

**JFMIP**

**Framework for Core Competencies  
for Financial Management Personnel  
in the Federal Government**

**A Joint Project of the  
Human Resources Committee of the Chief Financial Officers Council  
and the  
Joint Financial Management Improvement Program**

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# Foreword

*Investments must be made to ensure that employees maintain and even increase their professional skills to help the government keep pace with emerging technology and developments in financial management.*

House Report 101-818, Part I, p. 17, accompanying the Chief Financial Officers Act of 1990, P.L. 101-576, November 15, 1990.

With the enactment of the Chief Financial Officers Act of 1990 (CFO Act), the Government Performance and Results Act of 1993 (GPRA), and the Government Management Reform Act of 1994 (GMRA), the federal government is determined to upgrade the quality of financial management. Recognizing that the cornerstone of this and any significant endeavor rests with people, the Human Resources Committee of the Chief Financial Officers Council and the Joint Financial Management Improvement Program (JFMIP) have undertaken efforts to improve the recruitment, training, retention, and performance of federal financial management personnel.

A prerequisite to enhancing human resource development is the establishment of core competencies for individuals who work in federal financial management. While JFMIP reports identified knowledge, skills, and abilities for accountants (in 1990) and budget analysts (in 1994), core competencies documents have not been issued for the financial management disciplines. The *Framework for Core Competencies for Federal Financial Management Personnel* builds and expands upon work already undertaken. With the issuance of this Framework, Core Competencies for Accountants, Budget Analysts, and Financial Managers are concurrently being released.

This Framework document and the first three issuances of Core Competencies are intended for use by the federal financial management community as a reference tool. These documents define the context for core competencies, describe the learning objectives, and document developmental activities. This Framework document should be used in conjunction with current and future Core Competency documents. It is expected that the Core Competencies documents will promote understanding and encourage the use of common concepts for governmentwide human resource development and other related activities.

# Contents

Foreword .....	i
Introduction .....	1
Proposed Financial Management Education and Training Program for CFO/Comptroller Organizations .....	4
Core Competencies for Accountants .....	5
Matrix .....	6-13
Core Competencies for Budget Analysts .....	14
Matrix .....	15-18
Core Competencies for Financial Managers .....	19
Matrix .....	20-40
Appendix: Major Contributors to the Core Competencies Project .....	41

# Introduction

Management experts recognized long ago that people are the greatest asset in any organization. As the federal government includes many of the world's largest and most complex enterprises, tenets which have proven to be effective in well managed organizations are transferable to human resource development in the government

## Background

In November 1994, a governmentwide training symposium was held to share information and identify priorities for human resource development. The priorities identified at the symposium were development of: (1) core competencies for financial management personnel; (2) continuing professional education policies; and (3) guidance on certification. These priorities were the impetus for this project to establish governmentwide core competencies for all levels of financial management personnel. A strong desire by the Human Resources Committee to assist CFOs and other leaders in obtaining and retaining a highly qualified workforce with knowledge, as well as know-how also led to the establishment of this project. The Committee chose to develop core competencies for accountants and budget analysts building upon the work already done by JFMIP and others<sup>1</sup> in issuing continuing professional education studies. Core Competencies for financial managers (those in the 505 Series as well as management-level personnel in other financial management disciplines) were added to underscore the importance of professional development, even at the highest levels of an organization. Development of core competencies for others in the general financial management (500-599 classification) series is expected to follow shortly.

## The Need for Governmentwide Human Resource Development Guidance for Financial Management Personnel

In addition to being responsive to the identification of priorities set forth by individuals who have responsibilities for training across government, the Committee recognized the necessity for undertaking efforts for streamlining and standardization in today's environment. The time has come for government to ensure that there is uniformity and consistency, to the extent feasible, in human resource development.

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<sup>1</sup>The Department of Defense, Department of Energy, General Services Administration, and the Rural Economic and Community Development Services (formerly the Farmers Home Administration).

Identifying and understanding necessary core competencies are more important than ever considering the need for dealing with financial managers who are well equipped to contribute to the:

- ▶ preparation, analysis, and interpretation of consolidated financial statements;
- ▶ formulation/execution of budgets under increasingly constrained resource caps;
- ▶ development and implementation of complex financial systems;
- ▶ development of performance measures; and
- ▶ implementation of many other complex functions.

