

# **Multnomah County Classification Study**

## **Finance Study – Phase 1 (Represented Classifications)**

FY 2011/2012

Submitted by

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### **Classification Study FY 2011/12**

#### **Background/Purpose/Scope of Study**

The represented Finance classification series (Finance Technician through Finance Specialist Senior) and the represented Budget Analyst classification had a compensation review completed in 2011 under the new Local 88 agreement to bargain wages for agreed-upon job classes. As a part of this compensation review process, these five finance class specifications were updated in August/September 2010. As a result of the wage bargaining process, the pay grades for two of the classifications increased (Finance Specialist 1 and Finance Specialist 2), effective July 1, 2011, and the pay grades of the other three classes remained the same. Therefore, reviewing compensation and pay grades was not a part of this study's focus.

The scope of this management-sponsored project was a classification-only study in order to review the current represented finance classifications, update and revise the class specifications if needed (without conducting a labor market compensation review/evaluation), and allocate the positions in the study to the appropriate job classifications.

This report summarizes the findings and recommendations of this classification-only study conducted for specified AFSCME Local 88 positions allocated to the following five classifications:

<b><i>Job Title</i></b>	<b><i># of Positions</i></b>	<b><i>Job Title</i></b>	<b><i># of Positions</i></b>
Finance Technician	18	Finance Specialist Senior	17
Finance Specialist 1	32	Budget Analyst	12
Finance Specialist 2	32		

A total of 111 positions were reviewed and allocated as a result of this study; all five classifications are part of the AFSCME Local 88 collective bargaining unit and are found in nine separate departments and/or agencies. The majority of these classifications are utilized in the Department of County Management (31%), Health Department (23%) and in the Department of County Human Services (15%). However, these classifications are also found in other departments throughout the County, including: Community Services; Community Justice; County Assets; Library; District Attorney's Office; and Sheriff's Office. These broad classifications encompass functions which have varying accounting/fiscal work assignments in diverse programs.

This study was undertaken by the County's Classification and Compensation team beginning in September 2011, and concluding in February 2012. The team launched the study by conducting three separate study kick-off meetings on September 26<sup>th</sup>, September 29<sup>th</sup>, and October 4<sup>th</sup> of 2011. Employees in the impacted classifications were invited to these meetings along with their direct managers, union representatives, and Department HR Representatives. The purpose and scope of the study, general study process, and tentative timelines were discussed during these meetings, and an opportunity was provided for both employees and managers to ask questions about the study. Emphasis was placed on the importance of accurately completing Position Descriptions (PD's), as they are the primary tool by which allocations (the classification of positions) are determined. In addition, training on completing the PD's was offered.

Management-sponsored studies differ slightly in process with one of the key differences being the effective date of any changes. Unlike the prior formal Local 88 study process of past years, there is no longer any retroactivity in pay or job class seniority--effective dates will be when the study is officially completed. The effective date for this study's results is February 21, 2012.

## **Basic Study Methodology & Process**

As an initial step, the Class Comp team met to discuss preliminary directions, identify project issues and develop the study plan. The study plan consisted of the following steps:

