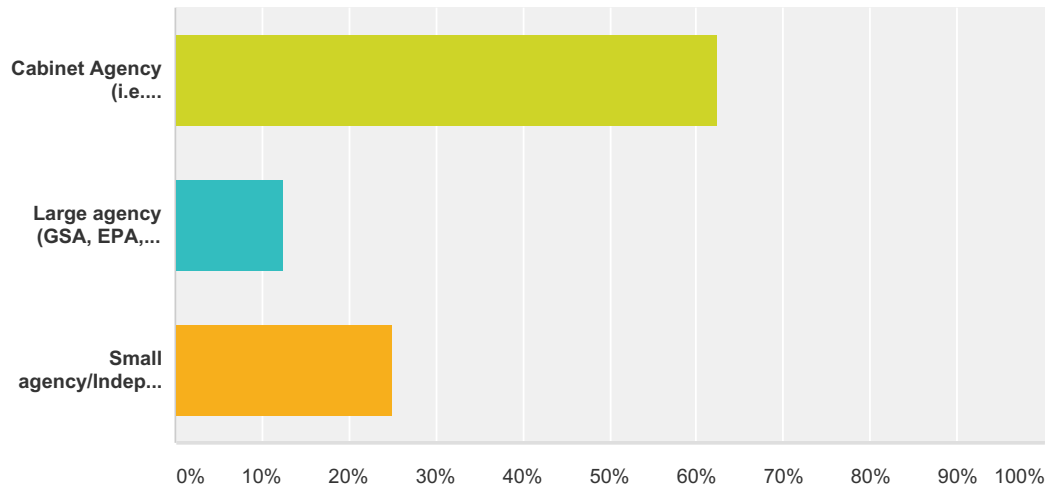


**Q1 I work at a:**

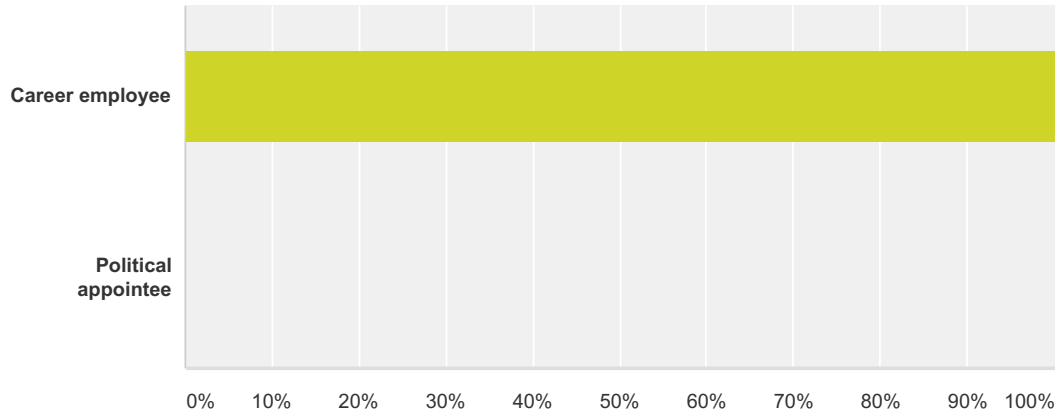
Answered: 8 Skipped: 0



| Answer Choices                                 | Responses |
|------------------------------------------------|-----------|
| Cabinet Agency (i.e. Transportation, VA, etc.) | 62.50% 5  |
| Large agency (GSA, EPA, etc.)                  | 12.50% 1  |
| Small agency/Independent agency                | 25.00% 2  |
| <b>Total</b>                                   | <b>8</b>  |

**Q2 I am a:**

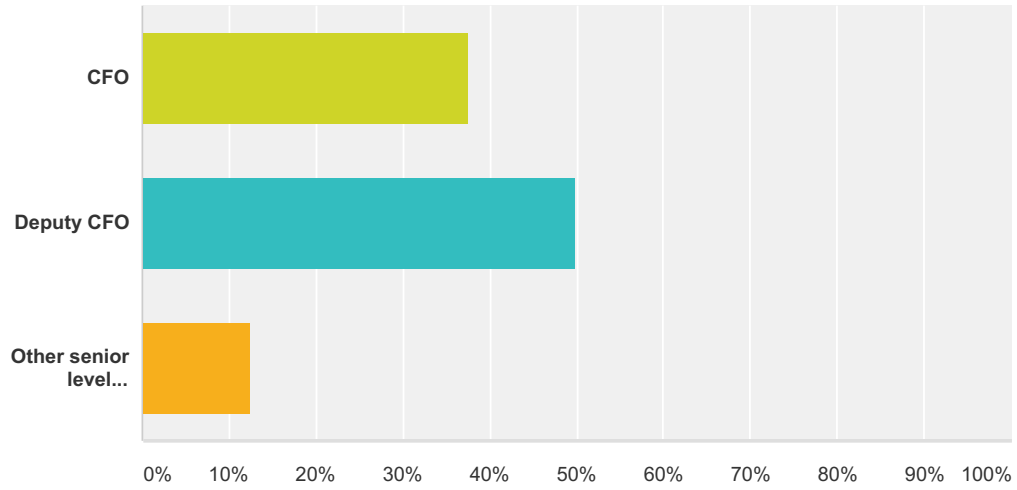
Answered: 7 Skipped: 1



| Answer Choices      | Responses |          |
|---------------------|-----------|----------|
| Career employee     | 100.00%   | 7        |
| Political appointee | 0.00%     | 0        |
| <b>Total</b>        |           | <b>7</b> |

