



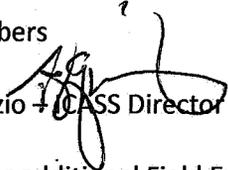
ICASS Service Center
U.S. Department of State
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International Cooperative Administrative Support Services
An Interagency Program Administered by the U.S. Department of State

JUN - 5 2009

MEMORANDUM

TO: IWG members

FROM: Tom Quinzio  ICASS Director

SUBJECT: Request for additional Field Experienced Financial Management Officer (FMO)

RE: Follow up to May 13 IWG Discussion

BACKGROUND

At the May 13 IWG meeting I discussed the ISC's compelling need for a second FMO officer with current ICASS field budgeting, software, policy and procedure expertise. In the last two years the ISC has designed, delivered, and pushed to the field changes to the handbook and budgeting methodologies, with related software changes. We have also revamped our post specific training, and greatly expanded domestic and international presentations.

Much of this effort is focused on strengthening data integrity and ensuring that your invoices are accurate. At budget workshops, through post-specific training, numerous consultations, and by collaborating with training partners such as the Foreign Service Institute and Global Financial Services in Charleston, we are striving to insure that budget formulation, workload counting, and time allocation are performed well at the post level. We have updated our "Ask ICASS" Q&A database and are responding to many more queries from the field as the new policies take hold. We have integrated our Q&A database with the Department's "Knowledge Base" so that any broadly applicable queries that come into ICASS now are incorporated into this database. This effort to ensure that the new policies are implemented requires substantial resource commitments from ISC personnel.

The ISC has only one staff officer with recent ICASS Financial Management Officer field experience who is critical to our efforts to meet all the requirements outlined above. Cathy Lienhart, previously the senior ICASS instructor at FSI has been heavily engaged in efforts to design, write, clear or consult with other ISC ICASS experts on software, implementation strategies, new policy, and effort to improve accountability and data integrity. A second FMO would both share the burden borne by the staff, as well as enable the ISC to increase its efforts to design training tools to ensure that new policies are institutionalized overseas.

FUNDING

The position will be included in the American Salaries account, and will add to the count for that item, which is the actual number of ICASS direct hire Americans pay-rolled. Approximate cost is \$160,000. There will be no increase to the ICASS Service Center budget except for furniture and equipment, perhaps \$15,000.

RECOMMENDATION

That you approve this ISC request for a second FMO (position description attached).

Approve _____ Disapprove _____

ATTACHMENT

Financial Management Officer Position Description

Drafted: RM/ICASS – Fran Gidez

202-663-1453 / 06-05-2009

Q:/ICASS/MEMORANDUMS 2009-2010/PCT-Field Experience FMO Memo to IWG – 6-2-2009

Cleared: RM/ICASS – Janet Buechel

RM/ICASS – Peter Hogan

Drafted: RM/ICASS – Fran Gidez 
202-663-1453 / 06-05-2009

Q:/ICASS/MEMORANDUMS 2009-2010/PCT-Field Experience FMO Memo to IWG – 6-2-2009

Cleared: RM/ICASS – Janet Buechel
RM/ICASS – Peter Hogan

Financial Management Analyst GS-501-14

INTRODUCTION

This position is located in the Bureau of Resource Management, International Cooperative Administrative Support Services (ICASS) Service Center (ISC), Policy Coordination and Training Team (PCT). PCT is responsible for overseeing the planning, design, development, coordination and delivery of ICASS policy and procedures and the training and presentation modules used to communicate the full range of ICASS management and financial systems to ICASS customers and service providers domestically and overseas. The community we serve totals over 60,000 USDH, and LES staff represented by more than 40 USG agencies. The ICASS system is used for cost distribution of shared administrative services at approximately 170 missions overseas; the (FY 06) ICASS budget is currently 1.6 billion dollars.