1. The purpose of the study was communicated to employees and their managers in a number of email communications and in launch meetings facilitated by Class Comp with Department managers and HR staff in attendance.
2. Employees completed PD's and submitted them for review by their direct supervisors. The PD's were due to supervisors by October 21, 2011. The intent of the PD is to obtain information about the purpose of the position (the reason it exists); core duties and responsibilities; level of decision-making; degree of autonomy; contact types, frequency and purpose; any lead or supervisory responsibilities of the job; and the incumbent's unique qualifications. The PD is the key element upon which allocation determinations are made.
3. Managers reviewed submitted materials, discussed any concerns with employees, revised PD's where appropriate, and forwarded signed documents to Departmental HR representatives (these were due to Department HR by October 28, 2011).
4. Department HR representatives conducted their review and forwarded signed finalized PD's and organizational charts to Class Comp (these were due by November 4, 2011).
5. Class Comp received the majority of the study PD's by mid-November 2011.
6. Class Comp reviewed the current classification specification for each class included in the study, closely analyzing the distinctions between the classifications to better understand the current structure.
7. Class Comp then reviewed and analyzed all of the subsequent PD's and supporting documentation submitted to begin identifying, categorizing and understanding the types of work and functions performed by incumbents within the study classifications.
8. During this review, Class Comp identified a list of potential positions/employees to receive desk interviews (i.e. interviewing incumbents about their work, as well as conducting follow-up discussions with their supervisors to further clarify work functions). Interview recommendations were based upon those positions appearing to be fairly representative of the current classification, the particular uniqueness of certain positions, and/or due to questions that arose out of the PD review.
9. Class Comp decided to interview incumbents in 36 (or approximately 32%) of the 111 positions (30% is Class Comp's customary practice for studies) along with their supervisors.
10. Desk interviews and meetings with supervisors/managers were conducted by members of the Class Comp team and an independent human resources contractor, Leila Wrathall, to better understand the work.
11. The information and data gathered from the PD's and interviews were used by Class Comp to evaluate and analyze the characteristics, purpose, primary functions and qualifications for each classification, and to assist in updating class specifications for the classifications within the scope of the study.

12. A finance management advisory panel was formed to serve as a “sounding board” for the Class Comp team. Panel members were chosen because of their management perspective and knowledge of the finance field. The role of the panel was to assist Class Comp in understanding the different types and levels of work associated with the finance classifications under review, assist in further refining distinctions between levels, and to help the Class Comp team understand how the classifications are used in the departments. Panel members also assisted in developing standardized definitions of various types of finance work, updating class specifications, and addressing additional issues or concerns. The panel met three times (December 2<sup>nd</sup>, January 6<sup>th</sup> and January 27<sup>th</sup>) during the course of the study and included the following members\*:

<b>Department</b>	<b>Name</b>	<b>Job Title</b>
DA's Office	Scott Marcy	DA Administrative Manager
DCHS	Ed Jones	Finance Supervisor
DCJ	Joyce Resare	Finance Manager
DCA	Colleen Bowles	Division Director 2
DCA	Mike Waddell	Finance Manager
DCM	Cara Fitzpatrick	Finance Manager
DCS	Jerry Elliott	Finance Manager
Health	Lester Walker	Finance Manager
Library	Fun Martin	Finance Supervisor

*\*2 additional Finance Supervisors, Susan Luce and Robert Stoll, filled in during absences.*

13. The information obtained from the PD's, desk interviews, and the finance management advisory panel helped the team identify and delineate how the classifications were being used across the County and to distinguish between levels of work. This analysis was ongoing during December 2011 and January 2012. The finance management panel provided significant assistance in shaping the initial development of functions and served as a review board providing critical input as the study progressed.
14. Class Comp completed desk interviews on approximately 32% of the positions under review during the months of December 2011 and January 2012. Following completion of the interviews, the team conducted debriefing meetings to review outcomes, patterns detected through the interviews, and continued to refine the analysis in light of the findings, research, and ongoing input from the finance management advisory panel.
15. Recommendations were developed regarding the structure of the classifications in early January 2012, and the team worked on revisions to the class specifications. The class specification changes were brought to the finance management advisory panel for review and input. This resulted in revised class distinctions and included leaving the current class structure intact, based on the research/information gathered through the process.
16. The final meeting of the finance management advisory panel was on January 27, 2012. Significant discussion and review were focused on the distinctions between the classifications; final class specification revisions; final versions of the finance occupational definitions/terminology; generic versus specialized classifications; how various Medicare, Medicaid, and Medical Billing functions fit within the finance series; levels of SAP expertise required or utilized by positions (including the use of additional/multiple modules); activity-based and grant accounting activities; and number/dollar amounts of transactions and their impact (or lack of impact) on classification.
17. Individual PD's were reviewed again by the team to determine allocations (i.e., the appropriate classification for positions under review) in late January 2012.