**Q3 I am a:**

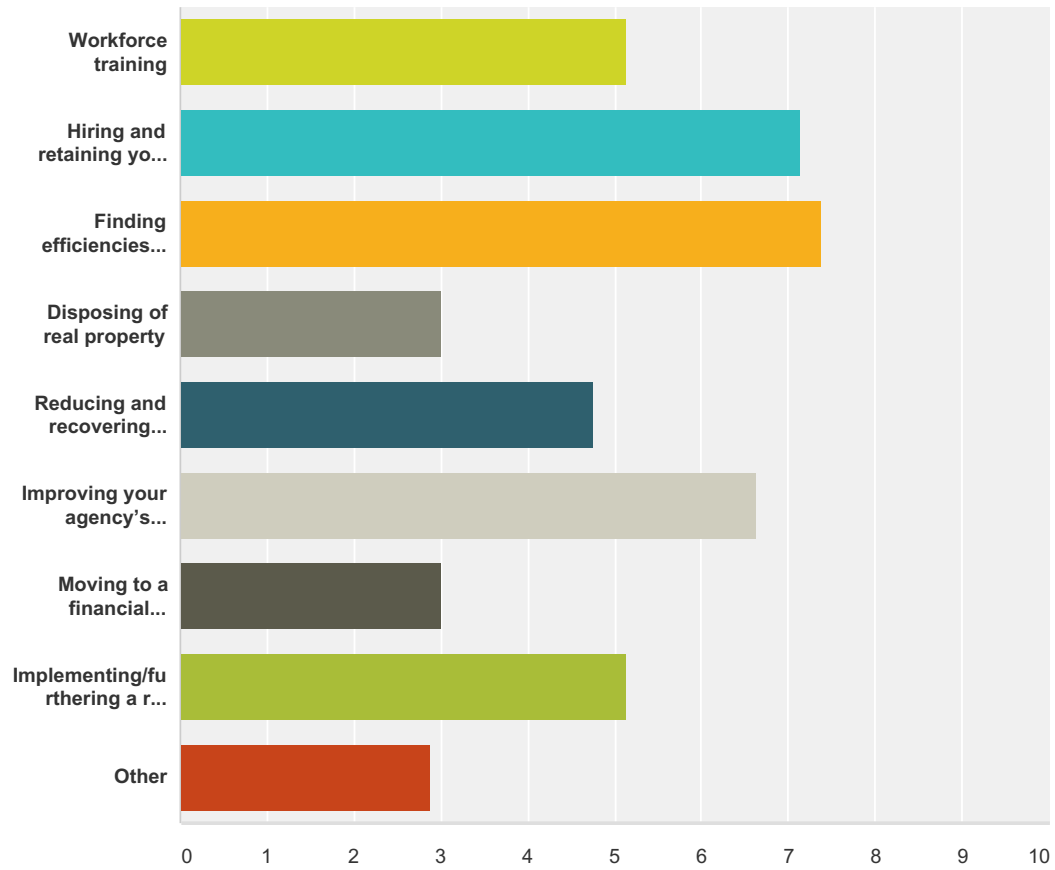
Answered: 8 Skipped: 0



| Answer Choices                              | Responses |
|---------------------------------------------|-----------|
| CFO                                         | 37.50% 3  |
| Deputy CFO                                  | 50.00% 4  |
| Other senior level financial/budget manager | 12.50% 1  |
| <b>Total</b>                                | <b>8</b>  |

### Q4 What are your top priorities? (rank all that apply)

Answered: 8 Skipped: 0



|                                                                               | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           | Total | Average Ranking |
|-------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------|-----------------|
| Workforce training                                                            | 12.50%<br>1 | 0.00%<br>0  | 12.50%<br>1 | 12.50%<br>1 | 25.00%<br>2 | 0.00%<br>0  | 37.50%<br>3 | 0.00%<br>0  | 0.00%<br>0  | 8     | 5.13            |
| Hiring and retaining your workforce                                           | 0.00%<br>0  | 62.50%<br>5 | 12.50%<br>1 | 12.50%<br>1 | 0.00%<br>0  | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 8     | 7.13            |
| Finding efficiencies in your agency in light of sequestration and budget cuts | 37.50%<br>3 | 12.50%<br>1 | 25.00%<br>2 | 12.50%<br>1 | 0.00%<br>0  | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 8     | 7.38            |
| Disposing of real property                                                    | 0.00%<br>0  | 0.00%<br>0  | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 12.50%<br>1 | 25.00%<br>2 | 37.50%<br>3 | 12.50%<br>1 | 8     | 3.00            |
| Reducing and recovering improper payments                                     | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 25.00%<br>2 | 12.50%<br>1 | 25.00%<br>2 | 12.50%<br>1 | 0.00%<br>0  | 12.50%<br>1 | 8     | 4.75            |
| Improving your agency's performance through better use of financial data      | 25.00%<br>2 | 12.50%<br>1 | 0.00%<br>0  | 25.00%<br>2 | 37.50%<br>3 | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 8     | 6.63            |
| Moving to a financial management shared services provider                     | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 25.00%<br>2 | 12.50%<br>1 | 0.00%<br>0  | 62.50%<br>5 | 0.00%<br>0  | 8     | 3.00            |

## WFED Federal CFO Survey 2014

|                                                    |                    |                    |                    |                    |                   |                    |                    |                   |                    |   |      |
|----------------------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|--------------------|---|------|
| Implementing/furthering a risk management strategy | <b>0.00%</b><br>0  | <b>0.00%</b><br>0  | <b>37.50%</b><br>3 | <b>12.50%</b><br>1 | <b>0.00%</b><br>0 | <b>25.00%</b><br>2 | <b>25.00%</b><br>2 | <b>0.00%</b><br>0 | <b>0.00%</b><br>0  | 8 | 5.13 |
| Other                                              | <b>12.50%</b><br>1 | <b>12.50%</b><br>1 | <b>0.00%</b><br>0  | <b>0.00%</b><br>0  | <b>0.00%</b><br>0 | <b>0.00%</b><br>0  | <b>0.00%</b><br>0  | <b>0.00%</b><br>0 | <b>75.00%</b><br>6 | 8 | 2.88 |

# WFED Federal CFO Survey 2014

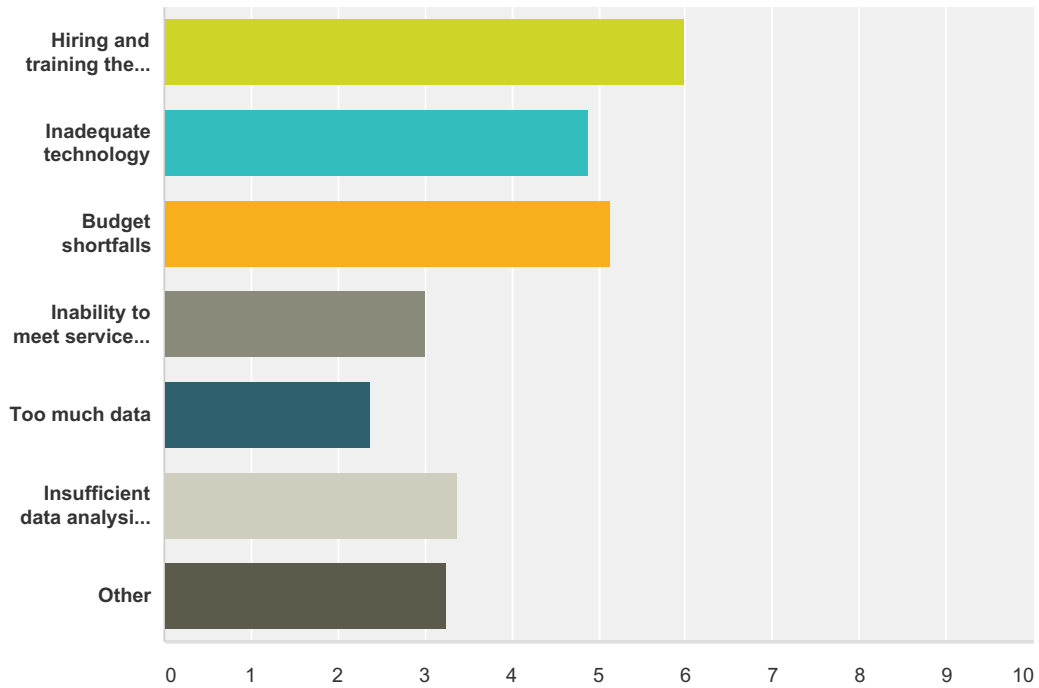
## Q5 If other, please describe.

