



Office of Financial Management

Strategic Plan for Fiscal Year 2016

Department of the Interior

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Organization

The Office of Financial Management (PFM) is responsible for the Department of the Interior (DOI, Department) functions related to financial and accounting policy and procedures, financial data and data integrity, financial management strategic planning, financial reporting; including, responding to Congressional, Office of Management and Budget (OMB), General Accountability Office, Office of Inspector General (OIG), Department of Treasury (Treasury), and General Services Administration (GSA) inquiries and initiatives, Department-wide coordination of financial statements, risk-based internal control program, coordination of audits, audit follow-up, and the Travel and Relocation Program. The office provides executive level leadership and direction, coordinates policy development, program evaluation as well as advocates and supports program and Bureau operations in all financial and related functional areas.

Mission

Financial Management excellence and increasing value through collaboration and continuous learning.

Core Values

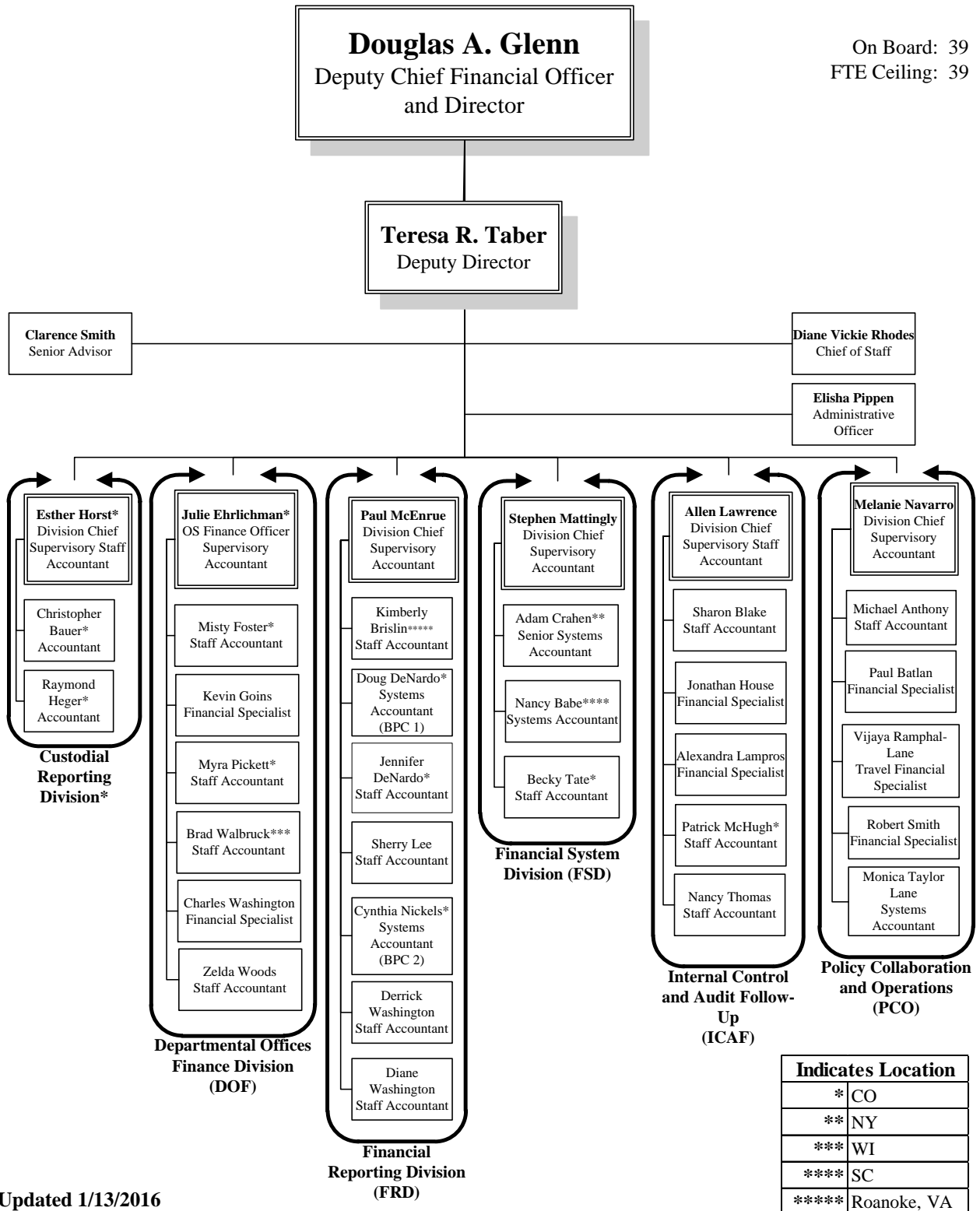
Excellence and Value	Commitment to providing financial management leadership across the Department as well as providing timely thorough and thoughtful responses and beneficial information to the Department's various Bureaus and Offices.
Integrity	Maintain the highest ethical standards in people and processes.
Respect	Value our stakeholders and customers, place confidence in them, and treat them well. We are committed to understanding the unique requirements of our various Bureaus and Offices, and deliver services that meet those requirements.
Teamwork	Value our number one asset – our people. We value a highly skilled, enthusiastic, motivated, and diverse workforce. We are committed to breaking down workplace barriers and working together in order to provide an organization where all members have an equal opportunity for success.
Collaboration and Transparency	Promote advocacy and support for program and Bureau operations in all financial and related functional areas. Provide transparency into our processes through open access and collaboration. Leverage the knowledge that exists across the Department to achieve collective success.

