

# Certified State Government Budget Professionals Program



Setting a new standard for state fiscal management and expertise

# Presenters



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# Perfect Storm post-COVID



## Public Employee Retention Crisis

- The Great Resignation
- Surge in public sector retirements – continues today
- Historic levels of State / Federal Funding = massive spike in demand for fiscal management workers
- Intense competition for workers

## Turnover Trends

- **Turnover** peaked at 16%; now 12%\*
- **First-year turnover** hit 36.7%; remains at 31%
- **Vacancy rate** hit 28% in 2023; now at 19%

## Fiscal Management Brain Drain

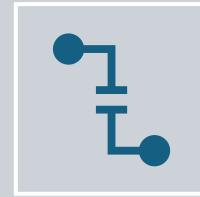
- Vacancy rate reached 18-22%
- OSBM went from 7-10% vacancy rate to 30%

Estimated cost to state per year: \$493 million\*

\* 2023 OSHR annual cost of turnover estimate



# Risk & Frustration



Onboarding and training systems not equipped to handle turnover, lack of experienced financial management



Public fiscal management is different from private sector financial management > new staff not trained in public sector needs and fewer experienced staff to train them



State budgets set policy framework governments operate in. Budget management is critical to all government functions

# Why does the CSGBPP matter?

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- Training and career advancement opportunities for state budget professionals improves the work product of budget professionals and increases retention rates
- Budget staff turn appropriations into action

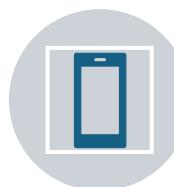
BUILT ON COLLABORATION & PARTNERSHIP

# State Budget Certification





# Certification Process



APPLICATION



3 WEEKS OF  
COURSES



AN EXAMINATION AT  
THE END OF EACH  
WEEK



FLEXIBILITY IN  
TIMING OF COURSES



IN-PERSON FORMAT

# Curriculum

## Week 1: Introduction to NC Budget

- Overview of state structure, history
- Primer on revenues
- Administration & law - operating & capital budgets
- Internal controls

## Week 2: Understanding the Data

- Forecasting
- Analytical thinking
- Performance management, measurement
- Data analytics
- Program evaluation

## Week 3: Understanding Systems and Language of Budgeting

- Communicating budget data
- Accounting for budget professionals
- Purchasing, contracting
- Federal grants management
- Local governmental budgeting

## PARTICIPANT FEEDBACK

I've already used the forecasting methods we learned and the Excel techniques in my daily work.



## ATTRACTING STUDENTS

# Flexible & Practical

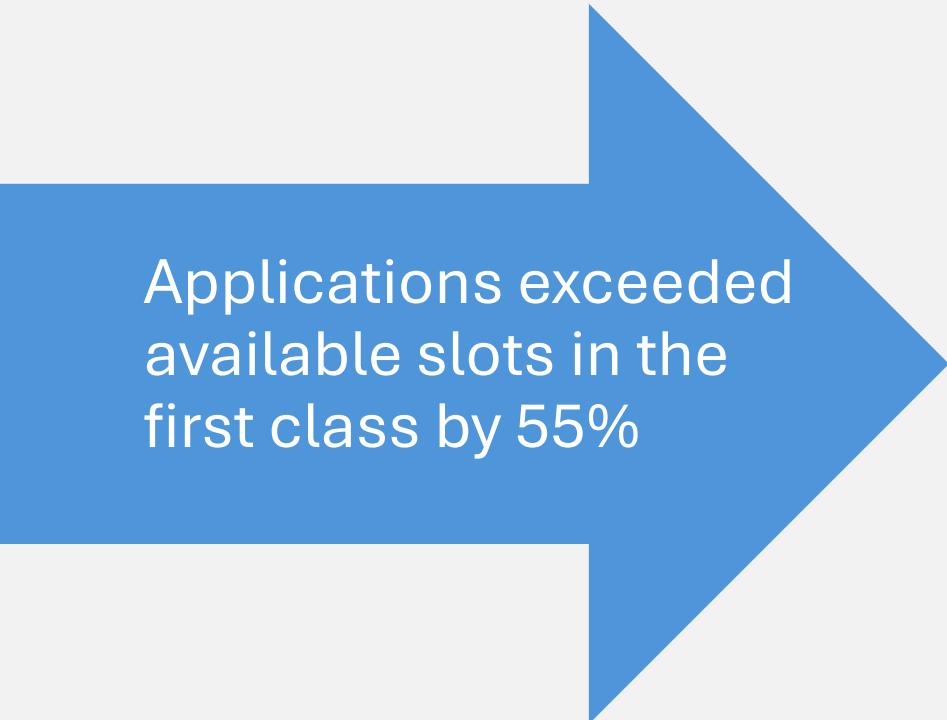
- \$670 per week; \$2,010 for certification
- Students do not have to take classes consecutively
- Can spread across multiple years
- Campus 45 minutes from Raleigh
- Instructors come from academia and professional practice



