



Governmental Finance Management 101

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Later this week NACD Board Governance Fellow
WCPA, LLC Tampa Bay, Florida

**WE ALL HAVE
THOSE DAYS!
KNOWLEDGE
REPLACES
FRUSTRATION....**

**FLORIDA GOVERNMENT FINANCE OFFICERS ASSOCIATION
SCHOOL OF GOVERNMENTAL FINANCE
OCTOBER 24 - 28, 2016**



Governmental Finance Management 101

Learning Objectives

- To discuss the differences of managing in a governmental environment compared to private industry and
- To derive creative solutions to overcoming them,
- So as to lead to more effective Governmental Finance Managers, particularly with respect to the following job functions:
 - Recruiting
 - Hiring
 - Motivating
 - Retention / Succession Planning
 - Firing

Resources

Budget Management Analyst - Hernando County Board of County Commissioners

Hernando County Board of County Commissioners

Budget Management Analyst

Salary Range: \$49,524.80 - \$64,875.20

Closing: 11/01/2016

Description:

The Budget Management Analyst performs budget analysis work in the development, implementation, control and financing of the County budget by departments and appropriations. Work involves the analysis of fiscal, administrative and operational activities of the County Departments as they relate to the County's annual operating budget, capital improvement programs, operating budget.

Requirements:

Bachelor's Degree from an accredited four (4) year college or university in public administration, accounting, finance, business administration or related field. A comparable amount of directly related experience may be substituted at the County's discretion for the minimum educational requirement. A minimum of five (5) years of experience in budgeting, finance or accounting. Florida government experience preferred. Business experience with spreadsheets, database software and report writing, specifically in Microsoft Office Excel. Preferred: Certified as a Government Finance officer (CGFO) and/or Certified Government Financial Manager (CGFM). Must possess and maintain a valid Florida Driver's License and be insurable by current insurance carrier.

How to Apply:

ALL APPLICANTS MUST COMPLETE THE BOARD OF COUNTY COMMISSIONERS ON-LINE EMPLOYMENT APPLICATION LOCATED AT WWW.HERNANDOCOUNTY.US/HR.

To apply for this position, please submit a cover letter, employment application, salary requirements and college transcript(s). Copies/unofficial transcripts showing degree awarded, must be attached to your employment application. All degrees must be awarded by an accredited educational institution. If selected, official transcripts should be sent directly from the College/University to Human Resources.

Recruitment

What do you feel (or have experienced)

are the unique challenges of

RECRUITMENT?

How many use civil service hiring

procedures?



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ICMA

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ARTICLE

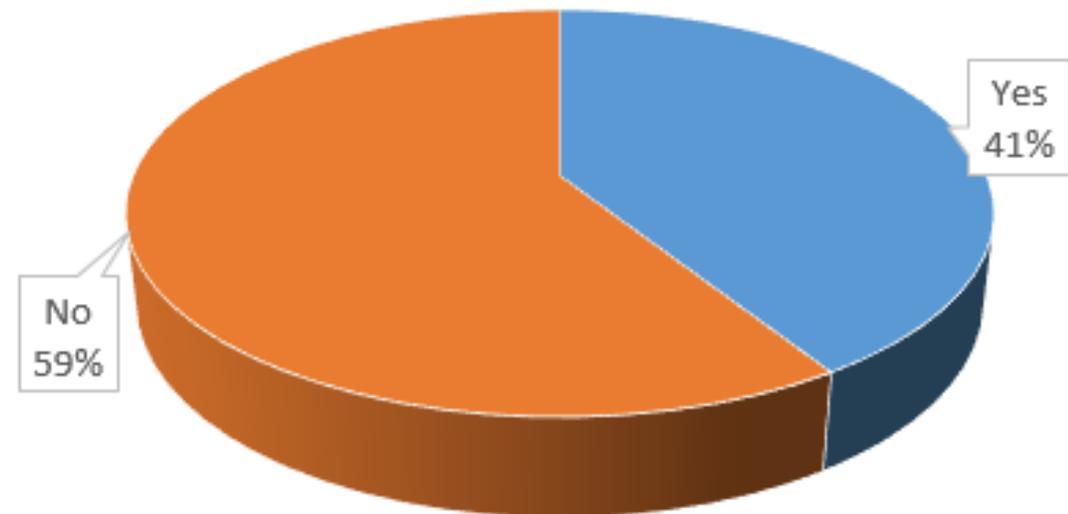
Recruitment, Red Tape, and Cash-Strapped IT Budgets Are Top Challenges

Nationwide study reveals human capital as top state and local government management challenges.