Linkage to Departmental Strategic Plan

The PFM directly supports DOI's operating principles by leading the Department's pursuit of financial integrity and transparency. This principle ensures that the Department achieves the highest of ideals while performing its core mission. In addition, PFM strives to support effective management of DOI through dynamic and modern strategies to confront major trends including the likelihood of continued and increasingly constrained funding resources as well as utilizing a diversified workforce and keeping up with technological advances. The PFM is pursuing financial integrity, transparency, and effective management through its strategic goals and supporting tactical performance measures.

Organizational Structure

Office of Financial Management Organizational Chart



PFM Divisions

Financial Reporting Division (FRD) is responsible for leading the preparation of the Department's Agency Financial Report (AFR) and managing DOI's annual consolidated financial statement audit, preparing and submitting interim (quarterly) financial statements and analysis to the OMB, and the annual financial statement closing package through Treasury's Government-wide Financial Reporting System, as required by the Chief Financial Officers (CFO) Act and the Government Performance and Results Act. The FRD works with Treasury and other trading partner agencies to resolve intergovernmental differences. The FRD provides administrative support to the Bureaus for the Financial and Business Management System (FBMS) Business Planning and Consolidation (BPC) reporting tool. The FRD is also responsible for providing technical accounting and financial management guidance and feedback to Bureau financial management personnel to facilitate the preparation of clear, timely, and meaningful financial reports (at both the Bureau and Department levels). The FRD represents the Department on various Government-wide financial management committees, teams, and task forces, such as the Federal Accounting Standards Advisory Board's (FASAB) Accounting and Auditing Policy Committee, the Central Reporting Team which consists of representatives from each of the CFO Act agencies, Treasury, and OMB, the U.S. Standard General Ledger's Issues Resolution Committee, and OMB's Circular A-136 Workgroup.

Internal Control and Audit Follow-Up Division (ICAF) is responsible for providing policy, governance, and technical assistance regarding risk assessment and internal control and audit follow-up. The ICAF provides the framework to ensure compliance with the Federal Managers' Financial Integrity Act; OMB Circular A-123; and Management's Responsibility for Internal Controls, including Appendix A, regarding internal control over financial reporting. At the enterprise level, the OMB Circular A-123 process requires significant participation and involvement of staff members in Bureau internal control assessments to ensure a comprehensive, integrated, and risk-based approach. In meeting the regulatory requirements of OMB Circular A-50, *Audit Follow-up*, ICAF is chartered to make closure determinations regarding audit recommendations that Bureaus and Offices assert have been implemented; monitor the Department's audit follow-up activities; and resolve disputed audit findings and recommendations among Bureaus, Departmental offices, and the OIG or the Government Accountability Office (GAO) auditors. In addition, ICAF coordinates/oversees the conference approval and reporting process for the Department and monitors compliance with OMB Circular A-133.

Departmental Offices Finance Division (DOF) is responsible for financial reporting for Departmental Offices; providing guidance and oversight on accounting and financial management matters; and developing accounting and financial management policies. The DOF also manages and coordinates the charge card program for Departmental Offices.