18. Additional reviews for some positions and follow-up conversations with supervisors and employees were conducted to ensure positions were thoroughly examined before final allocations were determined in early February 2012.
19. Once the analysis and class specifications were completed, Class Comp prepared a draft classification report with a summary and findings in early February 2012.
20. The final class study report and allocation letters were distributed on February 15, 2012.

## **Findings and Summary**

### **General Considerations:**

- ***Finance terminology*** – Early in the study process, the Class Comp team determined that it would be necessary to develop standardized definitions of basic finance occupational terminology. The purpose of this process was to establish a common understanding of these terms when discussing the various types of work being performed and ultimately when using these terms to help distinguish between classification levels. For example, the terms “auditing” and “fiscal management” were often being used in the class specs and on employees’ PD’s to describe a wide variety of work assignments ranging from ensuring clerical accuracy to true performance audits, and general coordination of finance tasks to fiscal control. These generalities tended to dilute the standard meaning of these terms as established industry-wide in the financial field.

Class Comp worked jointly with the finance management advisory panel to develop and refine common standard financial occupational terminology and the result is attached to this study (ATTACHMENT I). The terms defined in this document are:

- **Bookkeeping/Clerical Accounting**
- **Accounting/Accountant**
- **Financial Analysis**
- **Auditing**
- **Grant Accounting**
- **Contract Fiscal Oversight**
- **Budget Analysis/Management**
- **Fiscal Management**

When these financial terms are used in this study and revised class specs, the attached document defines their intended meaning and context. In addition, for the purpose of this study and related documents, the terms “financial” and “fiscal” are used interchangeably.

- ***Generic versus specific classifications*** –Multnomah County Personnel Rule 5-50 states that “generally, the county will use generic classifications in order to facilitate maintenance of the (*classification*) plan, work assignment changes, and organizational efficiency.” After considerable review of the PD’s and information obtained from desk interviews, employees, managers, and the finance management advisory panel, the Class Comp team determined that the current finance classification structure remains effective and successful. Broad classifications and the existing progression are working well -- they offer greater flexibility in assigning work and provide for better overall cross training and employee development opportunities. Therefore, the existing Budget Analyst, Finance Specialist Senior, Finance Specialist 2, Finance Specialist 1 and Finance Technician classifications were maintained.

The roles of employees in the Finance series are varied; however, individual departments/work units seem to have no difficulty describing the differences in how they use each level in the series. For example, in Medical Billing, Finance Technicians generally process claims requiring knowledge of medical coding, while Finance Specialist 1's and 2's also handle problem solving and reconciliations beyond the Finance Technician level; Finance Technician positions primarily maintain payer relationships; Finance Specialist 1 positions primarily maintain payer and client relationships; and Finance Specialist 2 positions primarily maintain payer, client, clinic (including training) and Information Technology (IT) relationships, as the latter group interfaces with Finance teams utilizing specific applications that feed into SAP.

The concepts and continued use of broad generic rather than specific finance classes were discussed and supported by the finance management advisory panel. The existing series recognizes that there are differences among assignments, and it is acknowledged that each division may have function-specific knowledge and skills required for full job performance in each class. For example, Facilities and Property Management finance positions require knowledge and use of multiple SAP modules; Assessment, Recording & Taxations' positions require knowledge and application of tax regulations; Medical Accounts Receivable positions require knowledge and use of medical coding; etc.

Regardless of division assignment, however, Finance Specialists all apply similar accounting theories and principles in the performance of their duties, making this the foundation knowledge of the series. For example, a Finance Specialist 1 in the Health Department may not necessarily perform the same daily duties as a Finance Specialist 1 in the Library; however, both fit within the Finance Specialist 1 class concept (definition) of performing standard paraprofessional accounting and fiscal management functions requiring formal training or knowledge of Generally Accepted Accounting Principles (GAAP). The knowledge and skills required by each assignment that are in addition to those associated with accounting theory are typically learned on the job.

