









1. I work at a:

		Response Percent	Response Count
Cabinet Agency (i.e. Transportation, VA, etc.)		53.3%	8
Large agency (GSA, EPA, etc.)		33.3%	5
Small agency/Independent agency		13.3%	2
		answered question	15
		skipped question	0

2. I am a:

		Response Percent	Response Count
Career employee		93.3%	14
Political appointee		6.7%	1
		answered question	15
		skipped question	0

3. I am a:

		Response Percent	Response Count
CFO		40.0%	6
Deputy CFO		46.7%	7
Other senior level financial/budget manager		13.3%	2
answered question			15
skipped question			0


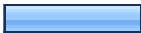

4. What are your top priorities for 2013? (Please rank in order)

	1	2	3	4	5	6	7	8	Rating Average	Response Count
Workforce training	0.0% (0)	20.0% (3)	13.3% (2)	33.3% (5)	26.7% (4)	6.7% (1)	0.0% (0)	0.0% (0)	3.87	
Hiring and retaining your workforce	6.7% (1)	13.3% (2)	46.7% (7)	0.0% (0)	13.3% (2)	13.3% (2)	6.7% (1)	0.0% (0)	3.67	
Finding efficiencies in your agency in light of sequestration and budget cuts	80.0% (12)	20.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.20	
Disposing of real property	0.0% (0)	0.0% (0)	13.3% (2)	6.7% (1)	13.3% (2)	26.7% (4)	6.7% (1)	33.3% (5)	6.07	
Reducing and recovering improper payments	6.7% (1)	13.3% (2)	13.3% (2)	20.0% (3)	20.0% (3)	13.3% (2)	6.7% (1)	6.7% (1)	4.33	
Improving how your agency buys goods and services	0.0% (0)	6.7% (1)	13.3% (2)	33.3% (5)	6.7% (1)	26.7% (4)	13.3% (2)	0.0% (0)	4.73	
Moving to a financial management shared services provider	6.7% (1)	13.3% (2)	0.0% (0)	6.7% (1)	6.7% (1)	0.0% (0)	46.7% (7)	20.0% (3)	5.80	
Using one or more of the transactional shared services such as e-invoicing	0.0% (0)	13.3% (2)	0.0% (0)	0.0% (0)	13.3% (2)	13.3% (2)	20.0% (3)	40.0% (6)	6.33	
answered question										
skipped question										

5. Other priorities not mentioned above:

	Response Count
	9
answered question	9
skipped question	6

6. The impact of sequestration on my agency is:

		Response Percent	Response Count
Catastrophic		0.0%	0
Significant		73.3%	11
Minor		20.0%	3
No impact		0.0%	0
Not sure		6.7%	1
	Comments		7
answered question			15
skipped question			0




7. How are you dealing with a reduced budget? (Please rank all that apply)

	1	2	3	4	5	6	7	8	9	10
Finding efficiencies in your agency's processes	66.7% (10)	0.0% (0)	6.7% (1)	20.0% (3)	6.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Reducing contracts and contract staff	13.3% (2)	6.7% (1)	33.3% (5)	26.7% (4)	0.0% (0)	6.7% (1)	13.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)
Consolidating contracts	0.0% (0)	20.0% (3)	20.0% (3)	6.7% (1)	26.7% (4)	6.7% (1)	6.7% (1)	6.7% (1)	6.7% (1)	0.0% (0)
Reducing federal employee staff, through furloughs or retirements (VISA/VERA)	13.3% (2)	13.3% (2)	20.0% (3)	13.3% (2)	13.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	13.3% (2)	13.3% (2)
Freezing hiring	6.7% (1)	46.7% (7)	0.0% (0)	0.0% (0)	6.7% (1)	6.7% (1)	0.0% (0)	13.3% (2)	6.7% (1)	13.3% (2)
Implementing only a portion of back office/commodity technology upgrades	0.0% (0)	0.0% (0)	13.3% (2)	13.3% (2)	13.3% (2)	20.0% (3)	13.3% (2)	13.3% (2)	13.3% (2)	0.0% (0)
Implementing only a portion of mission critical system technology upgrades	0.0% (0)	0.0% (0)	0.0% (0)	13.3% (2)	6.7% (1)	26.7% (4)	26.7% (4)	6.7% (1)	0.0% (0)	20.0% (3)
Delaying back office/commodity technology upgrades	0.0% (0)	0.0% (0)	0.0% (0)	6.7% (1)	26.7% (4)	6.7% (1)	20.0% (3)	33.3% (5)	6.7% (1)	0.0% (0)
Delaying mission critical system technology upgrades	0.0% (0)	0.0% (0)	6.7% (1)	0.0% (0)	0.0% (0)	6.7% (1)	20.0% (3)	26.7% (4)	40.0% (6)	0.0% (0)
Reducing spending on mission-critical programs	0.0% (0)	13.3% (2)	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (3)	0.0% (0)	0.0% (0)	13.3% (2)	53.3% (8)
answered										
skipped										