Policy Collaboration and Operations Division (PCO) is responsible for coordinating and maintaining a master set of definitions of financial data and related codes necessary for reporting to OMB, Treasury, and for Department-wide decision-making and management; and participates in various workgroups to ensure that the interests of DOI are addressed. The PCO is also responsible for ensuring the Department's compliance with the Improper Payment Information Act of 2002 and the Improper Payment and Elimination Recovery Act (IPERA) of 2010, in accordance with OMB Circular A-123 Appendix C; asset and debt management functions; maximizing the use of electronic media for developing, updating, and communicating

policies; processing receipts and disbursements; developing and prescribing financial policies and procedures related to cash management and accountability; pay administration and Treasury collections; and developing cost accounting structures to support program performance and cost recovery goals of Activity Based Costing. The PCO also leads the Pollution Removal Funding Authority cost team on the Deepwater Horizon oil spill recovery efforts based on the guidelines of OMB Circular A-87 and will finalize and closeout the cost reimbursement requirements of the U.S. Coast Guard. In addition, PCO supports DOI Partnership and Donation programs and activities. The PCO also manages and coordinates the travel and relocation program for Departmental offices in accordance with Federal Travel Regulations and GSA, and supports the Departmental travel system, e-Gov Travel Service 2 (ETS2)/ Concur Government Expense (CGE).

Financial Systems Division (FSD) is responsible for leading the financial management community in developing state of the art interactive financial data visualizations; representing PFM in Special Interest Groups; DOI reporting strategy groups; and agile project management. The FSD develops cutting edge visualizations for the Agency Financial Report, numerous internal uses including performance monitoring and risk assessment. The FSD engages each Bureau in the risk assessment process to best determine how to measure performance and to provide detailed actionable information for mitigation. The FSD provides FBMS support and guidance to end users through managing the user access management functions, system testing, and system training. The FSD represents DOI in joint OMB/Treasury updates to Federal Financial Management System requirements. The FSD is the lead on Department-wide systems initiatives to include “Shared First” the Federal Information Technology (IT) Shared Service Strategy, Chief Information Officer (CIO) IT Transformation, Financial Management Systems Road mapping, and is now leading the Revenue Management Shared Service initiative. The FSD leads Report Development to enhance financial management and monitor compliance in addition to creating early detection mechanisms for elevated risk identification. The FSD is now supporting the CIO, developing a Department-wide “systems alternatives analysis” to standardize the IT spending request evaluation process.

Custodial Reporting Division (CRD) is responsible for providing guidance, subject matter expertise, oversight, and quality control to the Office of Natural Resources Revenue (ONRR) Directorate to help insure that royalty and related financial data and subsequent financial statement reporting are accurate, timely, and in compliance with applicable FASAB, OMB, Treasury, and GAO standards. The CRD performs financial statement reporting functions for royalty and related activity; oversees implementation of FASAB Standards; performs data validations, reviews, and analysis; provides CFO audit support; and actively participates in support of the Department’s consolidated internal control and financial reporting processes.

Introduction

The PFM's strategic goals and objectives are the roadmap by which we will deliver effective, efficient financial management excellence across the Department. The three goals outlined here, and their supporting objectives, define the desired outcomes of our efforts to achieve our mission.

Goal 1 Be a leader in sound federal financial management

The PFM serves as the focal point for Department-wide financial matters by providing leadership in improving DOI's financial management and internal controls. The PFM provides direction, planning, and coordination for financial and accounting policy and procedures, financial reporting, internal control, audit, analysis, and audit follow-up. The PFM provides the necessary leadership to continue to improve the effective and efficient use of the Department's resources, provide timely and accurate information for stakeholders and program managers, and respond to citizens' needs.

Objective 1.1 Maintain an unmodified (clean) financial statement audit opinion

As of Fiscal Year (FY) 2015, DOI has received 19 consecutive clean financial statement audit opinions. Continuing to earn a clean audit opinion will be confirmation of the Department's commitment to instituting sound financial management practices to safeguard taxpayer dollars. We are committed to eliminating the remaining four material weaknesses (two related to financial reporting and two related to internal controls over operations) and one significant deficiency and utilizing our risk management process to identify and prevent new deficiencies.

Objective 1.2 Continually strengthen compliance with financial management laws, regulations, and best practices and provide a well-supported unmodified (clean) statement of assurance

The DOI is committed to responsible stewardship of its resources, and continues to focus its efforts on strengthening its processes to ensure compliance with financial management laws, regulations, and best practices. We will continue our efforts to assess and improve both financial and operational controls and processes to eliminate all material weaknesses in the Secretary's assurance statement and any significant non-compliance with laws and regulations. In FY 2015, DOI had two material weakness related to internal controls over financial reporting, two material weaknesses related to internal controls over operations, and one non-compliance with laws and regulations.

