

Training for the Future

Financial Management Education and Training Program

Agency Information Brochure

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Message From The Treasurer

In today's progressive and changing environment, individual learning and development is vital in all aspects of our personal and work life.

The Government recognises the importance of professional development for all of its employees and is committed to assisting them to better fulfil both their work and individual goals and ambitions.

In 2002, as part of its support for individual learning and development, the Government initiated the *Financial Management Education and Training Program*. This Program aims to develop and improve the knowledge, skills and confidence of those State employees who are involved in the management of Tasmania's financial resources.

It also aims to improve the overall management of the State's financial resources. Strong financial management has been a hallmark of the Government since we came to office in 1998. Effective participation in this Program will help to continue the improvement in the financial position of Tasmania and assist in the effective delivery of vital services to all Tasmanians.

The Program has recently been expanded and currently offers education and training across a wide range of key financial management areas. The Program has been developed in consultation with employees throughout government agencies to ensure it is effective, relevant, and practical to your work environment.

The Program has already been a great success, with more than 1000 employees participating in a range of the training and development sessions since July 2004.

I encourage you to participate in this Program to continue to improve your financial management skills. The majority of the training sessions are half-day in duration and are offered throughout the year at various locations around the State. The Program gives you the flexibility to choose training in those areas of financial management that will give you the most benefit.

I am confident that the financial management skills and competencies you will develop from participating in the Program will assist you both personally and professionally.



Michael Aird
TREASURER

Financial Management Education and Training Program Overview

Introduction

This Program was developed to improve financial management within Tasmanian agencies. An inter-agency Working Group identified the following key areas for financial management and education and training needs:

- Agency and Whole-of-Government budget development and management processes;
- Financial aspects of business and strategic planning;
- Agency and Whole-of-Government compliance requirements;
- Performance Information;
- Development of a Business Case; and
- Various aspects of accounting operations.

In particular, the Program aims to assist the following groups to develop or enhance their financial management skills:

- Senior Executives;
- Non-finance and operational managers with budget responsibilities;
- Clerical and administrative staff assisting non-finance and operational managers; and
- Finance managers and their staff.

Current Program Training Sessions

There are seven training modules in the Program currently available for delivery:

Introduction to the Budgeting and Accountability Framework

Provides participants with an overview of the Tasmanian State Government's financial framework particularly budgeting and accountability.

Understanding Your Budget Drivers and Assumptions

Provides participants with an opportunity to better understand budgeting and develop and apply their skills in developing budgets.

Using Reports to Monitor Your Budget

Provides participants the opportunity to develop their skills in monitoring, forecasting and managing budget outcomes through the use of internal financial management reports.

Financial Fundamentals

Explains the fundamental concepts and elements of financial systems and financial reports.

Accounting and Financial Processes

Provides participants with practical skills in the accounting and finance processes required when using modern financial management systems.

Understanding Performance Information

Provides participants with a practical insight into the development and use of performance information.

An Operational Manager's Guide to Developing a Business Case

Provides participants with an understanding of the requirements of a Business Case prepared in line with the Tasmanian Government Project Management Guidelines.

More detail is included under the section **Program Training Session Outlines**.

Program Format

The standard half-day modular format, used for the majority of the training sessions in the Program, provides the flexibility to meet the differing needs of all staff. It allows staff to choose the areas of financial management that most directly benefits them.

Participants are not required to undertake a formal qualification in financial management. While formal qualifications should be encouraged, the Program aims at developing financial management skills relevant to the workplace.

The Program has been developed in a generic version, where training modules are delivered on a regular basis through [The Training Consortium](#). Each participant receives a participant's manual of the course material. During the training session, each attendee is encouraged to participate and ask questions. There are also exercises that require individual and group work to apply the concepts and principles being learnt. Each manual has references and post training session activities that allow participants to obtain more information, if desired.

