American Society of Military Comptrollers
Annual Survey of Defense Financial Management Executives

Grant Thornton

A FINANCIAL BALANCING ACT

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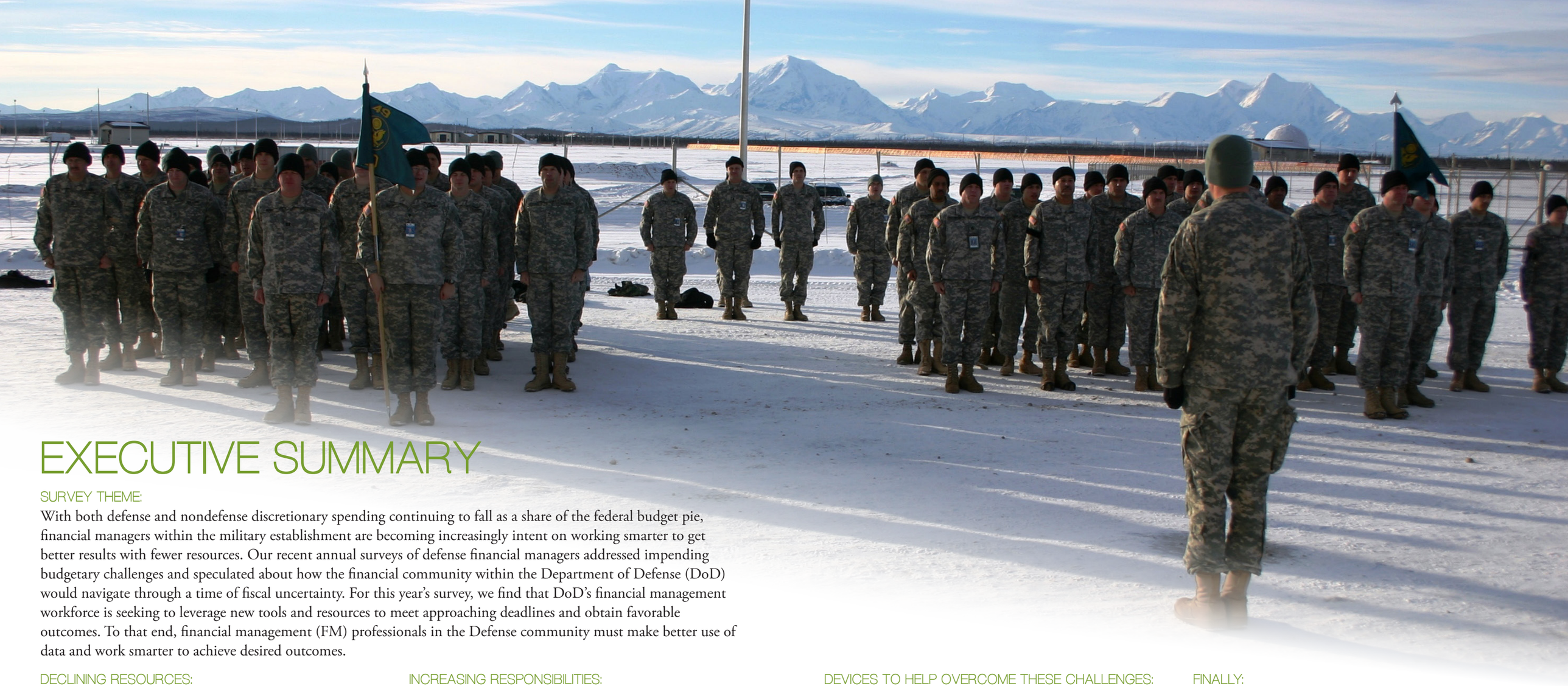


EXECUTIVE SUMMARY

SURVEY THEME:

With both defense and nondefense discretionary spending continuing to fall as a share of the federal budget pie, financial managers within the military establishment are becoming increasingly intent on working smarter to get better results with fewer resources. Our recent annual surveys of defense financial managers addressed impending budgetary challenges and speculated about how the financial community within the Department of Defense (DoD) would navigate through a time of fiscal uncertainty. For this year's survey, we find that DoD's financial management workforce is seeking to leverage new tools and resources to meet approaching deadlines and obtain favorable outcomes. To that end, financial management (FM) professionals in the Defense community must make better use of data and work smarter to achieve desired outcomes.

DECLINING RESOURCES:

New budgetary realities, from sequesters and furloughs to shutdowns, are driving a new way of thinking about how best to meet mission-critical priorities. As the US economy emerges from recession and begins to exhibit strong signs of renewed growth, deficit reduction has become a higher priority for policymakers in Washington, as reflected in recent federal budget decisions aimed at keeping spending in check.

