciled on a quarterly basis for FY 2015	**50%** completed within for the 2nd Qtr of FY 2015	Slight change (down)	
	Presently reconciled to the reconciled to the 1st Qtr of FY 2015			
Revenue Estimates within target %	Targeted goal not met, slightly lower	IRB continue to collect current		

	by 5%	and prior year revenues, using additional staff as needed.	Slight change (down) →	
Timeliness of SF425 reports				
Reconciliation and Reduction in Federal Grant Receivable balance	While we have experienced some improvement, timeliness of Drawdowns remain an issue	**Approximately** **70%** Grant AR have been received.	Slight change (up) →	
**Reduction of overdue accounts receivable	Our goal is to meet our target of 85% reduction of overdue AR's	**25%** AR reduction	Slight change (up) →	

Completion of comprehensive Cash Management Plan	Government Cash Policies Documented?	YES
	Bank Account Template Completed?	YES
	Federal Grant Disbursement Process Documented?	YES
	Federal Grant Drawdown Process Documented?	YES
	Other cash procedures documented (bank reconciliation, deposits, returned checks)?	YES

Treasury State Agreement filed on time (if applicable)?   YES
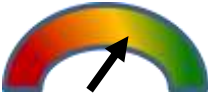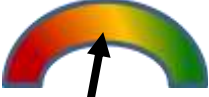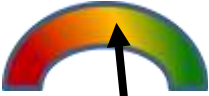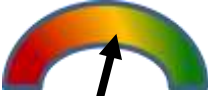
Internal Control Checklist Completed?   YES

**New Measure

Attachment 25:   Republic of Palau: FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – FY2015 2nd QTR	Status
Number of days to process an invoice (general fund)	Process invoices within 30 days	Average of **38** days to process an invoice for general fund	Slight change (down)	
Number of days to process an invoice (federal funds)	Process invoices within 30 days	Average of **33** days to process and invoice for federal funds	Slight change (down)	
FY15 Reduction in overdue travel advances	90% reduction of overdue travel advances	**28 %** reduced at end of 03/31/15	Slight change (down)	
Completion of fixed asset inventory	Reconciliation of Federal Grants Fixed assets with ROP master list	**40%** completed	Steady Improvement	
Bank reconciliations completed on a timely basis	Bank reconciliation to be current/ Monthly basis- Within 30 days	**61%** completed within 30 days as of 03/31/15	Slight change (up)	
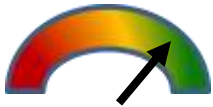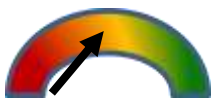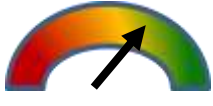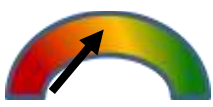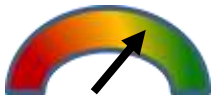
	after month end			
Revenue Estimates within target %	Target should be no greater than 2% or -2%	As of 03/31/15, 63% actual revenue have been collected. To meet our goal we should collect the remaining 37%	Steady Improvement ✔ Continue to meet Goal ✔	
Timeliness of SF425 reports	To submit SF425 on time before the due date	As of 3/31/15 SF425 where submitted on time	Steady Improvement ✔	
Reconciliation and Reduction in Federal Grant Receivable balance	Our goal is to meet our target of 95% reduction	**75%** Grant AR	Slight change (down) ➡	
**Reduction of overdue accounts receivable	Our goal is to meet our target of 95% reduction of overdue AR's	**17%** AR reduction	Slight change (up) ➡	
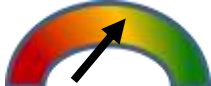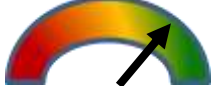
|		
	Government Cash Policies Documented?	YES
	Bank Account Template Completed?	YES
	Federal Grant Disbursement Process Documented?	YES
Completion of comprehensive Cash Management Plan	Federal Grant Drawdown Process Documented?	YES
	Other cash procedures documented (bank reconciliation, deposits, returned checks)?	
		YES
	Treasury State Agreement filed on time (if applicable)?	
	Internal Control Checklist Completed?	N/A
		YES

**New Measure

Attachment 26: Pohnpei State GOVERNMENT FINANCE OFFICE DASHBOARD

Measure	Goal	Current Measure	Trend FY2012 – 3/31/2015	Status
Number of days to process an invoice (general fund)	3 days	3 days	Continue to meet Goal ✓	
Number of days to process an invoice (federal funds)	1 day	3 days	Slight change (up)	
FY14 Reduction in overdue travel advances	Close out all 2014 travel advances	Only 8 are outstanding	Significant improvement	
Completion of fixed asset inventory	Quarterly inventory	Annually	Slight change (up)	
Bank reconciliations completed on a timely basis	20 days after each month end	Sector – 3/15/15 Payroll – 12/31/14 GF – 12/31/14	Significant improvement	

Revenue Estimates within target %	5%	3 % difference between estimate and actual	Significant improvement	
Timeliness of SF425 reports	3 days after month end	1-3 days	Continue to meet Goal	
Reconciliation and Reduction in Federal Grant Receivable balance	1 week after each month end	Reimbursements are received 1 or 2 months after request submitted	No significant improvement	

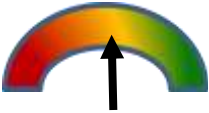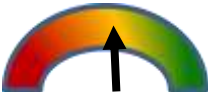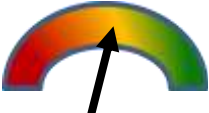|		
Completion of Comprehensive Cash Management Plan	Government Cash Policies Documented?	Yes
	Bank Account Template Completed?	No
	Federal Grant Disbursement Process Documented?	No
	Federal Grant Drawdown Process Documented?	Yes
	Other cash procedures documented (bank reconciliation, deposits, returned checks)?	Yes
	Treasury State Agreement filed on time (if applicable)?	No
	Internal Control Checklist Completed?	No
		No