### **Approach**

The Committee devoted a great deal of thought to the development of a comprehensive process that encompasses the entire philosophy -- from the definition of core competencies to deploying any potential professional certification process. The Committee grouped this endeavor into three phases: Phase 1 -- Defining Core Competencies; Phase 2 -- Establishing Continuing Professional Development; and Phase 3 -- Evaluating the Need for Certification. The attached diagram methodically depicts associated elements of each phase. The development of core competencies for accountants, budget analysts, and financial managers completes the first phase for these disciplines.

### **Purpose of this Document**

*The Framework for Core Competencies for Financial Management Personnel in the Federal Government* is intended as a reference tool. It is intended for persons in financial management, human resources management, and other related fields who have a need to understand what constitutes core competencies, learning objectives, and related developmental activities. This document is considered to be applicable to personnel at all levels and in any organizational component performing financial management functions.

The Core Competencies documents for accountants, budget analysts, and financial managers being issued concurrently with this Framework document, are intended for the respective disciplines. In addition to serving as a reference tool for all current and future Core Competencies documents, the Framework is to serve as the foundation for future work in developing continuing professional education requirements as well as guidance on certification programs.

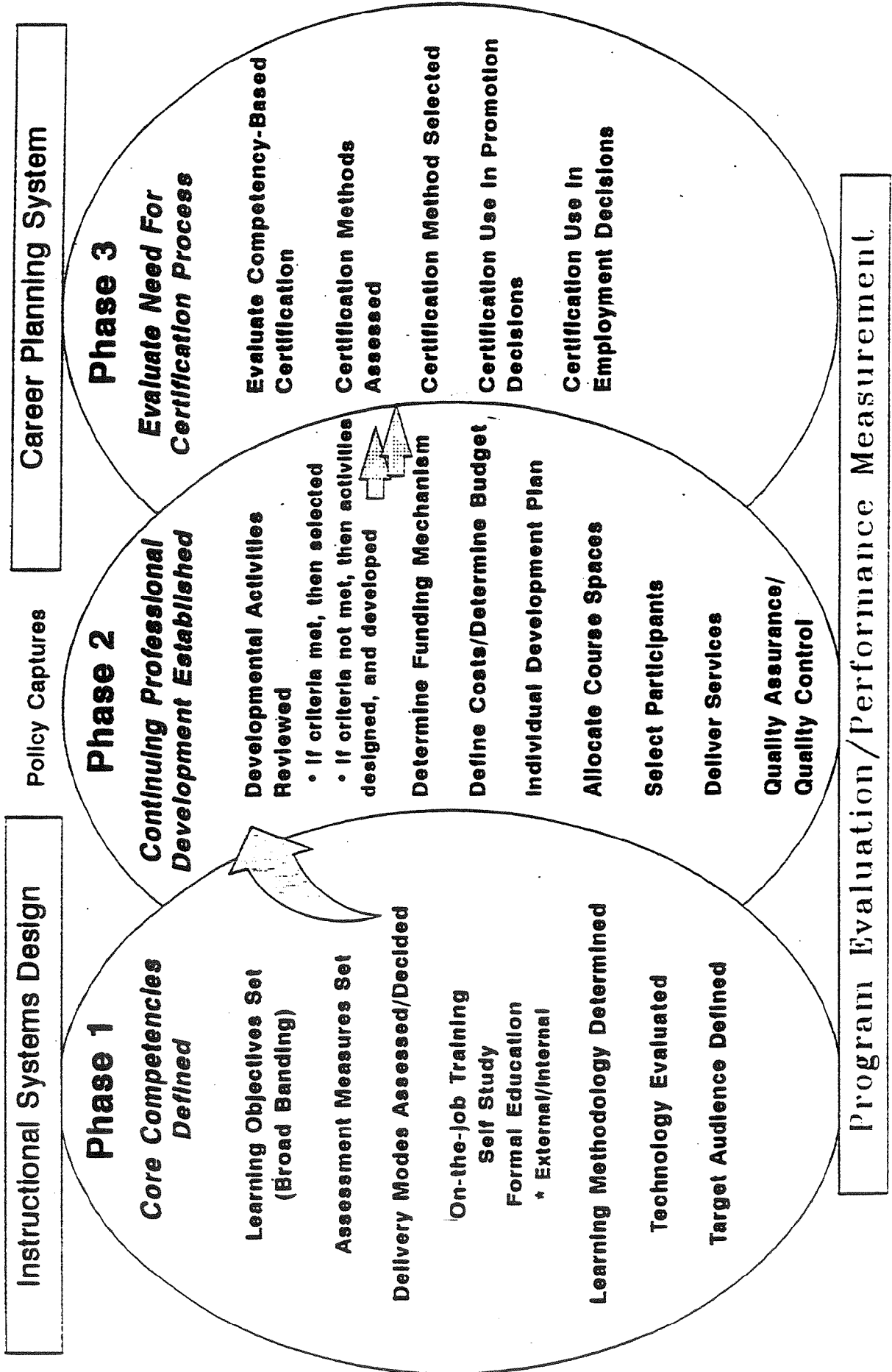
## Scope and Applicability

Interagency teams, with personnel from both headquarters and field offices, developed the Framework and the other documents in the Core Competencies series. These documents are applicable to personnel at all levels (as indicated in the matrices in the respective reports) and in any organizational component performing financial management functions. It is expected that Core Competencies for the other general financial management disciplines will be issued in the near future. The Committee recognizes that some organizations may have unique requirements for human resource development. This study focuses more on general applicability, rather than unique needs. The Committee does not plan to issue core competencies for specialized areas such as Internal Revenue Service agents and Financial Institution Examiners, although they are included in the Financial Management series.