DUTIES AND RESPONSIBILITIES

- ◆ Incumbent of this position is the team's senior financial program analyst and as such must insure that the guidelines and procedures for budget, financial, and managerial aspects of ICASS are consistent with federal law and current OMB and GAO guidance. Additionally, incumbent must design and develop implementation strategies as intended by the ICASS Executive Board (IEB: group of 15 heads of USG agencies at the Assistant Secretary level) and/or the ICASS Interagency Working Group (IWG: @ 30 senior budget and management analysts representing USG agencies or independent departments).
- ◆ Incumbent is responsible for leading interagency policy and training groups to resolve, review, and coordinate program development and findings that affect the principles of ICASS and the current training modules as used by FSI, USAID, DOS and the ISC. In this regard, he/she is responsible for proactively analyzing the cross-cutting ICASS tools and training modules to insure that current ICASS policy is represented and that the modules incorporate financial and management principles as dictated by law and regulation.
- ◆ Incumbent is responsible for interagency coordination and examination of the 6 FAH - 5 (ICASS Handbook) and must ensure that the rules, regulations and guidance for the ICASS system incorporate long range, interagency wide financial and management goals and objectives.
- ◆ On a regular basis, incumbent must lead and facilitate broad and extensive review of conflicting or unclear policy – policy which, if left vague, results in financial and service delivery disputes between agencies.

- ◆ The incumbent of this position is the senior analyst responsible for the design and delivery of training modules and presentations that communicate the ICASS system as an integrated financial, management system designed to distribute costs across all USG agencies equitably, transparently, and with customer focused management and cost containment paramount. Incumbent often leads teams responsible for developing training modules which cut across a wide area of ICASS competencies, including but not limited to budget design, reporting and analysis, use of the ICASS software and the ICASS global data base.
- ◆ The incumbent provides technical expertise in the design and presentation of training modules, distance learning videos, and various training packages for all users involved in the ICASS program.
- ◆ Incumbent is the primary analyst for development and presentation of the ICASS cost distribution system and how to manage change (especially at the post level) as a result of new ICASS initiatives. One of the major activities for the incumbent is to evaluate, integrate and provide post-specific advice to initiate and/or capture costs accurately using ICASS cost distribution methodology. Must provide on a regular and recurring basis post-specific guidance in accounting methodologies used for various ICASS cost centers.
- ◆ Designs ICASS program practices and principles to capture and report actual and budgetary costs that affect the overall efficiency and effectiveness of the cost accounting centers.
- ◆ Prepares strategic reports for financial management officials in regional bureaus and overseas missions, post ICASS councils, program officers, and other officials in applying the cost distribution software system.
- ◆ Conducts specialized studies to evaluate the cost distribution of administrative services to participating agencies and reconciles all pertinent ICASS program policies and operational issues related to the accounting system and resolution of management problems.
- ◆ Travels to post for the delivery of post-specific training and/or technical assistance on ICASS cost distribution, software, relationship management.

Factor 1 – Knowledge Required by the Position

- ◆ Mastery of financial management theories, methods and practices to provide advice, guidance, and direction in the development and application of ICASS policies, procedures and systems that incorporate sound financial management principles.

- ◆ He/she must be an expert in governmental financial systems, overseas mission environments and shared support services. The incumbent analyzes complex financial and managerial problems and makes recommendations to post ICASS Councils and service providers on ways to improve and streamline the delivery of ICASS services.
- ◆ A sophisticated institutional understanding of embassy support structures and the platform necessary for delivery of efficient and effective shared support services. Knowledge of interrelationship of several systems: financial, informational and managerial and development theories, concepts, and methods which would allow incumbent to participate in the design, development, implementation, and support of the shared service platforms abroad.
- ◆ Expert knowledge of interagency funding operations as they relate to funding sources and Congressional budget process to ensure that ICASS cost distribution policy and procedures meet the requirements of OMB's program assessment and ratings.
- ◆ Ability to establish productive relationships with senior financial management officials in other agencies to promote cooperation, collaboration, and communication, in the accomplishment of ICASS system goals and objectives.

Factor 2 – Supervisory Controls

- ◆ As a recognized authority for analysis and evaluation of the ICASS program, and development and design of ICASS training modules, presentations -- the employee is subject only to administrative and policy direction concerning overall project priorities, objectives and for the use of limited resources and effectiveness in promoting interagency cooperation.
- ◆ The incumbent independently carries out assigned activities, interpreting policy and regulations relative to the ICASS financial and management process.