This package contains an electronic copy of the participant's manual, trainer's overheads and trainer's handbook. Agencies may modify the generic version in house and use Agency staff or training facilitators to deliver training sessions. For more information see the section below on [Selection of Delivery Options](#). Contact [Treasury Education and Training](#) should you require further assistance.

Implementing the Financial Management Program

The Program involves an ongoing partnership between the Working Group, agencies, Treasury and the Training Consortium.

The inter-agency Financial Management Education and Training Working Group developed the program and is responsible for its ongoing management.

The Working Group provides valuable input into the development of Financial Management modules, in conjunction with agencies and related focus and/or reference groups. It monitors training sessions to ensure the training material remains relevant to the needs of the Tasmanian State Sector.

Role of the Agency

Agencies have by far the largest role in delivery of the Program. The agency is responsible for:

- providing valuable input into the development of module material, through focus groups or participation in pilot sessions;
- promoting the Program within the agency;
- identifying and selecting training session participants;
- selecting the training delivery option(s) to be used;
- tailoring training session material to meet specific agency needs;
- encouraging the transfer of knowledge acquired from the training session back into the work place; and
- providing feedback to the Working Group on the Program.

Role of Treasury

Treasury provides the administrative support to the Working Group in its monitoring and quality assurance role. Treasury also:

- manages the training material and liaises between agencies and training providers.
- collates data about the Program – number of attendees, agency participation for individual generic training sessions, feedback regarding course feasibility and the suitability of the panel of trainers for delivery of the training sessions.
- monitors the details regarding any adaptation of the generic form to agency specific training session format.

Role of the Training Consortium

The Training Consortium is responsible for:

- promoting and scheduling the Education and Training sessions regularly throughout the year on a demand basis;
- organising in house training as requested by agencies;
- quality assurance; and
- feedback on courses and presenters.

Promoting the Program And Identifying Financial Management Training Needs

The Program allows Heads of Agency and senior managers to stimulate interest and drive improvements in financial management practices within their agencies. Heads of Agency should ensure that the agency's senior management group understands, and actively supports, the Program aims and objectives.

A senior staff member(s), such as a Head of Unit or a senior staff member within the Human Resources (HR) or Training area within your Agency, should have responsibility for the Program. If necessary, agencies should nominate more than one person to ensure that the Program's accessibility is optimal.

Treasury will seek regular feedback from agencies as to how the Program is being delivered.

Role of the Supervisor and the Individual Employee

Supervisors should understand the benefits of improving financial management skills within the agency. They will then be more supportive in releasing staff to attend training modules and ensuring a transfer of knowledge back into the workplace.

Employees should be encouraged to undertake appropriate financial management training courses. They should provide feedback to HR and their supervisor on the course outcomes and how the newly acquired skills will be put to use in the workplace.

Employees and their supervisors should be encouraged to:

- identify the financial management skills needed to enable the employee to accomplish workplace tasks and projects and discuss the most appropriate learning and development options to develop these skills and competencies;
- review financial management learning and development activities undertaken and discuss how the new skills have been (or can be) utilised in the work place; and
- examine financial management skills required so that the employee can be competitive at the next level, or in their selected career path.

The appointment of a new employee, regular performance management discussions or changes in the role or functions of a work unit provide a good opportunity for supervisors to discuss financial management training needs with employees.

Selection of Delivery Options

Program Training Sessions Offered By The Training Consortium

The Training Consortium delivers generic training session presentations on a regular basis throughout the year. These sessions are presented by a member of the panel of training providers accredited by the Working Group. For a list of these providers please refer to the [Accredited Training Providers](#) details.

Program Training Sessions Delivered In House

An agency may deliver part or all of the Program training sessions in house. Alternately, agencies may wish to incorporate some of the financial management training session material into other programs or training sessions undertaken by the agency.

In house training sessions may be delivered by:

- a member of the panel of training providers accredited by the Working Group; and/or
- an agency employee with appropriate training skills and knowledge of State sector financial management issues; and / or
- a facilitator organised by the Training Consortium.

