

Natural Resources Conservation Service

**Leadership Development Framework (LDF)
Tactical Leadership Cluster**

**Fiscal Responsibility
Recommended Curriculum**

Target Proficiency Level: 3.5

Course: Budget Execution

Description: Experience has shown that agency personnel spend more time on budget execution than on any other phase of the budget process. In this course you will learn to develop and manage an operating plan, monitor and track performance, respond to unanticipated events, and avoid Anti-Deficiency Act (ADA) violations. You will also understand the apportionment process, be able to manage reimbursable work, and prepare for year-end closeout, including the preparation of the SF-133.

This course is part of the Master Certificate in Federal Financial Management (MCFFM).

Modality: Classroom, Instructor-Led

Length: 4 days

Vendor: Graduate School USA

Cost: Pricing for onsite facilitation varies based on number of participants

Developmental Opportunity: Mentoring for Fiscal Responsibility

Objectives:

- Demonstrate ability to establish cost-effective budgets that tap into financial resources from conventional and unconventional sources
- Apply knowledge of provisions of appropriation law
- Practice making effective use of financial resources

Mentoring Considerations:

- Pairing should be self-selected to encourage motivated mentoring pairs
- Should meet regularly with a trusted individual at the Operational leadership level (or above) to gain insight into developing budgets that tap into conventional and unconventional sources
- Be flexible and accommodating when considering schedules, workload, etc.
- Develop a mentor/mentee agreement, with up-front expectations regarding the roles and responsibilities of the mentor and mentee, what each person is hoping to gain from the mentor/mentee relationship, expectations and logistics, etc.
- Develop suggested checklist for activities and conversations regarding key appropriation provisions and developing budgets using unconventional sources

Modality: In-person; virtual

Length: 6-12 months; 2 hours per month

Vendor: N/A

Cost: N/A

Stretch Assignment or Project: Develop and Monitor a Budget

Objectives:

- Demonstrate ability to establish cost-effective budgets that tap into financial resources from conventional and unconventional sources
- Practice establishing procedures to ensure that projects/programs operate within budget and use proper budget accounting
- Apply comprehensive knowledge of NRCS financial processes

Assignment or Project Considerations:

- Include opportunity to create and monitor a budget for a project or unit
- Allow for collaboration with trusted leader or mentor, and incorporate feedback during the development and monitoring process
- Opportunity should be relevant and appropriate for level of expertise
- Request feedback after the project is completed to review what went well and areas for improvement
- Be flexible regarding individual roles, responsibilities, workload, etc.

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| Modality: On-the-job | Length: Ongoing; as needed; 5 hours per month | Vendor: N/A | Cost: N/A |
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