## Conclusions and Recommendations

The Human Resources Committee of the CFO Council, JFMIP, and other financial management leaders throughout government have recommended and supported the development of the Framework and Core Competencies documents. For Core Competencies to be most effective, financial management and other leaders need to fully support and promote use of the documents within their organizations. Agencies are encouraged to share their best practices in education and training with other departments, and with JFMIP for posting on FinanceNet, to realize the maximum benefits throughout the government.

# Proposed Financial Management Education And Training Program For CFO/Comptroller Organizations





# Core Competencies for Accountants

The focus of the *Core Competencies for Accountants* is to highlight the knowledge, skills, and abilities (KSAs) that accountants should develop in order to perform their functions effectively. For its work, in part, the team reviewed a December 1990 publication, *Continuing Professional Education: Federal GS-510 Accountants' Report* developed by the Joint Financial Management Improvement Program. The matrix that follows also identifies formal developmental activities (educational opportunities and work-related experiences) that may help to build those KSAs.

By using these and other accounting core competencies as a guide for staff development, agencies will enhance the capabilities of their employees and improve their financial management performance.

The team has recognized that accountants in the early stages of their careers are not fully knowledgeable about federal accounting. We expect accountants' knowledge to grow over time. We have designed the competencies with the ability to show the growth of accountants' knowledge. The program has three levels showing the advance of knowledge.

- Level 1*      Entry level; typically consisting of introductory fundamental, basic, and routine activities; normally 1 to 3 years of experience as an accountant.
  
- Level 2*      Journey level; typically consisting of activities which address specifics, proficiency, applications, and local missions, normally a minimum of 4 years of experience as an accountant.
  
- Level 3*      Senior level; normally a team leader or first level supervisor, typically consisting of activities which address complex, expertise, program impact, or extended operations involving multiple organizations.

The team recognizes three methods in obtaining the KSAs listed on the matrix. These methods, on-the-job training, formal training courses, and other activities which include briefing, seminars and readings are collectively outlined as developmental activities. The team supports each of these methods and believes that these methods are important for training and development of accountants.