Agencies electing to deliver training sessions in house can modify these sessions to include agency-specific examples and exercises. However, agencies should be mindful that the training session material has been developed by an inter-agency Working Group to provide consistent, accurate and high quality information about financial management policies and practices within the State Sector.

Accordingly, training session material should remain consistent with the form and content of the generic training session presentation. In particular, course presenters should not add their own course material to the training session presentations. Instead, tailoring should be limited to developing the agency context in which the training sessions will be delivered by including agency specific references, examples and exercises.

Learning Needs

The training sessions incorporate adult learning principles and these should be preserved when tailoring this material. Adult learning principles include:

- **Understanding** – sufficient information should be provided so that participants understand the concepts and principles related to the topic at hand.
- **Practice** – participants must have the opportunity to practice skills acquired and learn through interactive sessions and case studies.
- **Feedback** – participants must have the opportunity to ask questions and receive feedback.
- **Modelling** – Participants must have models on which to base their learning actions and behaviours, exhortation is insufficient.
- **Application** – as participants should leave the course with a practical action plan for applying the new skills back on the job.
- **Manage own learning** – participants must be encouraged to accept responsibility for their own learning and development.

Participant Numbers

Sixteen to twenty participants is the maximum number that will allow sufficient attention to individual learning needs at any one training session.

Other Tailoring Issues

Tailoring provides the opportunity to develop training sessions that acknowledge the level of awareness and understanding of particular groups.

Training sessions can be further enhanced by “dove-tailing” to other relevant agency training, for example systems training associated with the use of Finance One or training in agency specific budget systems or requirements.

The timing of training presentations can be better aligned with the agency's budgeting and reporting cycle where needed.

It is important that the material used for in-house training sessions remains up to date. The Program is reviewed and updated regularly.

Incorporating Training Session Material Into Other Agency Training Programs or Presentations

Training session material can be incorporated into other training courses or programs offered by the agency. If this occurs, the same principles outlined under the section In House Training sessions should be applied to Program material that is to be incorporated into other training courses. In particular, the information used should be up to date and remain consistent with the form and content of the generic Training sessions.

Program Training Session Outlines

Introduction to the Budgeting and Accountability Framework

Aim:

Provides participants with an overview of the Tasmanian State Government's financial framework particularly budgeting and accountability.

Indicative learning outcomes:

On successful completion of the training session, participants should be able to:

- identify the key Acts and policy statements supporting the financial framework and budget and accountability processes;
- identify the role and practical use of financial delegations within the financial framework;
- describe the role of internal controls, particularly basic controls over the expenditure of public monies;
- identify and distinguish the various sources of funds within the Public Account; and
- describe key elements of the Tasmanian Government financial framework, including the budget process.

Target audience:

All Tasmanian State Servants should have an appreciation of these important issues. New starters in the State Service will find this training session particularly beneficial.

Duration:

2-3 hours

Optimal delivery time:

Regularly throughout the year

Financial Fundamentals

Aim:

Provides participants with an opportunity to better understand the fundamental concepts and elements of financial systems and financial reports.

Indicative learning outcomes:

At the completion of the course, participants should be able to:

- identify the primary components of financial management systems;
- describe the nature and purpose of the general ledger, including the chart of accounts;
- describe the nature and purpose of the key financial report; and
- define the key accounting concepts and definitions.

Target audience:

- Managers with limited resource management experience
- Administrative staff, undertaking resource management related activities
- People wanting to refresh their knowledge of the fundamental concepts and elements of financial systems and financial reports.

Duration

Half day

Optimal delivery dates:

Regularly throughout the year.

Understanding Your Budget Drivers and Assumptions

Aim:

Provides participants with an opportunity to better understand the planning drivers and key assumptions that underpin budget development and budget preparation.

