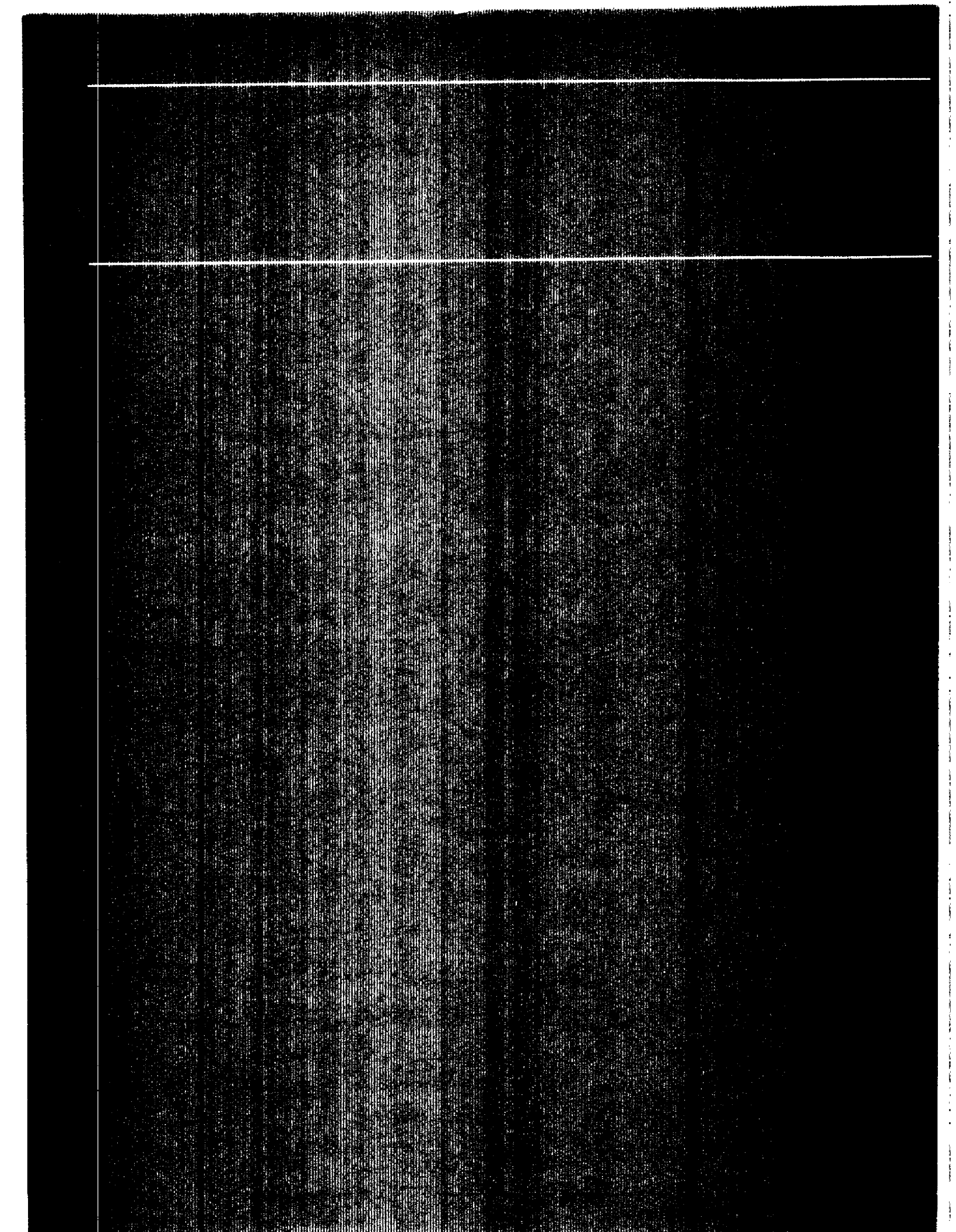


GAO

United States General Accounting Office
Accounting and Financial
Management Division

January 1989

**GAO's
Financial
Management
Training Plan**



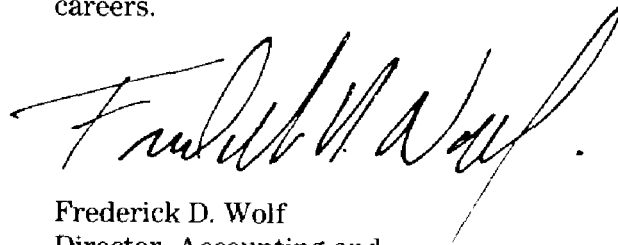
Preface

The hallmark of a professional auditor is a commitment to continued self-development. As new and challenging problems and issues confront us, we must respond by sharpening and expanding our technical expertise, analytical abilities, and managerial capabilities. That commitment is both an organizational and an individual responsibility as well as a public expectation of us.