Attachment 27: Pohnpei State Government: Travel Advance Performance Measure
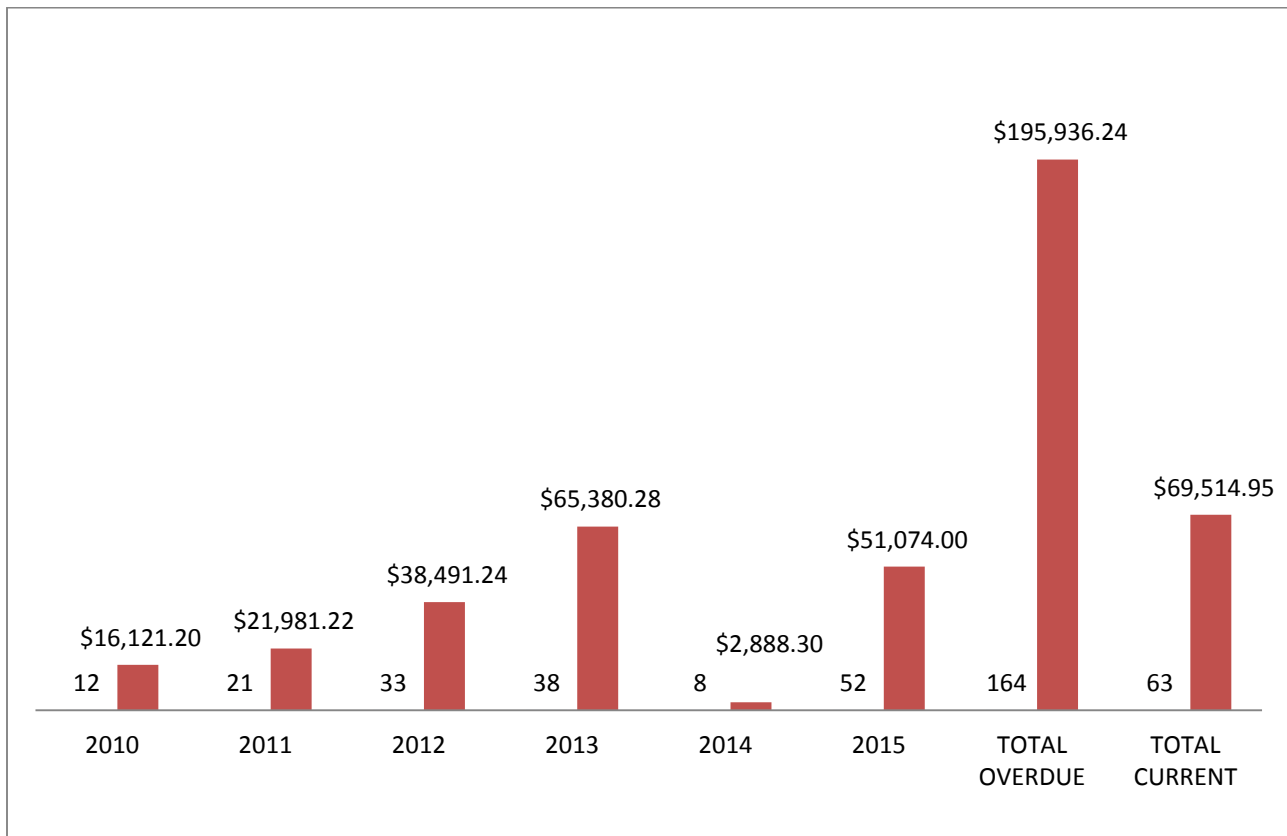
Why is this measure important?

So we can close out prior encumbrance and free up travel funds and so that we can collect advances due to PSG before it is too late (employee resigns or is terminated)

What is our plan to improve this measure?

For prior years outstanding travels we plan to request payroll allotments to clear the accounts or charge off the accounts with the AG's certification. For the FY2015 advances from Oct to Jan 2015- will be cleared in June 2015, Feb. to May will be cleared in July, August to September – End of September.

When do we expect to meet our goal?

For prior years advances by August 2015 and for current advances by end of September 2015

Attachment 28:   GASB Issues in the Pipeline (Frank Crawford, CPA)
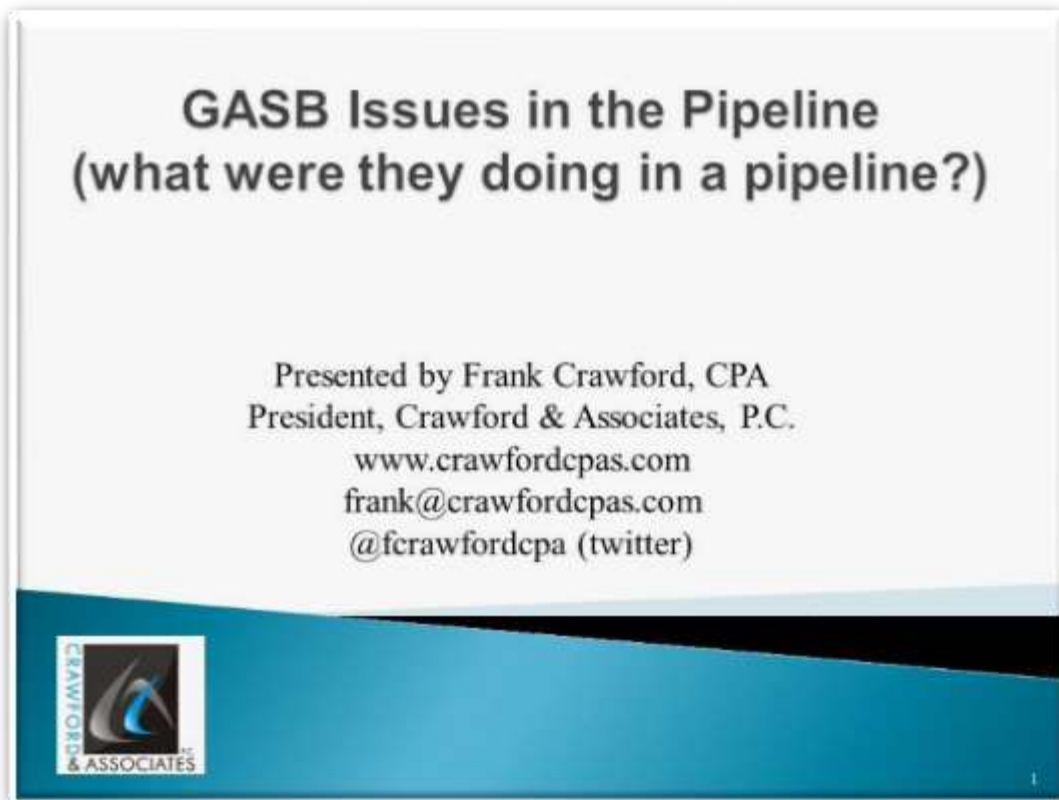
Outside of pension issues, where are they now?