Indicative learning outcomes:

On successful completion of the training session, participants should be able to:

- clarify the role of planning in relation to budgeting;
- identify the role and elements of the budget;
- identify the variables and assumptions that need to be considered in the budget;
- identify the risks involved in the budget;
- forecast budget estimates for a policy initiative; and
- phase the budget allocation.

Target audience:

Managers who control budgets and the staff who assist them with this process.

Duration:

Half day

Optimal delivery time

October or November each year. This is just prior to the commencement of the Budget development cycle.

Using Reports to Monitor Your Budget

Aim:

Provides participants with an opportunity to develop their skills in monitoring, forecasting and managing budget outcomes through the use of internal financial management reports.

Indicative learning outcomes:

On successful completion of the training session, participants should be able to:

- identify how management reporting contributes to strong internal control;
- confirm that resources are managed within relevant guidelines and legislation;
- identify the typical resource management reporting needs of managers within Tasmanian agencies;
- demonstrate how reports can be used to assess actual resource usage against planned usage;
- develop key indicators to monitor performance;
- identify implications and corrective actions for significant variations from budget, including re-forecasting budget lines;
- where applicable, identify actions for improving management of debtors and receivables, property and equipment, payables, employee entitlements; and
- prioritise activities within the remaining budget allocation.

Target audience:

Managers who control budgets and the staff who assist them with this process

Duration:

Half day

Optimal delivery time:

Second half of the financial year. This is the period when monitoring of budget outcomes becomes more critical

Accounting and Financial Processes

Aim:

Provides participants with practical skills in the accounting and finance processes required when using modern financial management systems.

Indicative learning outcomes:

At the completion of the course, participants should be able to:

- identify the elements of accounting in an agency chart of accounts;
- identify the range of financial transactions required to be recorded in a financial management system;
- record day to day transactions affecting assets, liabilities, expenses, revenues and equity in a double entry system;
- record month end and year end adjustments;
- describe automatic reversing adjustments;
- reconcile accounts in the general ledger, particularly cash balances;
- account for purchase and expenditure transactions;
- identify the linkages between procurement and the financial management system;
- account for employee salary transactions and employee entitlements; and
- account for asset acquisitions and depreciation.

Target audience:

Administrative and clerical staff undertaking transaction processing or preparing internal financial management reports.

Managers who control budgets and the staff who assist them with this process

Duration

Full-day

Optimal delivery dates:

Regularly throughout the year where possible aligned with related financial management system training, eg training in aspects of Finance One.

Understanding Performance Information

Aim:

Provides participants with a practical insight into the development of useful performance information.

Indicative learning outcomes:

On successful completion of the training session, participants should be able to:

- develop an outcome or result statement;
- identify how outcomes exist in a hierarchy, and how the hierarchy can be used to develop outcome or result based performance information;
- develop outcome performance indicators;
- identify the performance characteristics of outputs or services;
- link the delivery of services to work processes and activities;
- develop and use performance measures to monitor financial and non-financial service delivery performance; and
- monitor an agency's planned performance.

Target Audience:

Key finance staff and Business Unit Managers, where relevant to their work.

Duration

Half day

Optimal delivery dates:

Regularly throughout the year.

An Operational Manager's Guide to Developing a Business Case

Aim:

Provides participants with an understanding of the requirements of a Business Case prepared in accordance with the Tasmanian Government Project Management Guidelines.

Indicative learning outcomes:

On successful completion of the training session, participants should be able to:

- determine when to use a Business Case;
- describe the elements of a Business Case;
- apply the template tools for assessing organisational requirements;
- identify alternative options for delivering the requirements;
- apply the template tools for assessing the costs and benefits of alternative options;
- identify costing situations requiring the use of net present value techniques; and
- understand the importance of effective communication in developing the Business Case and advising the outcomes to senior management.

Target audience:

Line managers and senior managers who participate in business planning.

Duration

Half day.

Optimal delivery dates

Regularly throughout the year.