Advanced technology offers a number of systems, tools, and methodologies to assist us in our work. Knowledge of such technical capabilities is important in ensuring quality and efficiency in the performance of our work. Likewise, as the world we are auditing changes, we need to expand our knowledge of new developments and their impact on the results of our audits and evaluations.

This training plan outlines a curriculum which can be used by financial management audit professionals as a guide for gaining the knowledge, skills, and abilities necessary to maintain currency in financial management matters and to effectively perform their work.

With the pursuit of these goals in mind, we offer the enclosed training program for auditors involved in the financial and related auditing environments. We encourage auditors to take full advantage of these courses as they develop and maintain their professionalism and enhance their careers.



Frederick D. Wolf
Director, Accounting and
Financial Management Division

Contents

Preface		1
Policy		4
Development		5
Categories	Career Ladder Staff	5
	Middle Management Level	5
	Senior Management Level	6
Training Options		7
	Internal Training	7
	External Training	7
	On-The-Job Training	8
Customized Training		9
Training Profile		10
Executing the Plan		15
	Policy and Administration	15
	Design and Presentation	15
	Participant Feedback	17
GAO's Interface With the Financial Management and Audit Community		18

Appendix

**Appendix I: Description of Customized Courses/Seminars
Critical to Achieving GAO's Mission of Improving
Federal Financial Management** 19

Courses

- Accounting and Auditing Review and Update 19
- Advanced Financial Auditing 20
- Budgeting in Review 21
- CARE: Basic Financial Auditing 22
- CARE: Financial Systems Audits 23
- Core Financial System Requirements 24
- Federal Accounting Principles and Standards 25
- Government Auditing Standards (GAGAS) 26
- Introduction to Financial Management 27
- Practical Internal Control Studies 28
- Referencing for Financial Management Reports 29
- Systems Under Development Reviews 30

Seminars

- Financial Management Initiatives 31
- Quality Assessment Reviews 32
- Federal Accounting Standards 33

Policy

Government Auditing Standards (1988 Revision), also known as generally accepted government auditing standards (GAGAS), state that the auditor and the audit organization should maintain their professional proficiency through a program of continuing education and training. In order to satisfy this requirement, an auditor should, at a minimum, have completed within each 2-year period at least 80 credit hours of continuing education and training that contribute directly to the auditor's professional proficiency to perform the audit at hand. At least 24 of the 80 hours should be directly related to the government environment and to government auditing.

In carrying out these universal standards, GAO's Accounting and Financial Management Division (AFMD) has developed and supports a strong individual training program. This program is outlined in the Training Profile on page 10. The profile applies to, and should be completed by, all AFMD and other GAO professionals engaged in financial management work. For AFMD, this requires an organizational commitment to train regional staff who will be working on financial management assignments and a commitment to support and coordinate such training among divisions. For the non-GAO professional, the profile provides a description of the level and kind of training GAO believes is needed by auditors performing government financial management work.

This training plan is an extension of, and is compatible with, the "future core skills" needs defined by GAO's human resource planning project for the financial management/budget concepts area. It is also an extension of, and is compatible with, GAO Order 2410.1, "Training of GAO Employees."

Development Categories

GAO's plan for providing professional development opportunities to headquarters and regional staff doing financial management work is segmented into three categories:

- career ladder staff (GS-7 through GS-12),
- middle management (GS-13 and GS-14), and
- senior management (GS-15 and senior executives).¹

The overall focus of these three categories varies. The first category concentrates primarily on technical training, the second mixes both technical and managerial courses, and the third focuses primarily on managerial and leadership subjects but may also include technical training when appropriate. Individuals who join GAO at the middle or senior management levels should review the lower level curriculum to determine courses which may provide necessary technical and managerial background information. In addition, technical courses such as Accounting and Auditing Update are available for all levels.