Current Projects

- Statement 72 – Fair value Measurement & Application – Issued Feb 2015
- GAAP Hierarchy (currently in re-deliberations of exposure draft)
- Conceptual Framework - Recognition (on hold pending re-examination of financial reporting model)
- Leases (currently in re-deliberations of preliminary views document)
- Other Postemployment Benefits (currently in re-deliberations of exposure drafts
  - Plan
  - Employer
  - Benefits not within scope of Statement 48
- Fiduciary Responsibility (currently in re-deliberations of preliminary views document)
- Tax Abatement Disclosures (currently in re-deliberations of exposure draft)
- Economic Condition Reporting (placed on hold pending resolution of GASB scope)

Current Projects

➢ Issues in initial deliberations phase
- Asset retirement obligations
- Blending requirements for certain business-type activities
- External investment pools
- Irrevocable charitable trusts

Current Projects

➢ Pre-research agenda
- Debt extinguishments –
  A re-examination of Statements 7, 23 and 42
- Financial reporting model (not again)

GASB Statement No. 72

▸ Objective: Improve Financial Reporting and clarify the definition of fair value.

▸ Definition of Fair Value :
  ◦ The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. – An exit price – Based on the principal market or the government's most advantageous market

GAAP Hierarchy

▸ A Statement to set a hierarchy to the application of GAAP
▸ Starts with level A gaap, and descends to level E gaap

Conceptual Framework - Recognition

▸ Part of the GASB's concept statements, this project will attempt to define the various recognition methodologies that the GASB uses

▸ Project is currently on hold

Leases – Preliminary views

▸ Current: Capital Lease Determination
  ◦ meet one or more of the following criteria:
    • The lease transfers ownership of the property to the lessee by the end of the lease term.
    • The lease contains a bargain purchase option.
    • The lease term is equal to 75 percent or more of the estimated economic life of the leased property.
    • The present value at lease inception of the minimum lease payments equals or exceeds 90 percent of the excess of the fair value of the leased property (after investment tax credits to the lessor).

Leases – Preliminary views

▸ Lessees for all leases except short-term leases will report (term > 12mths); Recognition:
  ◦ An intangible asset that represent the government's right to use the leased asset
  ◦ A corresponding liability for lease payments (pv of payments)
  ◦ Amortization of the expense related to the leased asset (over the shorter of lease term or useful life unless there is a non-bargain purchase option and then would use useful life)
  ◦ Interest expense for the lease liability

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Leases – Preliminary Views

▸ Lessor for all leases except short-term leases will report (term > 12mths); Recognition:
  ◦ Lease receivable and deferred inflow of resources
    · Based on present value of lease payments to be received; discounted using implicit rate of the lease
  ◦ Lessor would continue to report the underlying asset in the lease
    · Continue to depreciate

12

Leases – Preliminary views

▶ Short-term Lease – Term of less than 12 months
▶ Lessee:
  ◦ Would not follow previous slide guidance
  ◦ Recognize lease payments as expenses or expenditures based on payment terms
▶ Lessor:
  ◦ Recognize short-term lease payments as revenue base on payment provisions of the contract

13

OPEB Plans – Exposure Draft

▶ Addresses both OPEB Plans Administered through trust & not administered through trust
  ▪ Same trust criteria

▶ Requires reporting of liability in the F.S.
  ▪ Trust: Total Opeb Liability – FNP= NPL
  ◦ Not trust: Total OPEB liability = Liability

▶ Discount Rate –
  ▪ Trust – Single Discount rate = LTeRoR as projected sufficient
  ▪ Not trust – 20-year, tax-exempt general obligation municipal bonds (AA/Aa or higher)

14

OPEB Plans – Exposure Draft

- Accounting for assets accumulated for OPEB that does not meet the trust criteria:
  - Single employer – continue to be reported as assets of the employer
  - Multiple-employer – report the assets in an Agency Fund
    - Exception – employer is a member of the opeb plan (agency fund should exclude the employer amounts)

Fiduciary Responsibilities

- Scope: any activity for which a government is a fiduciary

- Government has F.R when it control assets:
  - From a pass-through grant for which the govt does not have administrative e or direct involvement
  - Trust agreement or equivalent arrangement in which the govt itself is not a beneficiary
  - For the benefit of individuals that are not part of the citizenry

Fiduciary Responsibilities

▶ A new fund type will be created
- Custodial Fund
  - Includes:
    - Certain funds previously classified as agency funds
    - Pension trust funds held for benefit of employees of another government
    - Investment trust funds or private – purpose trust funds with no trust agreement or equivalent arrangement

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Tax Abatement Disclosures

▶ How much tax money does your government "give away"
- This statement will set disclosure rules for a new note disclosure related to the nature and amounts of tax abatements the government has entered into with another entity
  - Example, a rebate of a percentage of gross receipts tax to a large big box retailer as an incentive to local in your community

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Economic Condition Reporting

▸ Gone! Removed from agenda due to a lack of broad support

19

And now, Pensions...

20

GASB Statements 68 and 71

‣ GASB Statement 68 – Accounting and Financial Reporting for Pensions (the employers participating in such plans)
‣ GASB Statement 71 - Pension Transition for Contributions Made Subsequent to the Measurement Date

21

Types of Plans

‣ Single-employer plans—involve only one government reporting entity (could contain several separate legal entities though)
  ◦ Some TN governments have such plans
‣ Multiple-employer plans—include more than one government
  ◦ Agent multiple-employer plans—separate accounts are maintained to ensure that each employer's contributions are used to provide benefits only for the employees of that government
    · Individual employers are responsible for benefits associated with their own employees only, and separate actuarial calculations are made for each participating government in the plan.
    · Collection of single-employer plans
    · Costs of administering the plan is shared by participating governments and the plan assets are pooled for investment purposes
  ◦ Indicative of the type of plan that most TN state employees and TN local government employees (non-school related) fall under

22

Types of Plans

▸ Multiple-employer plans—include more than one employer (more than one reporting entity)
  - Cost-sharing multiple-employer plans—governments pool (share) the costs of providing benefits and administering the plan and the assets accumulated to pay benefits
    - A single actuarial valuation is conducted for all of the employees of the participating governments combined
  - Indicative of TN teachers of Local Education Agencies (LEAs)

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Scope

▸ Defined Benefit and defined contribution pensions provided through pension plans that are administered through trusts, or equivalent arrangements, in which:
  - Employer contributions to the plan, including contributions made on behalf of employers by a noncontributing entity, and earnings on those contributions are irrevocable.
  - Plan assets are dedicated to providing pensions to plan members in accordance with the benefit terms.
  - Plan assets are legally protected from creditors of the employers, nonemployer contributing entities, plan administrators, and, for defined benefit plans, the creditors of the plan members.