State and Local Governments:

Do You Believe That Your Government is Prepared Well for the Looming Retirement of Baby Boomers?



“Workforce aging and retirements across the board in key management positions [are] leaving a void in institutional knowledge.”

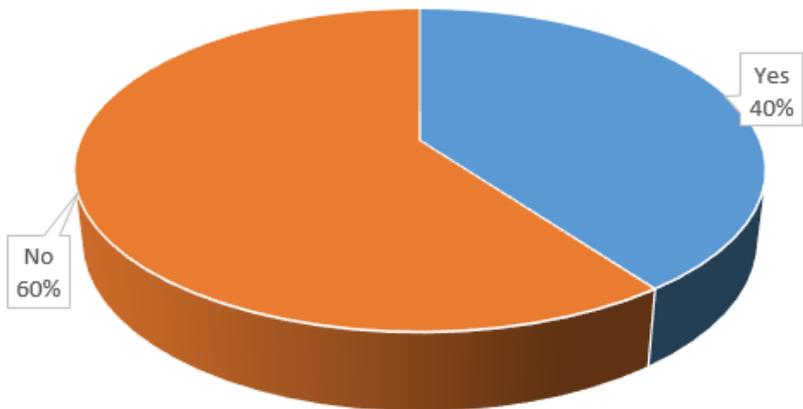
ARTICLE

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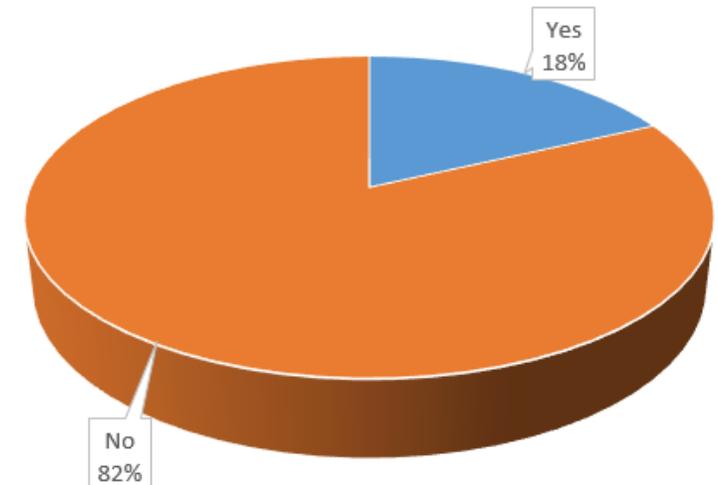


State and Local Governments



Do You Believe That Your Government is competitive with the private sector in their ability to recruit and hire talent?

State Governments Only

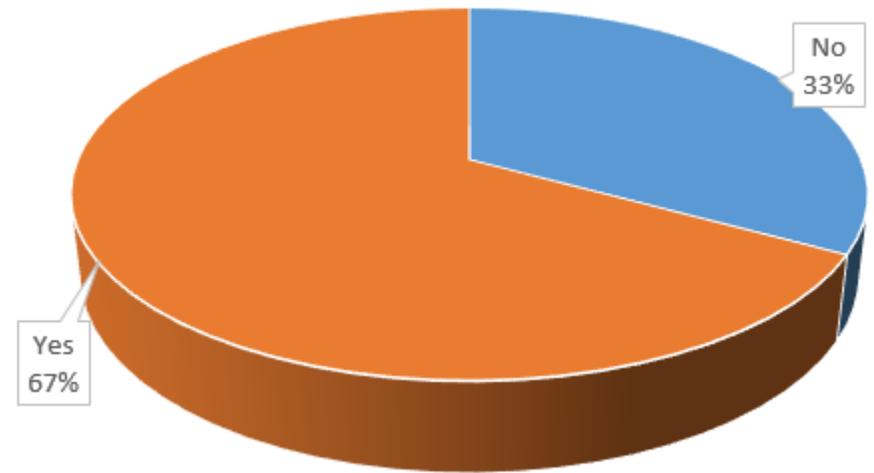


70% of respondents believe their organization's benefits and 'job perks' are at least on par with the private sector.