The effect of declining resources on the DoD financial management workforce has been significant. Morale has fallen due to several factors including an unsustainably high workload, job security concerns, weak pay raises and bonuses and the imposition of additional certification requirements. As a result, turn-over and attrition are growing. Top talent cannot be retained. Furthermore, workers are opting to retire earlier, causing a significant gap in institutional knowledge and expertise. Personnel who leave cannot be easily back filled and, in many cases, there is no budget to create additional billets to provide relief to those in high stress areas.

INCREASING RESPONSIBILITIES:

Despite scarce resources, the responsibilities of the DoD FM workforce have been increasing. Audit readiness pressures have been augmented due to compressed timelines set by the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) and Congress. OUSD(C) has stated that DoD's Statement of Budgetary Resources must be fully audit ready by the end of FY 2014. Congress has mandated full DoD auditability for all financial statements by 2017, at which point a full financial statement audit will likely be required. To prepare for that audit, system implementations and changes are being imposed to ensure sustainable auditable processes. Other demands being shouldered by DoD FM staff include accounting for Continuing Resolutions (CRs), developing supplemental appropriations requirements (most notably Overseas Contingency Operations) and preparing/recovering from government shutdowns and furloughs. Survey results indicate that more than 82 percent of online respondents believe the magnitude of challenges facing the FM community has increased considerably when compared to this time in 2013.

DEVICES TO HELP OVERCOME THESE CHALLENGES:

There are a variety of tools that, if used correctly, can provide a degree of relief for DoD financial managers. Unfortunately, these tools are sometimes poorly designed, poorly implemented, and ultimately incur more cost and heartburn than they alleviate. Our survey captured responses surrounding the following tools: analytics; system upgrades/ new implementations; Shared Services; contractor support; cost management; and workforce development (i.e. training certifications). A consistent theme that has emerged is that DoD financial managers must find ways to work smarter to accomplish mission priorities. While some have admonished that perhaps the time has come to do less with less, more innovative financial managers are searching for ways to use data and make savvy decisions about how best to get the job done.

FINALLY:

It was clear from this year's survey that the challenges facing the financial management community are growing relative to past years. Many of the issues identified in previous surveys remain and in some cases have been exacerbated by budget uncertainties, furloughs, Congressional impasse and changes in the strategic landscape. The added pressures of new challenges have placed an extraordinary amount of stress on the workforce and morale issues are beginning to appear. The detailed analysis of survey results in the following paragraphs will provide more detail on all of these issues and highlight areas of most concern to the FM workforce and their leaders.

ABOUT THE SURVEY

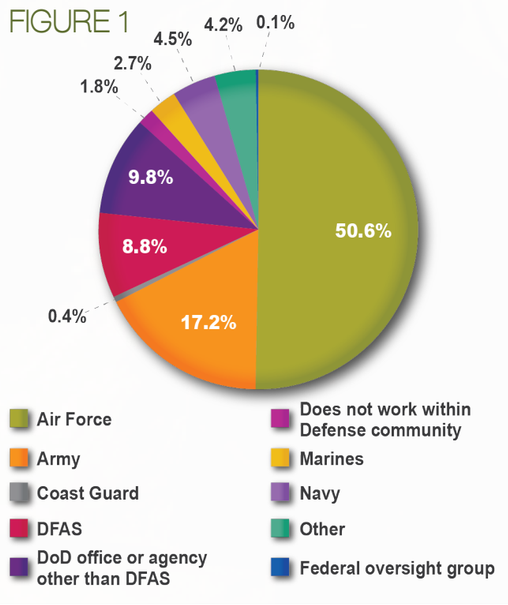
This is the 12th year the American Society of Military Comptrollers (ASMC) and Grant Thornton LLP have sponsored an annual survey of defense financial management (FM) community executives and staff on their opinions of trends, challenges and prospects in financial management. The Defense FM community includes individuals from the Office of the Secretary of Defense, the Armed Forces, combatant commands, Department of Defense (DoD) agencies, and field operating activities. The executives queried in this survey comprise 24 Defense financial leaders interviewed in-person by Grant Thornton. The managers interviewed include 1,009 Defense financial professionals who responded to an online survey of the ASMC membership.

SURVEY RESPONDENT PROFILE

Figure 1 shows the distribution by organization of the 1,006 on-line survey respondents.