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Fundamental Approach

- Employment-exchange transactions create an obligation of employer to employees to provide pension benefits in retirement
  - Annual exchanges, viewed by Board within context of a **career-long employment relationship**
- **Accounting-based** versus funding-based proposals (currently we compare the ARC with the actual payment made)

25

Liability Recognition

- The net pension liability of an employer meets the Concepts Statement 4 definition of a liability of the employer:
  - A present obligation—created by past exchanges
  - Requires sacrifice of employer's resources
  - Little or no discretion to avoid the sacrifice of resources— generally a legally enforceable liability, but if not, in most cases, is a constructive liability (actions or conduct from exchange transactions)

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Total Pension Liability Measurement

Total Pension Liability vs Net Pension Liability

▸ Total pension liability
  ◦ Actuary is going to calculate—overall obligation for pensions
▸ Net pension liability
  ◦ Total pension liability reduced by the net position held in trust (right off the audited financial statements of the plan itself)

Measurement Approach Illustrated

1) Project Benefits

25   40   62   2) Discount   80

Present Value

*=Current – normal cost

Past service-AAL   Future Service

3) Attribution

Portion related to past service = Total pension liability

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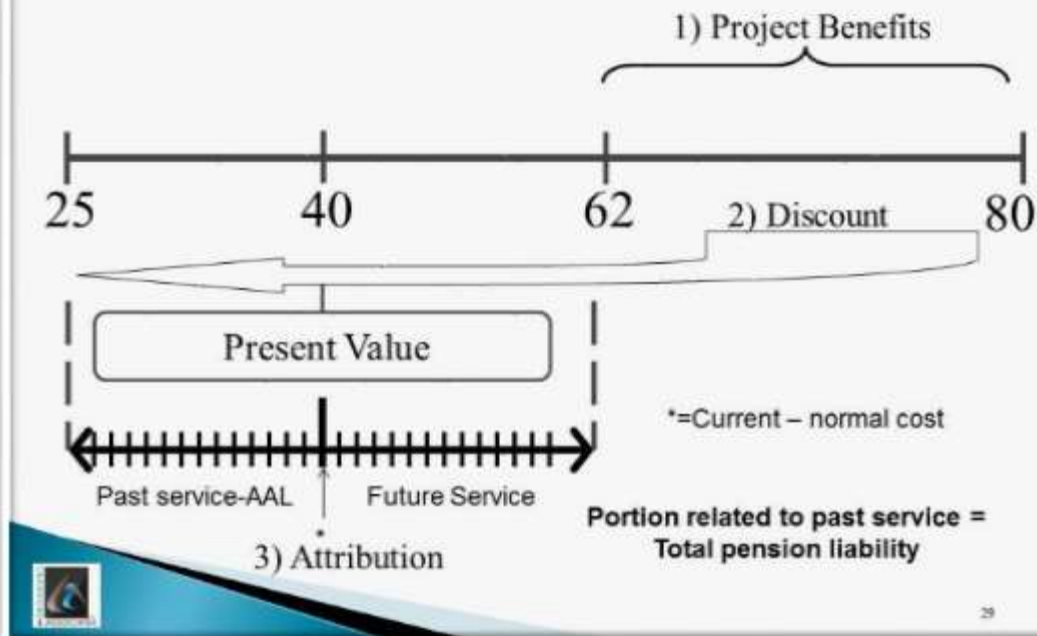
Projection of Future Benefit Payments

▸ The projection of pension benefit payments should include the effects of projected future salary increases and future service credits, if part of the benefits formula, as well as automatic COLAs

▸ Ad hoc COLAs would be incorporated into projections of pension benefit payments **only** if an employer's practice indicates that the COLAs are substantively automatic (past practice and future expectations)—this is new!!

▸ For some employers, projected benefit payments would be greater, present value of future benefits would be greater, and the net pension liability would be greater

▸ More accurate reflection of the total obligation

10

Discount Rate

- Projected benefit payments must be discounted to their present value, which requires the selection of a discount rate. (for payments received in the future, a lower discount rate (rate of return) would require you to invest a larger amount today)

31

Discount Rate

- ▶ Under the new Standards, the discount rate should be a single rate that reflects:
  - ◦ The long-term expected rate of return on plan investments that are expected to be used to finance the payment of benefits to the extent that
    - • Plan net position is projected to be sufficient to make projected benefit payments, and
    - • Assets are expected to be invested using a strategy to achieve that return
  - ◦ A high-quality 20-year municipal bond index rate or yield on tax-exempt general obligation bonds (AA rated or higher or an equivalent rating) beyond the point at which plan net assets available for pension benefits are projected to no longer be available for long-term investment
- ▶ Better reflection of the level of additional resources that are expected to be sacrificed by the employers to meet the promised benefit payments

