



US DEPARTMENT OF VETERANS AFFAIRS OFFICE OF INSPECTOR GENERAL

Office of Audits and Evaluations

DEPARTMENT OF VETERANS AFFAIRS

End User Concerns with Integrated Financial and Acquisition Management System Training

Management Advisory
Memorandum

23-01287-20

January 9, 2024

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The Office of Inspector General (OIG) has released this management advisory memorandum to provide information on matters of concern that the OIG has gathered as part of its oversight mission. The OIG conducted this review in accordance with the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation, excluding follow-up.

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DEPARTMENT OF VETERANS AFFAIRS
OFFICE OF INSPECTOR GENERAL
WASHINGTON, DC 20001



January 9, 2024

MANAGEMENT ADVISORY MEMORANDUM

TO: Jon Rychalski, Assistant Secretary for Management/Chief Financial Officer
Office of Management

FROM: Larry Reinkemeyer, Assistant Inspector General
VA Office of Inspector General's Office of Audits and Evaluations

SUBJECT: End User Concerns with Integrated Financial and Acquisition Management
System Training

VA's Financial Management Business Transformation Service (FMBTS) is leading and managing the implementation of the Integrated Financial and Acquisition Management System (iFAMS), an enterprise-wide modernization effort to replace legacy systems that facilitate the department's financial and contracting activities.¹

FMBTS plans to deploy iFAMS in 10 "waves" across VA until enterprise-wide implementation is achieved in 2029. As of December 2023, five waves have "gone live" across VA, including two at the National Cemetery Administration (NCA), one at the Veterans Benefits Administration (VBA), one at the Office of Management Plus (OM+), and one for the Consolidated Wave Stack.²

The iFAMS deployment is still in the early stages. The final administration to receive iFAMS will be the Veterans Health Administration (VHA).³ VHA employees are expected to make up more than 90 percent of VA's approximately 125,000 total iFAMS end users.

FMBTS personnel are responsible for training end users, which is critical to a successful VA iFAMS deployment. The FMBT program published a training support plan to develop and manage a comprehensive system training solution that establishes and maintains user proficiency. The overall objective of the plan is to create and maintain a self-sustaining training

¹ VA established the Financial Management Business Transformation (FMBT) program in 2016 to modernize the department's financial and acquisition management systems. FMBTS is aligned under VA's Office of Management and is leading the FMBT program.

² The term "go live" refers to when iFAMS becomes available for use. Some administrations also have multiple phases to expand deployment with different go lives for distinct groups or functions. The OM+ wave included VA's Office of Management and several other staff offices. The Consolidated Wave Stack included the VA Office of Information and Technology, Office of Construction and Facilities Management, and the independent Office of Inspector General (OIG).

³ The FMBT high-level implementation timeline, dated December 2023, indicates specific dates for the VHA implementation are yet to be determined as the VHA approach is under development.

capability, while meeting the specific needs of end users and enabling them to perform their assigned work responsibilities. Furthermore, the plan states training is intended to be tailored to specific waves and user audiences and plays a critical role in the overall success and acceptance of the new system.⁴

As part of the training program, FMBTS administers a feedback survey at the end of each course. The survey consists of 10 questions covering topics such as the length and methods of the training, the value of the course exercises, and end users' comfort level with iFAMS following the training. The survey is provided immediately after course completion. It does not, therefore, consistently assess how easily or successfully the instruction is applied by users to conduct role-specific activities.

The VA Office of Inspector General (OIG) initiated a review on February 23, 2023, to assess end users' satisfaction with iFAMS training. During this review, the team found that end users had concerns with the training provided for some tasks and day-to-day activities, leaving FMBTS with opportunities to enhance the training program.

Because iFAMS is in the early stages of deployment, FMBTS could obtain additional feedback on the iFAMS training courses from employees who have attended them and have used the system. FMBTS can then adjust the courses as needed based on this feedback to ensure they are meeting the needs of end users and other stakeholders, an FMBT training objective.

This memorandum is meant to convey the information necessary for the Office of Management to determine if additional actions are warranted to ensure FMBT is meeting its training objective.⁵

OIG Survey

The OIG issued a web survey to a statistical sample of 400 individuals who attended and passed at least one iFAMS training course.⁶ The OIG received 326 completed surveys, of which 71 employees were excluded for not having used iFAMS since completing the training. The review team estimated projections from the eligible 255 sampled employees' responses to quantify the results in the estimated 1,221 eligible employees in the population. The OIG survey was different from the FMBTS survey in two key areas: the OIG survey (1) included specific

⁴ FMBT, *iFAMS Training Support Plan*, February 28, 2019.