## Accountant

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill In Using)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>A. General Accounting</b>						
1.	Mandatory education for an accountant	X	X	X	Acquire knowledge of general accounting principles and concepts.	College level courses (minimum semester equivalent hours) <ul style="list-style-type: none"> <li>- Accounting Principles (6)</li> <li>- Intermediate Accounting (6)</li> <li>- Advanced Accounting (3)</li> <li>- Cost Accounting (3)</li> <li>- Managerial Accounting (3)</li> <li>- Business Law (3)</li> <li>- Auditing (3)</li> <li>- Business Statistics (3)</li> </ul>
2.	Generally Accepted Accounting Principles and traditional accounting practices, operations, and procedures.	X	X	X	Interpret and apply existing, new, or revised accounting principles and concepts.	Other activities <ul style="list-style-type: none"> <li>- Conferences/Seminars</li> <li>- Current Professional Literature</li> <li>- Publish articles</li> <li>- Presentations</li> <li>- Serve on panels and committees</li> <li>- Complete certification program (e.g., CPA, CMA, CIA, CGFM)</li> </ul> Courses <ul style="list-style-type: none"> <li>- Those leading to a degree (e.g., B.S., MBA, etc.)</li> <li>- Other as appropriate</li> </ul>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>B. Federal Accounting</b>						
3.	Federal accounting concepts	X	X	X	1. Acquire knowledge of Federal accounting principles and concepts.	<b>Courses:</b> <ul style="list-style-type: none"> <li>- Appropriations Law</li> <li>- Standard General Ledger (SGL)</li> <li>- Federal accounting standards including FASAB and other standard-setting bodies</li> <li>- Sources of Funding <ul style="list-style-type: none"> <li>- Appropriations</li> <li>- Reimbursable work</li> <li>- Revolving funds</li> <li>- Nonappropriated fund activities</li> <li>- Trust funds</li> <li>- Gifts/donations</li> <li>- Cooperative work</li> <li>- Deposit funds</li> <li>- Special funds</li> </ul> </li> </ul>
		X	X	X	2. Assess impacts on agency/ organization policies, systems and procedures and provide substantive analysis and recommendations.	<b>Work Experience</b> <ul style="list-style-type: none"> <li>- Analyze proposed federal legislation, policies, and/or guidance and develop appropriate implementation plans and changes to local policies and procedures.</li> </ul>
		X	X	X	3. Analyze Federal legislation and policies and provide management with substantive analysis and recommendations.	<b>Work Experience</b> <ul style="list-style-type: none"> <li>- Review new/revised federal legislation, policies, and/or guidance and develop appropriate implementation plans and changes to local policies and procedures.</li> </ul>

## Accountant

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>B. Federal Accounting (con't)</b>						
4.	Federal Financial Statements and Reports		X	X	Identify the requirements of Federal statements and reports.	Course: - Fundamentals of Federal Financial Statements - Audited financial statements - Central reports such as 133, 2108, etc. - Contents and purpose - Impact/connection to GAAP, FASAB, etc.
5.	Missions and functions of federal government including central agency requirements.	X	X	X	Acquire knowledge of the roles and missions of the components of the Federal government and how they interface with the local Federal organization/ agency.	Courses and/or other activities, including exposure to key directives and publications such as the Treasury Financial Manual and GAO Titles.
6.	New or revised accounting principles.	X	X	X	Interpret and apply new or revised accounting principles.	Other activities: - Conferences/Seminars - Current Professional Literature - Publish articles - Make speeches and presentations - Serve on panels and committees Courses

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>C. Agency/Organization Accounting</b>						
7.	Agency/organization accounting policies and procedures.	X	X	X	Acquire knowledge of agency/organization accounting principles and concepts.	Work Experience and/or Courses - Financial policy - Standard accounting codes and entries - Accounting and financial management reports
8.	Accounting concepts	X	X	X	Demonstrate and apply proficiency of accounting concepts in daily work.	Work Experience in 6 of the following 8 areas (2 in each level) with minimum of 6 months in each. - Administrative control of funds - Cash management functions - General accounting operations - Monthly/yearly accounting cycle - Internal review - Financial systems - Cost accounting - Accounting and financial management reports
9.	General review and analysis procedures.	X	X X	X X X	Plan, collect, analyze, summarize, report, and correct accounting data. - Routine assignments - Special assignments - Complex assignments	Work Experience supplemented with appropriate courses
10.	Accounting procedures	X	X	X	1. Demonstrate and apply proficiency with accounting procedures in daily work.	Work Experience supplemented with appropriate courses
				X	2. Develop, implement, maintain, and document accounting procedures.	Work Experience supplemented with appropriate courses