Answered: 2 Skipped: 6

| # | Responses                                                                   | Date             |
|---|-----------------------------------------------------------------------------|------------------|
| 1 | Data standards, common business practices                                   | 8/8/2014 6:20 PM |
| 2 | Re-engineering key financial processes to increase efficiency and assurance | 8/6/2014 8:53 AM |

### Q6 What are your biggest challenges to meeting your mission? (Rank all that apply)

Answered: 8 Skipped: 0



|                                                 | 1           | 2           | 3           | 4           | 5           | 6           | 7           | Total | Average Ranking |
|-------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------|-----------------|
| Hiring and training the right people            | 37.50%<br>3 | 37.50%<br>3 | 12.50%<br>1 | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 8     | 6.00            |
| Inadequate technology                           | 12.50%<br>1 | 12.50%<br>1 | 50.00%<br>4 | 0.00%<br>0  | 25.00%<br>2 | 0.00%<br>0  | 0.00%<br>0  | 8     | 4.88            |
| Budget shortfalls                               | 25.00%<br>2 | 25.00%<br>2 | 12.50%<br>1 | 25.00%<br>2 | 0.00%<br>0  | 12.50%<br>1 | 0.00%<br>0  | 8     | 5.13            |
| Inability to meet service delivery expectations | 0.00%<br>0  | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 62.50%<br>5 | 12.50%<br>1 | 12.50%<br>1 | 8     | 3.00            |
| Too much data                                   | 0.00%<br>0  | 0.00%<br>0  | 12.50%<br>1 | 12.50%<br>1 | 12.50%<br>1 | 25.00%<br>2 | 37.50%<br>3 | 8     | 2.38            |
| Insufficient data analysis tools                | 0.00%<br>0  | 0.00%<br>0  | 12.50%<br>1 | 50.00%<br>4 | 0.00%<br>0  | 37.50%<br>3 | 0.00%<br>0  | 8     | 3.38            |
| Other                                           | 25.00%<br>2 | 12.50%<br>1 | 0.00%<br>0  | 0.00%<br>0  | 0.00%<br>0  | 12.50%<br>1 | 50.00%<br>4 | 8     | 3.25            |

# WFED Federal CFO Survey 2014

## Q7 If other, please describe.

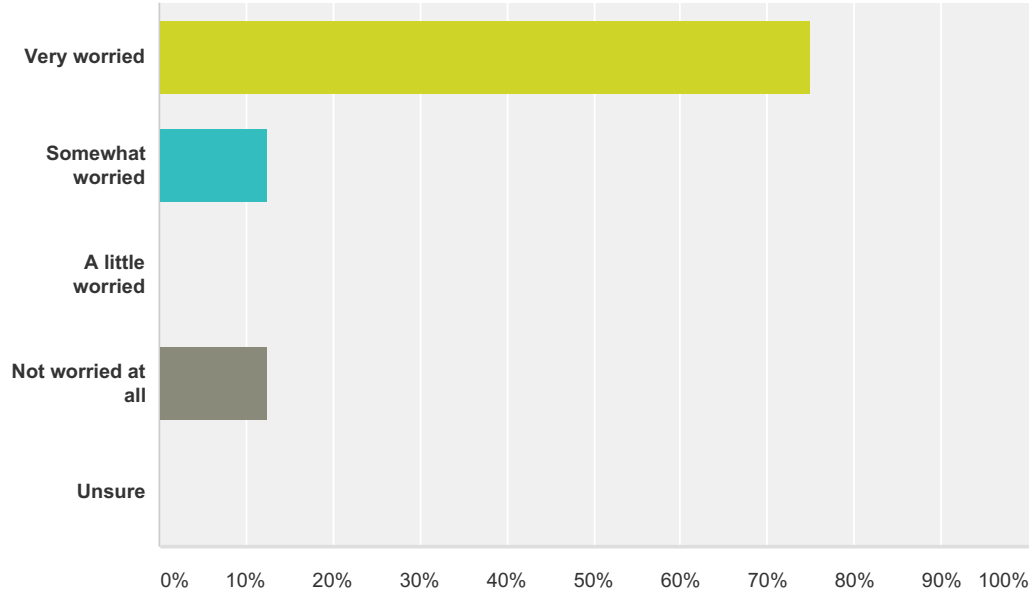
Answered: 3 Skipped: 5

| # | Responses                                                                                                                                                                                                                                                                                                               | Date             |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | implementing new financial system                                                                                                                                                                                                                                                                                       | 8/8/2014 3:38 PM |
| 2 | Business process re-engineering financial management and associated processes                                                                                                                                                                                                                                           | 8/6/2014 8:53 AM |
| 3 | Insufficient data analysis skill sets. Need to merge data from different sources and communicate information out large data sets. Separately, I can't fire non-performers without unreasonable effort. Finally, too many new requirements (e.g., Do Not Pay, accelerated payments, bench marking, GTAS, TAS-BETC, etc.) | 8/4/2014 4:01 PM |



### Q8 How worried are you about budget cuts from sequestration coming back in 2015 and beyond?

Answered: 8 Skipped: 0

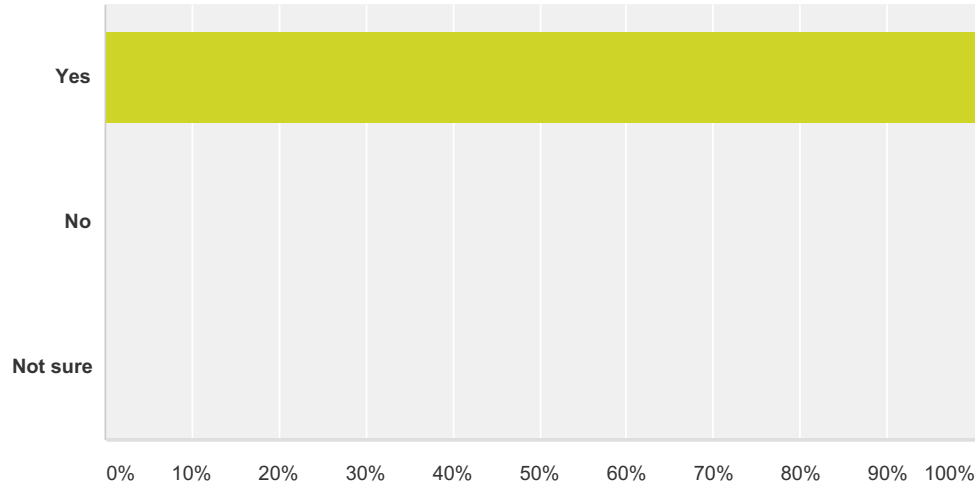


| Answer Choices     | Responses |
|--------------------|-----------|
| Very worried       | 75.00% 6  |
| Somewhat worried   | 12.50% 1  |
| A little worried   | 0.00% 0   |
| Not worried at all | 12.50% 1  |
| Unsure             | 0.00% 0   |
| <b>Total</b>       | <b>8</b>  |

| # | Comments:                                                                                                                                                                                | Date             |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | Uncertainty and budgetary instability have significant impact on our ability to execute our regulatory function, which has a significant impact on the financial health of our industry. | 8/6/2014 8:53 AM |

**Q9 Is your agency preparing for reduced discretionary spending in 2015 and beyond?**

Answered: 8 Skipped: 0



| Answer Choices | Responses |
|----------------|-----------|
| Yes            | 100.00% 8 |
| No             | 0.00% 0   |
| Not sure       | 0.00% 0   |
| <b>Total</b>   | <b>8</b>  |

| # | Comments:                                                                                               | Date             |
|---|---------------------------------------------------------------------------------------------------------|------------------|
| 1 | Based upon our lessons learned in FY 13, we know how to balance our cuts. Industry ends up paying more. | 8/6/2014 8:54 AM |