Of respondents who provided background information, 98 percent were ASMC members. In terms of frequency, 80 percent were federal civilian employees, 9 percent were active duty uniformed personnel, 5 percent were employees of a private sector organization, 4 percent were retired, 2 percent were other (primarily contractors) and less than 1 percent were academic. Of the active duty respondents, 59 percent were officers and 41 percent were enlisted personnel. Seventy-five percent of the civilian respondents were GS-12 or above, leaving 25 percent at the GS-11 level or below. Figure 2 shows the grade levels of Defense civilian employee respondents.

FIGURE 1

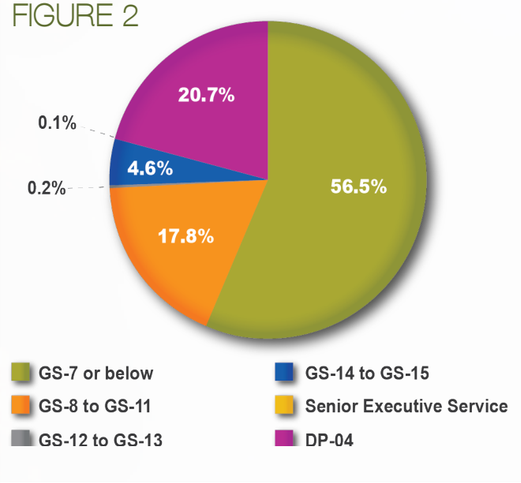


Grant Thornton used an interview guide/questionnaire to conduct one-on-one, in-person interviews with Defense uniformed and civilian financial executives. The respondents represent the highest echelon of financial professionals in DoD and the U.S. Coast Guard.

For copies of the in-person and the on-line questionnaires, please go to www.grantthornton.com/publicsector and click on "public sector publications."

CONFIDENTIALITY: This report reflects the responses and opinions of the survey respondents to the maximum extent possible. However, to encourage frank responses, we preserve anonymity and do not attribute responses to specific individuals. We do not share names and affiliations with anyone outside of the ASMC Executive Director and the Grant Thornton research team.

FIGURE 2



SURVEY RESULTS

2014 SURVEY OF DEFENSE FINANCIAL MANAGEMENT PROFESSIONALS

The following paragraphs are the in-depth results of the 12th Annual survey of Defense Financial Management Professionals. In-person interviews were conducted with twenty-four of the most senior defense financial managers consisting of flag and general officers and members of the Senior Executive Service. The survey results also includes responses from over one thousand rank-and-file defense financial managers responded to an on-line survey. The demographics and distribution of the respondents is included in the introduction. This year's survey found that with both defense and nondefense discretionary spending continuing to fall as a share of the federal budget pie, financial managers within the military establishment are becoming increasingly intent on working smarter to get better results with fewer resources. Our recent annual surveys of defense financial managers addressed impending budgetary challenges and speculated about how the financial community within the Department of Defense would navigate through a time of fiscal uncertainty. For this year's survey, we find that the defense financial management workforce is seeking to leverage new tools and resources to meet approaching deadlines and obtain favorable outcomes. To that end, financial management (FM) professionals in the Defense community must make better use of data and work smarter to achieve desired outcomes.

IMPACT OF DECLINING RESOURCES

Survey responses indicate that sequestration, the 2013 furlough of civilian employees, untimely legislation and results of prior years' budget execution have cumulatively had a significant impact on the budget process, workforce morale and attrition, and operational readiness.

When asked about which changes have occurred in the budget process as a result of the aforementioned factors, FM leaders interviewed in-person indicated there remains a high degree of unpredictability and there is "a lack of long-term strategy and focus for achieving outcomes." Online results spoke to a common theme of an increased workload that is also a result of those factors. One respondent wrote: "CRs cause an incalculable amount of rework and inefficiency." Another respondent noted there are more "what-if drills" than in the past. Finally, in the current environment, "CR into the next calendar year is now the standard, rather than the exception."

Survey results point out that the most significant impact of government shutdowns and furloughs is on workforce morale. One FM leader responded: "We lost battle rhythm and focus; and most importantly, the staff felt they were paying the price for things beyond their control and their positions undervalued."

With the low workforce morale among DoD financial managers, survey results indicate workers have less trust in their employer (i.e., the federal government) than in the past and now perceive significant job security concerns. Those factors, combined with small or nonexistent pay raises and bonuses, high workload and the imposition of new certification requirements have resulted in not only lower morale, but also high turnover and an increase in early retirements. As the FM workforce experiences higher attrition, proper attention has not been paid to address the transfer of knowledge and expertise. As people leave, critical institutional knowledge is lost. The inability to retain top talent and stem falling morale run the risk of having a work force with little ability and incentive to innovate and motivate, and can serve as key impediments blocking the accomplishment of short and long-term goals and objectives.