The screenshot shows the ICMA website header with the logo and tagline "Leaders at the Core of Better Communities". Navigation links include "Home", "About", "Membership", "Ethics", "Priorities", "Partners", "Career Network", "News", and "Events". A secondary navigation bar contains "ICMA", "UNIVERSITY", "PUBLICATIONS", and "PROGRAM CENTER". The main content area features an article titled "Recruitment, Red Tape, and Cash-Strapped IT Budgets Are Top Challenges" with a sub-headline: "Nationwide study reveals human capital as top state and local government management challenges." Social media sharing icons for Twitter, Facebook, LinkedIn, Pinterest, Email, and a plus sign are visible at the bottom right of the article preview.

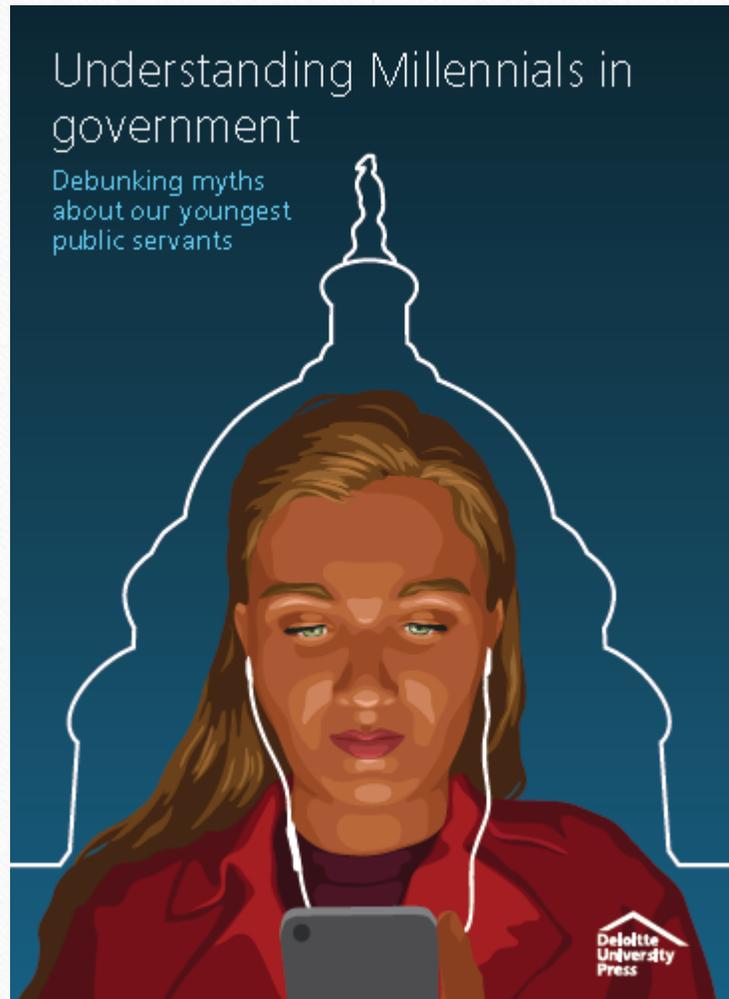
Do You Believe That Your Government is Representative of the Demographics and Diversity of it's Contingency?

...nearly half of respondents reporting representational disparities ("No's") among their organization's leadership.



The image shows a screenshot of the ICMA website. At the top left is the ICMA logo with the tagline "Leaders at the Core of Better Communities". To the right are links for "Join", "Job Search", and "Annual Co". Below the logo is a navigation bar with "ICMA" highlighted, and buttons for "UNIVERSITY", "PUBLICATIONS", and "PROGR. CENTER". A secondary navigation bar includes "Home", "About", "Membership", "Ethics", "Priorities", "Partners", "Career Network", "News", and "Events". The main content area features an "ARTICLE" label, the title "Recruitment, Red Tape, and Cash-Strapped IT Budgets Are Top Challenges", and a subtitle "Nationwide study reveals human capital as top state and local government management challenges." Social media sharing icons for Twitter, Facebook, LinkedIn, Pinterest, Email, and a plus sign are located at the bottom right of the article preview.

Only 48% of respondents believe their organization is effective at recruiting employees with **appropriate IT skills and expertise**.



