



GSA Office of the Chief Financial Officer

IRMCO

CXOs Driving & Supporting Agency Mission CFO – the Financial Job



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THE CHANGING ROLE OF THE FEDERAL CFO

Traditional

- Transaction accounting
- Budget execution
- Financial controls
- Compliance with laws and regulations

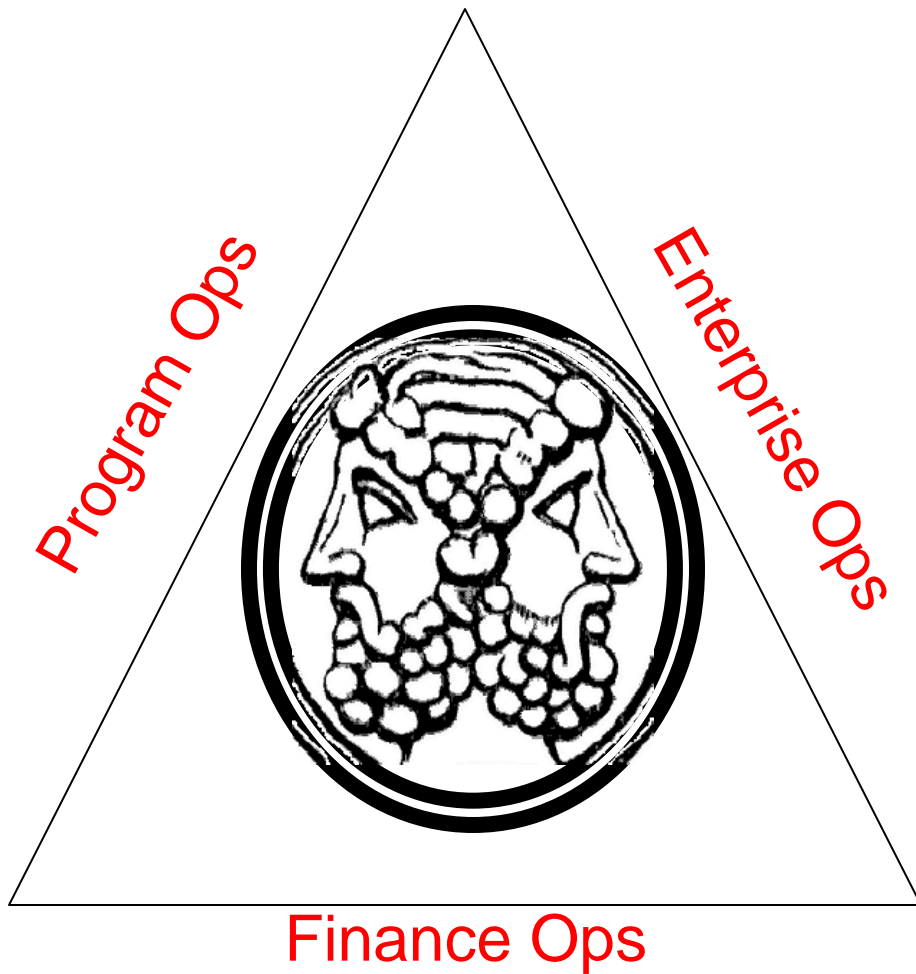
Transformational

- Trusted Advisor & Coach
- Agency-wide strategic leadership
- Integrate operations and performance when formulating budgets and operational strategies
- Value added operations

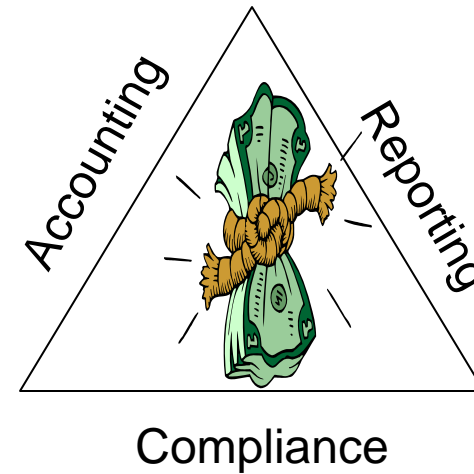
THE CFO MUST PROMOTE FINANCIAL OPTIMIZATION WITHIN A STRATEGIC CONTEXT THAT COMBINES THE CURRENT AND THE FUTURE



STRATEGIC LEADERSHIP & DECISION SUPPORT



Back Room Operations





MISSION SUPPORT OF ENTERPRISE

Primary Roles Supporting the Enterprise

- Drive performance through leadership and enterprise-wide strategy Improve strategic budget formulation
- Ensuring CFO and CIO alignment of capital planning and investments to drive program delivery
- Assessing and addressing enterprise risk with CXOs
- Identifying enterprise-wide emerging issues

Assessing the Enterprise CFOs ask -

- Is the CFO and CXOs a member of leadership team?
- Are you driving enterprise strategic planning and/or part of the leadership team ensuring it is done?
- Is the CFO providing cost estimations and cost accounting support to the CIO capital investments and CXOs spend?
- Are you working with the CHCO to ensure talent management?



MISSION SUPPORT OF PROGRAM AREAS

Supporting Program Executives

- Ensuring a robust strategic planning and performance budget process is key to driving strategic and operational planning and performance measurement in the programs – CAO, CIO, Operations, CHCO
- Ensuring finance and budget supports continual improvement of program management through efficient internal control processes and managerial cost accounting
- Assisting in and driving cost effective mitigation of program risks

Assessing Program Support CFOs ask -

- Are we working with the program offices on strategic planning and operational planning?
- Do we have high quality managerial cost accounting information?
- Are we working with our CAO on major contract management decisions that have enterprise impact?
- Are we working with our CIO on major IT investment decisions that have enterprise impact?



FINANCIAL MANAGEMENT MISSION

Efficiency Role of the CFO

- Strong finance strategy and sound management including high quality budget execution and financial reporting
- People, talent management (beyond green eyeshades)
- Efficient financial operations including cost-effective compliance with laws and regulations
- Assessing cost effectiveness and risk in the finance function

Assessing Financial Operations CFOs ask -

- Are the goals, performance measures, and objectives supporting the agency mission?
- Are the financial services measurable and standardized?
- Is the financial system modernized to support effective financial and program management?
- Is the financial data useful to management?

CFO ROLE IN DRIVING MISSION SUPPORT

- Promote financial optimization within a strategic context that combines the past and the future to drive the most efficient and effective use of federal funding.
- Focus on the current assessing results for efficiency and effectiveness of internal and external reporting, internal controls, systems and processes.
- Be forward thinking with an eye on the future focused on value added activities: strategic planning, risk management, strategy/budgetary formulation, performance management, and managerial cost accounting.