In FY 2015, the Office of Inspector General reported DOI compliant with IPERA. However, by continually strengthening processes and internal controls Department-wide, we can better detect and prevent improper payments, ensuring that taxpayer dollars are spent efficiently.

Objective 1.3 Provide excellence in financial reporting

The PFM strives to increase the reliability and consistency of financial information at DOI. We strive to ensure financial information provided to decision makers and key stakeholders reflects the best information available in the given timeframe, and takes into account the policy positions

and perspectives of the Secretary, the Administration, and Congress. The PFM strives to be a leader in innovative financial reporting. In FY 2015, FSD developed three key visualizations for public consumption: *Providing Value to the American People*, *DOI Building Footprint*, and *DOI Estimated Royalties* (<https://www.doi.gov/pfm/afr/2015/visualization>).

The PFM works closely with Bureaus and Offices to ensure routine and periodic financial reports that are fundamental to Federal financial management are useful, accurate, and provided on time. Without an open and collaborative relationship between PFM and the Bureaus and Offices, it would not be possible to provide decision makers and key stakeholders with these financial reports that are key elements of decision-making processes. The PFM is committed to providing financial management excellence and viewed by other Federal agencies as a key leader on emerging Government-wide initiatives.

Objective 1.4 Maintain a strong internal control program

The PFM maintains a risk-based internal control program, including oversight of the assessment of internal controls to support efficient and effective programs and operations; compliance with laws and regulations; timely and accurate financial reporting; and the safeguarding of assets. Guidance for FY 2016 is provided at the following link:

<https://portal.doi.net/OS/PMB/PFM/Integrated%20Internal%20Control%20Review%20Guidance/Forms/AllItems.aspx?RootFolder=%2FOS%2FPMB%2FPFM%2FIntegrated%20Internal%20Control%20Review%20Guidance%2FFY%202015%2FPFM%20Guidance>

The PFM monitors Department-wide audit activities including audits conducted by GAO and OIG to ensure compliance with OMB Circular A-50, *Audit Follow-up*, and other requirements. Audit follow-up is an integral part of good governance and is a shared responsibility with agency management officials and auditors. Corrective action taken by management to resolve audit findings and recommendations is essential to improving the effectiveness and efficiency of Government operations.

Goal 2 Effectively utilize financial information systems and leverage financial information for management decision making

The PFM is committed to developing automated methods of reporting financial data to decision makers and stakeholders to improve efficiency and effectiveness of business and management services. The PFM's goal is to standardize DOI's financial processes, data, and reporting, as well as providing for inter-Bureau and Office data interchange. In addition, streamlining processes for recording financial events and reporting financial information.

Objective 2.1 Provide effective data analysis and reports

The PFM is committed to sustaining efficient operations by ensuring proper controls are in place to eliminate fraud, waste, and mismanagement of taxpayer dollars. We will continue strengthening these internal controls by implementing continuous monitoring activities at the Department level using data analytics and by identification and adoption of best practices. The PFM is committed to developing performance reports and business processes that enhance the Bureaus' and Offices' ability to identify and mitigate risk. Risk Assessment Metrics can be accessed at the following link: <https://sites.google.com/a/ios.doi.gov/fsd/wonderland?pli=1>.

Objective 2.2 Identify and deploy initiatives to realize value from FBMS

The FBMS is an operational, integrated suite of software applications that enables DOI to manage a variety of business functions to include core financials, budget execution, acquisition, personal property, fleet management, real property, travel, financial assistance, and enterprise management information and reporting. The FBMS was fully implemented by all DOI Bureaus in FY 2014. The PFM is committed to promoting uniform accounting processes to aid entities in implementing and operating the Department's accounting systems. We enable Bureaus and Offices to apply common standards, while providing flexibility to satisfy unique needs.

Objective 2.3 Lead the development of the financial management systems roadmap

The DOI is exploring continuing opportunities to leverage its IT infrastructure for more efficient operations and savings. The financial management systems roadmap will guide the transformation of DOI's IT operations. The revenue management shared service roadmap will create the path for migration from legacy to Department-wide shared revenue functionality. The PFM is committed to collaborating with CIO to ensure compliance with the OMB IT Portfolio guidance. The FSD is now supporting CIO in Federal Information Technology Acquisition Reform Act (FITARA) implementation. In furtherance of that effort, we are developing a Department-wide "systems alternatives analysis" to standardize the IT spending request evaluation process.