Possible Training Outlines For Target Groups

Agency Executives – “Leading Financial Management Improvement by Example”

Senior managers should be encouraged to participate in all facets of the training modules as this will assist in demonstrating their commitment to improvements in financial management.

Senior executives are recommended to participate in:

- Budgeting and Accountability Framework Briefing Session;
- Appropriations;
- Understanding Your Budget Drivers and Assumptions;
- Using Reports to Monitor Your Budget;
- Understanding Performance Information; and
- An Operational Manager’s Guide to Developing a Business Case.

Clerical and Administrative Staff – “Delivering Reliable Financial Data”

- Budgeting and Accountability Framework Briefing Session;
- Appropriations;
- Using Reports to Monitor Your Budget;
- Financial Fundamentals;
- Accounting and Financial Processes; and
- Understanding Performance Information.

Non-finance and Operational Managers with Budget responsibilities - “Managing Finance for Operational Performance”

- Budgeting and Accountability Framework Briefing Session;
- Understanding Your Budget Drivers and Assumptions;
- Using Reports to Monitor Your Budget;
- Financial Fundamentals;
- Understanding Performance Information; and
- An Operational Manager’s Guide to Developing a Business Case.

Central Finance Staff – “No Surprises in Managing the Budget”

- Budgeting and Accountability Framework Briefing Session;
- Appropriations;
- Understanding Your Budget Drivers and Assumptions;
- Using Reports to Monitor Your Budget;
- Financial Fundamentals;
- Accounting and Financial Processes;

- Understanding Performance Information; and
- An Operational Manager's Guide to Developing a Business Case.

Accredited Training Providers

A panel of training providers has been established to provide agencies with alternatives for the delivery of Financial Management training.

Major Training Services, Riley and Riley and Deloitte Touche & Tohmatsu

Contact

Kevin Riley Director, Riley and Riley
Principal, MTS

Training Deliverers

Kevin Riley Director, Riley and Riley
Principal, MTS

David Hurrell Principal, MTS

Paul Barnes Senior Training Consultant, MTS

Gordon Mackney Senior Consultant, MTS

Greg Kennett Consultant, MTS

Other Key Staff

Steven Hernyk Partner, Deloitte

David Harradine Manager, Deloitte

Institute of TAFE Tasmania

Contact

Gail Eaton-Briggs State Manager, Client Relations

Training Deliverers

Andrew Colrain South region

Michael Avery South region

Steve Allen North-west region

Fiona Smith South region

A list of the Accredited Training Providers and their contact details is available in the [Key Contacts](#) section.

Key Contacts

Treasury Contacts

Name	Position	Contact Details
Debbie Sadler	Convenor Assistant Director	✉ debbie.sadler@treasury.tas.gov.au ☎ 6233 3729
Suzi Ransom	Senior Financial Analyst	✉ suzi.ransom@treasury.tas.gov.au ☎ 6233 2881

Accredited Training Providers

Training Provider	Name and Position	Contact Details
Major Training Services Pty Limited, Riley & Riley and Deloitte, Touche & Tohmatsu	Kevin Riley Principal	✉ kevin.riley@majortraining.com.au ☎ (02) 6230 5836
Institute of TAFE Tasmania	Fiona Smith Finance Team Leader, South	✉ Fiona.Smith@tafe.tas.edu.au ☎ 6233 7381

Training Consortium

Contact	Role	Contact Details
Jo Palmer	For course bookings and other information on scheduled courses.	✉ jo.palmer@dpac.tas.gov.au ☎ 6233 6459
Paul Leitch	For in-house course queries or program administration matters.	✉ paul.leitch@dpac.tas.gov.au ☎ 6233 3919

Education and Training Working Group Members

Name and Position	Agency	Contact Details
Debbie Sadler	Department of Treasury and Finance	✉ debbie.sadler@treasury.tas.gov.au ☎ 6233 3729
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