32
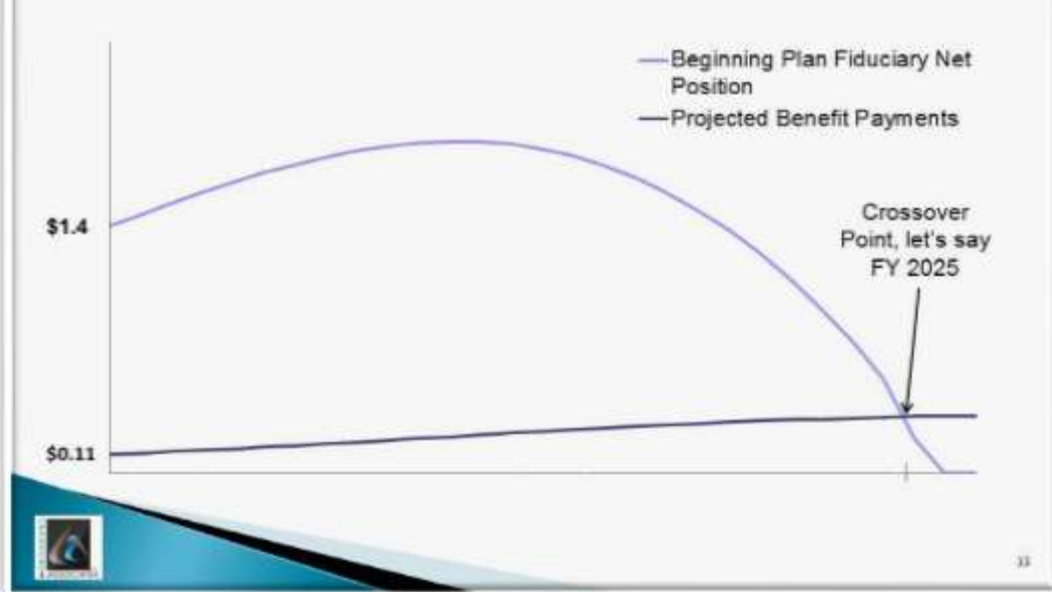
Attribution Method

- Attribution of the present value of projected benefit payments to periods (for accounting purposes and not funding purposes)—
  - Single allocation method: Based on entry age normal principles
  - Attribution method: Level percentage of payroll—calculates payments so that they equal a constant percentage of projected payroll over time
  - Attribution period: over periods beginning in the first period in which the employee's services lead to benefits under the plan (without regard to conditional service-related provisions such as vesting) and ending in the last period of the employee's service

Attribution Method

▸ Under this new method:
  - projected benefits are discounted to their present value when employees first began to earn benefits and attributed to employees' expected periods of employment until they leave the government
  - Better reflect the ongoing annual exchange of service for benefits over the course of an employee's period of employment in amounts that keep pace with he employees projected salary over that period

Timing and Frequency of Measurement

▸ Recognize a net pension liability that is measured as of a date (the measurement date) no earlier than the *end of its prior fiscal year*, consistently applied from period to period
  - According to the recent TN Comptroller of the Treasury's audit division memo, the measurement date and actuarial valuation date has been chosen for each employer already by their office, and is June 30, 2014
▸ Total pension liability component of the net pension liability at the measurement date is determined either by
  - An actuarial valuation as of that date or
  - The use of update procedures to roll forward amounts to the measurement date from an actuarial valuation as of a date no more than 30 months (plus 1 day) prior to the fiscal year-end
▸ For financial reporting purposes, actuarial valuations at least biennially
  - More frequent valuations are encouraged

Plan Net Position Measurement

Measurement of Plan Net Position

- In calculating the employer's net pension liability, plan net position should be measured in the same way as measured in the plan's statement of net position, including measurement of investments at fair value
- Different from the previous used funding-based method which measured based on the actuarial value of plan net position with smoothing of the assets
- Measurement date of PNP would be the same as the measurement date for the total pension liability

Pension Expense Measurement

Immediate Expense Recognition

▸ Expense recognition would be immediate for:
  ◦ Pension benefits earned during the reporting period (service cost or normal cost)
  ◦ Interest cost on the total pension liability
  ◦ Changes in benefit terms that affect the total pension liability
  ◦ Long-term expected rate of return on pension plan investments

Deferred Expense Recognition

- Expense would be deferred and recognized over a period equal to the average remaining service periods of active and inactive (including retirees) employees for:
  - Differences between expected and actual changes in economic and demographic factors
  - Changes in assumptions about economic and demographic factors
- Differences between actual and projected earnings on plan investments would be deferred and recognized as pension expense over a five-year closed period.

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Implications of the New Pension Statements

- Changes in the employer's net pension liability are likely to be recognized in pension expense more quickly.

Source of Change in the Net Pension Liability	Current Standards		New Standards	
	Expense	Deferral	Expense	Deferral
Service Cost	Immediate	None	Immediate	None
Interest on the TPL	Immediate	None	Immediate	None
Projected Investment Earnings	Immediate	None	Immediate	None
Changes in Benefit Terms			Immediate	None
Changes in Assumptions	Initial period amount	Amortization over a period up to 30 years (closed or open)	Initial period amount	Expense over average remaining service period of actives and inactives
Differences between Assumed and Actual Economic and Demographic Factors				
Differences between Projected and Actual Earnings				Expense over 5-year closed period
Other Changes in the NPL			Immediate	None

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Governmental Funds Recognition

Modified Accrual

- Net pension liabilities are normally expected to be liquidated with expendable available resources to the extent that pension benefits have matured – that is, pension benefit payments are due and plan net position is not sufficient for payments of benefits.
- Liabilities to defined benefit pension plans, as well as liabilities for defined contribution pensions, are normally expected to be liquidated with expendable available resources when amounts due are pursuant to contractual arrangements or legal requirements

Attachment 29:   American Samoa 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE			
	Assign your government coordinator	Uti Gebauer	1-Aug	Identify key individuals from partnering agencies to desseminate information.
	Develop a system to identify new grants subject to the new compliance rules	Introduce new rules to Grant Team.	1-Jul	Work training into monthly sessions.
2	COMMUNICATING ON ISLAND	Introduce new rules to Financial Officers Association (FOA).	Jul-15	Follow-up with Grant Analyst. (During monthly meetings - Aug/2015)
3	PENSION ACCOUNTING	On-going training.		Pension portions for Retirement Fund being disbursed by Retirement Fund and audited by Moss Adams.
4	CASH PLANS	Mgrs: Revenue Office, Tax Office, Grant Supervisor, Chief Accountant, Treasurer, Dep. Treasurer.	Sept. 30, 2015	
	Complete final draft	Pending review by Graduate School Advisor.	Sept. 30, 2015	
	Submit to approving authority	Treasurer for approval	Sept. 30, 2015	
	Complete & sign internal control assessment and checklist	Assign portions to each division. Coordinator to sum	Sept. 30, 2015	

		up all portions.		
5	EMPLOYEE ENGAGEMENT	Work with HR Division.	Sept. 30, 2015	HR is responsible for hiring of staff members.
				Recommend they have a survey.
				Follow-up once the survey is complete.