⁵ This memorandum provides information that has been gleaned from interviews and a statistical survey and provided to the Office of Management to determine if additional actions are warranted for future iFAMS training. The OIG issues management advisory memoranda when exigent circumstances or areas of concern are identified by OIG hotline allegations or in the course of its oversight work, particularly when immediate action by VA can help reduce further risk of harm to veterans or significant financial losses. Memoranda are published unless otherwise prohibited from release or to safeguard protected information.

⁶ The survey excluded FMBTS staff and contractors. For more information about the survey methodology, see appendix A.

questions designed to solicit end users' opinions on training content for role-specific tasks and preparation for day-to-day tasks and (2) was administered four months or more after the go-live date for the relevant iFAMS wave.⁷ This timing helped ensure end users had worked with the system.

The OIG survey questions were designed to solicit end user satisfaction with the overall training course as well as with the information provided specifically to facilitate the completion of tasks and daily activities in the new system.⁸ Survey questions on overall training satisfaction focused on the general aspects of the course, such as its timing, the resemblance of training screens to live-version screens, hands-on system practice, and the instructor's ability to answer questions. Survey questions about the training's facilitation of role-specific tasks focused on end users' preparation for completing tasks in the new system, whether enough information was provided to perform their duties, and their ability to handle errors or exceptions in the actual system.

When the aggregate estimated survey responses for "strongly disagree" and "disagree" met or exceeded 30 percent for a question, the review team identified the collective responses as "a significant negative response" in the OIG survey results. This threshold represents approximately one-third of FMBTS end users having concerns with the training and suggests there are opportunities for FMBTS to improve the training program. The estimated responses to the OIG survey are detailed below.

Survey Results: Overall Training Course

The estimated survey responses from the statistical sample of 255 respondents indicated that the majority of end users appeared satisfied with the overall training course but expressed specific concerns with the information provided to enable them to successfully complete role-specific tasks and daily activities. The review team estimated that 61 percent of end users found the time between taking the training and using iFAMS for work "appropriate," 29 percent found it "too long," and 10 percent found it "too short" (table 1). Regarding the overall satisfaction with the training, the OIG estimated that 41 percent of end users were "very satisfied" or "satisfied," 34 percent were "neutral," and 24 percent were "very dissatisfied" or "dissatisfied" (table 2).⁹

⁷ Survey respondents began using the system as early as November 2020 and as recently as October 2022.

⁸ The OIG survey had a total of 16 questions. The survey began with two screening questions designed to exclude contractors and individuals who had not used the system since attending a training. The survey ended with a question asking if respondents had any additional information they would like to share regarding their experience with the training. Some aggregated responses to this question are included in this memorandum.

⁹ The OIG survey questions used different Likert scales for response options. Likert scales are rating systems used in questionnaires to measure opinions. These scales allow respondents to select from a range of possible responses to a question, such as "strongly agree," "agree," "neutral," "disagree," and "strongly disagree."

Table 1. Estimated End User Responses to Survey Question on Timing

| Survey question | “Too long” | “Appropriate” | “Too short” |
|--|------------|---------------|-------------|
| “The time between taking the training and using iFAMS for work was too long, appropriate, or too short.” | 29% | 61% | 10% |

Source: VA OIG analysis of survey results.

Table 2. Estimated End User Responses to Survey Questions on Satisfaction

| Survey question | “Very satisfied” or “satisfied” | “Neutral” | “Very dissatisfied” or “dissatisfied” |
|--|---------------------------------|-----------|---------------------------------------|
| “Overall, how satisfied were you with the training?” | 41% | 34% | 24% |

Source: VA OIG analysis of survey results. Note that percentages do not sum to 100 due to rounding.

Table 3 presents the estimated results for the remaining survey questions that targeted end user feedback on the overall training course. Although the results to these six questions were mostly favorable, the estimated percentages of negative responses for the first three questions were close to meeting the team’s threshold for identifying a significant negative response and may warrant VA taking additional action in these training areas.