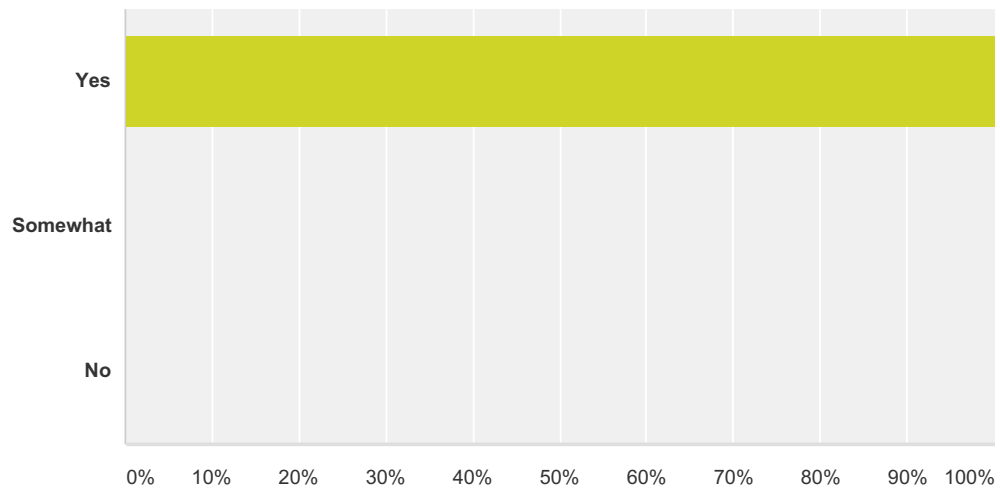
**Q10 If yes, how are you preparing for the reduced discretionary spending in 2015 and beyond?**

Answered: 8 Skipped: 0

| # | Responses                                                                                                                                                                                                                               | Date              |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | Zero based budgeting; messaging potential reduction to other managers.                                                                                                                                                                  | 8/17/2014 6:50 PM |
| 2 | Making trade-offs; deferring planned activities                                                                                                                                                                                         | 8/8/2014 6:21 PM  |
| 3 | streamling admin costs                                                                                                                                                                                                                  | 8/8/2014 3:38 PM  |
| 4 | Planning and advancing initiatives to reduce costs                                                                                                                                                                                      | 8/8/2014 2:01 PM  |
| 5 | We continue to pursue reductions in vendor spend. We are restructure contracts for electronic services (like cell phone) to use wholesalers. We are accepting more risk in operations for instance deactivating coop computing devices. | 8/8/2014 1:01 PM  |
| 6 | Refining FY 13 plans, working with program managers to maximize the FY 14 and 15 resources we expect.                                                                                                                                   | 8/6/2014 8:55 AM  |
| 7 | Looking to reduce staffing across the Department with VSIP and VERA authorities.                                                                                                                                                        | 8/4/2014 4:02 PM  |
| 8 | Reducing rent costs by teleworking and releasing space in leased buildings.                                                                                                                                                             | 8/4/2014 12:15 PM |

### Q11 Are you familiar with the DATA Act requirements?

Answered: 8 Skipped: 0

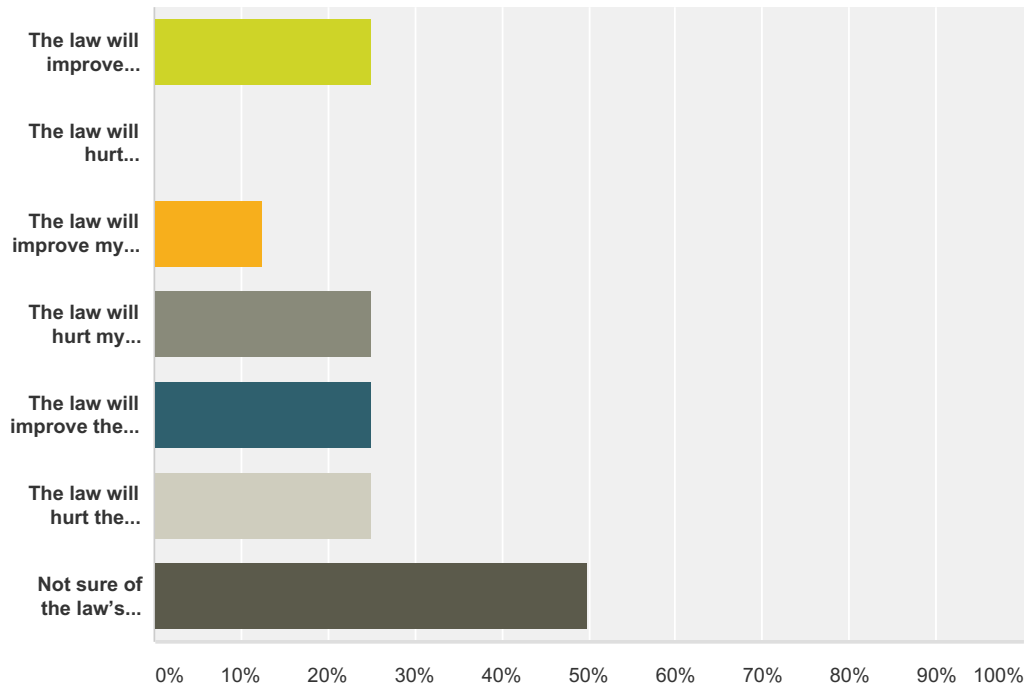


| Answer Choices | Responses |
|----------------|-----------|
| Yes            | 100.00% 8 |
| Somewhat       | 0.00% 0   |
| No             | 0.00% 0   |
| <b>Total</b>   | <b>8</b>  |

| # | Comments:                                                                                  | Date             |
|---|--------------------------------------------------------------------------------------------|------------------|
| 1 | A tremendous idea with yet again no money for implementation or relief of existing burdens | 8/8/2014 1:02 PM |