Attachment 30:   Chuuk 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE			
	Assign your government coordinator	Kathy Sound/Perez Graham	June 2015	
	Develop a system to identify new grants subject to the new compliance rules			
2	COMMUNICATING ON ISLAND	Clarice Graham	Jul-15	
3	PENSION ACCOUNTING	N/A		
4	CASH PLANS	Kathy Sound	Dec-15	
	Complete final draft			
	Submit to approving authority			
	Complete & sign internal control assessment and checklist			
5	EMPLOYEE ENGAGEMENT	Elfriede Suda	Aug-15	

Attachment 31:   CNMI 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	**UNIFORM GRANT GUIDANCE**			
	Assign your government coordinator			
	Develop a system to identify new grants subject to the new compliance rules	Agnes C.		
	Conduct meeting with grant managers to brief on omni-circular changes	Vicky V.		
	Request funding to improve system to include updates such as grant manager information, online payment system I.D., pin number, start/expiration dates	Tracy		
	Monitor new information	Maryann A.		
	Update DUNS master list and persons with access	Maryann A.		
	Establish grant approval process to include OMB (financial commitment) and OGM (risk evaluation, grant terms/agreement review), cover sheet (summary of grant)	Vicky V./ Larrisa L.		
2	**COMMUNICATING ON ISLAND**			
	Request Governor for assistance in Grant manager training provided by Uti Gebauer	Sharon C.		
	Schedule monthly meetings with grant managers	Tracy N.		
	Use CIP staff to conduct training for grant managers on how to complete financial reports using JDE system	Vicky V.		
3	**PENSION ACCOUNTING**			
4	**CASH PLANS**			
	Complete final draft	Tracy N	Jul-15	

	Transmit to Grad School for additional review	Tracy N	Jul-15	
	Submit to Secretary of Finance	Connie A		
	Implement Cash plan	Larrisa L.		
5	**EMPLOYEE ENGAGEMENT**			
	Conduct internal control assessment at F&A, OMB	Larrisa L.		
	Conduct meeting with F&A-Payables, Federal Section to determine areas to streamline	Tracy N.		

Attachment 32:   GUAM 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE			
	Assign your government coordinator	Michael Cabral	now	Head of Federal Branch Section
	Develop a system to identify new grants subject to the new compliance rules	Mchael Cabral	15-Jul	work with Auditors and to include informing agencies for updates
2	COMMUNICATING ON ISLAND	Anita Arile/Kathy Kakigi	On going	Training conducted bi-annually
3	PENSION ACCOUNTING	Kathy Kakigi	9/30/2015	
4	CASH PLANS	Kathy Kakigi	Sept. 30, 2015	
	Complete final draft	Pending review by Graduate School Advisor.	Sept. 30, 2015	To be reviewed by New Director
	Submit to approving authority	Treasurer of Guam	9/30/2015	
	Complete & sign internal control assessment and checklist	Assign portions to each division. Coordinator to sum up all portions.	Sept. 30, 2015	
5	EMPLOYEE ENGAGEMENT	Armi Lynn Lujan	Sept. 30, 2015	Ensure engagement survey is disseminated
				Get results
				Folllow-up once the survey is complete.

Attachment 33:   Kosrae 2015 June-December Action Plan

7. Cash Plan – *finalize*
8. Employee Engagement – (*to be implemented)*
    - Need for communication
    - One on one
    - Quarterly staff meeting
    - On boarding guidance

9. Uniform Grant Guidelines –
    - changes in procurement
    - New rules on types of assets to be capitalized.

Task	Goal	Who	Due date	Status
Cash Plan	To present all elements surrounding cash management plan—guiding legislation, policies and procedures, the list of bank accounts, the internal control checklists.	Ursula & Palokoa	May-15	Finalized May 2015.
Employee Engagement	To have regular meeting with employees, recognizing accomplishment, frequent follow ups, communication and updates	Director	Jul-15	Survey conducted in November 2014
Uniform Grant Guidelines	To have a uniform grant strategy. • Changes in procurement • New rules on types of assets to be capitalized	Should be handled by FSM National Government		

Attachment 34:   Palau 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE	Director, Caryn, Gin	31-Jul	
	Assign your government coordinator	Gandhi, Director	7/31/2015	
	Develop a system to identify new grants subject to the new compliance rules	Gandhi, Director	7/31/2015	
2	COMMUNICATING ON ISLAND	Director, Gin, Caryn & Staff	On-going	We continue to train on all requirements when needed and schedule at times
3	PENSION ACCOUNTING	Director		
4	CASH PLANS	Director, Caryn	Complete	Continue to add any additional requirements
	Complete & sign internal control assessment and checklist		ANNUAL	
5	EMPLOYEE ENGAGEMENT	Director, Caryn, Milan, Noria	Aug-15	For the Survey that we did in November 2014, we will do the follow up on the 20% neither agree or disagree and the 6% who are unsatisfied. We want to make sure that they will be engaged and satisfied with the overall mission of the Bureau.
	Evaluations	Director Umerang & Lahaina	Oct-16	To standardize evaluations for permanent employees
	Desk Audit	HR Officer	Oct-16	To do desk audits as required.

Attachment 35:   Pohnpei 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE			
	Assign your government coordinator	Christina Elnei	10-Jun	Shirley- reporting monitoring, Maylani - drawdown, Judy - reconciliation
	Develop a system to identify new grants subject to the new compliance rules	Sigrah Ligohr	15-Jun	
2	COMMUNICATING ON ISLAND	Christina Elnei	6/10/2015	
3	PENSION ACCOUNTING	N/A		
4	CASH PLANS		7/30/2015	
	Complete final draft	Edwin Barnuevo		
	Transmit to Graduate School for additional review	Christina Elnei		
	Submit to approving authority	Christina Elnei		
	Complete & sign internal control assessment and checklist	Mary Martin		
5	EMPLOYEE ENGAGEMENT	Christina Elnei	6/15/2015	

Attachment 36:   RMI 2015 June-December Action Plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE	Yoland/Clarence - Maj Jolbo/Jimmy - Ebeye	Sept. 30, 2015	
	Assign your government coordinator	Yoland/Clarence - Maj Jolbo/Jimmy - Ebeye	Sept. 30, 2015	This individual should be willing to develop a basic understanding of the requirements and following up on action plans and open questions
	Develop a system to identify new grants subject to the new compliance rules	Yoland/Clarence - Maj Jolbo/Jimmy - Ebeye		Collaboration with Grants Project Managers from LMs
2	COMMUNICATING ON ISLAND	Yoland/Clarence	Sept. 30, 2015	Training for grant managers and other program managers on Uniform Grant Guidance, your accounting system, local issues with procurement, cash management, travel, etc.
3	PENSION ACCOUNTING	Minister Ading		
4	CASH PLANS			
	Complete final draft	Clarence	30-Jul-15	
	Submit to approving authority			
	Complete & sign internal control assessment and checklist			
5	EMPLOYEE ENGAGEMENT	Mile/Clarence	Nov. 2015	If your government decides to conduct an employee satisfaction survey, remember to include follow up actions