Table 3. Estimated End User Responses to Survey Questions on Practicality

| Survey question | “Strongly agree” or “agree” | “Neutral” | “Strongly disagree” or “disagree” | “Not applicable” |
|--|-----------------------------|-----------|-----------------------------------|------------------|
| “I had enough time to practice in the hands-on system during training.” | 41% | 27% | 29% | 3% |
| “The iFAMS processes included in the training were similar to the processes I used for my daily tasks.” | 43% | 31% | 26% | 0% |
| “Overall, the supporting materials (e.g., guidebooks or desk guides) for the iFAMS training were helpful.” | 52% | 21% | 26% | 1% |
| “I was satisfied with the hands-on system practice during training.” | 49% | 27% | 21% | 3% |

| Survey question | “Strongly agree” or “agree” | “Neutral” | “Strongly disagree” or “disagree” | “Not applicable” |
|--|-----------------------------|-----------|-----------------------------------|------------------|
| “Think back to the iFAMS training you attended and the answers you received either in the classroom or later from the instructor. The instructors were able to answer my questions either during or after the training.” | 58% | 26% | 12% | 4% |
| “The iFAMS training screens resembled the screens in the live version of the system (at go-live).” | 74% | 22% | 4% | 0% |

Source: VA OIG analysis of survey results.

Survey Results: Facilitating the Completion of Tasks

The OIG estimated that 42 percent of end users found the iFAMS functionality “extremely helpful” or “somewhat helpful” for performing their duties, while 33 percent found it “neutral,” and 26 percent found it “not at all helpful” or “a little helpful” (table 4).

Table 4. Estimated End User Responses to Survey Question on System Functionality

| Survey question | “Extremely helpful” or “somewhat helpful” | “Neutral” | “Not at all helpful” or “a little helpful” |
|--|---|-----------|--|
| “How helpful is the iFAMS functionality for performing your duties?” | 42% | 33% | 26% |

Source: VA OIG analysis of survey results. Note that percentages do not sum to 100 due to rounding.

Estimated results indicate potential significant negative responses to the additional four questions designed to target whether respondents felt the training enabled them to successfully execute tasks and day-to-day activities. Notably, the overall objective for FMBT includes enabling end users to complete daily functions and specific tasks. Table 5 lists the survey questions that met or exceeded the team’s end user threshold for significant negative responses and the estimated rates.

Table 5. Estimated End User Responses to Survey Questions on Executing Tasks and Daily Work

| Survey question | “Strongly agree” or “agree” | “Neutral” | “Strongly disagree” or “disagree” |
|---|-----------------------------|-----------|-----------------------------------|
| “The content of the iFAMS training that I attended was tailored to meet my needs and duties.” | 33% | 37% | 30% |
| “The iFAMS training that I attended provided enough information for me to perform my daily tasks.” | 33% | 32% | 35% |
| “The iFAMS training prepared me to use iFAMS for my daily tasks.” | 35% | 32% | 33% |
| “Think back to errors or exceptions you have experienced in the actual iFAMS system. The training prepared me to handle errors or exceptions.”* | 24% | 24% | 48% |

Source: VA OIG analysis of survey results.

* This last survey question had “not applicable” as an additional Likert response option, and the OIG team estimated that 4 percent of respondents selected this option.

The estimated response rates to these questions indicate that end users have concerns with the information the training provided for some tasks and activities, providing FMBTS with opportunities to enhance the training program. The estimated negative response percentages for the population reviewed are troubling, as there are expected to be about 125,000 iFAMS end users. For example, if the 48 percent negative response rate from the last question in table 5 was applied to all anticipated iFAMS end users, and the rate remained consistent with future trainings, as many as 60,000 end users could feel that the training did not properly prepare them to handle errors or exceptions.

Additionally, when asked if there was any other information they would like to share at the end of the survey, some respondents reported that the training provided limited information pertaining to their duties and tasks and could benefit from more role-specific content.

Analysis of Concerns by Wave

To identify any trends in end user responses, the team analyzed estimated response rates on executing tasks and daily activities (table 5) by each of the five sampled implementation waves. Figure 1 shows the estimated percentage of end users who selected “strongly disagree” or “disagree” responses for each of the four questions by wave.