Career Ladder Staff

GAO staff members in the career ladder who are doing financial management work should receive about 4 weeks of training the first year, 3 weeks the second year, and 1 to 2 weeks per year thereafter. We emphasize formal classroom training closely coordinated with on-the-job training. Knowledge and skill development in such areas as government operations, auditing, accounting and budget systems, evaluation techniques, control and risk evaluation, audit planning, computer applications, supervision, and communications will provide the broad base needed to support the varied financial management jobs to which staff may be assigned.

Middle Management Level

At the middle management level, staff members should receive a minimum of 1 week's training per year. The staff member should already have taken, and have a working level competency of, many of the technical courses such as Control and Risk Evaluation (CARE) and microcomputer applications such as WordPerfect, Lotus 1-2-3, and dBASE III. Technical training should continue and is necessary for maintaining and updating proficiency; however, this level also requires management and supervisory quality assurance skills obtained through courses in advanced supervision, managerial leadership, and making presentations.

¹Agencies' personnel systems differ; therefore, you should compare these categories with your personnel system to determine your training needs.

Senior Management Level

Training and educational opportunities for senior management focus on managerial and leadership skills. A minimum of 1 week's training per year should be taken. We emphasize developing skills in decision-making, group management, planning and organizing, running effective meetings, and interpersonal relations. Senior managers should obtain additional knowledge of various financial management concepts and public policy issues and trends by participating in GAO's Executive Education Program (described in GAO's Catalog of Human Resource Development Activities, 1988), attending the executive speakers' program, and attending financial management seminars.

Training Options

There are three basic avenues which the professional staff doing financial management work can pursue in achieving their developmental goals. These are: formal internal training, formal external training, and on-the-job training.

Internal Training

Formal internal training concentrates primarily on developing the specific skills necessary to perform financial management work and the more general skills needed throughout GAO. Specifically, internal training bridges the gap between formal education (and experience) and the general tools of auditing and evaluating needed to do GAO's financial management work.

The more general GAO courses range from Specialized Entry Level Training to Managerial Competencies to the Executive Speakers' Program. Specific skills which are of particular importance in helping the professional staff become more efficient and effective are the various micro-computer courses such as WordPerfect, dBASE III, Lotus 1-2-3, and Crosstalk. A list of all GAO courses is in the Catalog of Human Resource Development Activities, 1988.

External Training

Formal external training and outside professional development activities, offered by professional organizations or educational institutions, are available for professional staff to further their knowledge, skills, and abilities in financial management or managerial/leadership competencies. GAO values professional achievements such as becoming a CPA, obtaining other pertinent certifications, or obtaining a financial management related advanced degree.

The emphasis on professional achievements will vary depending on the type of financial management work the employee is doing and where that person is located within the agency. While professional development is supported by GAO with monetary aid and time off to take professional examinations, the amount of aid and time off can vary.

A staff member who holds a professional certification is responsible for documenting and reporting to the sponsoring organization the fulfillment of continuing professional education requirements.

Participation in professional societies and serving as an outside speaker are also highly encouraged as a means not only for individual development but also for GAO representation within the financial management community.²

On-The-Job Training

On-the-job training is as vital a part of an effective training program as is formal training. On-the-job training is an effective tool in developing professional staff because it provides the opportunity to apply and reinforce, under supervision, the skills learned in formal training. In that respect, supervisors should realize that an important part of their responsibility is to provide development opportunities and guidance to the professional staff. Furthermore, GAGAS, as well as GAO policy, require supervisors to properly supervise staff to ensure that they receive appropriate guidance in performing their work. This includes prompt review of all audit working papers, documenting the review by signing and dating the working papers, and providing feedback to the employees. Staff rotation is also used to achieve on-the-job training. It is important that staff receive a variety of assignments in the areas of financial audit, accounting reports, budget, audit oversight, accounting policy, and other related financial management issues, particularly during the career ladder years. As staff move into middle and senior management roles, their focus should become more specialized so that an expertise can be developed.

²GAO Order 2252.1, "Professional or Other Associations," November 18, 1986, and GAO Order 1350.1, "Policy Pertaining to External Writing and Speaking Activities of Employees of the General Accounting Office," February 14, 1986.

Customized Training

Government financial management work, because of its unique nature, requires customized training. Therefore, specific courses and seminars have been identified as necessary for achieving GAO's objective of a well-trained, professional staff.