INCREASED DEMANDS

While all federal financial managers are facing challenges, those in the Defense community are experiencing even greater stress than their non-DoD counterparts. Through in-person interviews with executives and online surveys of civilian employees and active duty military, 82 percent of respondents believe the magnitude of challenges facing the FM community has increased considerably when compared to this time in 2013. Some of those challenges include audit, Financial Improvement and Audit Readiness (FIAR) initiatives, audit readiness efforts outside of FIAR, and other challenges associated with supporting the warfighter.

As previously stated, DoD financial managers are working to meet the OUSD(C) 2014 deadline for SBR auditability and the Congressionally mandated 2017 deadline for full financial statement audit. There are several obstacles the FM community must overcome to achieve favorable results.

- With some exceptions, leaders outside of the FM community do not make audit/audit readiness a high enough priority.
- High degrees of reliance on external organizations and systems not under direct control of the organization being audited.
- Competing demands to support the warfighter.

How do you rate the magnitude of challenges facing the FM community in 2014 relative to 2013?

Magnitude of Challenges

Respondents	1 - Less than before	2	3	4 - Higher than ever seen before	Not Applicable/ Don't know	Total Number of Respondents
Managers	3.3%	10.5%	35.2%	47.3%	3.7%	999

Despite the efforts put forth by people in the FM community, survey results indicate that leaders outside of the FM community may not make audit readiness a high priority. One leader interviewed in person summarized the widely felt sentiment: "Commitment from non-FM leadership is voiced when asked, but commitment is not there in practice."

All of the leaders interviewed in person stated they have nearly complete reliance on organizations and systems not under their direct control for audit/audit readiness. More than 63 percent of online respondents contend they rely on organizations and systems not under their control.

To what extent do you believe you are relying on organizations and systems not under your control for audit readiness and audit?

Dependency

Respondents	1 - Not dependent at all	2	3	4 - Completely dependent	"Not Applicable/ Don't know "	Total Number of Respondents
Managers	4.7%	20.0%	39.3%	23.8%	12.1%	999
Executives	0.0%	0.0%	71.4%	21.4%	7.1%	14

Finally, there are other operational demands outside of the normal course of business and audit-related tasks. A few examples of such tasks that illustrate these demands include: FM managers have needed to prepare multiple budgets for sequestration, for Continuing Resolutions, for supplemental budgets, etc. FM Managers are also providing support for implementations of ERP systems, which have end users that impact financial managers beyond the scope of FM purview.

There are many devices and methods that professionals

ACHIEVING BETTER RESULTS

in the Defense FM community are leveraging to achieve better results. These include:

- Using data and analytics to make better decisions;
- Embracing IT modernization in a measured way;
- Utilizing service providers to increase economies of scale and standardization;
- Enabling workforce development initiatives to provide the right skills, depth of knowledge, and experience for personnel; and
- Securing contractor support for FM activities.

ANALYTICS

Using historical trend extrapolations or gut instincts no longer serve the pace, scale or scope of the challenges confronted by the FM Community. Greater access to information leads to better decision-making and will ultimately improve government performance and drive better results. FM managers are in varying stages of development in their use of analytics to provide fidelity for hindsight, insight and foresight FM managers are in the infantile stages of using analytics to provide fidelity for hindsight, insight and foresight. More extensive utilization of analytics tools such as advanced statistical analytics packages and big data IT tools will enable Defense leaders to utilize not only descriptive outputs, but predictive and prescriptive outputs as well, to provide risk-based, real-time data for decision making. Increased application of analytics can help DoD financial managers at all levels obtain better results.

Survey results indicate that data analytics is an important part of the development and execution of the budget. Nearly 67 percent of all leadership interviewed in person stated that reliance on analytics is significant, only marginally greater than the 59 percent of online respondents who stated that analytics in budgeting is significant. One leader explained: "We can't manage what we can't measure."

How significant is the reliance on data analytics in the development and execution of the budget?

Significance

Respondents	1 - No Significance	2	3	4-Major Significance	"Not Applicable/ Don't know "	Total Number of Respondents
Managers	4.9%	15.8%	28.6%	30.7%	20.0%	996
Executive	0.0%	27.3%	45.5%	18.2%	9.1%	11

IT MODERNIZATION

IT modernization efforts, to include system upgrades and new implementations, could drive long-term efficiency, transparency, accuracy and efficiency in the DoD FM realm. While in theory investment of IT modernization sounds like a good idea, in practice and application the results have fallen short of expectations. When both groups were asked how satisfied they are with the current rate of IT system modernization, 53 percent of the leaders surveyed in person were either dissatisfied or very dissatisfied. Of the population polled online, 60 percent were either dissatisfied or very dissatisfied.