- ...the latest figures from the Bureau of Labor Statistics show Millennials making up only 24.5 percent of government employees, compared to 33.7 percent in the private sector.
- ...college students are choosing to study public administration as much or more than previous generations did, and national polls show that a large proportion of undergraduates remain eager to work for government.



- ...college students are choosing to study public administration as much or more than previous generations did, and national polls show that a large proportion of undergraduates remain eager to work for government.
- The unemployment rate for 25-29-year-old bachelor's degree holders in public administration was 7.3 percent, according to the Department of Education, well above the national average of 4.8 percent for all bachelor's degree holders.
- A dean at one university's school of public policy attributed the trend at least in part to a reduction in openings in state and local government



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RECRUITING AND RETAINING HIGH-QUALITY STATE AND LOCAL WORKERS:
DO PENSIONS MATTER?

Alicia H. Munnell, Jean-Pierre Aubry, and Geoffrey T. Sanzenbacher

CRR WP 2015-1
Released: January 2015

- Many state and local governments have responded to challenges facing their pension plans by cutting benefits.
- The study suggests states should be cautious as they cut their pension benefits and that a strategy to maintain benefits by shifting some costs onto employees may help maintain states' ability to recruit and retain high-quality workers.

Millennials exit the federal workforce as government jobs lose their allure

By Lisa Rein December 15, 2014

- Six years after candidate Barack Obama vowed to make working for government “cool again,” federal hiring of young people is instead tailing off and many millennials are heading for the door.
- The share of the federal workforce under the age of 30 dropped to 7 percent this year, the lowest figure in nearly a decade, government figures show.
- With agencies starved for digital expertise and thousands of federal jobs coming open because of a wave of babyboomer retirements, top government officials, including at the White House, are growing increasingly distressed about the dwindling role played by young workers.
- “Millennials are a very important constituency and talent pool to pull from,” said Lisa Danzig, associate director for personnel and performance with the White House’s Office of Management and Budget. Recruiting them, she acknowledged, “is a challenge. There’s a lot of competition for new talent among them.”



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Recruiting and Retaining Public Sector Workers

Views from state personnel executives

- A number of personnel executives reported that the economic downturn—and accompanying high unemployment rates—made it easier for state government to attract workers. Some state human resources officers said the number of applicants per position increased, and the quality of the applicant pool improved. But several personnel executives said they expected that their recruitment pool might shrink as the private sector returns to prerecession employment levels.



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Recruiting and Retaining Public Sector Workers

Views from state personnel executives

- Survey respondents listed **pension benefits as less important** to younger workers than to workers in general. ... Only 33 percent of workers **younger than 30 said retirement plans were extremely important** to them compared with **51 percent of workers 50 and older.**



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Recruiting and Retaining Public Sector Workers

Views from state personnel executives

- Lee-Ann Easton, administrator of the Nevada Division of Human Resource Management, said younger workers have **different work-related priorities**: “We are finding that the younger generation who grew up on technology wants more flexibility in their careers such as **flexible hours** and the **option to telecommute**. Pay is always a factor as well, but flexibility and telecommuting appear to be gaining in job satisfaction above retirement benefits.”
- Survey respondents listed **pension benefits as less important** to younger workers than to workers in general. ... Only 33 percent of workers **younger than 30 said retirement plans were extremely important** to them compared with **51 percent of workers 50 and older**.



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- Officials reported **difficulty recruiting and retaining** several **hard-to-fill positions**, including science and math teachers, information technology specialists, finance experts, nurses, and doctors.
- While only **3 percent of respondents** said they had not met their recruitment goals for **all public sector workers**, almost **7 percent** said they had not met their recruitment goals **for hard-to-fill positions**.

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SMART MANAGEMENT

The Challenge of Building the Workforce Government Needs

Competition from the private sector is stiff. Governments have much to offer, but they need do a better job of getting the message out.

BY ELIZABETH K. KELLAR | JULY 8, 2014

- Recruitment challenges have been a shock to communities that see themselves as highly desirable places to live and work. As one North Carolina local-government manager told me, "It takes a lot of time to fill senior positions -- sometimes we have to go through the recruitment process three times." She speculated that the housing market and two-career family dynamics were making it more difficult for people to move.