8. What are the other ways not mentioned above in which you are dealing with budget reductions?

	Response Count
	8
answered question	8
skipped question	7

9. I expect my agency's budget in 2013:

		Response Percent	Response Count
Will be reduced		80.0%	12
Will increase		6.7%	1
Will stay about the same		13.3%	2
	Comments:		4
	answered question		15
	skipped question		0




10. If you said your budget will be reduced, by how much?

		Response Percent	Response Count
Less than 10 percent		58.3%	7
10-20 percent		25.0%	3
21-30 percent		0.0%	0
More than 30 percent		0.0%	0
Not sure yet		16.7%	2
answered question			12
skipped question			3





11. If you said your budget will increase, by how much?

		Response Percent	Response Count
Less than 10 percent		100.0%	1
10-20 percent		0.0%	0
21-30 percent		0.0%	0
More than 30 percent		0.0%	0
Not sure		0.0%	0
answered question			1
skipped question			14

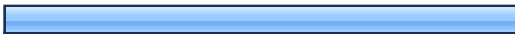

12. OMB's communications and memos to prepare agencies for budget cuts/sequestration have been:

		Response Percent	Response Count
Helpful		61.5%	8
Adequate		15.4%	2
Made no difference		0.0%	0
Disappointing		23.1%	3
Not sure		0.0%	0
	Comments:		1
answered question			13
skipped question			2

13. How have you communicated to other parts of your agency to prepare for budget cuts? (check all that apply)

		Response Percent	Response Count
Through memos and emails to the entire staff		100.0%	13
Town hall type meetings		61.5%	8
Senior staff meetings		92.3%	12
Through Intranet/internal collaboration tools		61.5%	8
	Other (Please specify)		0
answered question			13
skipped question			2

14. My agency is using data to make risk-based decisions.

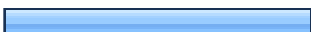


		Response Percent	Response Count
Agree		76.9%	10
Disagree		23.1%	3
Not sure		0.0%	0

Comments 3

answered question 13

skipped question 2

15. Strategic sourcing is good for small businesses.

		Response Percent	Response Count
Agree		46.2%	6
Disagree		38.5%	5
Not sure		15.4%	2

Comments 3

answered question 13

skipped question 2




16. Where is the financial data having the biggest impact for better decision-making? (rank all that apply)

	1	2	3	4	Rating Average	Rating Count
For budget decisions	69.2% (9)	23.1% (3)	7.7% (1)	0.0% (0)	1.38	13
For program decisions	15.4% (2)	61.5% (8)	23.1% (3)	0.0% (0)	2.08	13
For personnel decisions	15.4% (2)	15.4% (2)	69.2% (9)	0.0% (0)	2.54	13
It's not impacting our decision-making	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (13)	4.00	13
answered question						13
skipped question						2





17. What other ways is financial data impacting your ability to make better decisions?

	Response Count
	6
answered question	6
skipped question	9



18. My agency needs:

		Response Percent	Response Count
Better/more/different software tools to understand performance data		15.4%	2
Better/more/different employee training to understand performance data		61.5%	8
Better/more/different contractor support to understand performance data		0.0%	0
Nothing to understand performance data		23.1%	3
	Comments:		0
answered question			13
skipped question			2

19. How much of an impact is the Government Performance and Results Modernization Act having on your agency?

		Response Percent	Response Count
Significant		23.1%	3
Some		46.2%	6
A little		23.1%	3
None		0.0%	0
Not sure		7.7%	1
	Comments:		2
answered question			13
skipped question			2

20. My role in helping improve the performance management of my agency is:




		Response Percent	Response Count
Growing		84.6%	11
About the same		15.4%	2
Decreasing		0.0%	0
Not sure		0.0%	0

Comments: 1

answered question 13

skipped question 2

21. My office regularly works with my agency's programs to help make risk-based decisions.




		Response Percent	Response Count
Agree		84.6%	11
Disagree		7.7%	1
Not sure		7.7%	1