Attachment 37:   US Virign Islands 2015 June-December action plan

#	Task	Responsibility	Target Date	Comments
1	UNIFORM GRANT GUIDANCE			
	Assign your government coordinator	Nominate persons from FGMU.	1-Oct	We will review and appoint potential persons
	Develop a system to identify new grants subject to the new compliance rules	Recruit a small team to manage the task.	1-Oct	Training for this team will be conducted on 10-15-15 and 10-22-15.
2	COMMUNICATING ON ISLAND	Via mass email, hard copy and also on site visitiation.	10/1/2015	We will be working closely with DOP (Division of Personnel) to utilize proper disbursement methods of this information.
3	PENSION ACCOUNTING	Ensure that GERS recieves as well as understands the GASB newly implemented reguations	10/1/2015	Set up meetings with the proper persons from GERS to relay such information.
4	CASH PLANS			L. Payne- Director of Treasury is currently finalizing the plan.
	Complete final draft			
	Submit to approving authority			Approved by director.
	Complete & sign internal control assessment and checklist			
5	EMPLOYEE ENGAGEMENT	Address faults within the HR department and implement performance	10/1/2015	Design coaching templates as well as Annual Performance rating templates. Continue to make

		reviews for all staff.		trainings and orientations available for all staff of the GVI. Looking forward to setting up employee engagement activities.

Attachment 38:   Conference Evaluation Summary

EVALUATION SUMMARY

(26 Evaluations Submitted)

To ensure that conferences and meetings that the Graduate School USA conducts for the PITI and VITI programs are as responsive as possible, please take a few minutes to fill out this evaluation. Your input and comments will be very useful to us in planning future events.

On a scale of 1 - 5, with 5 being the highest score and 1 being the lowest score, please rate the GFOA Conference and IGFOA Meeting by circling the appropriate number.

GFOA Conference

1)   The GFOA Conference sessions were relevant and timely.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(65%)	(35%)	(0%)	(0%)	(0%)

Score: 4.7

2)   What sessions of the GFOA Conference would you suggest should be followed up by PITI/VITI through training and/or other types of seminars?

- The session regarding Resilient Government and Recruiting Finance Officers and the Personal Improvement. OMB Super Circular.
- Human Resources; OMB Super Circular
- 1. Fixed Assets/Capital Assets   2. Super Circular
- Omnibus Super Circular and Tips for Year-End Closing
- The budget best practices and the communicating financial information to citizens
- Capital/Fixed Assets
- Effective Grant Management; Communicating to Citizens
- More OMB Circular; Fraud
- Best practices, Pensions & GASB 68 Implementation, and YE closing procedures

- Super Circular and Employee Engagement
- Effective Grant Management
- OMB Super-Circular
- PAFR + GAFR
- Grants Management
- Best in Budgeting/Performance Measures
- OMB Super-Circular
- The New OMB Super Circular
- "Why is this so difficult? Today Payments the East Way"
- Getting the Word Out to Citizens / Financial Policies
- The sessions on resiliency and performance measures
- PAFR & CAFR – Disseminate information to citizens and public officials
- Financial Policies as well as managing capital assets should be a regular part of the training by PITI/VITI as the insular areas need to be more aware and knowledgeable in the process.
- Taking easy payments; Financial Policies; Fraud Anthology; and How to Effectively Manage Capital Assets.
- Super Circular with other staff of the government / CAFR and PAFR

IGFOA Meeting

3)   The IGFOA meeting sessions were relevant and timely.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(77%)	(23%)	(0%)	(0%)	(0%)

Score: 4.8

4)   The meeting's objectives were substantially met.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(62%)	(38%)	(0%)	(0%)	(0%)

Score: 4.6

5) Logistics for bringing participants to and from Philadelphia were handled satisfactorily.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(52%)	(40%)	(8%)	(0%)	(0%)

Score: 4.4

6) The IGFOA meeting site (Top of the Tower) was comfortable and conducive to the meeting.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(77%)	(19%)	(4%)	(0%)	(0%)

Score: 4.7

7) Support services by the Graduate School USA staff during the meeting were handled well and in a timely manner.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
(77%)	(23%)	(0%)	(0%)	(0%)

Score: 4.8

8) What sessions of the IGFOA Meeting were the most relevant and meaningful to you?

- OMB Super Circular (Mary Beth Saenz's Presentation) (X15)
- Everything Leaders and Managers Need to know about HR / Employee Engagement (Bob Lavigna's Presentation (X6)
- GASB Updates (Frank Crawford's Presentation) (X2)
- Grants management training

- All sessions were relevant and meaningful as they will help us improve
- Panel discussion on best practices
- Budget office related sessions
- Internal controls assessment
- Employee engagement survey
- Cash Management Plan
- Pension liability (X2)
- Human Resource and it's impact in the workplace
- Class that went over the changes in the OMB. Very interactive and most appropriate: Mary Beth Saenz
- All of them are relevant to my work
- Human Resource session (X3)
- Island government presentations (X2)
- All of them (X4)
- "Super Circular" and planning to attend the 2015 APIPA in Guam for this course.
- GASB 68 – 72 Overview
- Pacific Islands Performance Presentations
- Everything especially employee engagement and the OMB Super Circular

9)   What are the two most important items that you learned during the week, and how will you apply each when you return home?