Leadership and practitioners in the DoD FM environment agree that their organizations rely heavily on legacy systems. Many of these systems are quickly approaching obsolescence. Problematically, they are frequently too antiquated to interface with new systems and tools being employed. They are not intuitive to operate. Therefore, there is a large learning curve that new personnel must master before they can even begin work. Finally, many of these systems are not compliant with recently enacted legislation and promulgated regulations, requiring labor-intensive manual work-arounds.

The DoD has invested, and will continue to invest, billions of dollars to develop and implement Enterprise Resource Planning (ERP) systems such as NERP (Navy), Defense Enterprise Accounting and Management System (DEAMS) (Air Force), and General Fund Enterprise Business System (GFEBS) (Army). Although the (Financial Improvement and Audit Readiness (FIAR) plan does not specifically align ERP system implementation to audit readiness deadlines, the importance of being able to obtain accurate, reliable data from financial systems is critical to audit success. Assessments by independent agencies (i.e. GAO) have identified a wide range of problems outlining concerns that the ERPs fail to address the issues they were originally intended to remediate. These systems still are unable to generate auditable financial reports, interface effectively and reliably with necessary feeder systems and provide expected capabilities for accounting and decision support.

How satisfied are you with the current rate of IT system modernization?

Satisfactory level

Respondents	1 - Very Dissatisfied	2	3	4-Very Satisfied	"Not Applicable/ Don't know "	Total Number of Respondents
Managers	23.7%	35.8%	28.4%	6.1%	6.0%	1002
Executive	44.4	11.1	22.2	22.2	0	18

SHARED SERVICES

"Shared Services" is a tool that could help DoD entities achieve economies of scale and a greater degree of standardization. Using a financial management Shared Service provider could allow for faster and more cost-effective technological innovation, reduce the risk of new system implementations and meet government-wide requirements and deadlines. The context in which we asked the questions on Shared Services was as a common FM Information Technology system shared by organizations with similar functions throughout DoD. An example of this approach might be a Shared Service that provides a common system between Service and Agency Morale, Welfare and Recreation organizations.

Leadership was asked in person about the possibility of their organization using a Shared Service provider. Responses were mixed. Some stated that leadership doesn't feel at ease relinquishing control of certain aspects of their organization, while others think it's a good idea if implemented correctly. One leader stated: "Shared Services is the way to go, but DoD as a whole doesn't buy in; it's really a cultural issue within DoD." Finally, some respondents did not appear to understand the benefits Shared Services might offer. The online responses strongly suggested there is a basic lack of understanding regarding the nature of a Shared Service providers – what they do and how they work.

Both groups were further probed to ascertain the extent to which the use of a Shared Service provider would benefit their organizations and the results were much the same. More than 53 percent of online respondents said they did not know or that the question did not apply to them. However, remaining online respondents contended their organization would benefit from using a Shared Service provider. Only 33 percent of leadership interviewed in person indicated that a Shared Service provider would provide favorable benefits.

To what extent do you think use of a shared service provider would benefit your organization?

Benefit

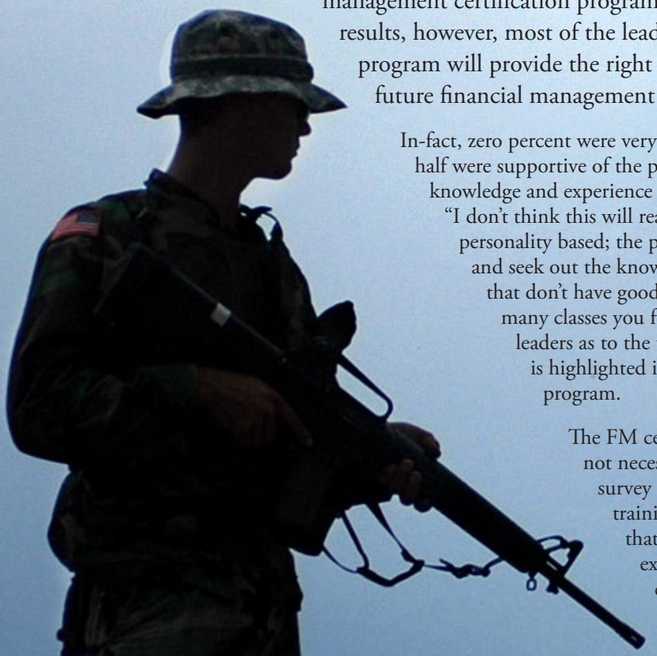
Respondents	1 - No Benefit	2	3	4- Great Benefit	"Not Applicable/ Don't know "	Total Number of Respondents
Managers	9.4%	9.5%	16.6%	11.2%	53.3%	992
Executive	37.5%	12.5%	12.5%	12.5%	25.0%	8

