

Managing an F&A Project:

Expectations

Communications

Stakeholders

Systems

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F&A Projects

Unusual?

Bizarre?

Unique?

F&A Projects

Why are F&A projects different?

- Goal
- Resources
- Cycle

F&A Projects – Management Challenges

- Diverse understanding of goal
- Resource systems designed for non-F&A purposes
- 2-3 (ONR) or 3-5 (CAS) year cycle
 - Lose institutional knowledge
 - Cost accountants assigned other projects

Timeline

July-17	August-17	September-17	October-17	November-17	December-17
Begin FY					
January-18	February-18	March-18	April-18	May-18	June-18
Space Survey Planning	Select Survey Departments	Space Training	Space Survey	Space Survey	End FY
July-18	August-18	September-18	October-18	November-18	December-18
Review Space Results		Prelim Financial Data	F&A Rate Proposal Preparation		Review & Submit
January-19	February-19	March-19	April-19	May-19	June-19
				Federal Data Request	
July-19	August-19	September-19	October-19	November-19	December-19
Possible Additional Data Request		Federal Site Visit	Negotiation		

BASE YEAR

Base Year – Management Tasks

Establish teams

- High Level – need decision makers

Make decisions

- Rate expectations
- Staffing

Assess diverse expectations

Base Year – Manage F&A Tasks

Space Survey / Equipment Inventory

- Plan process
- Set up team
- Train
- Gather data
- Conduct survey
- Review data
- Revisit respondents for quality control

Base Year – Communication Strategy

Clout - Respondents need to understand how your goals are different from theirs

Clarity - Add as much detail as possible when ask other functional groups for assistance

Connection - F&A needs data that can be linked to data from other systems

Creativity - Respondents' data is in systems that serve their purposes

May need modification to fit F&A needs

YEAR TWO - F&A YEAR

Year Two

Management Tasks

- Find clout before you need it
- Protect time of F&A team
- Continue to assess expectations

Year Two

Management Tasks

- Set up communication avenues
 - Frequency depends on audience
 - Remember to contact CAS or DCAA when necessary

Year Two – Manage F&A Tasks

Preparation

- Meet data providers ASAP
 - Explain F&A needs and timeline

Year Two – Manage F&A Tasks

Gather & Modify data

- Financial
- Organizational
- Asset

Year Two – Manage F&A Tasks

Cost Accounting

- Establish cost pools and bases; determine allowable expenses
- Allocate indirect costs to functional bases
- Discuss F&A rate near end of process

Year Two – Communication Strategy

Clout - Set up regular meetings with higher management

Connection - Establish good relationships with functional people who will answer unusual questions

Year Two – Communication Strategy

Clarity - Analysis will uncover issues!

Sources will need to provide more information!

Be clear when ask for information about a particular process or transaction

Creativity - Find another way to understand or to get data

Proposal

Management Tasks

- Rate review; get Upper Management buy-in
- Certification signatures
- Prepare proposal documents and schedules
- Submit proposal
- Document process

Federal Review and Negotiation

Management Tasks

- Keep communication lines open
- Explain site visit protocol to departments
- Decide how to handle negotiation

Federal Review and Negotiation

F&A Tasks

- Respond to federal data requests
- Assess trend of federal questions
- Negotiate F&A rate

F&A Projects

Why are F&A projects different?

- Goal is hard to define
- Resources are allocated to other tasks
- Cycle is long – “Important but not urgent!”

Questions?

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