Objective 2.4 Lead the efficient operations of of the ETS2 travel management system

The e-Gov Travel Service (ETS) program provides guidance and support to DOI on the implementation of the Federal Government's e-Gov Travel Initiative, which provides a single travel management solution across the entire Government.

Through the ETS program, PFM provides overarching guidance and support across the Department, and acts as a liaison between Bureau travel leads, the Business Integration Office (BIO), Interior Business Center (IBC), Concur, and GSA. Specifically, PFM supports Bureaus by assisting with operational efficiencies, risk and mitigation, and communications management. We are focused on the continuous improvement of the operations, and communications throughout the life of the program.

Goal 3 Provide superior service and value to the Bureaus, Offices, and other Stakeholders

Our most valuable resource to providing financial management excellence at DOI continues to be our people. The PFM is committed to developing our staff and strengthening their skill sets to provide Bureaus and Offices with valuable information. Our goal is to be viewed by Bureaus and Offices as a "go-to" source for timely and accurate financial management guidance.

Objective 3.1 Develop effective policy that provides relevant guidance to the Bureaus and other stakeholders

The PFM Financial Management Handbooks are web-based policy manuals containing comprehensive guidance for conducting financial management operations, from budgetary policy to financial reporting, resulting in common standards of accountability. The PFM Handbooks are online at <http://www.doi.gov/pfm/handbooks/FMH>.

The PFM conducts periodic reviews to ensure newly implemented accounting standards are reflected in policy updates, ensuring all Bureaus and Offices have current guidance to maintain efficient and transparent operations; to protect our resources from waste, fraud, and mismanagement; and to ensure proper stewardship of taxpayer dollars is paramount across the Department.

Objective 3.2 Be a conduit of information flow between DOI's Bureaus and Offices, and the various organizations external to DOI

The PFM facilitates the information flow between DOI's Bureaus and Offices, and the various organizations external to DOI (i.e., OMB, FASAB, Treasury, and GSA). The PFM actively participates in various Government-wide committees and workgroups to communicate financial information in a consistent and reliable manner to support the efficient and effective management of our program and business operations and use of our resources.

Measuring Success

The following table lists the measures and performance targets associated with assessing progress implementing the PFM strategic goals and objectives.

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
Goal 1 Be a leader in sound federal financial management			
Objective 1.1 Maintain an unmodified (clean) financial statement audit opinion	Measure: Lead (or support) in eliminating all financial and operational material weaknesses. Collaborate with other offices as necessary to resolve.	Q4	All
	Measure: Identify and prevent new material weaknesses and significant deficiencies from occurring.	Ongoing	All
	Measure: All significant Departmental Offices transactions are properly recorded in accordance with applicable laws and regulations.	Q1, Q2, Q3, and Q4	DOF
	Measure: All (100 percent) financial data for the ONRR is submitted timely and in accordance with applicable laws and regulations.	Q1, Q2, Q3, and Q4	CRD
	Measure: Worksheet adjustments are limited to timing differences and reclassifications.	Q3, Q4	FRD
Objective 1.2 Continually strengthen compliance with financial management laws, regulations, and best practices and provide a well-supported unmodified (clean) statement of assurance	Measure: Lead (or support) in eliminating all financial and operational material weaknesses. Collaborate with other offices as necessary to resolve.	Q4	All
	Measure: Assist in eliminating all significant non-compliance with laws and regulations as well as identify and prevent any new non-compliances.	Q4	All
	Measure: Complete inventory of Hurricane Sandy Relief programs and perform improper payment risk assessments on the	Q2	PCO