DFAS

Before discussing results relative to shared services in DoD, it is important to note that the Defense Finance and Accounting Service provides an existing and unique shared service model specific to DoD. According to the DFAS website, "DFAS is financed as a Working Capital Fund, obtaining revenue by charging its customers for the services it provides rather than being funded through direct appropriations. The agency sets annual rates two years in advance based on anticipated workload and estimated costs calculated to offset any prior year gains or losses." DFAS provides a variety of shared accounting services to the Services and Defense Agencies, but unlike most shared service providers, continues to maintain and use the Services' unique accounting systems. A major function of DFAS is to act as an interface between each Service accounting system and the Treasury Department. The definition of a Federal Shared Service as found in OMB's publication entitled "Federal Information Technology Shared Services Strategy" of May 2, 2012 is "[a]n information technology function that is provided for consumption by multiple organizations within or between Federal Agencies." Arguably, while DFAS does provide common services to various entities within DoD, it provides services well beyond other Federal Shared Service providers.

WORKFORCE DEVELOPMENT

Workforce development initiatives could drive better results. Common sense dictates that if people have a better understanding of what they're doing, then they'll be able to develop better solutions. To that end, Congress authorized and DoD leadership has mandated a financial management certification program for all DoD financial managers. According to survey results, however, most of the leadership polled does not feel that the DoD FM certification program will provide the right skills and depth of knowledge and experience to support future financial management requirements within their organization.



In-fact, zero percent were very supportive of the program. Of the online respondents, about half were supportive of the program and felt they would get the right skills and depth of knowledge and experience from the program. One skeptic of the program commented: "I don't think this will really make any difference because success in job positions are personality based; the people that have a good work ethic are driven to do a good job, and seek out the knowledge and skills needed to excel in their job. The personnel that don't have good work ethic will never meet expectations regardless of how many classes you force them to take." There is clearly disagreement amongst the leaders as to the ultimate use and benefit of the FM certification program. This is highlighted in the data below. Interestingly, the workforce approves of the program.

The FM certification program suggests that good training intentions do not necessarily translate into sound implementation. Feedback from our survey respondents indicate that the system used to administer the training is difficult to use and problematic. Most people pointed out that they would benefit more from classroom time rather than an exclusively web-based curricula. Finally, most thought that existing certifications such as the CDFM/CGFM and number of years of experience are not taken into consideration in this training requirement. This belief is not accurate. For example, CDFMs who have taken EDFM training can optain 8 hours of credit at level one and 32 hours at level 2 of direct credit toward meeting the DoD FMCP requirments. As with any new and complex program, there are misconceptions that need to be addressed.

Do you feel the DoD FM Certification Program will provide the right skills and depth of knowledge and experience to support future financial management requirements within your organization?

Support

Respondents	1 - Not at all supportive	2	3	4- Very Supportive	Do not know/ Does not Apply	Total Number of Respondents
Managers						
Right Skills	15.5%	24.7%	29.7%	21.6%	8.5%	989
Depth of Knowledge and Experience	15.9%	25.8%	27.9%	21.5%	8.9%	921
Executitves						
Right Skills	20.0%	40.0%	30.0%	10.0%	0.0%	10
Depth of Knowledge and Experience	0.0%	60.0%	20.0%	20.0%	0.0%	5

CONTRACTOR SUPPORT

Contractors are currently being used in many different capacities to support DoD FM efforts. However, there are various ways contractor services can be better utilized to yield stronger results. According to survey respondents, contractors are primarily used in audit/audit readiness, administrative support, staff augmentation/ad hoc work (especially for temporary support during surge efforts), specialized training and systems support roles.

Contractors can add value by providing specialized skill sets that may not be prevalent among civilian staff. One leader responded: "A base level of contractor support will always be necessary because of the rate at which things change and needed skillsets evolve. Contractors will react to changes faster than the civilian workforce."

Contractors are commonly used to implement analytics solutions that assist leaders in making better-informed decisions. Tools such as SAS and SPSS and big data analytics, commonly employed in the private sector, are becoming more widely used to the benefit of the public sector.

Contractors are used heavily in IT roles to assist with systems implementations, database management and coding to automate manually intensive tasks. The Navy and USMC have used contractor support to create SharePoint tools that have separate roles for users in civilian, audit support and Independent Public Accounting (IPA) firm roles. This database is used to facilitate the delivery and tracking of audit and examination support. The Navy has utilized contractor support to automate traceability analyses and quantitative drill downs that reconcile financial statement line items with transaction level data from its legacy financial systems, STARS-FL and STARS-HCM and other front-end feeder systems.