UNC'S EXPERTISE INVALUABLE

## Costs, Structure

- Expenses average \$33,000/week
- UNC covers overhead costs, built on existing education infrastructure
- Any profits reinvested into School of Government programming for public officials



Applications exceeded available slots in the first class by 55%

## Top Reasons Cited for Applying

1. Career advancement
2. Increase knowledge of budgeting and finance operations
3. Increase efficiency at job
4. Learn new skills

# R E A C H

**~ 1,100**

State employees  
potential students

**170**

Participants in  
first 18 months

**53**

Certified in  
first year

**80**

Additional  
employees have  
completed at  
least 1 week of  
the program

**90%**

Of certified  
employees still  
work for the state

**10%**

Of certified  
employees have  
received a  
promotion

**100%**

Recognition of  
credential by  
state CFOs.  
Emerging as a  
desired  
credential for all  
hiring managers  
in the field

# New Professional Network

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- ✓ CSGBPP connects staff across agencies and institutions
- ✓ Creates a recognized professional standard for peers and hiring managers



## PARTICIPANT FEEDBACK

“The ability to network was extremely helpful!”

# Participant Surveys

Rated the course overall **4.7 out of 5**

**97%** said the course **increased professional knowledge and/or skills**

Average session usefulness rated **4.5 out of 5**

# Program Evaluation

Preliminary data from ongoing evaluation of program

- Pre-program: **84%** said they plan to continue working in state government two-years from now
- Six months after program: **91%** said they plan to continue working in state government



## PARTICIPANT FEEDBACK

It is helpful to see how everything fits together and why we do what we do and why it is important

# Keys to Success

# Recognition of Need

- Surveys & risk assessments prior to retention crisis pointed to need
- Agencies sought a clear career progression path for budget & fiscal management employees
- Inconsistencies in skills/knowledge made it hard for staff to move from agency to agency

# Partnership & Collaboration

- Curriculum developed based on assessment of needs, input from multiple interests
- Professional development institution partner = strengths government agencies could not provide alone



# Dual Champions

## **State Side**

- Governor, Cabinet, Council of State
- Existing network and established forums to market program

## **Professional Development/ Education**

- Network of professionals
- Knowledge of best practices
- Established infrastructure for training/development

# Looking Ahead

## GROW

Increasing pool of Certified Budget Professionals across state

## TARGET

Identifying agencies or institutions that need support or have skill deficit

## EXCEL

Setting the **Gold Standard** for state budget skills and knowledge

## BUILD

Identifying next level training and skills for career progression

## PARTICIPANT FEEDBACK

“My experience has improved my outlook on continuing my career in this field and I am looking for additional opportunities to grow professionally. This preparation will increase my confidence to seek leadership positions in my chosen career field.

*Thank you!*

## **Certified State Government Budget Professionals**

<https://www.sog.unc.edu/courses/nc-certified-state-government-budget-professional-program>

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