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	programs.		
	Measure: Provide final guidance on improper payment reviews for Hurricane Sandy Relief programs.	Q2	PCO
	Measure: Complete review of funds expended on Hurricane Sandy Relief programs for improper payments. Improve process to gather and validate data by collaborating with the Office of Procurement and Acquisition Management (PAM) and the Office of Budget (POB) on the data centrally collected by PAM.	Q2	PCO
	Measure: Lead (or support) the effort for consolidating and submitting the Annual Financial Report, in compliance with OMB Circular A-136, to OMB by November 15 th and timely submission of the Treasury closing package and other Treasury reporting requirements.	Ongoing	ALL
Objective 1.3 Provide excellence in financial reporting	Measure: Timely publication of the Citizen Centric report.	Q2	FRD
	Measure: Continue to improve DOI's Intra-governmental Transaction scorecard by working with Treasury and trading partner agencies to resolve differences.	Q4	FRD
	Measure: Develop and implement processes and guidance to effectively meet new FASAB requirements.	Q4	FRD, DOF, CRD
	Measure: Lead the Department's internal control workgroup.	Ongoing	ICAF
Objective 1.4 Maintain a strong internal control program	Measure: Develop and issue internal control and audit follow-up guidance to Bureaus and offices to ensure compliance with A-123 and other applicable standards.	Q1	ICAF
	Measure: Evaluate the impact of the revised A-123 and implement additional guidance and/or procedures as determined necessary. Ensure DOI is in compliance with the revised standard and addresses management's responsibility for enterprise risk	Q4	ICAF

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	management and internal control.		
	Measure: Oversee the framework for consistent Bureau risk management to identify high-risk internal control areas. Identify high-risk areas prevalent across the Department and develop testing protocols to assess the effectiveness of controls.	Q3	ICAF
	Measure: Issue sound, objective determinations on the closure of referred audit recommendations in which Bureaus and Offices have asserted to the implementation. Monitor the status to achieve an 85 percent scoring of GAO and OIG audit recommendations closed. Notify management timely of any risks that may prevent achievement of the 85 percent goal.	Q4	ICAF
	Measure: Implement an automated tracking tool to capture conference costs and develop a more robust conference reporting process.	Q3	ICAF
	Measure: Update the financial reporting business process at the DOI consolidated level to include identification of all key control objectives, key controls, process owners, applicable Standard General Ledgers, related flow charts, and other relevant items as necessary and typical for a consolidated financial business process memo.	Q3	ICAF
	Measure: Maintain a documented list of significant laws and regulations that have a direct and material effect on the DOI consolidated financial statements. Ensure the list is updated for the current FY and approved by the Office of the Solicitor.	Q2	ICAF
	Measure: Utilize additional capability of the new Internal Control and Audit Follow-up tracking tool, Entellitrack, to further improve the tracking and monitoring of audit recommendations (i.e., enhanced reporting).	Q3	ICAF

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	Measure: Manage the conference approval process and support timely approval or denial, processing 95 percent of conferences within five business days and ensure Bureaus report actual costs pursuant to policy.	Ongoing	ICAF
	Measure: Timely response to Departmental Offices audit findings and implementation of corrective actions, to include improved processes over unfilled customer orders, undelivered orders, and accrual estimates.	Q4	DOF
	Measure: No significant control gaps over ONRR royalty and related transaction posting in the Minerals Revenue Management Support System royalty accounting system.	Q1, Q2, Q3, Q4	CRD
Goal 2 Effectively utilize financial information systems and leverage financial information for management decision making			
Objective 2.1 Provide effective data analysis and reports	Measure: Continue to enhance the risk assessment metrics to ensure the metrics are accurately measuring risk for management and adding value to Bureaus (i.e., drill down capability). In coordination with other offices, develop additional beneficial risk assessment metrics in areas such as travel and charge cards.	Q1, Q2, Q3, Q4	FSD
	Measure: Improve data visualizations of risk measures by developing more robust data analysis and presentation capability through Tableau functionality and the FSD portal. Launch a predictive analysis effort.	Q1, Q2, Q3, Q4	FSD
	Utilize data visualization, where applicable, to assist in the remediation of material weaknesses and improve the continuous monitoring capability (i.e., information technology access controls and property, plant, and equipment controls). Pilot “Tableau Doctor” leveraging FSD unique skill set to drive adoption and DOI benefits from the multiplier effect.	Q2, Q3, Q4	FSD