Contractors are heavily relied on by the DoD FM community for audit support and audit readiness activities. Contractors are used to create assertion packages to give management a reasonable level of assurance that a particular assessable unit is auditable. Contractors are used in audit liaison roles to help identify and deliver what an IPA firm is looking for when specific requests are issued such as "provided by client (PBC)" lists or samples are issued during examinations or full financial statement audits (USMC). Contractors are used in staff augmentation roles during audit or examination surge efforts. Finally, contractor support has been enlisted to implement and track remediation plans identified during assertion efforts, examinations and other internal reviews.

While inherently governmental functions are performed by DoD personnel, a grey area exists regarding the precise composition of such functions despite guidelines issued in publications such as the Federal Acquisition Regulation (FAR). Contractors are frequently used in administrative support roles such as IT help desk roles, training and even mailroom and reception duties. In some organizations, the use of contractors has exceeded practical limits. As contracted individuals and firms revolve, the loss of institutional knowledge can be a significant setback. Many organizations would like to restructure to gain more civilian staff but cannot due to budgetary limitations. Most organizations plan to gradually draw down their contractor support as remediation efforts are concluded and a sustainability phase is reached.

TOP CONCERNS

As we do every year, we polled the executives on what their top three concerns are. We found that their replies align with the responses to our online survey, and echo the themes of other questions in this year's survey.

CONCERN #1: PEOPLE

The first series of concerns relate to the attraction and retention of quality staff. The FM workforce is aging. When the audit finally hits, and the going gets tough, some people who are eligible for retirement will retire. It is difficult to retain and attract young talent because of many factors including pay freezes, furloughs, job security issues, work load, and working environments to include working in dingy old buildings. These issues are leaving DoD organizations with gaps in institutional knowledge that cannot be easily filled.

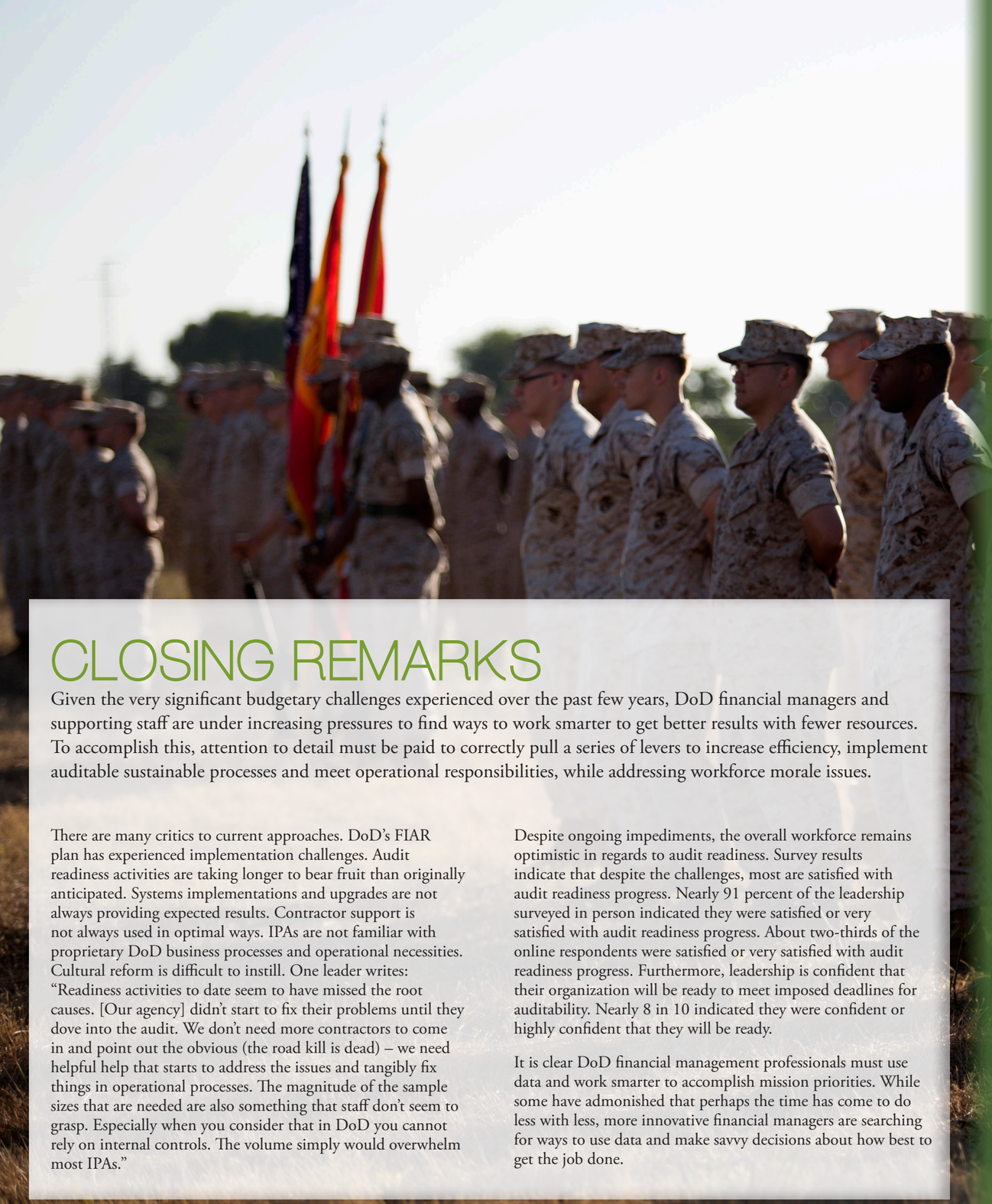
ONE LEADER WRITES: "Tidal wave of retirements of many senior people in the FM workforce will be a huge problem. We have very few people in the 30-40 range, and perhaps only 7% of the current workforce is in their 20's. Once the audits start, and the workforce standards go up, the fear is that people who are eligible for retirement will take that option. Hiring process is way too slow and cumbersome. Not only is it difficult to staff positions, but when requirements change and you need a different skill set, it takes a long time (6 mos +) to change out a baseball player for a football player."