Appendix I provides a detailed description of these recommended courses and seminars along with other information (such as course length, recommended participants, and course director). Below is an alphabetical list of the current offerings, as well as courses under development.

Courses

- Accounting and Auditing Review and Update (see page 19),
- Advanced Financial Auditing (see page 20),
- Budgeting in Review (see page 21),
- CARE: Basic Financial Auditing (see page 22),
- CARE: Financial Systems Audits (see page 23),
- Core Financial System Requirements (see page 24),
- Federal Accounting Principles and Standards (see page 25),
- Government Auditing Standards (GAGAS) (see page 26),
- Introduction to Financial Management (see page 27),
- Practical Internal Control Studies (see page 28),
- Referencing for Financial Management Reports (see page 29), and
- Systems Under Development Reviews (see page 30).

Seminars

- Financial Management Initiatives (see page 31),
- Quality Assessment Reviews (see page 32), and
- Federal Accounting Standards (see page 33).

Training Profile

This section provides a profile of the financial management and other GAO courses which are necessary for GAO's professional staff doing financial management work and the grades at which it is recommended that each course be taken. The professional staff and their managers need to assess whether it would be beneficial for staff to take any courses they did not take when at a prior grade level.

It is both a staff and a supervisory responsibility to ensure that this profile is followed. Following the training recommendations will allow the auditor to obtain the proposed continuing education and training requirements.

Supervisors and senior management should ensure staff have time to take the necessary courses. However, because of key and pressing job assignments, as well as availability of training slots and resources, all training listed as recommended at certain grade levels may not be feasible during a specified year. (While these courses have been approved for continuing professional education (CPE) credits, the number of credits for all courses had not been determined when this manual was published.)

Training Profile

	Number of days
GS-7	
New Employee Orientation	1
Specialized Entry Level Training	8
Government Auditing Standards (GAGAS)	1
Introduction to Financial Management	1
Introduction to Microcomputers	1/2
Federal Accounting Principles and Standards	3
CARE—Basic Financial Auditing ^a	5
CARE—Financial Systems Audits ^a	2
Core Financial System Requirements ^a	1
Introduction to WordPerfect ^b	2
Introduction to Crosstalk XVI ^b	1
Introduction to dBase III ^b	2
Introduction to Lotus 1-2-3 ^b	2
External technical courses and seminars ^c	1
CPA courses	
GS-9	
Budgeting in Review	3
Federal Accounting Principles and Standards	3
Accounting and Auditing Review and Update	2
Intermediate Writing Workshop	2
CARE—Basic Financial Auditing ^a	5
CARE—Financial Systems Audits ^a	2
Systems Under Development Reviews ^a	3
Core Financial System Requirements ^a	1
Introduction to WordPerfect ^b	2
Introduction to Crosstalk XVI ^b	1
Introduction to dBase III ^b	2
Introduction to Lotus 1-2-3 ^b	2
External technical courses and seminars ^c	2
CPA courses	

Training Profile

	Number of days
GS-11	
Supervisory Training ^d	2
Producing Organized Writing and Effective Reviewing	2
Statistical Auditing Revised	3-1/2
Accounting and Auditing Review and Update	2
Federal Accounting Principles and Standards	3
CARE—Basic Financial Auditing ^a	5
CARE—Financial Systems Audits ^a	2
Core Financial System Requirements ^a	1
Systems Under Development Reviews ^a	3
Introduction to WordPerfect ^b	2
Introduction to Crosstalk XVI ^b	1
Introduction to dBase III ^b	2
Introduction to Lotus 1-2-3 ^b	2
External technical courses and seminars ^c	3
CPA Courses	
GS-12	
Planning the Job	3
Preparing Effective Presentations	3
Fraud Awareness Training	3-1/2
Advanced Financial Auditing	5
Accounting and Auditing Review and Update	2
Federal Accounting Standards (seminar)	1
Quality Assessment Reviews (seminar)	1/2
Financial Management Initiatives (seminar)	1/2
Referencing for Financial Management Reports	1
Supervisory Training ^d	5
Introduction to Crosstalk XVI ^b	1
Introduction to dBase III ^b	2
Introduction to Lotus 1-2-3 ^b	2
External technical courses and seminars	2