THE WALL STREET JOURNAL

CAREERS

U.S. Struggles to Draw Young, Savvy Staff

Percentage of Government Employees Under 30 Hit 8-Year Low in 2013



Andrew McMahon, right, helped start a program that pairs government employees with private-sector software and technology workers. T.J. KIRKPATRICK FOR THE WALL STREET JOURNAL

By **RACHEL FEINTZEIG**

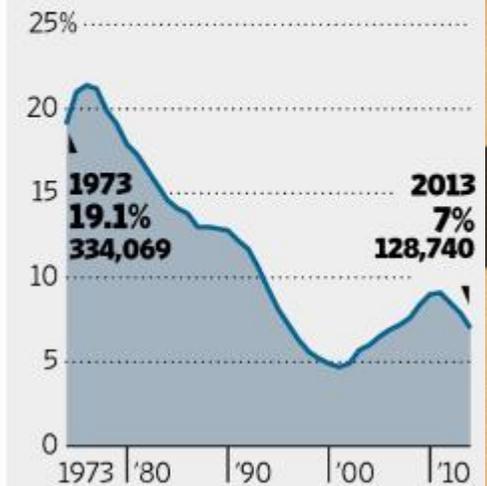
June 10, 2014 8:09 p.m. ET

Without a pipeline of young talent, the government risks falling behind in an increasingly digital world, current and former government officials say.

Meanwhile, critics say that government hiring is **confusing, opaque and lengthy**, deterring even those who want to devote their lives to public service. The process is "deeply broken," says Max Stier, chief executive of the nonpartisan Partnership for Public Service, which aims to motivate a new generation of government workers.

Smaller Slice

Percentage and number of full-time permanent federal civilian employees younger than 30 years old:



Source: Office of Personnel Management
The Wall Street Journal

THE WALL STREET JOURNAL

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Andrew McMahon, right, helped start a program that pairs government employees with private-sector software and technology workers. T.J. KIRKPATRICK FOR THE WALL STREET JOURNAL

By **RACHEL FEINTZEIG**

June 10, 2014 8:09 p.m. ET

The government's reputation for bureaucracy and hierarchy is driving away many workers, says Paul Light, a professor of public policy at New York University who studies youth career paths. Unlike their parents, today's young workers don't consider the government to be a haven of stability and long-term job security, he says, especially after last year's shutdown.

...agencies make college-recruiting visits in the spring, after many seniors have already accepted job offers, and they look for candidates only when they need them rather than maintaining relationships with university contacts and developing a pool of available talent.