**Q12 If you said yes or somewhat, do you think: (check all that apply)**

Answered: 8 Skipped: 0

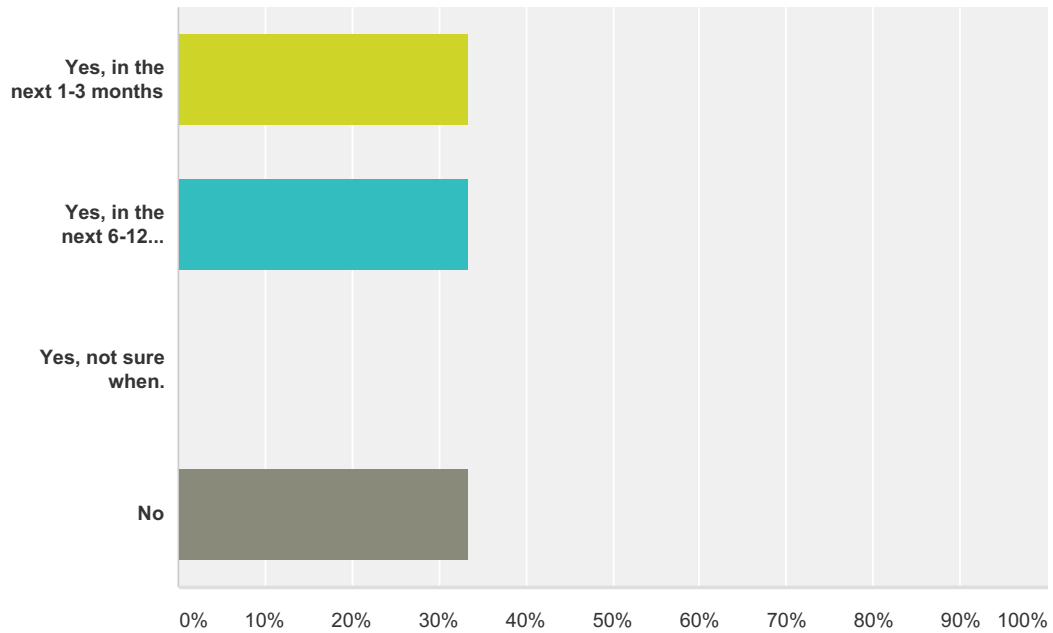


| Answer Choices                                                 | Responses |
|----------------------------------------------------------------|-----------|
| The law will improve transparency.                             | 25.00% 2  |
| The law will hurt transparency.                                | 0.00% 0   |
| The law will improve my agency's decision making ability.      | 12.50% 1  |
| The law will hurt my agency's decision making ability.         | 25.00% 2  |
| The law will improve the government's decision making ability. | 25.00% 2  |
| The law will hurt the government's decision making ability.    | 25.00% 2  |
| Not sure of the law's impact yet.                              | 50.00% 4  |
| <b>Total Respondents: 8</b>                                    |           |

| # | Other (Please specify)                                                                                                                                                                                                       | Date             |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | The law is overly complex and burdensome on constrained resoruces                                                                                                                                                            | 8/8/2014 2:02 PM |
| 2 | The law will be poorly implemented with marginal results due to the lack of implementation funds. With sequestration looming the congress continues to pass new burdens despite "the need to reduce discretionary spending". | 8/8/2014 1:04 PM |

### Q13 If you said no, do you plan to familiarize yourself with the law?

Answered: 3 Skipped: 5

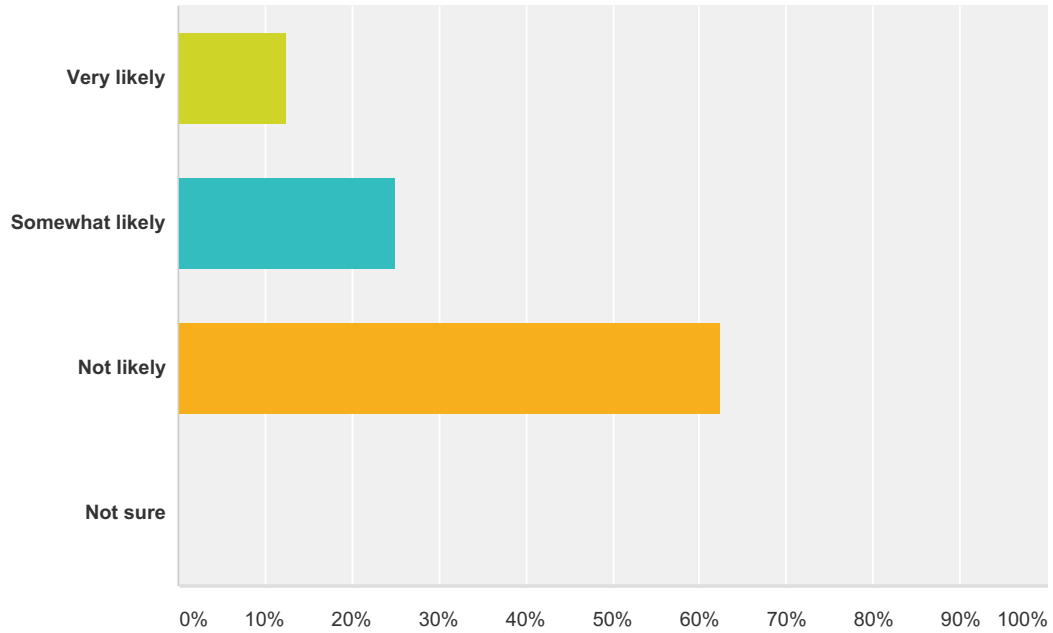


| Answer Choices               | Responses |
|------------------------------|-----------|
| Yes, in the next 1-3 months  | 33.33% 1  |
| Yes, in the next 6-12 months | 33.33% 1  |
| Yes, not sure when.          | 0.00% 0   |
| No                           | 33.33% 1  |
| <b>Total</b>                 | <b>3</b>  |

| # | Comments       | Date              |
|---|----------------|-------------------|
| 1 | Not applicable | 8/17/2014 6:51 PM |
| 2 | not applicable | 8/8/2014 1:04 PM  |

**Q14 OMB is pushing agencies to move financial management systems to a federal shared service provider. How likely is your agency to go in that direction in the next five years?**

Answered: 8 Skipped: 0

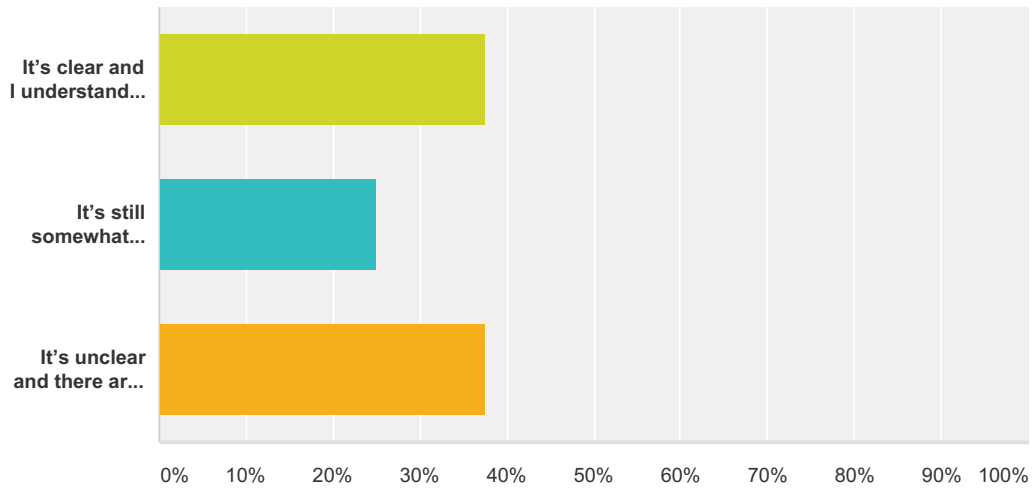


| Answer Choices  | Responses |          |
|-----------------|-----------|----------|
| Very likely     | 12.50%    | 1        |
| Somewhat likely | 25.00%    | 2        |
| Not likely      | 62.50%    | 5        |
| Not sure        | 0.00%     | 0        |
| <b>Total</b>    |           | <b>8</b> |

| # | Comments                                                                                                                                                            | Date              |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | We have been cleared by OMB not to participate because our system is more than adequate.                                                                            | 8/17/2014 6:57 PM |
| 2 | We completed a deployment of an integrated business management system                                                                                               | 8/8/2014 2:04 PM  |
| 3 | As a small agency, I can see some advantages. However, I have business needs for certain in house systems not used by other agencies that will complicate any move. | 8/6/2014 9:09 AM  |