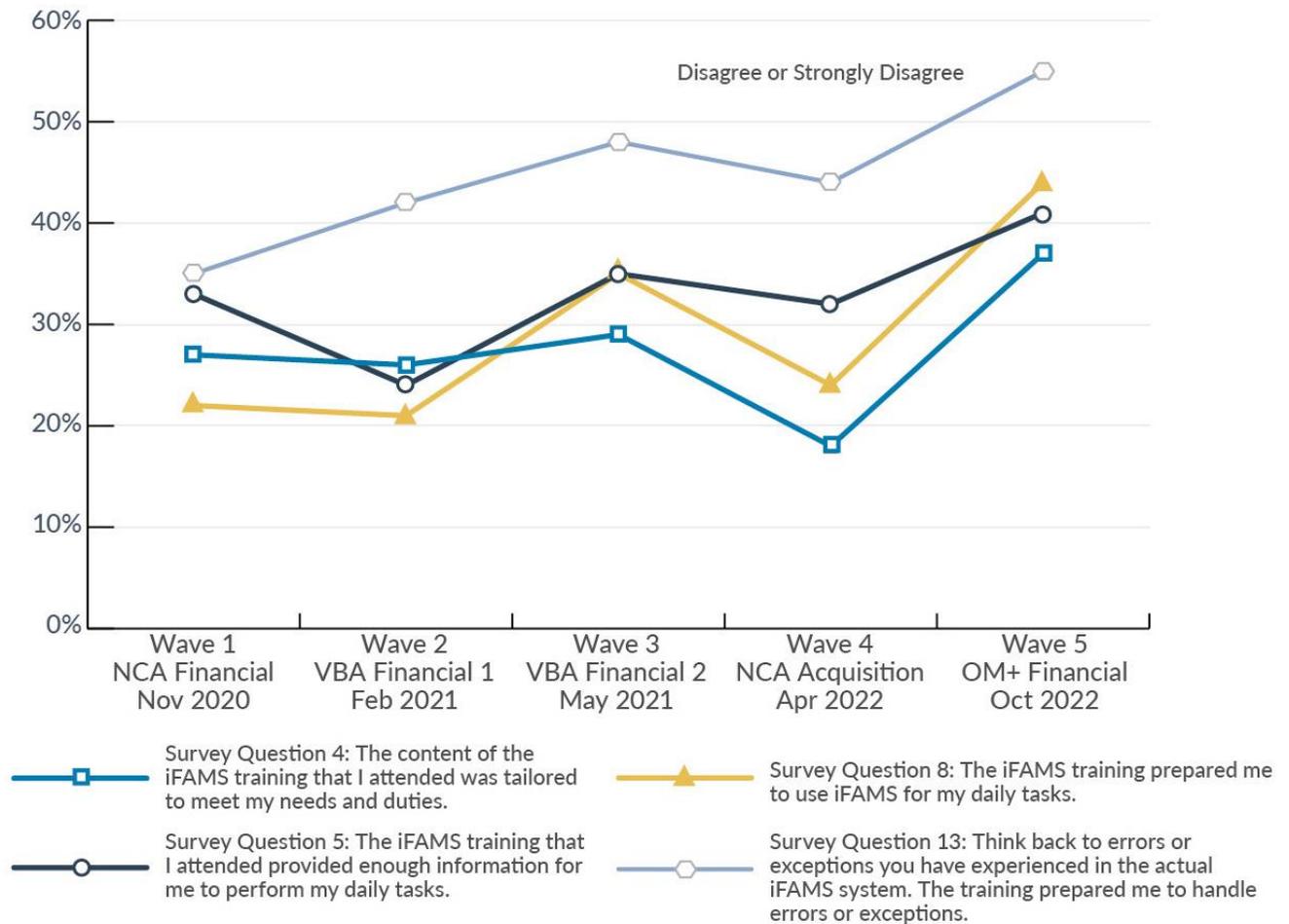


Figure 1. User Concerns by Wave.

Source: VA OIG analysis of survey results.

Comparing the negative results for these four questions from wave 1 to wave 5 shows that users’ concerns have generally increased over time. Notably, OM+, the most recent wave to go live, had the highest estimated percentages of negative responses.¹⁰ For all waves, the most troubling responses were related to the users not feeling that the training prepared them to handle errors or exceptions.

¹⁰ The OM+ wave went live in October 2022.

FMBTS Has an Opportunity to Enhance Training

The FMBTS post-training survey does not solicit feedback on end users' tasks and daily activities and is provided immediately after training. The timing of the survey does not allow FMBTS to assess how users apply instruction when conducting role-specific activities in iFAMS. FMBT's stated objective "is to create and maintain a self-sustaining training capability with the goal of meeting the specific training needs of the end users and stakeholders" with a goal to "enable end users to perform their assigned work responsibilities within iFAMS."¹¹ FMBTS may want to consider collecting targeted feedback from end users who have attended training and had sufficient time to use the system. FMBTS can then modify future training courses as needed to be responsive to information obtained from the surveys. Addressing training weaknesses now is important because over 100,000 employees have yet to be trained on the system.

Requested Action

The OIG requests that the Office of Management inform the OIG of what actions, if any, are taken to collect additional feedback or modify iFAMS training courses. No further action or recommendations will be made by the OIG at this time.