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	Measure: Consolidate and develop quarterly Treasury Report on Receivables and monthly Performance Metrics on electronic funds transfers, prompt pay, and delinquent debt.	Q1, Q2, Q3, Q4	PCO
	Measure: Collaborate with Bureaus in the Universal Product Code (UPC) workgroup to analyze and consolidate or eliminate multiple UPCs.	Q4	PCO
	Measure: In collaboration with BIO, support the full implementation of the Tableau server. Serve on the Tableau Server steering committee to support content development and enhance user experience.	Q1, Q2, Q3, Q4	FSD
Objective 2.2 Identify and deploy initiatives to realize value from FBMS	Measure: Identify significant control objectives to mitigate risk areas and develop a key control repository for key business process/sub-process areas. Implement testing for two processes in FY 2016 and identify areas of standardization that can be tested on a consolidated basis.	Q3	ICAF
	Measure: Continue to improve the FBMS BPC reporting tool control environment and provide administrative support to Bureaus in coordination with BIO. Re-evaluate the DOI Reporting Model in BPC to improve efficiency. Coordinate the development of an improved model to include the integration of FBMS master data (chart of accounts), the evaluation of included dimensions, hierarchies within dimensions, and the use of account based business rules. Develop, document, and test the new model in coordination with BIO and the Bureaus for FY 2017 implementation.	Q3	FRD
	Measure: Support, update and maintain the data validation process to reconcile FBMS, BW and BPC.	Q4	FSD
	Measure: In collaboration with BIO, develop a reconciliation	Q4	FRD

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	process between BPC and Treasury's Government Treasury Account Symbol Adjusted Trial Balance System implementation.		
	Measure: Support FBMS IT Audit and resolution of Weakness Control Verification Forms.	Q1, Q2, Q3, and Q4	FSD
Objective 2.3 Lead the development of the financial management systems roadmap	Measure: Lead Revenue Management Segment Roadmap initiative as part of the CIO IT Transformation initiative.	Q4	FSD
	Measure: In collaboration with CIO, develop the Revenue Management Shared Service initiative to put DOI on the path to compliance with OMB guidance.	Q4	FSD
Objective 2.4 Lead the efficient operations of the ETS2 travel management system	Measure: Collaborate with Bureau Travel Leads, BIO, IBC, and Concur to sustain efficient CGE operations.	Ongoing	PCO
	Measure: Reduce the volume of Remedy help desk tickets by communicating with Department-wide users on CGE.	Q3	PCO
	Measure: Collaborate with Concur to resolve all open CGE issues.	Q2	PCO
	Measure: Ensure compliance with GSA travel policies.	Q4	PCO
	Measure: Ensure quarterly distribution of a routine scorecard for frequent monitoring of travel metrics to include monitoring of suspicious travel.	Q3	PCO
Goal 3 Provide superior service and value to the Bureaus, Offices, and other Stakeholders			
Objective 3.1 Develop effective policy that provides relevant guidance to the Bureaus and other stakeholders	Measure: All policies and procedures are updated timely and newly implemented accounting standards are reflected in the Financial Management Memorandums. Continue process to update the Accounting Handbook chapters by commencing the review of the cited authorities and links for Chapter 2.	Q4	PCO

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	Measure: Finalize and issue guidance on the Permanent Change of Station (PCS) policy.	Q3	PCO
	Measure: Address policy gaps timely and effectively by issuing draft policy for high priority gaps. Review and update inventory of Financial Management Memorandums and cancel superseded or outdated documents.	Ongoing	PCO
	Measure: Produce two new policies identified by the Finance Officers' Partnership (FOP), Financial Statement Guidance Team (FSGT), PAM, POB, and/or the Program Management Office.	Q4	PCO
	Measure: Fully implement the PFM Policy Portal. Provide guidance and training to Bureaus and Offices as necessary.	Q2	PCO
	Measure: Collaborate with Bureaus and Offices on new developments with and updates of budget object class definitions.	Q3	PCO
	Measure: Support DOI Partnership and Donation programs and activities.	Ongoing	PCO
	Measure: Timely communication and collaboration with Bureaus and Offices on current topics and upcoming changes to technical accounting guidance.	Ongoing	FRD
	Measure: Provide financial system guidance, expertise and training to financial system users and report developers.	Ongoing	FSD
Objective 3.2 Be a conduit of information flow between DOI's Bureaus and Offices, and the various organizations external to DOI	Measure: Collaborate with the CFO Council, the FOP, and the FSGT on short and long term goals for the DOI financial community.	Ongoing	Director, Deputy Director
	Measure: Active participation in various Government-wide committees and workgroups.	Ongoing	All