### Q15 What do you think of OMB's shared service strategy for financial systems?

Answered: 8 Skipped: 0



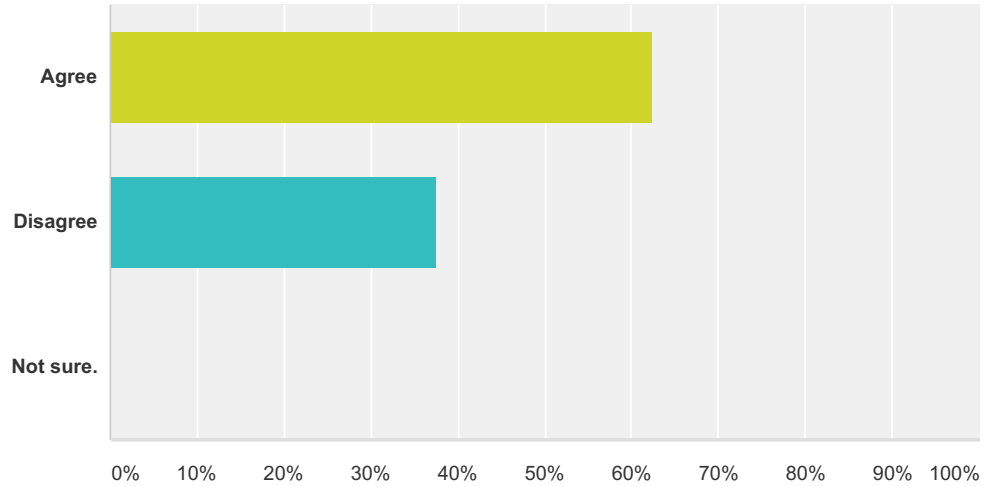
| Answer Choices                                                  | Responses |
|-----------------------------------------------------------------|-----------|
| It's clear and I understand where it's heading.                 | 37.50% 3  |
| It's still somewhat muddled and needs more specifics.           | 25.00% 2  |
| It's unclear and there are still too many unanswered questions. | 37.50% 3  |
| <b>Total</b>                                                    | <b>8</b>  |

| # | Comments:                                                                                              | Date             |
|---|--------------------------------------------------------------------------------------------------------|------------------|
| 1 | Much more work needs to be done on standardization to allow out of the box adoption of common systems. | 8/6/2014 9:09 AM |



**Q16 OMB's decision not to open the shared services program up to the private sector makes sense.**

Answered: 8 Skipped: 0

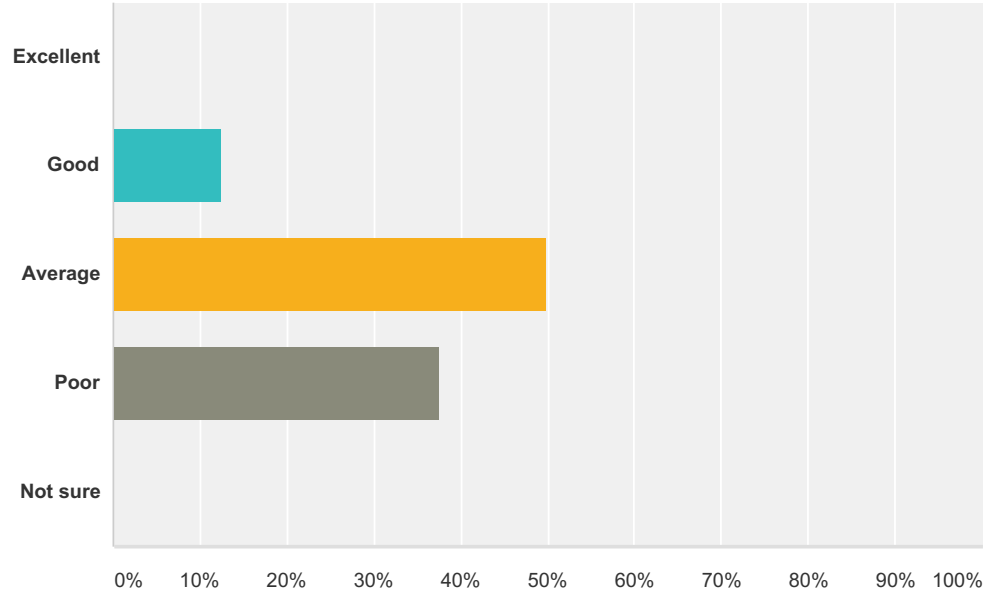


| Answer Choices | Responses |
|----------------|-----------|
| Agree          | 62.50% 5  |
| Disagree       | 37.50% 3  |
| Not sure.      | 0.00% 0   |
| <b>Total</b>   | <b>8</b>  |

| # | Comments:                                                                                                                                                                                                                                                         | Date             |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | Other than GSA and perhaps Treasure have service to other federal agencies as a core competency. Contracting with the private sector at least gives an agency tools to manage the relationship, focus on performance, and change providers if there are problems. | 8/6/2014 9:09 AM |

**Q17 The private sector's track record in implementing financial management systems for the government is:**

Answered: 8 Skipped: 0

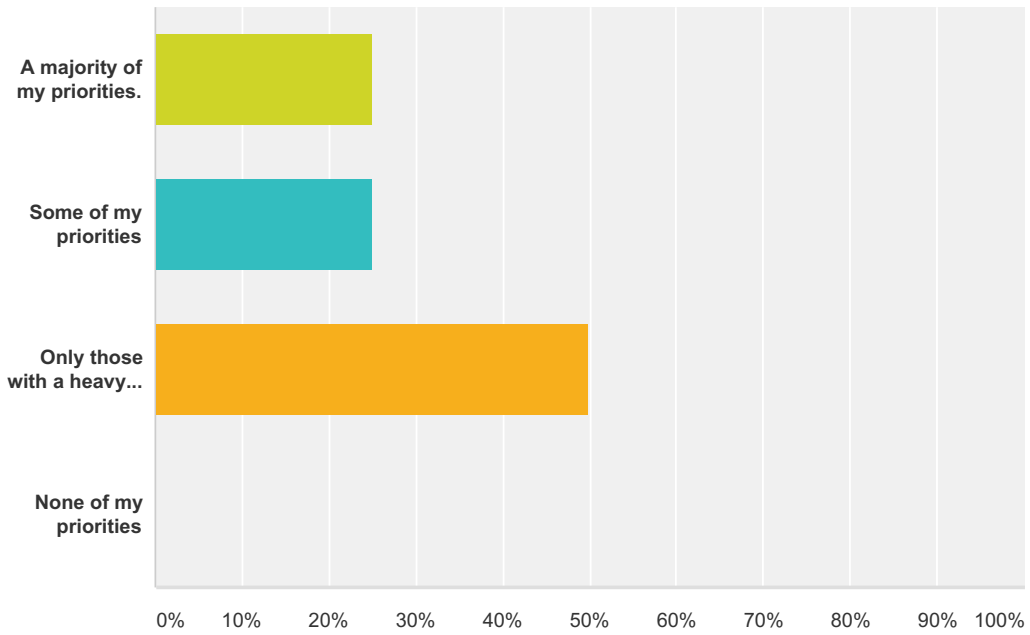


| Answer Choices | Responses |
|----------------|-----------|
| Excellent      | 0.00% 0   |
| Good           | 12.50% 1  |
| Average        | 50.00% 4  |
| Poor           | 37.50% 3  |
| Not sure       | 0.00% 0   |
| <b>Total</b>   | <b>8</b>  |

| # | Comments:             | Date             |
|---|-----------------------|------------------|
| 1 | I would say variable. | 8/6/2014 9:09 AM |