## Accountant

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)		Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>C. Agency/Organization Accounting (con't)</b>						
11	Internal controls	X	X	X	1. Demonstrate and apply proficiency with internal control concepts in daily work.	Work Experience supplemented with appropriate courses
			X	X	2. Develop, implement, maintain, and document internal control policies and procedures.	Work Experience supplemented with appropriate courses
12.	Agency/organization financial statements and/or annual reports	X	X	X	1. Prepare and analyze reports.	Work Experience supplemented with appropriate courses
			X	X	2. Acquire knowledge of the components of the agency/organization's financial statements and financial reports.	Work Experience supplemented with appropriate courses - Prepare and/or analyze financial statements
				X	3. Prepare and/or analyze narratives, footnotes, and performance measures for financial statements and/or financial reports.	Work Experience supplemented with appropriate courses
13.	New or revised accounting principles and concepts			X	Implement policies, systems, and procedures in support of new or revised accounting principles and concepts.	Work Experience - Implement revised policies, systems, and/or practices
14	Audits and formal reviews		X	X	Acquire experience in dealing with auditors, including preparation for audits, working with auditors, commenting on audit reports, and developing corrective action plan	Work Experience

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>D. Agency/Organization Business Practices</b>						
15.	Mission/Function of agency/organization	X	X	X	Acquire knowledge of the agency/organization's structure, mission, function, and major components.	Courses and/or Work Experience
16.	Specific agency/organization business practices		X	X	Apply principles and processes of business practices to: <ul style="list-style-type: none"> <li>- Procurement policies and procedures</li> <li>- Property management</li> <li>- Travel</li> <li>- Budget Concepts</li> <li>- Cost Control</li> <li>- Management Controls</li> <li>- Fiscal Procedures</li> <li>- Performance Measurements</li> <li>- Customer Service</li> <li>- Quality Control</li> <li>- Ethics/Financial Stewardship</li> </ul>	Work Experience and/or Courses; rotational assignments are strongly encouraged
17.	Agency/organization budget formulation and execution		X	X	Comply with the agency/organization's budget formulation and execution requirements and procedures including documentation, processes, and controls.	Work Experience and/or Courses; rotational assignments in budget and program organizations are strongly encouraged
18.	Performance measurements including customer service	X	X	X	1. Acquire knowledge of the agency's/organization's requirements. 2. Track agency/organization's performance. 3. Develop and implement new and/or revised performance measures.	Work Experience and/or Courses

## Accountant

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)		Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>E. Information Technology</b>						
19.	Personal Computer applications	X	X	X	Perform work activities using: - Word processing - Spreadsheets - Network (e.g., LAN, FinanceNet, etc.)	Work Experience supplemented with appropriate courses
20.	New personal computer applications	X	X	X	Integrate new applications/software into work activities.	Work Experience supplemented with appropriate courses
21.	Fundamentals of agency's/organization's Federal Financial Management System (FFMS)	X	X	X	Use the FFMS in daily work activities to include: - Inputs - Outputs - Controls	Work Experience supplemented with appropriate courses
22.	Agency/organization FFMS operational applications		X	X	Use the FFMS in daily work activities to include: - Data structure - Query reports - Problem solving - Integration with other systems - Integration with other applications	Work Experience supplemented with appropriate courses
23.	Agency/organizational FFMS advanced applications			X	Exposure to the development or modification of financial systems including determining FFMS requirements: - User requirements - Testing - Training - System reconciliation - System design	Work Experience supplemented with appropriate courses



	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>F. General</b>						
24.	Task Leader Techniques	X	X X	X X X	Serve as task leader on a -Short-term, limited task -Short-term, major task -Long-term task with significant responsibilities	Work Experience supplemented with appropriate courses and literature
25.	Team Leader Techniques		X X	X X	1. Serve as a team leader on a long-term project. 2. Serve as a team leader in a sustained role.	Work Experience supplemented with appropriate courses and literature
26.	Mentoring Techniques			X	Guide, control, and instruct staff.	Work Experience supplemented with appropriate courses
27.	Written communication	X	X X	X X X	1. Prepare routine memoranda and reports. 2. Prepare and review reports. 3. Prepare and review complex reports and justifications for senior management.	Work Experience supplemented with appropriate courses
28.	Oral communication	X	X	X X	1. Give presentations including problems statements, recommendations, and project status. 2. Give complex/high-visibility presentations to senior management (conferences, major meetings, seminars, etc.)	Work Experience supplemented with appropriate courses

- 1 - Entry Level  
2 - Journey Level  
3 - Senior Level

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# Core Competencies for Budget Analysts

The focus of the *Core Competencies for Budget Analysis* is to highlight the knowledge, skills, and abilities (KSAs) that budget analysts should develop in order to perform their functions effectively. An interagency team identified core competencies, learning objectives, and related developmental activities as depicted by the following matrix. For its work, in part, the team reviewed a December 1994 publication, *Continuing Professional Education Study: Budget Analysts in the Federal Government, GS-560 Series*, developed by the American Association for Budget and Program Analysis and the Joint Financial Management Improvement Program.