- ***Developmental assignments*** – Developmental or “stretch” assignments are a valuable form of employee growth. Employees gain experience in diverse functions through cross-functional assignments which enable them to gather practical knowledge, skills, and abilities outside their standard work duties. Developmental assignments are generally encouraged since they enhance the potential for career progression. Therefore, some employees perform a mixture of assignments that appear to be at more than one level in the finance series (this is particularly true in smaller work units). To match (or be allocated to) a particular classification, however, the purpose, distinguishing characteristics and a “preponderance” of duties and responsibilities must be consistent with that classification.

#### Classification Specifications:

It is important to note that class specifications are meant to be broad; they are not intended to be all-inclusive; but rather describe a group of positions that are substantially similar in terms of the type and level of work performed and the level of skill, effort, training and responsibility required. It is the purpose of the position description (PD) to describe the specific and more detailed duties and requirements of one position.

As part of the compensation review process in FY 2010/11, these Finance class specifications were revised and updated in August/September 2010. The class specs were further updated as a part of this allocation study to refine the definitions and distinguishing characteristics for the study classifications. The changes made did not materially alter the intent or concept of the classifications. No changes were made in minimum qualifications.

## Classification Considerations:

Once it was determined that the existing finance classifications were to remain intact, the team (with invaluable assistance from the finance management advisory panel) focused on clarifying the distinctions between the classifications to make the differences described in the class specs more apparent. This made the allocation decision-making process equitable and easier to understand. Allocations were largely based on the: primary purpose of the position; major job responsibilities and essential functions (as well as the percentage of time incumbents spent performing them); accountability assigned to a position; knowledge, skills and other qualifications required to perform the job; supervision received; decision-making; and complexity, scope and impact of the work. The general allocation decision guidelines used are outlined below and on the following pages.

### **Finance Technician**

Positions were allocated to this classification when work assignments consisted of performing a variety of specialized clerical, technical, and paraprofessional accounting and general office support in the preparation, review, processing and maintenance of financial records. Finance Technician (Fin Tech) is the entry-level classification in the series. This class is typically focused on transaction processing and verification, subject to direction and review by more senior-level accounting, financial, or management personnel. Generally, work is process oriented (moving transactions through a series of steps to maintain accounting records), in which the employee codes transactions, resolves discrepancies, balances accounts, etc.

Fin Tech work is focused on standard and routine transactions; high-volume processing and handling; entering, preparing and handling large amounts of data; verifying that information is accurate; and ensuring that bills, vendors and contractors get paid. Typical of this assignment is the three-way match (for example, ensuring that purchase orders equal goods receipts and that invoices equal goods receipts). Work follows standard procedures and may require minimal interpretation. In some organizations, a Finance Specialist 1 may perform some of these tasks, in addition to higher-level accounting work.

The following Fin Tech work examples are illustrative only (i.e., characteristic of the type and level of work associated with the Fin Tech class). Individual positions may perform all or some combination of these duties, as well as related duties (not all Fin Techs will be assigned these specific duties, but will perform assignments that are similar in type and level of complexity).

- *Accounts payable:* receive and process vendor invoices (reconcile balances and review for accuracy, correct coding, etc.); process mileage reimbursements.
- *Accounts receivable:* run billing reports, process internal and external billing invoices in SAP, prepare bank deposits, post payments, etc.
- *Payroll:* time entry into SAP (review for quality control, correct leave code usage, etc.); time reporting generally is considered Fin Tech-level work as the codes are well-defined and there is usually an extra level of review associated with this work.

Fin Tech is distinguished from Finance Specialist 1 in that the latter class requires additional education and/or experience due to the increased level of analysis and regular application of Generally Accepted Accounting Principles (GAAP) needed to perform work assignments. Finance Specialist 1 incumbents may perform some duties which are similar to those performed by Fin Techs; however, Finance Specialist 1 assignments have greater responsibility for independent problem solving/action and management support through financial reporting, analysis, and interpretation of straightforward County policies, financial administrative procedures, etc.