**Q18 I work closely with my agency's CIO on:**

Answered: 8 Skipped: 0

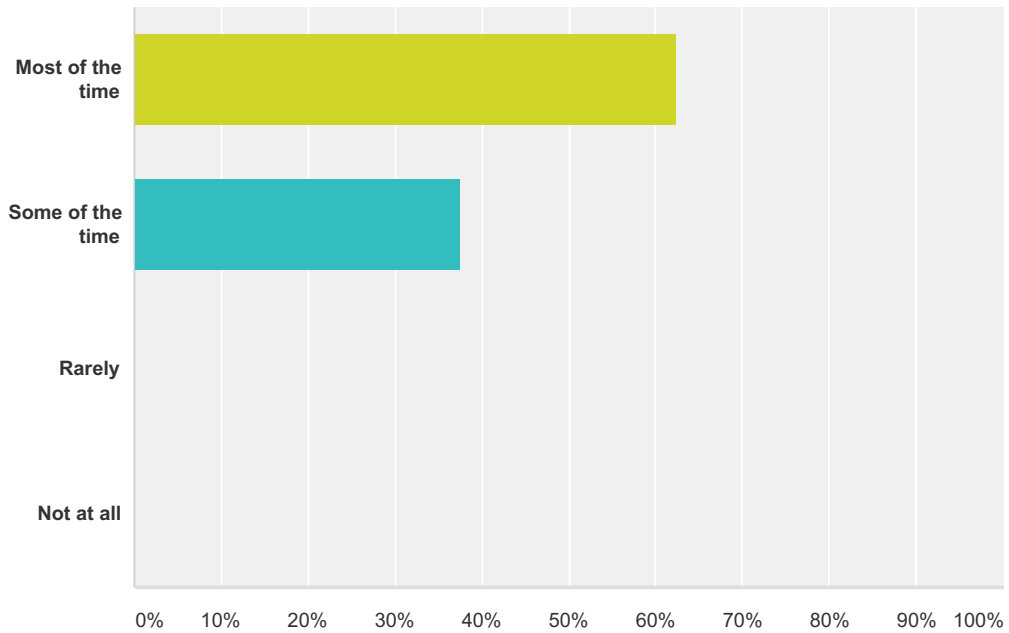


| Answer Choices                       | Responses |
|--------------------------------------|-----------|
| A majority of my priorities.         | 25.00% 2  |
| Some of my priorities                | 25.00% 2  |
| Only those with a heavy IT component | 50.00% 4  |
| None of my priorities                | 0.00% 0   |
| <b>Total</b>                         | <b>8</b>  |

| # | Comment:                                             | Date             |
|---|------------------------------------------------------|------------------|
| 1 | Knowledge management is an important common priority | 8/6/2014 9:09 AM |

### Q19 My organization collaborates with our agency's CIO:

Answered: 8 Skipped: 0

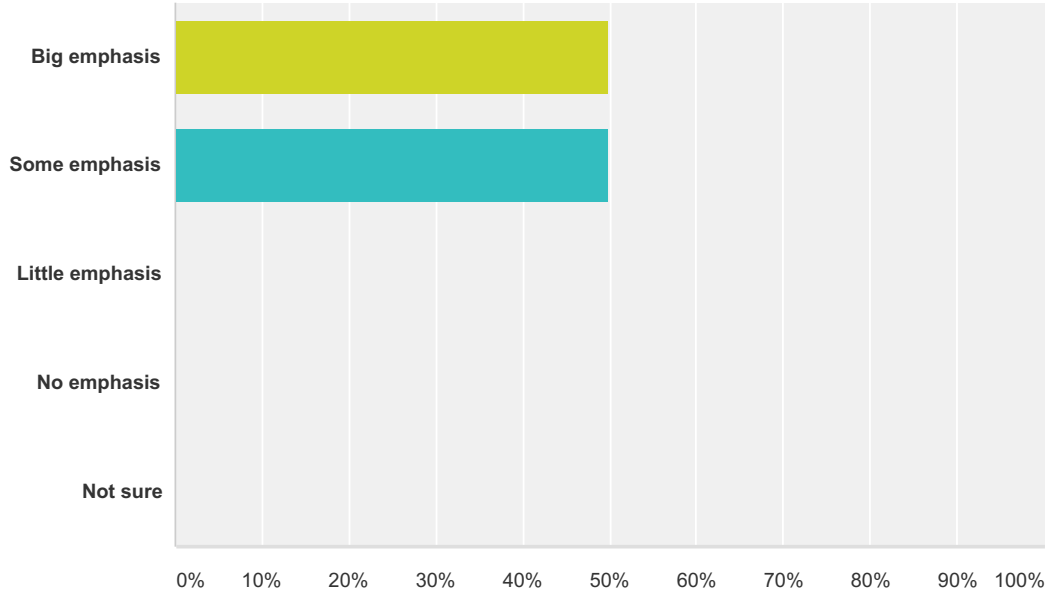


| Answer Choices   | Responses |
|------------------|-----------|
| Most of the time | 62.50% 5  |
| Some of the time | 37.50% 3  |
| Rarely           | 0.00% 0   |
| Not at all       | 0.00% 0   |
| <b>Total</b>     | <b>8</b>  |

| # | Comments                | Date             |
|---|-------------------------|------------------|
| 1 | They are a key partner. | 8/6/2014 9:09 AM |

**Q20 How much emphasis is your agency placing on risk management as it relates to financial management?**

Answered: 8 Skipped: 0

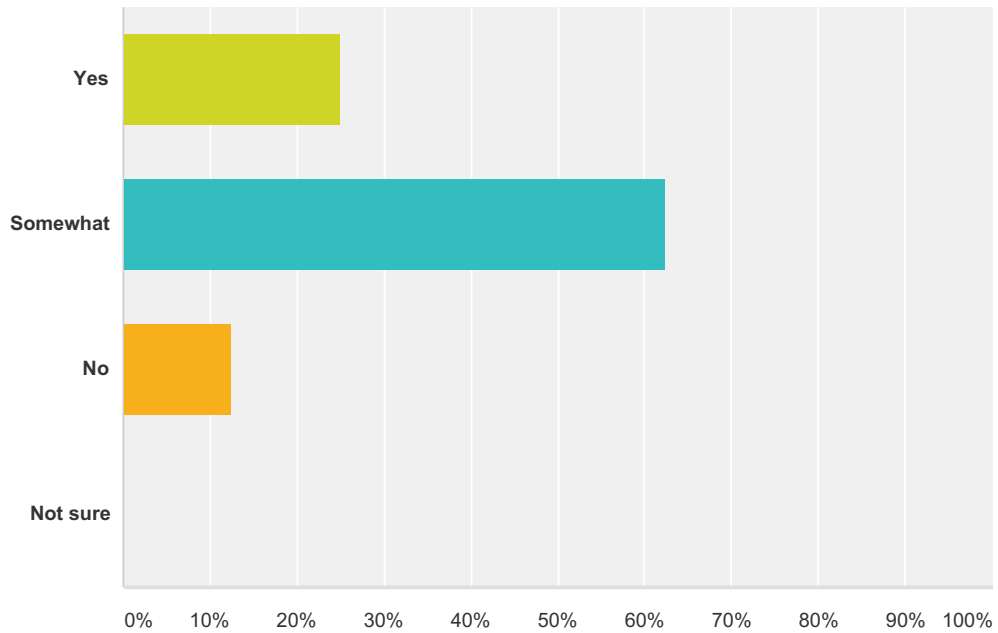


| Answer Choices  | Responses |
|-----------------|-----------|
| Big emphasis    | 50.00% 4  |
| Some emphasis   | 50.00% 4  |
| Little emphasis | 0.00% 0   |
| No emphasis     | 0.00% 0   |
| Not sure        | 0.00% 0   |
| <b>Total</b>    | <b>8</b>  |

| # | Comments:                                                    | Date             |
|---|--------------------------------------------------------------|------------------|
| 1 | We have robust programmatic and financial controls programs. | 8/6/2014 9:09 AM |