Office of Management Response

In the response provided by the Office of Management, the assistant secretary for management/chief financial officer stated that the OIG's surveys, user responses, and conclusion are all extremely helpful as FMBTS continues to improve and evolve their training approach. He also acknowledged that user adoption is greatly influenced by effective training and is arguably their most important determinant of success. He stated that FMBTS will heavily leverage the information in this OIG management advisory memorandum as they ramp up training for the next wave and will provide a written update outlining the improvements that they make based upon this management advisory memorandum and other feedback. See appendix B for full comments.

OIG Response

The OIG thanks the Office of Management for their response and for the courtesies extended to OIG staff during the course of this review. The OIG looks forward to receiving the written update.

¹¹ FMBT, *iFAMS Training Support Plan*, February 28, 2019.

Appendix A: Statistical Sampling Methodology

Approach

To accomplish the review objective, the Office of Inspector General (OIG) team surveyed a statistical sample of VA employees who attended and passed at least one Integrated Financial and Acquisition Management System (iFAMS) training course in preparation for the launch of an iFAMS wave.¹² The team used statistical sampling to project the survey results to the full population and quantify satisfaction with the Financial Management Business Transformation Service (FMBTS) iFAMS training. This method was used to reduce the number of respondents burdened by the need to complete a survey and the cost of data collection and analysis. Following up with survey recipients who have been nonresponsive is crucial to ensuring proper representation of the population and to reducing bias in the results.

Since following up with nonrespondents in a statistical sample is more cost-effective and timelier than for a census approach, the team used statistical sampling for this survey instead of a complete census of the population.

Population

The original review population included 1,681 VA employees who attended and passed at least one iFAMS training course in preparation for the go live of an iFAMS wave.

The survey was open from April 13, 2023, through May 19, 2023. The review team sent the survey to a statistical sample of 400 employees. The team determined that 25 of the sampled employees were not within the scope of the review because their VA contact information was invalid, they were “out of office” for an extended period (including the survey window), or they indicated that they did not participate in an iFAMS training.

The review team received 326 completed surveys for a response rate of about 82 percent. From these completed surveys, the team excluded responses from another 71 employees who indicated that they had not used iFAMS since completing the training. As a result, 255 survey submissions were eligible to estimate the projections for full population responses.

Accounting for the exclusions described above and estimation of other out-of-scope employees from the original population of 1,681, the team estimated the eligible population for this review to be about 1,221 employees.

¹² The scope of this review included training for the first five iFAMS implementation waves from November 2020 through October 2022. The scope of this review also included FMBTS end user training and surveys in support of go-lives from November 2020 through January 2023.

Survey Sampling Design

The OIG team selected a statistical sample of 400 VA employees from the population of employees who attended and passed at least one iFAMS course in preparation for the go live of an iFAMS wave. The population was stratified by wave and categorized in five strata as shown in table A.1. The team selected a sample size from each wave that is proportional to the total population to ensure that each wave was represented based on its size.

Table A.1. Strata Table

| Go-live wave | Total VA employees | Sampled VA employees |
|--------------|--------------------|----------------------|
| Wave 1 | 248 | 59 |
| Wave 2 | 172 | 41 |
| Wave 3 | 670 | 159 |
| Wave 4 | 261 | 62 |
| Wave 5 | 330 | 79 |
| Total | 1,681 | 400 |

Source: VA OIG statistician's analysis.

Weights

Samples were weighted to represent the population from which they were drawn, and the weights were used in the estimate calculations. For example, the team calculated percentages of each survey response by first summing the sampling weights for all sampled VA employees who had a particular response (i.e., “strongly agree”), then dividing that value by the sum of the weights for all sampled VA employees.

Projections and Margins of Error

The projection is an estimate of the population value based on the sample. The associated margin of error and confidence interval show the precision of the estimate. If the OIG repeated this review with multiple sets of samples, the confidence intervals would differ for each sample but would include the true population value approximately 90 percent of the time.

The OIG statistician employed statistical analysis software to calculate estimates, margins of error, and confidence intervals that account for the complexity of the sample design.

The sample size was determined after reviewing the expected precision of the projections based on the sample size, potential error rate, and logistical concerns of the sample review. While precision improves with larger samples, the rate of improvement decreases significantly as more records are added to the sample review.

Figure A.1 shows the effect of progressively larger sample sizes on the margin of error.