## **Finance Specialist 1**

Positions were allocated to this classification when work assignments involved performing standard paraprofessional accounting work and maintaining financial records and procedures that require formal training or knowledge of Generally Accepted Accounting Principles (GAAP). Finance Specialist 1 (FS1) is the second level in the Finance Specialist series. Work assignments typically involve regular and ongoing responsibility for analysis, interpretation, and some independent action, such as carrying out limited analyses of accounts, funds, systems and/or other information. Work is generally performed using pre-defined guidelines and procedures and may be subject to review by higher-level accounting, financial, or management staff.

There may be some overlap between Fin Tech and FS1 duties; however, FS1 assignments generally require more problem solving and interpretation, checking for alternate solutions or options, greater responsibility for the enforcement of policies, and the performance of more complex reconciliations (such as travel and training, P-card reconciliation, etc.). Either of these examples (travel and training and P-card reconciliation), however, could be considered Fin Tech or FS1 level work depending on the amount of time spent performing these functions and the scope, complexity and risk involved.

This class is distinguished from Finance Specialist 2 in that incumbents in the latter class perform professional-level duties requiring greater accountability, responsibility and judgment, such as grant accounting and oversight, trust accounting, interpretation of more complex and diverse regulations/requirements, financial auditing/compliance, and in-depth financial analyses.

## **Finance Specialist 2**

Positions were allocated to this classification when work assignments required performing full professional-level accounting, auditing and fiscal management duties. Incumbents may also design, modify and evaluate financial/accounting records and systems. Finance Specialist 2 (FS2) is the full professional-level job class in the Finance Specialist series. FS2's may perform professional-level internal control functions (i.e., trust accounting, interpretation of grant requirements, etc.). Work requires investigating, researching information and routinely making judgment calls (i.e., whether something nonstandard is allowable or reasonable). Policies and financial administrative procedures (FINs) are less specific (State and Federal regulations, grants, contracts, etc.) and require more complicated interpretation in applying them to nonstandard situations.

FS2's may perform program, grant, and vendor account reconciliations; interpret complex grant/contract requirements; perform billing and reporting functions; have responsibility for the oversight of grants; forecast expenditures and rates; and audit grant fiscal compliance requirements. FS2's may also lead the work of FS1's or Fin Techs. In smaller work units, FS2's may do some Fin Tech and FS1 work assignments, but the majority of their duties require professional-level accounting work.

FS2 is the first level in the series that has full responsibility for professional-level complex grant accounting and management duties, such as grant oversight, ensuring compliance, interpreting regulations, etc. However, FS1's may do billing for grants, process intergovernmental agreement (IGA) pass-through dollars, or assist with other grants work, typically under the guidance/oversight of an FS2 or higher-level finance position. FS2 is also the first level to be assigned professional-level auditing and financial analysis responsibilities (the level depends on scope, complexity and end result of the auditing or financial analysis function--as a general rule in financial analysis, projecting for the future is more difficult than analyzing historical data).



FS2 assignments require a greater level of problem solving and independent judgment. For example, FS1's may handle a vendor providing "goods" utilizing an established and/or more sophisticated system (Staples, for example). FS2's may be assigned community partner accounts (which tend to be more politically sensitive) providing "services" that have less sophisticated systems. There are generally more grey areas when working with service providers/less sophisticated systems (typically FS2-level assignments), and these tend to require more complex problem solving and judgment than working with goods/more sophisticated systems, which are typical of FS1-level assignments.

FS2 is distinguished from Finance Specialist Senior in that incumbents in the latter classification perform advanced and more independent financial analysis, professional accounting, auditing, and fiscal management assignments. Work is not typically covered by regularly available written procedures, well-understood policies, standards, laws or manuals. Finance Specialist Seniors are typically more involved in leading, coaching, and instructing staff in compliance issues/interpretations and complex and diverse external auditing, financial analysis, and reporting functions.