CONCERN #2: BUDGET CONSTRAINTS AND STABILITY

The second concern has to do with the stability and predictability of the budget. Leadership has voiced that it is difficult to plan for future challenges, or forecast 5 to 20 year capital acquisitions when the amount of funding that could come through is uncertain. A top concern is that the FM community has had to live with the norm of tight budgets, which has led to decisions to support a short-term drought, rather than a status quo.

CONCERN #3: IT MODERNIZATION:

The third major concern expressed by leaders from our survey is IT Modernization. There continues to be heavy reliance on legacy systems. ERP system implementations continue to be burdensome. Using these tools to deal with the challenges of increased calls for data transparency continues to be on the forefront of the minds of leaders in the FM community.



CLOSING REMARKS

Given the very significant budgetary challenges experienced over the past few years, DoD financial managers and supporting staff are under increasing pressures to find ways to work smarter to get better results with fewer resources. To accomplish this, attention to detail must be paid to correctly pull a series of levers to increase efficiency, implement auditable sustainable processes and meet operational responsibilities, while addressing workforce morale issues.

There are many critics to current approaches. DoD's FIAR plan has experienced implementation challenges. Audit readiness activities are taking longer to bear fruit than originally anticipated. Systems implementations and upgrades are not always providing expected results. Contractor support is not always used in optimal ways. IPAs are not familiar with proprietary DoD business processes and operational necessities. Cultural reform is difficult to instill. One leader writes: "Readiness activities to date seem to have missed the root causes. [Our agency] didn't start to fix their problems until they dove into the audit. We don't need more contractors to come in and point out the obvious (the road kill is dead) – we need helpful help that starts to address the issues and tangibly fix things in operational processes. The magnitude of the sample sizes that are needed are also something that staff don't seem to grasp. Especially when you consider that in DoD you cannot rely on internal controls. The volume simply would overwhelm most IPAs."

Despite ongoing impediments, the overall workforce remains optimistic in regards to audit readiness. Survey results indicate that despite the challenges, most are satisfied with audit readiness progress. Nearly 91 percent of the leadership surveyed in person indicated they were satisfied or very satisfied with audit readiness progress. About two-thirds of the online respondents were satisfied or very satisfied with audit readiness progress. Furthermore, leadership is confident that their organization will be ready to meet imposed deadlines for auditability. Nearly 8 in 10 indicated they were confident or highly confident that they will be ready.

It is clear DoD financial management professionals must use data and work smarter to accomplish mission priorities. While some have admonished that perhaps the time has come to do less with less, more innovative financial managers are searching for ways to use data and make savvy decisions about how best to get the job done.

ADDITIONAL INFORMATION

To request additional copies of this survey or an opportunity to hear more about its findings, please contact ASMC or Grant Thornton at the addresses below. We would be pleased to discuss the possibility of providing your organization with a briefing or presentation of survey results at a conference or seminar.

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