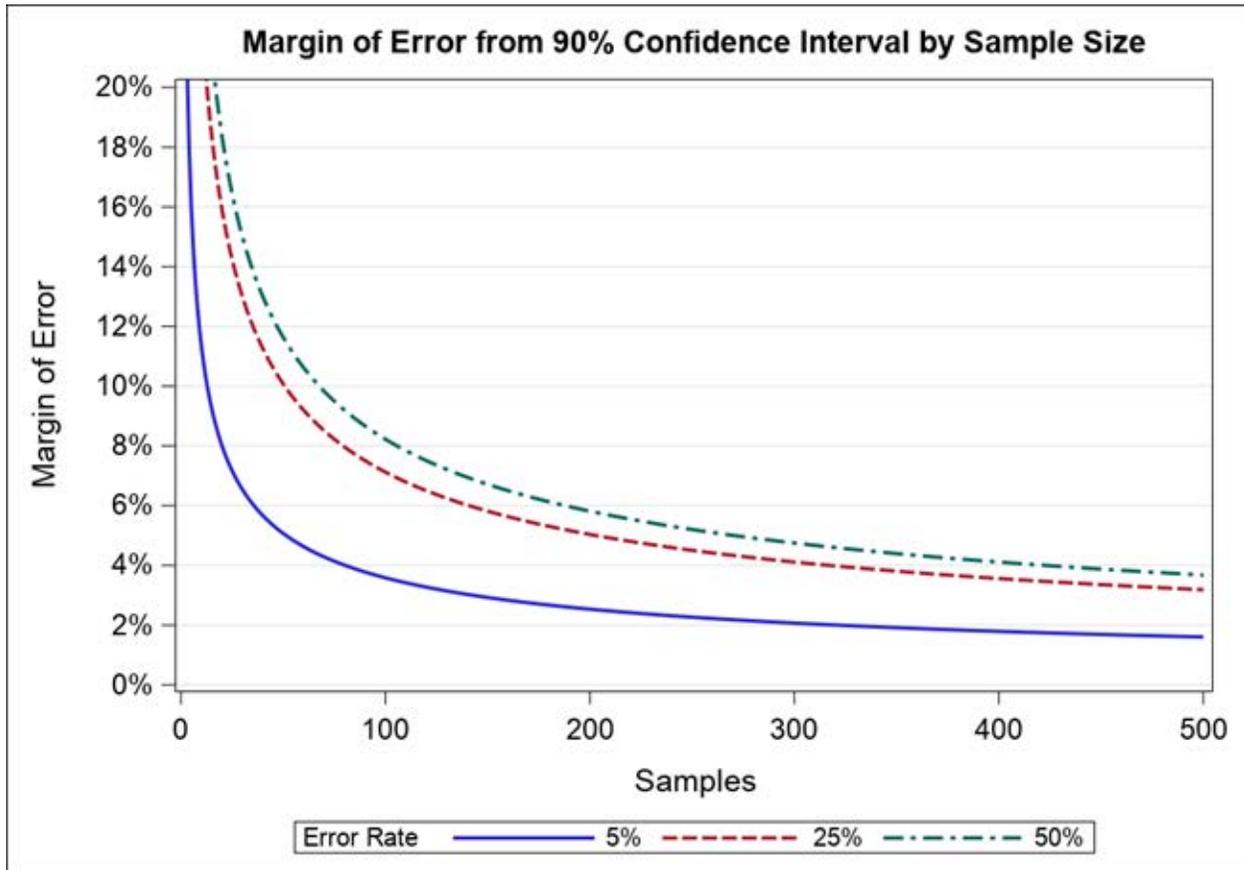


Figure A.1. Effect of sample size on margin of error.

Source: VA OIG statistician’s analysis.

Estimated Projections

Table A.2. Statistical Projections Summary for Survey Data¹³

| Question | Estimate name | Estimate number (%) | 90 percent confidence interval | | | Sample count | Sample size |
|----------------------------------|---------------|---------------------|--------------------------------|-------------|-------------|--------------|-------------|
| | | | Margin of error | Lower limit | Upper limit | | |
| Q3. “The time between taking the | Too long | 356 (29%) | 60 (5%) | 296 (25%) | 415 (34%) | 75 | 253 |

¹³ Questions 1 and 2 were demographic screening questions to exclude individuals from the survey who were contractors or had not used iFAMs since taking the training. The results for these two questions are therefore not included in this memorandum. Question 16 asked if respondents had any additional information to share regarding their experience with the training. Some aggregated responses to this question are referenced in this memorandum. Results are rounded to whole numbers from the statistical software calculations.