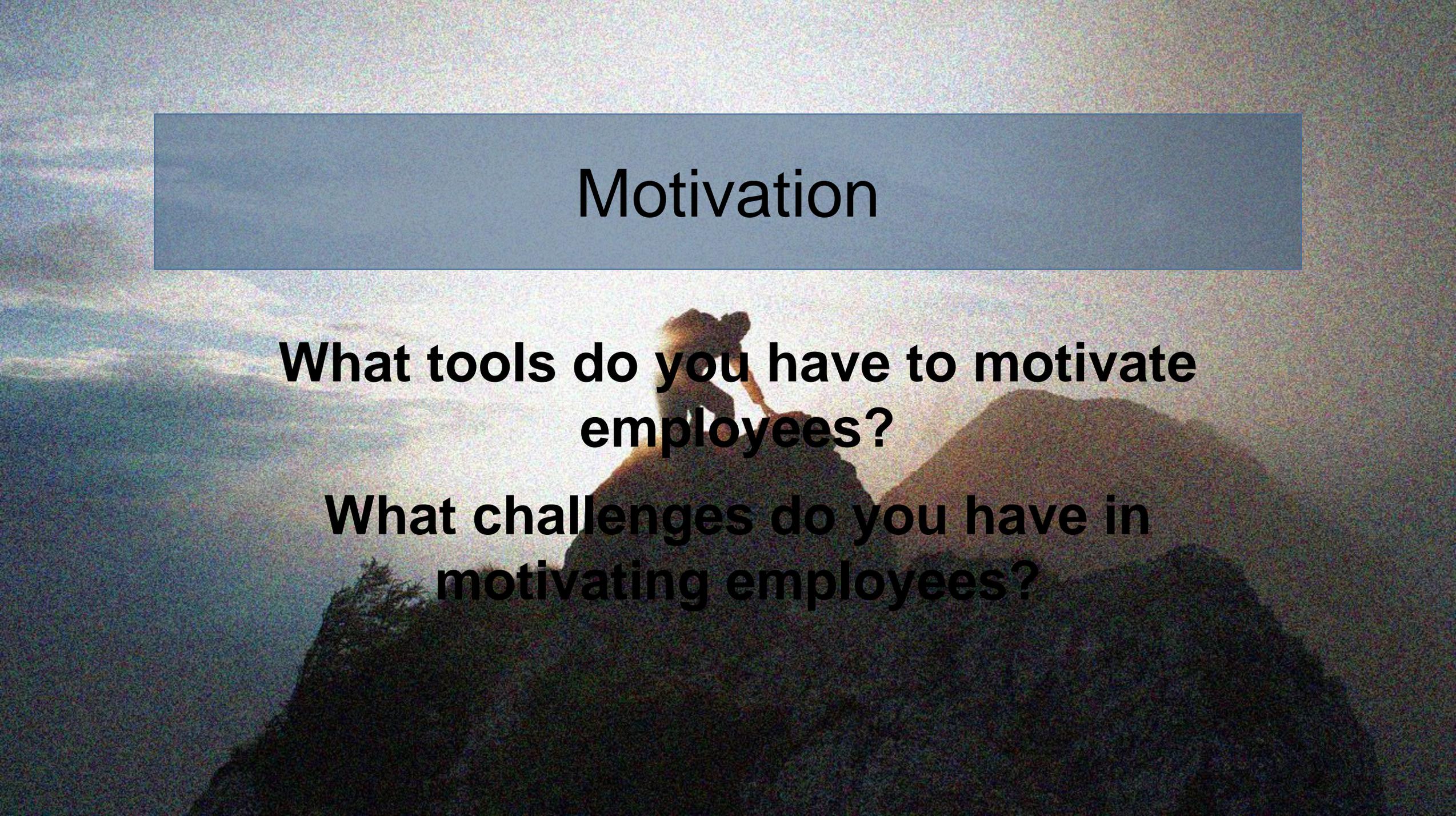


Hiring

How do you select from a stack of resumes / applications?

How much choice do you have?

Or how much choice is dictated by process?



Motivation

What tools do you have to motivate employees?

What challenges do you have in motivating employees?



Retention / Succession Planning

What do you feel (or have experienced) are the unique challenges of RETENTION?

SMART MANAGEMENT

6 Big Government Management Issues in 2015

Each are crucial for states and localities to address this year.

BY KATHERINE BARRETT & RICHARD GREENE | FEBRUARY 2015

Katherine Barrett & Richard Greene

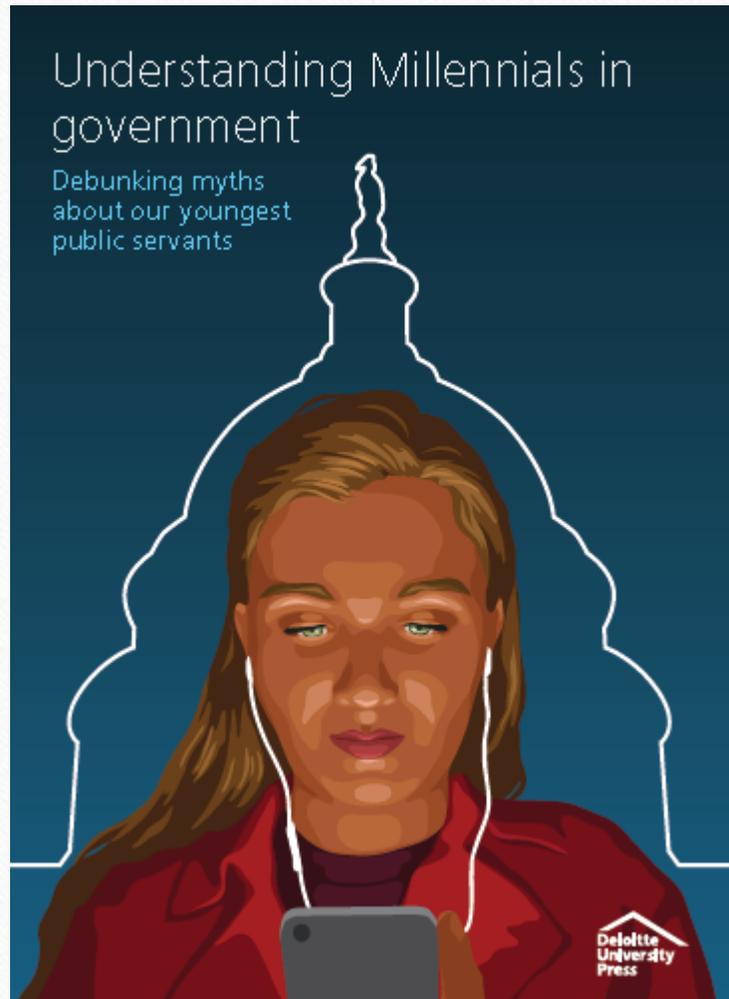
Katherine and Richard are *Governing* columnists with expertise in government management.