By using these and other budget analysts core competencies as a guide for staff development, agencies will enhance the capabilities of their employees and improve their financial management performance. The team has recognized that budget analysts in the early stages of their careers are not fully knowledgeable about federal budgeting, but will gain that knowledge through on-the-job training and work experience over time. The core competencies for budget analysts were designed to show the expected development of the budget analysts.

The team compiled the core competencies that are needed at a minimum to perform the duties of federal budget analysts at three levels:

- Level 1*      Beginning at entry level, consists of learning and applying basics and fundamentals, and performing routine activities; this stage can entail 1 to 3 years of development and experience.
- Level 2*      Journey level, consisting of applying proficiencies as a fully functional and experienced analyst; the stage is usually reached after 2 to 4 years as a budget analyst.
- Level 3*      Senior level, consisting of activities of increasing complexity, expanded responsibility, and with policy and program implications that require considerable expertise.

The team members recognized that knowledge, skills, and abilities may be obtained with on-the-job training, but realized the value of learning the concepts, knowledge, and skills in an external environment and applying them on the job. These are collectively identified as developmental activities.

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>A. Budgeting Concepts and Processes</b>						
1.	Basic budget, accounting and program terminology, concepts, and principles including agency budget principles and procedures and the agency's financial management system.	X	X	X	Conduct research into Agency's financial status. Provide advice to agency officials on budget policies and procedures. Prepare Congressional justification.	Courses in: Government accounting Budget formulation Budget presentation Budget execution Government accounting Work experience
2.	Nature, characteristics, applications, and structure of appropriations and other funds that support accomplishment of the agency's mission.	X	X	X	Prepare status of funds which analyzes agency's current funding position and estimates end-of-year spending.	Course in: Federal budget process  Work experience
3.	OMB and agency object classes, agency accounting coding, and document flow.	X	X	X	Track documents through accounting system for purpose of determining funding status. Prepare status of funds, estimate costs of specific program increments, and prepare Congressional justification books and the President's Budget appendix.	Rotational assignments Tracking obligations and costs through accounting system. Work experience
4.	Agency systems for the administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter- and intra-agency reimbursable agreements and funding and financial reports.	X	X	X	Monitor agency's use of funds; provide advice on spending actions; operate agency's fund control system; prepare apportionments and other OMB required documents; designing and using system processes and procedures that ensure financial management integrity.	Agency's administrative control of funds procedures Courses in: Program analysis Project management Work experience
5.	Agency's budget operations and processes and how obligations and expenditures are incurred for assigned program areas.	X	X	X	Analyze and estimate assigned area of spending. Prepare accurate status of funds.	Program regulations and operations; internal agency budget policies and procedures and authorizing statutes. Details to program financial offices.

15

# Budget Analyst

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	Level			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>A. Budgeting Concepts and Processes (con't)</b>						
6.	Appropriated and other types of funds (e.g., reimbursable accounts, working capital funds, and loan funds) within legal limitations.		X	X	Resolve various budget issues.	Work experience Course in: Appropriations law
7.	Budget formulation, presentation, and execution concepts and processes; Current program and budget issues and state-of-the-art developments in the budget field; Areas outside of budget which have financial importance to the programs of the agency.			X	Explain importance and impact of specific budget issues to high-level program officials.	Continuing education in the budget field. Interaction with peers and participation in professional seminars and symposia. Training in a variety of financial management or business areas. Courses such as those in a BS or MBA program.
8.	The federal budget preparation process as it applies to the agency.	X	X	X	Prepare budget narratives and exhibits for inclusion in OMB and Congressional budgets.	Courses in: Federal budget process Budget formulation Budget estimating techniques Writing effective budget justifications Budget presentation and justification Budget execution Internal policies and procedures
9.	The Congressional appropriations process.	X	X	X	Provide advice on potential Congressional reactions to proposed agency budgets. Determine possible course of Agency action in response to Congressional action.	Courses in: Federal budget process Budget formulation Congressional Appropriation process