| Question | Estimate name | Estimate number (%) | 90 percent confidence interval | | | Sample count | Sample size |
|---|-------------------------------|---------------------|--------------------------------|--------------|--------------|--------------|-------------|
| | | | Margin of error | Lower limit | Upper limit | | |
| training and using iFAMS for work was too long, appropriate, or too short.” | Appropriate | 736 (61%) | 73 (5%) | 663 (56%) | 810 (66%) | 153 | |
| | Too short | 120 (10%) | 38 (3%) | 82 (7%) | 158 (13%) | 25 | |
| Q4. “The content of the iFAMS training that I attended was tailored to meet my needs and duties.” | Agree or strongly agree | 394 (33%) | 63 (5%) | 331 (28%) | 458 (38%) | 82 | 252 |
| | Neutral | 450 (37%) | 66 (5%) | 385 (32%) | 516 (42%) | 94 | |
| | Disagree or strongly disagree | 362 (30%) | 61 (5%) | 301 (25%) | 423 (35%) | 76 | |
| Q5. “The iFAMS training that I attended provided enough information for me to perform my daily tasks.” | Agree or strongly agree | 401 (33%) | 63 (5%) | 337 (28%) | 464 (38%) | 83 | 254 |
| | Neutral | 391 (32%) | 62 (5%) | 328 (27%) | 453 (37%) | 82 | |
| | Disagree or strongly disagree | 425 (35%) | 64 (5%) | 361 (30%) | 489 (40%) | 89 | |
| Q6. “The iFAMS training screens resembled the screens in the live version of the system (at go-live).” | Agree or strongly agree | 891 (74%) | 74 (5%) | 817 (70%) | 965 (79%) | 186 | 250 |
| | Neutral | 262 (22%) | 54 (4%) | 209 (18%) | 316 (26%) | 55 | |
| | Disagree or strongly disagree | 43 (4%) | 24 (2%) | 20 (2%) | 67 (6%) | 9 | |
| Q7. “The iFAMS processes included in the training were similar to the processes I used for my daily tasks.” | Agree or strongly agree | 517 (43%) | 68 (5%) | 449 (38%) | 585 (48%) | 107 | 251 |
| | Neutral | 371 (31%) | 61 (5%) | 310 (26%) | 431 (36%) | 78 | |
| | Disagree or strongly disagree | 314 (26%) | 58 (5%) | 257 (22%) | 372 (31%) | 66 | |
| Q8. “The iFAMS training prepared me to use iFAMS for my daily tasks.” | Agree or strongly agree | 423 (35%) | 64 (5%) | 358 (30%) | 487 (40%) | 88 | 253 |
| | Neutral | 383 | 62 | 321 | 446 | 80 | |

| Question | Estimate name | Estimate number (%) | 90 percent confidence interval | | | Sample count | Sample size |
|---|-------------------------------|---------------------|--------------------------------|--------------|--------------|--------------|-------------|
| | | | Margin of error | Lower limit | Upper limit | | |
| | | (32%) | (5%) | (27%) | (36%) | | |
| | Disagree or strongly disagree | 405 (33%) | 63 (5%) | 342 (29%) | 468 (38%) | 85 | |
| Q9. "I was satisfied with the hands-on system practice during training." | Agree or strongly agree | 588 (49%) | 70 (5%) | 517 (43%) | 658 (54%) | 122 | 251 |
| | Neutral | 319 (27%) | 58 (5%) | 261 (22%) | 376 (31%) | 67 | |
| | Disagree or strongly disagree | 257 (21%) | 53 (4%) | 204 (17%) | 309 (26%) | 54 | |
| | NA | 39 (3%) | 22 (2%) | 16 (1%) | 61 (5%) | 8 | |
| Q10. "I had enough time to practice in the hands-on system during training." | Agree or strongly agree | 497 (41%) | 67 (5%) | 430 (36%) | 564 (46%) | 103 | 254 |
| | Neutral | 333 (27%) | 59 (5%) | 274 (23%) | 391 (32%) | 70 | |
| | Disagree or strongly disagree | 348 (29%) | 60 (5%) | 288 (24%) | 407 (33%) | 73 | |
| | NA | 39 (3%) | 22 (2%) | 16 (1%) | 61 (5%) | 8 | |
| Q11. "Overall, the supporting materials (e.g., guidebooks or desk guides) for the iFAMS training were helpful." | Agree or strongly agree | 635 (52%) | 72 (5%) | 563 (47%) | 707 (57%) | 132 | 254 |
| | Neutral | 258 (21%) | 53 (4%) | 204 (17%) | 311 (25%) | 54 | |
| | Disagree or strongly disagree | 313 (26%) | 57 (4%) | 256 (21%) | 370 (30%) | 66 | |
| | NA | 10 (1%) | 11 (1%) | 0 (0%) | 21 (2%) | 2 | |
| Q12. "The instructors were able to answer my questions either | Agree or strongly agree | 701 (58%) | 73 (5%) | 628 (53%) | 774 (63%) | 146 | 252 |
| | Neutral | 311 (26%) | 58 (5%) | 254 (21%) | 369 (30%) | 65 | |