### Q21 Do non-financial managers understand the benefits of internal controls?

Answered: 8 Skipped: 0

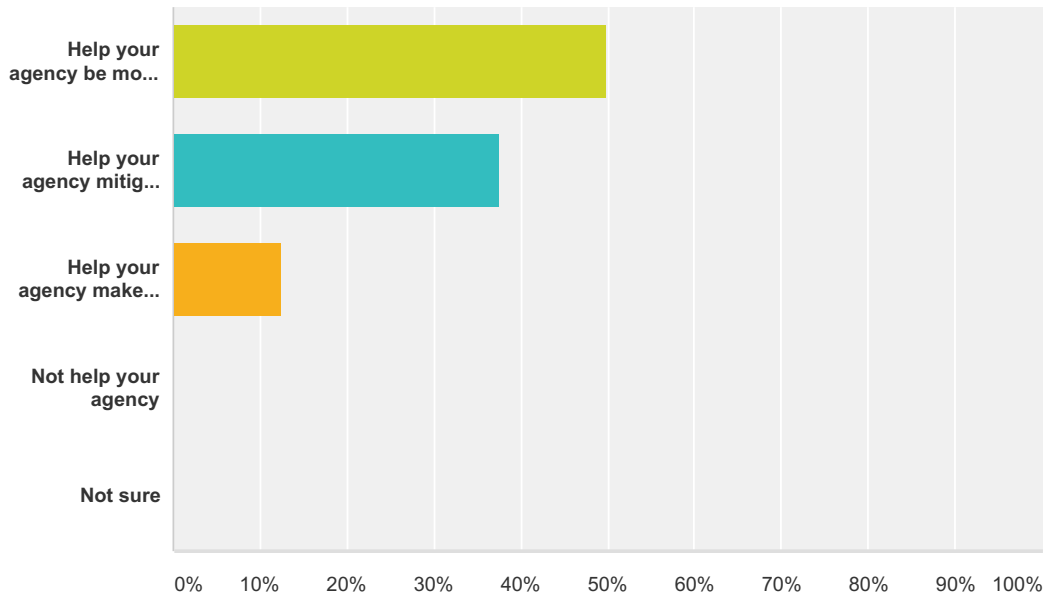


| Answer Choices | Responses |
|----------------|-----------|
| Yes            | 25.00% 2  |
| Somewhat       | 62.50% 5  |
| No             | 12.50% 1  |
| Not sure       | 0.00% 0   |
| <b>Total</b>   | <b>8</b>  |

| # | Comments:                                                                                                           | Date             |
|---|---------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | They don't always understand the complementary nature of their programmatic activities and the control environment. | 8/6/2014 9:09 AM |

**Q22 Do you think understanding the benefits of internal controls would:**

Answered: 8 Skipped: 0



| Answer Choices                                               | Responses |
|--------------------------------------------------------------|-----------|
| Help your agency be more efficient/effective                 | 50.00% 4  |
| Help your agency mitigate its risks better                   | 37.50% 3  |
| Help your agency make better cost-benefit analysis decisions | 12.50% 1  |
| Not help your agency                                         | 0.00% 0   |
| Not sure                                                     | 0.00% 0   |
| <b>Total</b>                                                 | <b>8</b>  |

| # | Comments:                                       | Date              |
|---|-------------------------------------------------|-------------------|
| 1 | We are getting better at this all of the time.  | 8/6/2014 9:09 AM  |
| 2 | Many benefits of internal control understanding | 8/4/2014 12:24 PM |

**Q23 What can OMB do to make your CFO organization more successful?**

Answered: 6 Skipped: 2

| # | Responses                                                                                                                                                                                                                                                                 | Date              |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | Not sure                                                                                                                                                                                                                                                                  | 8/17/2014 6:57 PM |
| 2 | Working with agency CFOs, establish a government-wide vision/strategic plan for improving Fed financial mgt. Ensure that any new requirements from OMB and Treasury are consistent with the strategic plan/roadmap and subjected to an independent cost-benefit analysis. | 8/8/2014 6:42 PM  |
| 3 | focus on a few deep priorities; implement in two groups: large agencies and small agencies to gain traction                                                                                                                                                               | 8/8/2014 3:41 PM  |
| 4 | Stop forcing us to one size fits all solutions. Hire people who have worked in agencies and understand the challenges of day to day operations and the uneven systems modernization footprint.                                                                            | 8/6/2014 9:09 AM  |
| 5 | Kudos to OMB for their collaborative approach. OMB should set goals/targets for their preferences, let us figure out how to meet those goals/targets, and hold us accountable for results. We know the more efficient paths to success better than they do.               | 8/4/2014 4:07 PM  |
| 6 | Current exercise on metrics for core processes is an excellent tool for seeing comparisons across agencies.                                                                                                                                                               | 8/4/2014 12:24 PM |



**Q24 What can Congress do to make your CFO organization more successful?**

Answered: 7 Skipped: 1

| # | Responses                                                                                                                                                                  | Date              |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | Provided adequate, sustained and predictable funding.                                                                                                                      | 8/17/2014 6:57 PM |
| 2 | Return to a regular budget process.                                                                                                                                        | 8/8/2014 6:42 PM  |
| 3 | stop micromanaging federal agency business processes                                                                                                                       | 8/8/2014 3:41 PM  |
| 4 | Congress could realize that resources are required to prevent waste fraud and abuse. Rather than funding IGs to find it assign specific funds to prevent it.               | 8/8/2014 1:07 PM  |
| 5 | Resume regular order and pass appropriations bills close to on time or reform the budget process to make it simpler.                                                       | 8/6/2014 9:09 AM  |
| 6 | Stop thinking up "great" ideas and simply set goals/targets for their preferences, let us figure out how to meet those goals/targets, and hold us accountable for results. | 8/4/2014 4:07 PM  |
| 7 | Stability in budgeting would be ideal                                                                                                                                      | 8/4/2014 12:24 PM |

**Q25 Any other comments on the state of federal financial management?**

Answered: 3 Skipped: 5

| # | Responses                                                                                                                                                                                                                                                                                                                                                                                                    | Date              |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1 | Mixed results across agencies                                                                                                                                                                                                                                                                                                                                                                                | 8/17/2014 6:57 PM |
| 2 | We need to put much more focus on reforming the annual budget process within the executive branch to streamline it,make it simpler and improve automation. We are burning our out budget staff with a process that is completely disconnected from the reality of the broken appropriations process. Budgeting should receive the same focus and resources we have placed on finance over the last 10 years. | 8/6/2014 9:09 AM  |
| 3 | Many of the Federal CFOs are not responsible or in charge of budgeting (even to the extent that Congress' "hamhandedness" would allow). CFO is mostly an accounting--or after the fact reporting--function. That is still important, but the CFO title, just like the other "chief" titles in government, overstates its importance.                                                                         | 8/4/2014 12:24 PM |