Training Profile

	Number of days
GS-13	
Managerial Speakers' Program	1/2
Advanced Supervisory Training ^d	5
Preparing Effective Presentations	3
Advanced Financial Auditing	5
Accounting and Auditing Review and Update	2
Federal Accounting Standards (seminar)	1
Financial Management Initiatives (seminar)	1/2
Quality Assessment Reviews (seminar)	1/2
Practical Internal Control Studies	1
Time Management for Managers	1
Approach and Methodology Selection	3
Report Writing for EICs	2
Quality Assessment Reviews	1/2
External technical courses and seminars	2
GS-14	
Managerial Speakers' Program	1/2
Managerial Leadership	2-1/2
Managerial Decision-making	3-1/2
Advanced Financial Auditing	5
Accounting and Auditing Review and Update	2
Federal Accounting Standards (seminar)	1
Financial Management Initiatives (seminar)	1/2
Quality Assessment Reviews (seminar)	1/2
Practical Internal Control Studies	1
Managing for Productivity	3-1/2
Running Effective Meetings	2
Office of Congressional Relations Workshop	1/2
Managerial Competencies Workshop	3
External technical courses and seminars	2

Training Profile

	Number of days
GS-15	
Executive Speakers' Program	1/2
GAO, Congress, and the Environment	3
Accounting and Auditing Review and Update	2
Federal Accounting Standards (seminar)	1
Practical Internal Control Studies	1
Managing Personal and Organizational Change	5
Delivering Testimony	2
Report Quality Review	2
Financial Management Initiatives (seminar)	1/2
External technical courses and seminars	2
SES	
Executive Briefing Skills	2
Accounting and Auditing Review and Update	2
Federal Accounting Standards (seminar)	1
Practical Internal Control Studies	1
Financial Management Initiatives	1/2
Executive Speakers' Program	1/2
External technical courses and seminars	2

^aIf applicable to assignment or by the time one becomes a GS-11.

^bProfessional staff should have basic competencies in these microcomputer applications. Courses should be taken when most advantageous to assignment.

^cTaking the CPA exam may be substituted.

^dThe GAO Supervisory Training Curriculum is being revised; additional supervisory/managerial courses will be available later. Contact the GAO Training Institute's Special Programs Branch Manager, Judith Glenn, for alternative training.

Note: The need for internal or external elective courses is determined by staff and supervisors. The internal electives are listed in GAO's Catalog of Human Resource Development Activities, 1988. External electives are publicized by the professional organizations and educational institutions that offer them.

Executing the Plan

Developing, implementing, and maintaining this training plan can be divided into three basic segments: (1) establishing training policy and providing administrative support, (2) designing course material and presenting the courses, and (3) developing professional staff and evaluating course effectiveness.

Policy and Administration

The Accounting and Financial Management Division (AFMD), in conjunction with the GAO Training Institute, is responsible for establishing GAO's overall financial management training policy and developing and periodically updating the training plan for staff assigned to GAO's financial management work. Within AFMD, the Accounting Principles and Standards Group discharges this responsibility.

Headquarters and regional staff will obtain financial management training through division or regional office training coordinators. Each GAO division or office will continue to provide administrative support for training, such as allocating training funds, approving external training requests, and disseminating training information.

At times when it is desirable to train a large group of regional staff members, it may be more economical to present the course in the region. Arrangements for this can be made through the GAO Training Institute.

Design and Presentation

Development or revision of the customized financial management courses and seminars will be performed under the direction of AFMD's Accounting Principles and Standards Group, with the GAO Training Institute providing curriculum development and instructional design assistance. The GAO Training Institute will also assist AFMD course developers with approaches and techniques for developing course materials such as viewgraphs, instructor manuals and participant workbooks.

Course Director Functions

A course director will be designated for each course within an AFMD associate director's area. The course director, normally a GS-15 who provides subject matter expertise to the Accounting Principles and Standards Group and the GAO Training Institute, also will work with the associate director to obtain staff to develop and revise and to teach courses. The course director also will work through the GAO Training Institute to schedule courses and to ensure the availability of trained

instructors. The number of instructors necessary to maintain this program will be determined on a course-by-course basis by the course director, the Accounting Principles and Standards Group, and the GAO Training Institute. The course director's duties will require only part of that person's time.