| Question | Estimate name | Estimate number (%) | 90 percent confidence interval | | | Sample count | Sample size |
|---|-------------------------------|---------------------|--------------------------------|--------------|--------------|--------------|-------------|
| | | | Margin of error | Lower limit | Upper limit | | |
| during or after the training.” | Disagree or strongly disagree | 142 (12%) | 41 (3%) | 101 (8%) | 183 (15%) | 30 | |
| | NA | 53 (4%) | 26 (2%) | 27 (2%) | 78 (6%) | 11 | |
| Q13. “Think back to errors or exceptions you have experienced in the actual iFAMS system. The training prepared me to handle those errors or exceptions.” | Agree or strongly agree | 294 (24%) | 56 (4%) | 238 (20%) | 350 (29%) | 61 | 252 |
| | Neutral | 286 (24%) | 56 (4%) | 231 (19%) | 342 (28%) | 60 | |
| | Disagree or strongly disagree | 579 (48%) | 70 (5%) | 509 (43%) | 649 (53%) | 121 | |
| | NA | 47 (4%) | 24 (2%) | 23 (2%) | 72 (6%) | 10 | |
| Q14. “How helpful is the iFAMS functionality for performing your duties?” | Extremely helpful | 140 (12%) | 41 (3%) | 99 (8%) | 181 (15%) | 29 | 254 |
| | Somewhat helpful | 360 (30%) | 61 (5%) | 299 (25%) | 421 (34%) | 75 | |
| | Neutral | 400 (33%) | 63 (5%) | 338 (28%) | 463 (38%) | 84 | |
| | A little helpful | 186 (15%) | 46 (4%) | 140 (12%) | 232 (19%) | 39 | |
| | Not at all helpful | 129 (11%) | 39 (3%) | 90 (7%) | 168 (14%) | 27 | |
| Q15. “Overall, how satisfied were you with the training?” | Very satisfied | 82 (7%) | 32 (3%) | 50 (4%) | 114 (9%) | 17 | 253 |
| | Satisfied | 418 (34%) | 64 (5%) | 354 (29%) | 482 (39%) | 87 | |
| | Neutral | 416 (34%) | 64 (5%) | 352 (29%) | 481 (39%) | 87 | |
| | Dissatisfied | 200 (16%) | 48 (4%) | 152 (13%) | 248 (20%) | 42 | |
| | Very dissatisfied | 95 (8%) | 34 (3%) | 61 (5%) | 130 (11%) | 20 | |

Source: VA OIG statistician’s analysis.

Appendix B: VA Management Comments

Department of Veterans Affairs Memorandum

Date: November 9, 2023

From: Assistant Secretary for Management and Chief Financial Officer (004)

Subj: Response to Office of Inspector General (OIG) Management Advisory Memo on End User Concerns with Integrated Financial and Acquisition Management System Training

To: Assistant Inspector General for Audits and Evaluations (52)

1. Thank you for allowing us to review the OIG DRAFT document, "End User Concerns with Integrated Financial and Acquisition Management System Training." The surveys, responses and conclusion are all extremely helpful as we continue to improve and evolve our training approach. User adoption, greatly influenced by effective training, is arguably our most important determinant of success. We will heavily leverage this information as we ramp up training for the next wave and will provide a written update to your office outlining the improvements we make based upon both this report and other feedback.

2. Thank you for your work in this area, and we look forward to our continued collaboration on this important initiative.

The OIG removed point of contact information prior to publication.

(Original signed by)

Jon J. Rychalski

For accessibility, the original format of this appendix has been modified to comply with Section 508 of the Rehabilitation Act of 1973, as amended.

OIG Contact and Staff Acknowledgments

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Senate Appropriations Subcommittee on Military Construction, Veterans Affairs,
and Related Agencies
Senate Committee on Homeland Security and Governmental Affairs
National Veterans Service Organizations
Government Accountability Office
Office of Management and Budget

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