- Compliance and Internal Control, Performance Measures
- The presentation on HR is something I will take home and use as well as provide the limited skill and knowledge I got from the presentation with other managers to improve HR in their department
- Promulgate policies and procedures for keeping track of compliance with super-circular
- Finding ways to engage your employees to effectively applying internal controls. I will develop a simple system that will encourage staff/supervisor relationships and also push coaching sessions as well as performance reviews. Revisit internal control policies and implement change as needed.
- Internal Control and Compliance; assign someone to be responsible and follow up (make sure that it is done): Employee Engagement; follow up

- How to effectively on board an employee and the new requirement pursuant to the OMB new super-circular
- Grants Management Super-circular: Develop team to constantly train and enforce the new changes: Human Resources: Do a government wide survey and recommend with DOP to become better leaders.
- Learning new procurement requirements. Review/survey that all parties in the grant process are equally responsible and accountable
- OMB Supercircular
- OMB Supercircular and HR tools for a better workforce
- Grant Management and OMB Circular
- Employee engagement; doing a survey to see how our employees are to date. Personal Productivity; apply what I learned so that I can be more productive at work.
- Best in Budgeting and Super Circular
- The importance of Internal Control and Employee Engagement; to follow up with management. Add to news letter updates
- The importance of aligning new grant objectives with state priorities - review and approve new grants prior to acceptance. Sharing changes with grant managers to stress importance of performance – conduct monthly meetings to share info/train on best practices.
- Super circular (omni), specifying the importance of reassessing the internal control for the government using three sources: green book, A123 and compliance supplement. Cash management plan draft and implementation.
- Cross training – In a department with only few people, I will encourage my supervisor to cross train as it will benefit our office to take turns and attend trainings, such as these. Encouragement - because without individual commitment and encouragement there will be no progress
- Grant management and internal control
- Employee engagement and internal control
- Regarding Human Resources, acquiring knowledge to get people to have the right mind set and the motivation to make improvements and work as a team. Learning what other island governments are doing to improve their government because they are so similar to ours, and we can learn from each other.
- Procurement – resist/procurement regs, policy and procedure: Performance

Measures: Federal Grants Office; meet with the governor to emphasize importance.

- Performance Measures, FTEs, many more
- Super Circular: Procurement, need to propose for new "mini purchase". Policy to help program managers
- The OMB super-circular updated. How to deal with Internal controls
- Best Practices, Super circular, Internal Controls
- Super-circular and GASB. I will apply them to my work.

10) What sessions or aspects during the week were the least relevant and meaningful to you?

- All of the sessions were relevant in the management and the execution of duties and responsibility needed in the successful management of grant funds.
- Everything is meaningful
- All were very informative
- All of them are important to our work sites
- The session on pension as it doesn't apply to my entity
- Water Management / Revenue
- Nothing
- Tapping into Linkedin to capture the "Next Generation"
- All are important and relevant
- None
- Super Circular
- FEMA and pensions – did not take these sessions because they do not relate to my job duties.
- All of the IGFOA sessions were very relevant in my line of work.
- I believe the plane ride was the least meaningful

11) Please provide any other comments concerning the GFOA Conference and the IGFOA Meeting that will make future conferences and meetings more meaningful and enjoyable.

- Enjoyed the networking and learning the best practices from counterparts that allow us to communicate other avenues in making things work better. I

think that HR should also be included / invited to these conferences.

- No comment. This year's planning was perfect and I just wish I had the time to visit the exhibits.
- As a first time attendee, the meetings were productive and informative.
- And I quote "Have a plan, Work the plan and Stick to the plan". IGFOA – all the way. Thank you.
- Both are really good and I just hope we can be here earlier to capitalize on all the relevant and important sessions provided
- Additional sessions on Human Resources, OMB Supercircular, Grants Management, and how Indirect Costs works.
- Enjoyed the opportunity very much. The hotel was very adequate. However, the connecting planes to the conference may be better planned. Arriving late to the conference did not allow me to join in the opening sessions and classes.
- Both conference; lot to learn from them and they are related to our work.
- Allow 1-2 days prior to start of conference to adjust to time difference (east coast)
- These conferences are always beneficial.
- Karaoke night

Attachment 39:   Conference Participant List
ANNUAL CONFERENCE OF THE
Island Government Finance Officers' Association (IGFOA) in conjunction with the Government Finance Officers' Association (GFOA) Conference
Philadelphia, Pennsylvania
June 3 - 5, 2015

PARTICIPANT LIST

AMERICAN SAMOA

Tina Vaa, Deputy Director, Department of Treasury
Robert Uti Gebauer, Accounts Payable Manager, Department of Treasury

CNMI

Connie Agulto, Treasurer, Department of Finance
Tracy Norita, Single Audit Committee Coordinator, Office of Management and Budget
Sharon Go Cabrera, Technical Analyst, Office of the Governor

GUAM

Michael Cabral, General Accounting Supervisor, Department of Administration
Armi Lynn Lujan, Accountant, Federal Branch Division, Department of Administration

CHUUK

Kathy Sound, Chief of Finance, Department of Administration
Sermina Namelo, Fiscal Officer, Department of Education

KOSRAE

Alik Isaac, Director, Department of Finance and Administration

POHNPEI

Christina Elnei, Acting Director, Department of Treasury and Administration

YAP

Pius Talimeisei, Chief of Budget, Office of Planning and Budget

REPUBLIC OF THE MARSHALL ISLANDS

Clarence Samuel, Acting Secretary of Finance, Ministry of Finance
Jimmy Kemem, Assistant Secretary of Finance, Ministry of Finance

REPUBLIC OF PALAU

Elbuchel Sadang, Minister, Ministry of Finance
Ruth Wong, Director, Bureau of National Treasury, Ministry of Finance
Caryn Koshiba, Chief, Division of Finance and Accounting, Ministry of Finance
Milan Isack, Chief, Procurement and Supply, Ministry of Finance
Delor Yoshiwo, Senior Budget Analyst, Ministry of Finance
Rica Ngirmang, Budget Analyst II, Ministry of Finance
Masato Ushibata, System Accountant, Ministry of Finance
Umerang Imetengel, Director, Bureau of Public Service System, Ministry of Finance
Lahaina Ngirkelau, Senior Personnel Analyst, Bureau of Public Service System, Ministry of Finance
Myla Mira, Senior Account Specialist, Ministry of Health
Gayle Rangiil, Treasury Director, Koror State Government
Andrea Saburo, Payroll Clerk, Koror State Government

U.S. VIRGIN ISLANDS

Muriel Fenton, Director of Accounting, Department of Finance
Tamar Corry, Accounting Analyst, Department of Finance

U.S. DEPARTMENT OF INTERIOR/OFFICE OF INSULAR AFFAIRS

Marina Tinitali, Accountability and Insular Policy Specialist

GRADUATE SCHOOL USA

Stephen Latimer, Program Manager

Jason Aubuchon, Project Manager

RESOURCE CONSULTANTS

Deborah Milks, CPA
Frank Crawford, CPA
Robert Lavigna
Mary Beth Saenz