### **Finance Specialist, Senior**

Positions were allocated to this classification when work assignments entailed performing advanced, complex, professional-level financial analysis, accounting, auditing, and fiscal management assignments; designing, modifying, and analyzing financial records/systems; and producing sophisticated forecasts of business/operating expenses and economic/financial conditions for senior management's use in making program decisions. Finance Specialist Senior (FS Senior) is the highest professional level in the Finance Specialist series. Employees in this class perform challenging, highly visible and responsible finance assignments that include administering large complex grants and conducting financial analysis, reconciliation, compliance and auditing functions at the department or County-wide level. Incumbents independently perform accounting and related financial analysis work that is typically covered by unique and complicated laws, regulations, policies and procedures. Incumbents are highly knowledgeable about the operation of the regulated entities, and can independently recognize problems and lead in the development and implementation of solutions. They frequently provide functional and technical supervision over assigned financial and/or administrative staff.

FS Seniors may be the daily functional lead and their responsibilities are more compliance focused and instructional (i.e., they coach other finance and program staff regarding compliance issues/interpretations). Incumbents may perform monitoring functions to ensure internal fiscal systems are in compliance and utilize advanced accounting concepts in their daily work; therefore, they need to understand how the overall processes relate to one another. The senior level is typically involved in advanced financial activities such as complex external auditing; supporting Budget Analysts and/or managers with budget development and monitoring; providing lead/technical supervision over FS1's or FS2's; and doing in-depth financial analysis and reporting. Grant accounting/oversight may be at the FS2 or FS Senior level, depending on the scope, complexity, and size (in compliance requirements, not dollar amount) of the grants.

FS Senior is distinguished from Budget Analyst in that the latter class has primary responsibility for developing, monitoring, administering, and reporting on the department annual budget. FS Seniors may perform some budget-related analysis, monitoring, and reporting. However, budget development is not the primary focus of this class, and incumbents typically perform other financial reporting and analyses that are more program focused vs. strictly budget focused. FS Senior positions may provide budgeting information, reports, and analyses regarding their specific area to the Budget Analyst; however, it is the Budget Analyst that uses this information to plan, develop, and regularly track the overall department annual budget. The amount and type of actual annual department budget-related work helps determine whether a position is an FS Senior or a Budget Analyst.

## Budget Analyst

Positions were allocated to this classification when work assignments involved responsibility for developing, monitoring and maintaining the department annual budget in accordance with Oregon budget law and County policies/procedures; and when key duties involved performing professional-level financial analysis for the development and ongoing monitoring of the department budget. Budget Analyst (BA) is the only level in the BA series that is represented; other higher levels are non-represented/management job classes and are exempted from the union. The represented BA's produce sophisticated managerial reports and forecasting models for executive/senior management relating to business/operating budgets and expenses/revenues. BA's may also provide functional and technical supervision over assigned fiscal/administrative staff for departmental budgeting purposes. Employees in this class drive and oversee program offers and typically perform the following budget-related duties:

- Budget modifications
- Budget monitoring, forecasting and variance analysis
- Year-end reporting and other budgetary reporting functions
- Position control

BA is distinguished from Budget Analyst Senior in that incumbents in the latter class are management/non-represented and are involved in financial analysis, forecasting, and related budget development with County-wide scope and impact.

### Classification Changes

By applying the distinguishing elements to all positions in the study, the team determined a few positions that were better allocated to different classifications. The table below shows the resulting distribution for the 2012 Finance Study – Phase 1:

Class Title	JCN	Pre Study	Post Study
Budget Analyst	6026	12	15
Finance Specialist Senior	6032	17	16
Finance Specialist 2	6030	32	30
Finance Specialist 1	6029	32	34
Finance Technician	6027	<u>18</u>	<u>16</u>
	Total	111	111

Following Class Comp's standard practice, copies of the study and allocation notices were sent to employees and Department HR staff explaining the effective dates, implications of any reclassification action, and the employees' appeal rights. Of 111 positions studied, 3.6% changed to job classes with higher pay grades; 1.8% changed to job classes with the same pay grade; and no positions were allocated to classifications with lower pay grades. Approximately 95% of the Finance positions studied remained unchanged (i.e., it was determined that they were appropriately classified).