Comments: 0

answered question 13

skipped question 2

22. My office's relationship with my agency's CIO is:



		Response Percent	Response Count
Excellent		53.8%	7
Good		38.5%	5
Not good or bad		7.7%	1
Poor		0.0%	0
Not sure		0.0%	0

Comments: 1

answered question 13

skipped question 2

23. My office's relationship with my agency's Performance Improvement Officer is:

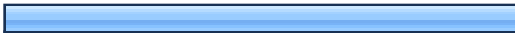



		Response Percent	Response Count
Excellent		66.7%	8
Good		33.3%	4
Not good or bad		0.0%	0
Poor		0.0%	0
Not sure		0.0%	0

Comments: 3

answered question 12

skipped question 3

24. My office's relationship with my agency's Chief Acquisition Officer is:

		Response Percent	Response Count
Excellent		76.9%	10
Good		7.7%	1
Not good or bad		7.7%	1
Poor		7.7%	1
Not sure		0.0%	0

Comments: 2

answered question	13
skipped question	2

25. Any other comments about the state of federal financial management?

	Response Count
	7
answered question	7
skipped question	8

Page 1, Q5. Other priorities not mentioned above:

1	Some of the priorities listed in question 4 above (i.e., buying goods and services, disposing of real property) were ranked lower because they are not in the purview of my agency's CFO. In addition to the priorities listed in question 4, our OCFO has focused on finding efficiencies through consolidating financial services/functions within the agency.	Mar 26, 2013 7:20 AM
2	Some of the priorities listed in question 4 above (i.e., buying goods and services, disposing of real property) were ranked lower because they are not in the purview of my agency's CFO. In addition to the priorities listed in question 4, our OCFO has focused on finding efficiencies through consolidating financial services/functions within the agency.	Mar 25, 2013 2:16 PM
3	DoD financial improvement and achieving financial auditability (sustaining that effort is highest) because it supports efficiency.	Mar 16, 2013 3:47 PM
4	Improving integration of budget, finance, acquisition and other business areas for transparency, use of technology solutions, management.	Mar 15, 2013 10:06 AM
5	Enterprise Risk Management	Mar 15, 2013 9:53 AM
6	Resolving audit findings and improving financial systems.	Mar 12, 2013 8:50 AM
7	Increasing shared services across a range of operational, management and technology areas Using data to make better decisions Improving and diversifying the leadership cadre and pipeline	Mar 11, 2013 6:49 PM
8	Reducing the size of the fleet Increased oversight on Conference Spending Meeting OMB mandates	Mar 8, 2013 6:10 PM
9	Improved internal controls	Mar 8, 2013 1:35 PM

Page 1, Q6. The impact of sequestration on my agency is:

1	Sequestration will have direct impacts on my agency's mission related activities. For example, the budget cuts required by the sequestration could impact our ability monitor compliance with laws and regulations, reduce our ability to assist economically disadvantaged communities with implementing projects/regulations, and delay important research.	Mar 26, 2013 7:20 AM
2	Sequestration will have direct impacts on my agency's mission related activities. For example, the budget cuts required by the sequestration could impact our ability monitor compliance with laws and regulations, reduce our ability to assist economically disadvantaged communities with implementing projects/regulations, and delay important research.	Mar 25, 2013 2:16 PM
3	and will expand as the year goes by...	Mar 15, 2013 12:44 PM
4	Minor in comparison to other agencies, but not minor to us.	Mar 12, 2013 8:50 AM
5	Over 90% of our agency will be furloughed up to 7 days, putting stress on mission and workforce.	Mar 11, 2013 6:49 PM
6	Significant Impact to regulated industry initiatives, but minor impact to staff.	Mar 8, 2013 4:44 PM
7	I perceive sequestration as an unnecessary and unproductive burden. Granted, cuts are needed but sequestration (along with the reoccurring Continuing Resolutions, planning for possible shutdowns, and witch hunt data calls (e.g., Issa's request for conference activity going back seven years)), have placed significant burdens on the Federal workforce without adequate value in return (i.e., insufficient ROI). Congress has failed to lead, collaborate, or pursue the greater American good. It appears Congress has instead focused on fighting with itself, myopic jurisdictional priorities, and self-interests only. I can't tell if they fail to realize the waste they are causing or just don't care about it.	Mar 8, 2013 1:35 PM

Page 1, Q8. What are the other ways not mentioned above in which you are dealing with budget reductions?