Course Developers

AFMD units will periodically be required to support the overall GAO training objective by assigning key staff members to develop courses. A commitment of knowledgeable, effective staff is critical to a successful training program and must be balanced against a high demand for direct job assignments. In addition to the development or revision of the courses and seminars, AFMD will also work with regions and divisions, when necessary and as resources permit, to tailor these courses or other financial management courses to those units' specific needs. The course development or revision and presentation will be charged to GAO Training Institute job codes.

Instructors

The effectiveness of any training course relies heavily upon the dedication and quality of its instructors. GAO recognizes the instructor's role as critical to achieving its goals. Teaching also helps develop skills such as making effective presentations and thinking on one's feet. These skills can have a positive effect in other areas of a person's daily work. Therefore, GAO not only supports but fully encourages the participation of employees as instructors.

Instructors should have a constructive attitude towards training in general, be advocates for the course subject matter, be knowledgeable in and have experience working with the subject matter, and receive GAO Training Institute instructor training. This will require that part of an instructor's normal work schedule be dedicated to course preparation and presentation.

The GAO Training Institute instructor training requires attending workshops and seminars designed to help the individual acquire the necessary classroom teaching skills. Accounting Principles and Standards Group staff will work with the AFMD training coordinator and the GAO Training Institute to help new instructors schedule instructor training.

**GAO Training Institute
Support**

The GAO Training Institute will provide the logistical support for training. This includes things such as training instructors, scheduling classes and training rooms, scheduling participants, reproducing training material, tracking and recording attendance, collecting and analyzing course and instructor evaluations, and providing teaching aids, such as audiovisual equipment.

Participant Feedback

One of the primary objectives of training is to provide professional staff with the skills needed to work effectively. As a result, it is incumbent on the participant to provide feedback on the effectiveness and usefulness of the course. This will aid in the development and revision of in-house courses. This feedback on financial management courses will be provided to AFMD through the GAO Training Institute's individual course evaluations.

GAO's Interface With the Financial Management and Audit Community

GAO encourages the free exchange of ideas and the sharing of its financial management courses, course materials, and CARE audit methodology with the financial management community. GAO's management, through its participation in professional association seminars, advisory boards and committees, and one-on-one contacts with other agency officials, will apprise the financial management community of the availability of the GAO financial management audit methodology and courses.

Inquiries about the content of specific offerings described in appendix I should be directed to the course director who can be reached by calling the AFMD Reception Center on 275-9303. Requests for enrollment in courses and seminars should be directed to Judith Glenn, Manager, Special Programs Branch, GAO Training Institute (275-9252).

Description of Customized Courses/Seminars Critical to Achieving GAO's Mission of Improving Federal Financial Management

Accounting and Auditing Review and Update

Purpose	To present an annual overview of new and upcoming developments and pronouncements in the accounting and auditing profession and to reinforce requirements of existing pronouncements pertinent to GAO's financial accounting and auditing efforts.
Length	2 days (May vary from year to year.)
Recommended Participants	All division and regional staff, GS-9 and above, regularly performing AFMD financial audits.
Course Director	Roger R. Stoltz
Prerequisite and/or Concerns	Basic knowledge of commercial pronouncements, title 2, and GAO standards.

Advanced Financial Auditing

Purpose	To provide training to auditors-in-charge and audit managers in advanced and specialized areas of financial statement audits. Course topics will include: consideration of internal control structure, audit sampling, analytical review techniques, ADP auditing, auditing and reporting compliance with laws and regulations, sensitive payments testing, auditing accounting estimates, and topics in job administration.
Length	5 days
Recommended Participants	Auditors-in-charge and audit managers who perform or will perform financial statement audits.
Course Director	Rosemary M. Jellish
Prerequisite and/or Special Concerns	Participants are limited to those specifically performing or scheduled to perform financial statement audits and who have had Basic Financial Auditing or equivalent financial audit experience.

