Managing Money, People, and Technology Course

Explore integrated strategies for managing financial, human, and technological resources in federal agencies to enhance agency performance and efficiency.

Group classes in Live Online and onsite training is available for this course. For more information, email onsite@graduateschool.edu or visit: https://sdfm.graduateschool.edu/courses/managing-money-people-and-technology

CustomerRelations@graduateschool.edu • (888) 744-4723

Course Outline

Module 1: Strategies for Financial Management in the Federal Government

- Align budgets with mission, strategic plans, and GPRA/GPRAMA requirements through APPs and APRs; distinguish efficiency vs. effectiveness.
- Map the federal budget cycle (formulation, appropriations, execution) and analyze the mission→goals→outcomes→outputs→inputs→budget cascade (see diagrams on pp. 11–12).
- Analyze financial data with techniques like midyear reviews and year-end closeout; apply Antideficiency Act safeguards and required reporting.
- Strengthen accountability and transparency via internal controls (A-123), audits (financial/compliance/performance), KPIs (e.g., burn rate), and open-data/FDTA practices.

Module 2: Enhancing Management Through Technology

- Identify and evaluate emerging technologies (AI, blockchain, hybrid cloud, advanced data management/analytics), weighing opportunities and risks.
- Plan implementations around Federal IT Operating Plan priorities: cybersecurity, IT modernization, digital-first customer experience, and data as a strategic asset.
- Integrate tech with data culture, governance, infrastructure, visualization, and technical architecture; progress from "doing digital" to "being digital."
- Apply cybersecurity best practices and Zero Trust principles (verify explicitly, least privilege, assume breach) against common attack vectors (phishing, malware, DDoS, SQL injection, credential attacks).

Module 3: Improving Systems for Financial, Human Capital, and Technology Management

- Assess current practices using the Federal Financial Management Maturity Model, OPM's Human Capital Framework, and GAO's 8 IT workforce planning steps.
- Define indicators/KPIs for efficiency and effectiveness (variance and cost analyses, productivity/turnover, burn rate) and monitor/report progress.
- Implement improvements: finance (transparency dashboards, automated reporting, ops-finance partnership, activity-based views), human capital (recruit/retain, training, mentoring/coaching), and technology (cyber, modernization, digital experience, FedRAMP/ICAM/RPA).

- Manage change with recognized models (Lewin, Kotter, ADKAR, McKinsey 7S, Bridges, Nudge, Kübler-Ross, Satir), supported by clear scope, stakeholder engagement, risk/metrics, and reinforcement.