1	Some of the activities listed in question 7 above (i.e., delaying or implementing only a portion of mission critical system technology upgrades) are not in the purview of my agency's CFO, and, therefore, were difficult to rank. In addition to the activities listed in question 7, our OCFO has reduced agency travel funding and implemented strict spending controls on agency sponsored conferences in order to deal with budget reductions. Internally, our OCFO has delayed its own technology systems improvements.	Mar 26, 2013 7:20 AM
2	Some of the activities listed in question 7 above (i.e., delaying or implementing only a portion of mission critical system technology upgrades) are not in the purview of my agency's CFO, and, therefore, were difficult to rank. In addition to the activities listed in question 7, our OCFO has reduced agency travel funding and implemented strict spending controls on agency sponsored conferences in order to deal with budget reductions. Internally, our OCFO has delayed its own technology systems improvements.	Mar 25, 2013 2:16 PM
3	Focusing on future cost reductions since this is just stage one!	Mar 15, 2013 12:44 PM
4	Cutting back and freezing travel, training, equipment, awards, etc.	Mar 15, 2013 10:06 AM
5	We have merged two bureaus and have implemented more paperless transactions. We are reducing travel and training We are reducing fleet expenses We are reducing real estate expenses	Mar 11, 2013 6:49 PM
6	no overtime no promotions no training travel reduction	Mar 8, 2013 6:10 PM
7	Hiring limited to critical needs only. No furloughs planned and mission critical activities remain fully funded.	Mar 8, 2013 4:44 PM
8	paring back contract tasks	Mar 8, 2013 12:46 PM

Page 1, Q9. I expect my agency's budget in 2013:

1	While the expected reduction is less than 10 percent, the impacts are significant, not only to external stakeholders (i.e., state and other grantees), but also to internal operations of the agency. Funding internal operations is becoming increasingly difficult despite efforts to consolidate, find efficiencies, etc.	Mar 26, 2013 7:20 AM
2	While the expected reduction is less than 10 percent, the impacts are significant, not only to external stakeholders (i.e., state and other grantees), but also to internal operations of the agency. Funding internal operations is becoming increasingly difficult despite efforts to consolidate, find efficiencies, etc.	Mar 25, 2013 2:16 PM
3	I expect every budget to decrease except for critical new changes someone comes up with....	Mar 15, 2013 12:44 PM
4	Based on recent Senate action. Otherwise will be reduced.	Mar 12, 2013 8:50 AM

Page 3, Q2. OMB's communications and memos to prepare agencies for budget cuts/sequestration have been:

- | | | |
|---|---|---------------------|
| 1 | OMB was trying to balance the need to prepare for sequestration against the need to minimize wasted effort (in the event an agreement was reached). | Mar 8, 2013 1:46 PM |
|---|---|---------------------|

Page 3, Q4. My agency is using data to make risk-based decisions.

- | | | |
|---|---|----------------------|
| 1 | Our agency's budget structure is not as flexible as some other agencies in the ability to accommodate risk-based changes. | Mar 25, 2013 2:20 PM |
| 2 | Somewhat. Need to strengthen. | Mar 15, 2013 9:56 AM |
| 3 | Not really pertinent. | Mar 12, 2013 8:58 AM |

Page 3, Q5. Strategic sourcing is good for small businesses.

- | | | |
|---|--|----------------------|
| 1 | While strategic sourcing is not in the purview of my agency's CFO, I feel that strategic sourcing can be helpful for small business as long as they are included in an agency's strategic sourcing vehicles. | Mar 25, 2013 2:20 PM |
| 2 | Many small businesses aren't equipped to deal with large strategic sourcing requirements. | Mar 12, 2013 8:58 AM |
| 3 | It can be a good thing for small business but you need a strategy and a relentless focus on the goals. | Mar 11, 2013 6:54 PM |

Page 3, Q7. What other ways is financial data impacting your ability to make better decisions?