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- **Building the workforce**
- During the past year or two, we've interviewed the majority of the states' HR directors and kept in touch with many of them as time went on. What we've heard them say and repeat over and over again is a variation on one theme: "I have a great A team, and a good C team, but I lack a strong B team." **That faltering B team is the roster of men and women who are ready to move into the top management spots. Thanks to high turnover among new employees and cutbacks in training, there are fewer and fewer managers ready to make the leap. In the next year, governments will need to focus on ways to provide the next top echelon of leaders.**



- Federal **employee engagement has declined since at least 2010** with federal civil servants' attachment to their agencies **shaken by repeated pay freezes, government shutdowns, and fiscal uncertainty.**
- What is the state and local effect?
- ...for young workers who do choose government careers, the evidence suggests that **their engagement and pride in their organization** on average do not differ measurably from that of other generations.



- NORC's General Social Survey implies that **Millennial government workers today have less intent to look for a new job** in the next year than do their **private-sector peers** (36 percent intend to look for a new job versus 51 percent of all Millennial respondents).

The Washington Post

Politics

Millennials exit the federal workforce as government jobs lose their allure

By Lisa Rein December 15, 2014

At some agencies, millennials are trying to **shake up the bureaucracy**, challenging the **pay-your-dues ethic** and pressing for **faster promotion opportunities** and policies that **strike a better balance between work and home**. At the Department of Housing and Urban Development, for example, a group of workers with the agency for less than five years, calling itself Under 5, won backing for a program in which **employees with innovative ideas** are given four hours a week to work on them.



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Recruiting and Retaining Public Sector Workers

Views from state personnel executives

- Several personnel executives believed that **since the 2008 recession**, many workers **have been delayed their retirements**. C. Neal Alexander Jr., director of the North Carolina Office of State Personnel, predicted that an improved economy will affect the rate of retirement.
- State officials said that they **need to do a better job of succession planning** to make sure they have **qualified applicants to take over these positions**.

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Improving Employee Engagement in Government—Now More Than Ever
Monday, March 02, 2015 - by *Robert Lavigna*

...the 2014 Best Places to Work in the Federal Government rankings by the Partnership for Public Service showed a decline in federal employee job satisfaction for the fourth year in a row. And, while we don't have comparable data for state and local government, it is likely that the needle of engagement is moving in the wrong direction in these sectors as well.

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Improving Employee Engagement in Government—Now More Than Ever

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[Here] are instructive examples of what government organizations have done to improve engagement:

- Providing senior-level strategic leadership on improving engagement
- Developing leadership and management competencies around employee engagement

- Improving communication across the organization
- Managing employee performance more effectively
- Ensuring that employees believe that their opinions count
- Creating a positive work environment, such as adopting more flexible work arrangements
- Improving the onboarding of new employees
- clarifying the line of sight between employees' work and the organization's mission
- Span--->enhancing employee prospects for career growth
- Recognizing employee contributions.

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SMART MANAGEMENT

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BY ELIZABETH K. KELLAR | JULY 8, 2014

- A legacy of the recession is that more governments are hiring contract or temporary employees to fill positions (one third reported doing so in 2013, according to the center's report). The rise of this independent workforce is significant for both the private and public sectors.
- **QUESTION: WHAT CHALLENGES DO CONTRACT / TEMPORARY WORKERS CREATE?**



Firing

How easy or difficult is fire an employee?

Any special issues because of governmental entity??

Any More Issues to Discuss?