Updated class specifications have been posted and are available to view on the MINT. Position descriptions and interview notes are on file for this study in Central HR and are available upon request.

## **ATTACHMENT I**

### **Finance Management Advisory Panel – Phase 1**

#### **Financial Terminology**

##### **Bookkeeping/Clerical Accounting**

- Bookkeeping is the accurate recording and processing of financial transactions and events, either manually or electronically. This includes entering bills from vendors, paying bills, processing payroll data, preparing invoices, mailing statements to customers, etc.
- Bookkeeping consists of recording incoming transactions (financial payments received from customers, grants and other funding sources) and the recording of outgoing transactions (paying specific bills in the correct time, amount, etc.).
- Work involves classifying, recording, correcting/reconciling, and summarizing numerical and financial data to compile and keep financial records, using manual or electronic journals and ledgers.
- Bookkeeping is generally segmented into several functions such as:
  - accounts receivable
  - accounts payable
  - payroll
- Bookkeeping tasks are structured in nature and regimented with the process typically occurring in monthly cycles.
- Accounts in terms of payables or receivables, are often assigned to a particular staff member to enter payment data, purchase order information, checks, etc.
- Generally, Bookkeepers are responsible for maintaining the "business checkbook" for an organization. They record routine money transactions like customer payments into a "cash receipts journal" and checks to vendors into a "cash disbursement journal." They also process payroll. At month end they transfer or "post" the "journal" totals to the "General Ledger".
- Full charge bookkeeping involves both compiling data into the General Ledger and assisting in the preparation and compilation of financial statements.

##### **Accounting/Accountant**

- Accounting involves identifying, measuring, recording, reporting, and analyzing economic events and transactions. It involves interpreting information and designing information systems to provide useful reports that monitor and control an organization's activities.
- Accountants develop cost allocations, develop (shop/capacity) rates; set up the internal system structure to allocate costs.
- Accountants develop/design the bookkeeping system to capture financial data for interpretation and they present financial statements for management review.

- Accountants monitor/review results of the bookkeeping system to ensure the bookkeeping system is accurately capturing and measuring program financial objectives and goals.
- Accountants prepare adjusting entries that may not yet have occurred and/or been entered. Examples include interest earned, wages earned by employees that will be processed in the oncoming weeks, the calculation and recording of depreciation, establishment of allowances for uncollectible accounts, etc.
- After making adjusting entries, the accountant prepares the financial statements (income statement, balance sheet, statement of cash flow, etc.). The accountant also assists executive management in understanding the financial impact of past and future decisions.
- Accountants often prepare budgets for management and financial proposals, as well as perform cost analysis for the organization's products or services.
- Government accounting uses one of two accounting methods: accrual accounting, or cash accounting, or a combination of the two ("other comprehensive basis of accounting" or OCBOA).

### Financial Analysis

- Financial analysis is the process of identifying, determining financial strengths and weaknesses of an organization or company by establishing the relationship between balance sheet items, income/revenue, and profit and loss accounts.
- Involves monitoring fundamental economic developments by analyzing information from various financial or economic publications and services and government agencies.
- Analyzing financial statements includes comparative statements, schedules of changes in working capital, funds analysis, trend analysis, and ratios analysis covering assets, liabilities, equity, income/funding, and expenses-- anything that is directly related to an organization's financial position and health.
- Financial statements are prepared to meet external reporting obligations and are also used for decision-making purposes.
- Cash flow statements and analyses are prepared for forecasting purposes and to evaluate the cash needs of the organization.
- Statements play a critical role in setting the framework for managerial decisions. They provide objective information about the financial status, program performance, and changes in financial position of an enterprise to a wide range of users who make economic decisions regarding operations of the program or organization.
- Requires broader knowledge of business/public administration principles, organizational strategic planning, resource allocation, and business modeling techniques.
- Financial analysis should include some form of forecasting, projecting, variance analysis, and/or financial interpretation.