1	For the past two years, my agency has been using financial data to inform decisions on unliquidated obligations. We implemented a new tool to automate the tracking and review of ULOs resulting in a review of 100% of ULOs in FY 2012 and reductions in ULOs on expired grants and contracts.	Mar 25, 2013 2:20 PM
2	need more timely and better financial data to base decisions on!	Mar 15, 2013 12:47 PM
3	We post scorecards that demonstrate our prompt payment, UDO resolution, etc. as a scorecard that uses peer pressure and organizational performance.	Mar 15, 2013 10:13 AM
4	We are modeling different budget formulation schedules We have used data to create a cost allocation methodology We are using HR and salary data to do workforce planning We are using a management suite of metrics to manage our bureaus towards goals in multiple areas such as procurement, HR, IT and cyber security. We are using EVS data to understand how we can improve diversity and inclusion, and leadership	Mar 11, 2013 6:54 PM
5	Improving agency contract management and controlling forward funding. Measuring agency activities to restructure the workforce.	Mar 8, 2013 4:51 PM
6	Exposing risk areas before they turn into problem areas.	Mar 8, 2013 1:46 PM

Page 3, Q9. How much of an impact is the Government Performance and Results Modernization Act having on your agency?

1	The GPRA Modernization Act has given performance information a new level of visibility and transparency at my agency. We hold periodic meetings throughout the year with the agency's senior leaders to discuss performance information, assess our progress, and make adjustments when necessary. As a result, we are better able to use performance information to inform agency decisions.	Mar 25, 2013 2:20 PM
2	Positive influence on agency efforts to integrate financial and program performance and creating interdependence between different business areas within agency.	Mar 8, 2013 4:51 PM

Page 3, Q10. My role in helping improve the performance management of my agency is:

1	My role in improving performance management across my agency has been increasing. We have introduced annual key performance indicators, a select subset of our existing performance measures, to gauge how our annual results contribute to our longer-term outcomes. Additionally, we developed cross-cutting fundamental strategies which set clear expectations for changing the way our agency does business in achieving its results. With the addition of these items to our performance management structure I have had a greater role in implementing and monitoring performance measures across the agency.	Mar 25, 2013 2:20 PM
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Page 3, Q12. My office's relationship with my agency's CIO is:

1	I manage our CIO (who also has access to the Secretary of our department).	Mar 11, 2013 6:54 PM
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Page 3, Q13. My office's relationship with my agency's Performance Improvement Officer is:

1	I am both CFO and PIO	Mar 15, 2013 9:56 AM
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2	I am the PIO.	Mar 12, 2013 8:58 AM
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3	I am the PIO	Mar 11, 2013 6:54 PM
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Page 3, Q14. My office's relationship with my agency's Chief Acquisition Officer is:

1	The CAO works for me.	Mar 12, 2013 8:58 AM
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2	I am also the CAO	Mar 11, 2013 6:54 PM
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Page 3, Q15. Any other comments about the state of federal financial management?

1	A common theme in federal financial management over the past few years has been doing more with less. In these times of reduced budgets, agencies have had to find ways maintain performance and achieve results while absorbing reductions in resources. However, I generally feel that the state of federal financial management is improving, particularly with the addition of automated/electronic systems for data collection and payments. For example, through the use of electronic payment systems, my agency was able to achieve a prompt payment rate of over 95% in FY 2012 while maintaining a very low improper payment rate.	Mar 25, 2013 2:20 PM
2	Why is it so different at every agency? don't we all want basically the same information?	Mar 15, 2013 12:47 PM
3	It's absolutely ridiculous to think we can be strategic and rational in this political environment. My team works extremely hard and could be making much more money in the private sector so this anti-Fed attitude is demeaning to smart people who have committed their careers to the stewardship of taxpayer funds.	Mar 12, 2013 8:58 AM
4	The CFO community needs to help solve problems with data quality in transparency tools such as usaspending.gov	Mar 11, 2013 6:54 PM
5	The federal government cannot afford to continue in the manner in which it is currently operating (lack of decisions from Congress and the President). The Federal Government has wasted an exorbitant amount of time on sequestration, continuing resolution(s), lapsed planning, as result of indecisions. Agencies should be focusing on their day to day responsibilities, not the items mentioned above. Is there ever going to be a budget passed on time or are we going to live in a constant state of continuing resolutions and budget uncertainty.	Mar 8, 2013 6:23 PM
6	As the financial environment has become more strained, integration of financial and programmatic performance needs to be improved. This has served to improve the coordination with OCFO and other agency offices.	Mar 8, 2013 4:51 PM
7	A-123 was well intentioned but I question its value since many of the controls tested in the A-123 process are also tested in the financial statement audits. I also question the value of PARs and AFRs. The value in producing audited financial statements is clear to me but that value in producing 100 - 200 page PARs and AFRs that nobody reads isn't.	Mar 8, 2013 1:46 PM