Factor 3 – Guidelines

- ◆ Consist of broad budgetary guidance, such as circulars, directives, and regulations issued by the Office of Management and Budget, Government Accountability Office and reports and similar precedents specific to the budget, policies, and programs of cost distribution relevant to ICASS.
- ◆ The analyst exercises a great deal of judgment and discretion and has broad latitude to interpret and apply guidelines, and uses initiative in researching

and implementing new and improved methods and procedures for ICASS program implementation.

- ◆ Incumbent must deviate from standard government operating procedures and patterns and develop new methods and policies when applicable.

Factor 4 – Complexity

- ◆ Assignments are complicated by the need to deal with subjective concepts, in inter USG areas of financial and program management that are not clearly articulated through law or regulation.
- ◆ The assignment involves applying financial and program management expertise to design, develop and train on strategies for improved cost accounting and reporting that support the regional bureaus, more than 250 posts and participating agencies in shared administrative services.
- ◆ The incumbent must analyze and evaluate major administrative aspects of mission-oriented programs as related to the mission program plan at each operation overseas. In this regard the incumbent must be able to incorporate many different and unrelated analytical techniques and methods in designing the presentations and training modules which will assist the mission and the agencies in cost containment and understanding the principles of the ICASS system.
- ◆ Incumbent must be flexible in creating presentations and training modules which reflect changing priorities and organization strategies that can be understood by over 40 various agencies - both service providers and ICASS customers.
- ◆ Incumbent is responsible for ensuring interagency collaboration and consensus before policy can be recommended to the ICASS Executive Board or the ICASS Working Group for adoption and publication in the 6 FAH – 5. Accordingly, interagency conflicts and the actual process used for implementation must be fully vetted among groups with competing interests. Incumbent must use expertise in collaboration and communication skills to reach consensus and recommendation status.
- ◆ The incumbent must be able to proactively affect change in designing/redesigning policy, guidelines and/or training modules especially when restricted budgets and critical observations to program effectiveness (by OMB and GAO) are at play.

- ◆ The work is complicated by the uniqueness of the ICASS financial system and the difficulty involved in providing guidance in implementation strategies for over 250 posts.
- ◆ He/she must be able to anticipate interagency communication challenges and proactively respond through a frequently asked question support system as well as design training modules which assist foreign affairs agencies in integrating their budgeting, accounting, and financial management systems with ICASS. Charges to other agencies, validation of invoices and other extensive and complex administrative and management questions occur routinely. The number and variability of what he/she will have to respond to is practically unlimited.

Factor 5 – Scope and Effect

- ◆ The purpose of the position is to design, analyze advice on, and recommend solutions to problems that occur in the operation of the ICASS system at overseas posts worldwide. The scope of work involves strategic design and procedural/policy coordination to allow for efficient and effective operation of the ICASS program at the post level. The responsibilities of the position affect the way accounting data are used in the budgeting process to obtain the resources required to maintain an overseas presence.

Factor 6 – Personal Contacts

And

Factor 7 – Purpose of Contacts

- ◆ Contacts are with sub-cabinet level officials, financial officers, program managers, budget - accounting officials throughout the Department and other agencies involved in the program and financial management of overseas missions. ICASS contacts include the ICASS Executive Board, Interagency Working Group, post council members, and senior management/financial officials throughout the foreign affairs community.
- ◆ The purpose of contacts is to provide expert advice in the implementation of ICASS activities. The incumbent advises program managers and other officials with widely differing goals and interest to follow a recommended course of action consistent with established ICASS policies, objectives, and regulations.
- ◆ Persuasion and negotiation are necessary due to the presence of conflicting viewpoints and program objectives which must be resolved. The incumbent uses interpersonal skills to provide advice and guidance, prepares and

presents reports, and develops and defends recommendations and proposals.

Factor 8 – Physical Demands

- ◆ The work is primarily sedentary. Items carried typically include brief cases, notebooks, working papers, references, data print-outs, and suitcases. A moderate amount of standing and walking is required in getting to and from meetings and conferences conducted within and away from the work site.

Factor 9 – Work Environment

- ◆ The work is typically performed in an office setting with no unusual risk of discomfort. The incumbent observes normal safety precautions when working in and traveling away from the work site.