Appendix 1
Description of Customized Courses/Seminars
Critical to Achieving GAO's Mission of
Improving Federal Financial Management

Budgeting in Review

Purpose	To present the federal budget process and how it relates to GAO work. The course discusses theories, concepts, definitions, and practices of federal budgeting; analyzes budget related documents; and discusses GAO's budget analysis capability.
Length	3 days
Recommended Participants	All GAO audit staff.
Course Director	James L. Kirkman
Prerequisite and/or Special Concerns	None

CARE: Basic Financial Auditing

Purpose	To present the application of the basic CARE concepts in the audit of financial statements. The course emphasizes transaction flow review and analysis; control and substantive testing; decision points and procedures; and a financial-statement-audit case study.
Length	5 days
Recommended Participants	New AFMD and regional staff, GS-7 and above, or AFMD and regional staff who have limited financial statement audit experience and who perform or will perform financial statement audits.
Course Director	Terry L. Carnahan
Prerequisite and/or Special Concerns	Participants are limited to those specifically performing or scheduled to perform financial statement audits.

CARE: Financial Systems Audits

Purpose

GAO has developed an audit approach called Controls and Risk Evaluation (CARE) Audit Methodology to review and evaluate agency accounting and financial management systems. CARE: Financial Systems Audits focuses on the identification of and evaluation of the adequacy of internal controls including administrative controls, general controls, and application specific controls.

This course presents the application of the basic CARE concepts in the audit of accounting and financial management systems and discusses general risk assessment, transaction flow review and analysis, control and substantive testing, decision points and procedures, and system audit case study.

Length

2 days

Recommended Participants

New staff doing AFMD systems audit work.

Course Director

Darby W. Smith

**Prerequisite and/or Special
Concerns**

Basic knowledge of financial systems.

Core Financial System Requirements

Purpose	To present an overview of the <u>Core Financial System Requirements</u> ³ , which are the general functional requirements, accounting functional requirements, general support requirements, and ADP system requirements. The course will also discuss the (1) commitment of the central agencies to improve federal financial management and how the Core Requirements fit into this ongoing modernization effort, (2) impact of the Core Requirements on agencies and vendors of off-the-shelf software, and (3) next steps in the effort to modernize federal financial systems.
Length	1 day
Recommended Participants	Auditors and evaluators who will be involved directly or indirectly in the review of financial systems.
Course Director	Janett P. Smith
Prerequisite and/or Special Concerns	Basic knowledge of financial systems as well as a precourse review of the document.

³Core Financial System Requirements was promulgated by the Joint Financial Management Improvement Program in January 1988.

Federal Accounting Principles and Standards

Purpose

To present an introduction to federal accounting principles and standards. This course presents the fundamental accounting policies contained in the GAO's Policy and Procedures Manual for Guidance of Federal Agencies, Title 2—Accounting.

To emphasize integrated financial management, this course presents GAO's accounting standards in relation to the Office of Management and Budget's (OMB) budgetary standards. In addition, the course will acquaint participants with the U.S. Government Standard General Ledger; the Joint Financial Management Improvement Program's Core Financial System Requirements; and GAO, OMB, and Treasury financial reporting requirements.

Length

3 days

Recommended Participants

All new AFMD and regional staff doing AFMD work.

Course Director

Janett P. Smith

Prerequisite and/or Special Concerns

Introduction to Financial Management and a basic knowledge of accounting.

Government Auditing Standards (GAGAS)

Purpose	To present an orientation on the <u>Government Auditing Standards</u> ("yellow book"). ⁴ This will include detailed coverage of the standards pertinent to financial audits and an overview of the standards pertinent to performance audits, with emphasis on the changes made in the 1988 revision. ⁵
Length	1 day
Recommended Participants	All GAO audit staff performing financial audits subject to generally accepted government auditing standards, both internal and external to GAO. Course should be taken within the first year of employment.
Course Director	William A. Broadus, Jr.
Prerequisite and/or Special Concerns	None

⁴This course is consistent with the GAO-wide "yellow book" course except that the focus is on financial auditing. The GAO-wide course focuses on performance auditing.

⁵The emphasis on changes would be excluded when presented exclusively to new staff.