## Auditing

- This function is similar to accounting, except it is more of a historical review and an analysis of program performance.
- Collect and analyze data to detect deficient controls, duplicated effort, extravagance, fraud, or non-compliance with laws, regulations, grant or contract requirements, management policies, etc. Prepare and present detailed reports on audit findings.
- Supervise/oversee and lead auditing of programs and operations; determine scope of review or investigation required.
- Report to management about asset/resource utilization and audit results, and recommend changes in operations and/or financial activities.
- Inspect accounting “books” and accounting systems for efficiency, effectiveness, and use of accepted accounting procedures to record transactions.
- Examine records and interview staff and/or clients to ensure recording of transactions and compliance with laws and regulations.
- Examine and evaluate financial and information systems, recommending controls to ensure system reliability and data integrity.
- Confer with program managers, external funding agencies, and/or County officials about financial and regulatory matters.

## Grant Accounting

- Grant accounting duties include gathering and reviewing all documentation for grant billing and reporting, oversight, financial analysis, forecasting, and auditing for compliance of grant portfolio.
- *Expenses*-- review and classify all expense vouchers, associated labor costs, and journal entries for assigned grants prior to posting to ensure compliance with the grant document, federal and state regulations, County, and other applicable regulations.
- *Budget*-- ensure budgets are entered for all grants and prepare budget to actual reconciliations for assigned grants on a monthly basis. Communicate with and provide support to grant program personnel regarding grant budgets and expenditures.
- *Receivables*-- track grant receivables and coordinate with grantors regarding payment as required.
- *Reporting and reconciliation*-- prepare and file financial reports or compile grant financial data needed for external agencies, grantors, or other parties, as required or requested. Reconcile postings between the payroll sub-ledger and the General Ledger to ensure agreement, and timely resolve any discrepancies.

- *Filing*-- ensure all grant agreements and documentation supporting invoices are appropriately classified, saved, and maintained.
- *Grant set-up*-- assist with the preparation of service requests by analyzing the grant agreement and past awards and activity. Check/confirm that desired funding is available. Prepare the request spreadsheet to be reviewed, make recommendations, and submit for approval.
- Assist with the preparation of the annual schedule of expenditures required for State or Federal awards and quarterly documents. Prepare all grant-related schedules required for the annual financial audit or other grant audits as they occur.
- Prepare drawdown requests for funds as needed.
- Reconcile related grant payroll and other expense expenditures.

#### Contract Fiscal Oversight

- Contract fiscal oversight includes the review and interpretation of financial terms and conditions in contracts, and ensuring compliance.
- Document and formally agree on changes or amendments that may arise during the contract's implementation or execution.

#### Budget Analysis/Management

- Develop, analyze, and execute a budget for an organization. Keeping control of the budget/numbers and looking for cost savings are core functions, as well as determining the most efficient way to distribute funds and other resources among various departments, divisions, and programs.
- May be involved in program performance evaluation, policy analysis, and the drafting of budget-related legislation and procedures.
- Duties include gathering and reviewing all documentation for reporting, oversight, financial analysis, forecasting, and auditing for compliance.
- Facilitate budget modifications to the departments' adopted budgets and prepare documents for board approval.
- Examine budget estimates and proposals for completeness, accuracy, and conformance with established procedures, regulations, and organizational objectives.
- Perform cost-benefit analysis when reviewing financial requests, formally assess program tradeoffs, and explore alternative funding methods.
- Examine past budgets, and research economic and financial developments that affect the organization's spending. This process enables analysts to evaluate proposals in terms of the organization's priorities and financial resources.
- Prepare budget analyses and/or summaries submitted to senior management, State and local government appointed or elected officials for review.

- Budget Analysts are frequently involved with organizational long-range financial and program planning processes.

### Fiscal Management

The goal of fiscal management is to maintain the fiscal/financial records and procedures for an organization that will provide protection for the organization's resources. Fiscal management documents, organizes, and structures financial records and procedures into information that is used to generate economy, evaluate effectiveness, and promote the efficiency of the organization's operations.