Goal/Objective	Measure	Targeted Completion Date FY 2016	Lead Division(s)
	Measure: Lead and/or provide guidance to the FSGT and FOP.	Ongoing	All
	Measure: Finalize DOI liaison responsibilities to the U.S. Coast Guard on cost reimbursement packages submitted by Bureaus on the Deepwater Horizon oil spill. Fully closeout and transition all related documentation/support to the Office of Environmental Policy and Compliance.	Q1	PCO
	Measure: Contribute to achieving goals by working collaboratively with others and building effective partnerships across organizational boundaries. Seek and implement innovative ideas and new methods to improve PFM processes and provide value to achieve a better DOI as a whole.	Ongoing	All

Appendix

Employee Listing by Division

Director's Office		
Douglas Glenn	Deputy Chief Financial Officer and Director	Washington, DC
Teresa Taber	Deputy Director	Washington, DC
Elisha Pippen	Administrative Officer	Washington, DC
Diane Vickie Rhodes	Chief of Staff	Washington, DC
Clarence Smith	Senior Advisor	Washington, DC

Custodial Reporting Division		
Esther Horst	Division Chief	Denver, CO
Christopher Bauer	Accountant	Denver, CO
Raymond Heger	Accountant	Denver, CO

Departmental Offices Finance Division		
Julie Ehrlichman	OS Finance Officer	Denver, CO
Misty Foster	Staff Accountant	Denver, CO
Kevin Goins	Financial Specialist	Washington, DC
Myra Pickett	Staff Accountant	Denver, CO
Brad Walbruck	Staff Accountant	100% Telework, WI
Charles Washington	Financial Specialist	Washington, DC
Zelda Woods	Staff Accountant	Washington, DC

Financial Systems Division		
Stephen Mattingly	Division Chief	Washington, DC
Nancy Babe	Systems Accountant	100% Telework, SC
Adam Crahen	Systems Accountant	100% Telework, NY
Becky Tate	Systems Accountant	Denver, CO

Financial Reporting Division		
Paul McEnrue	Division Chief	Washington, DC
Kimberly Brislin	Staff Accountant	100% Telework, VA
Doug DeNardo	Systems Accountant	100% Telework, CO
Jennifer DeNardo	Staff Accountant	100% Telework, CO
Sherry Lee	Staff Accountant	Washington, DC
Cynthia Nickels	Staff Accountant	100% Telework, CO
Derrick Washington	Staff Accountant	Washington, DC
Diane Washington	Staff Accountant	Washington, DC

Internal Control and Audit Follow-Up Division		
Allen Lawrence	Division Chief	Washington, DC
Sharon Blake	Staff Accountant	Washington, DC
Jonathan House	Financial Specialist	Washington, DC
Alexandra Lampros	Financial Specialist	Washington, DC
Patrick McHugh	Staff Accountant	Washington, DC
Nancy Thomas	Staff Accountant	Washington, DC

Policy, Collaboration and Operations		
Melanie Navarro	Division Chief	Washington, DC
Michael Anthony	Staff Accountant	Washington, DC
Paul Batlan	Financial/Program Analyst	Washington, DC
Vijaya Ramphal-Lane	Travel Financial Specialist	Washington, DC
Robert Smith	Financial Specialist	Washington, DC
Monica Taylor Lane	Systems Accountant	Washington, DC

Glossary of Acronyms

AFR	Agency Financial Report
BIO	Business Integration Office
BPC	Business Planning and Consolidation
CFO	Chief Financial Officers
CGE	Concur Government Expense
CIO	Chief Information Officer
CRD	Custodial Reporting Division
DOF	Departmental Offices Finance Division
DOI	Department of the Interior
ETS	e-Gov Travel Service
ETS2	e-Gov Travel Service 2
FASAB	Federal Accounting Standards Advisory Board
FBMS	Financial and Business Management System
FOP	Finance Officers' Partnership
FRD	Financial Reporting Division
FSD	Financial Systems Division
FSGT	Financial and Systems Guidance Team
FTE	Full-time Equivalent
FY	Fiscal Year
GAO	Office of Inspector General
GSA	General Services Administration
IBC	Interior Business Center
ICAF	Internal Control and Audit Follow-Up
IPERA	Improper Payment and Elimination Recovery Act of 2010
IT	Information Technology
OIG	Office of Inspector General
OMB	Office of Management and Budget
ONRR	Office of Natural Resources Revenue
PAM	Office of Property and Acquisition Management
PCO	Policy Collaboration and Operations Division

PFM Office of Financial Management
POB Office of Budget
Q Quarter
Treasury Department of the Treasury