Introduction to Financial Management

Purpose	To present an overview of the concepts of good financial management and the major laws, regulations, and policies governing financial management in the federal government. The course will include a presentation on the organizational structure of OMB and Treasury and a discussion of the financial management functions of OMB (citing specific circulars), Treasury (emphasizing the Financial Management Service and Treasury's financial reporting requirements), and GAO (citing GAO's Policy and Procedures Manual for Guidance of Federal Agencies.) The course will also discuss the major structural problems in the federal financial management process, improvements under way, and GAO's strategies and initiatives for dealing with the remaining problems.
Length	2 days
Recommended Participants	All AFMD staff and other GAO staff doing financial work.
Course Director	Janett P. Smith
Prerequisite and/or Special Concerns	None

Practical Internal Control Studies

Purpose	To define and clarify, through case studies and class discussions, auditor responsibilities for reviewing and reporting on internal control systems during GAO audits. The course focuses on (1) the meaning and relationship of internal controls to GAO evaluators and (2) audit compliance with the internal control auditing standards as promulgated in chapter 4 of GAO's <u>General Policy Manual</u> as well as in GAO's March 1987 "Guide for Incorporating Internal Control Evaluations Into GAO Work." It provides practical guidance for incorporating internal control findings into GAO's reports and relates to our Financial Integrity Act work.
Length	1 day
Recommended Participants	All audit managers and evaluators-in-charge (GS-12 through GS-15).
Course Director	Carole Webb, GAO Training Institute
Prerequisite and/or Special Concerns	None

Referencing for Financial Management Reports

Purpose	To present the application of referencing concepts and techniques for AFMD products. The course will discuss (1) GAO and AFMD's referencing requirements including examples from financial statement, financial system, and ADP based audits, (2) the importance of referencing based on "yellow book" requirements and results of Post-Assignment Quality Reviews and Quality Assessment Reviews, and (3) the relationship between referencing and quality assurance.
Length	1 day
Recommended Participants	AFMD and regional staff.
Course Director	William M. Solis
Prerequisite and/or Special Concerns	Staff with 3 years in GAO who will perform referencing.

Systems Under Development Reviews

Purpose	Systems which are in the development phase have unique characteristics compared with systems which are operational. This course will present three types of audits which can be performed during the development phase: (1) agency management of the system development project, (2) agency design of the system including initiation, development, and implementation and, (3) post-implementation review. The course will discuss when these audits apply and a standardized audit approach for each type.
Length	3 days
Recommended Participants	All AFMD and regional staff performing systems under development reviews and general management reviews.
Course Director	Darby W. Smith
Prerequisites and/or Special Concerns	Basic knowledge of the Systems Development Life Cycle methodology.

Financial Management Initiatives (Seminar)

Purpose	To present an overview of financial management topics of current interest and GAO's initiatives for addressing major conceptual and structural problems in the federal financial management process.
Length	1/2 day
Recommended Participants	Middle management and senior-level career ladder staff. ⁶
Course Director	Jerry C. Skelly
Prerequisite and/or Special Concerns	Knowledge of federal financial management or Introduction to Financial Management.

⁶The seminar will be updated at the end of each Congress; therefore, staff should consider taking this course every 2 years.

Quality Assessment Reviews (Seminar)

Purpose	To present an overview of AFMD's work in reviewing the audit quality of both external and internal audit organizations. This includes an overview of our work dealing with CPAs and the inspectors general and a discussion of our approach to these reviews.
Length	1/2 day
Recommended Participants	Middle management and senior-level career ladder staff, particularly staff involved in evaluating the work of external and/or internal audit organizations and staff involved in conducting management reviews.
Course Director	Marsha L. Boals
Prerequisite and/or Special Concerns	Knowledge of government auditing standards and their application.

Federal Accounting Standards (Seminar)

Purpose	This seminar is based on the GAO's <u>Policy and Procedures Manual for Guidance of Federal Agencies</u> , Title 2—Accounting, appendix I and will provide: (1) reasons federal accounting standards exist and what they are intended to accomplish, (2) how the federal accounting standard-setting process works, and (3) a discussion of some of the major accounting issues in the federal government.
Length	1 day
Recommended Participants	Middle management and senior-level career ladder staff.
Course Director	Frank S. Synowiec
Prerequisite and/or Special Concerns	Sufficient knowledge of title 2 to be able to discuss major accounting issues.



Requests for copies of GAO reports should be sent to:

U.S. General Accounting Office
Post Office Box 6015
Gaithersburg, Maryland 20877

Telephone 202-273-6241

The first five copies of each report are free. Additional copies are \$2.50 each.

There is a 30% discount on orders for 100 or more copies mailed to a single address.

Orders must be prepaid by cash or by check or money order made out to the Superintendent of Documents.

United States
General Accounting Office
Washington, D.C. 20548

Official Business
Penalty for Private Use \$300

First-Class Mail
Postage & Fees Paid
GAO
Permit No. G100