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>B. Budget Presentation and Justification</b>						
10.	Basic missions, functions, and organizational structure of the agency and its offices.	X	X	X	Prepare budget narratives to OMB and Congress and review for adequacy of funding for specific program objectives.	Rotational assignments and details
11.	The impact that agencies such as OMB and OPM have on agency operations.	X	X	X		Work experience
12.	Assigned program/account areas.	X	X	X		Site visits
13.	Public laws, executive orders, OMB circulars and bulletins, and agency directives governing the budget process for assigned program areas.	X	X	X	Prepare President's appendix and technical budget exhibits in order to reflect agency's policy and financial situation consistent with information from agency's accounting system.	Course in: Appropriations law Budget formulation Work experience
14.	Interpretation and application of statutes, regulations, Comptroller General decisions, and court opinions.		X	X	Advise agency officials on budget policy and procedures.	Course in: Appropriations law Work experience
15.	Basic techniques of budget, financial and economic analysis, and good business practices.	X	X	X	Advise on financial operations of the agency. Prepare budget analyses, including pricing depreciation of program assets, estimating future year costs. Prepare status-of-funds reports which estimate year-end spending. Prepare budget estimates for program increases. Compute and justify inflationary, uncontrollable increases.	Courses in: Accounting controls, how to ensure data integrity Business administration Analytical techniques Appropriate mathematics Symposia on current issues, broad concerns, and state-of-the-art thinking  Work experience

## Budget Analyst

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)		Levels			LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		1	2	3		
<b>C. General</b>						
16.	Strategic planning process as it relates to budget formulation.		X	X	Prepare agency budget based on program planning.	Course in: Strategic planning
17.	Performance measures		X	X	Prepare and review performance measures. Use performance measures to prioritize and justify programs before submission of budget to OMB and Congress.	Course in: Performance measures Symposia on current issues Work experience
18.	Mathematics and statistics	X	X	X	Analyze and interpret financial data and trends in assigned programs.	Courses in: Mathematics Statistics
19.	Oral and written communication	X	X	X	Prepare and present analyses, reports and budget justification to officials. Write and explain budget instructions. Conduct and participate in effective meetings	Courses in: Basic communications skills Briefing and presentation techniques Writing skills (writing effective budget justifications)
20.	Basic computer applications	X	X	X	Use computer applications to present financial data in reports and justification materials.	Courses in: Basic computer use Software packages used by agency (i.e., spreadsheets, graphics, presentation software)
21.	Stress and time management techniques	X	X	X	Use stress and time management techniques to meet tight deadlines.	Courses in: Stress management Time management Work experience

1 - Entry Level  
2 - Journey Level  
3 - Senior Level

Revised Nov. 7, 1995

# Core Competencies for Financial Managers

The focus of the *Core Competencies for Financial Managers* is to highlight the knowledge, skills and abilities (KSAs) that financial managers should develop in order to perform their functions effectively. The matrix that follows also identifies formal developmental activities that may help to build those KSAs.

By using these and other financial management core competencies as a guide for staff training and development, agencies will enhance the capabilities of their employees and improve their resource management performance.

The matrix lists 22 core competencies for financial managers under four general categories:

- ▶ Strategic Vision,
- ▶ Resource and Program Management,
- ▶ Human Resources Management, and
- ▶ General.

Unlike the core competencies for budget analyst and accountant, these competencies are not broken down into levels (entry, intermediate, senior). This is because the core competencies for all supervisors of financial management staffs are basically the same.

While financial managers are strongly encouraged to pursue developmental activities under each of the four general categories, they will need to use their discretion to decide what KSAs they need to develop most in order to perform their functions. This matrix provides a framework from which financial managers can make important personal development decisions.

Because the functions of financial managers vary from position to position and from agency to agency, not every core competency listed in the matrix may appear to be relevant to every manager. If viewed as a whole, the matrix will be able to help financial managers consider the full spectrum of their developmental needs and guide their decisions.

For example, a branch chief supervising employees who produce financial reports never considered the utility of knowing how to develop budget submissions since another branch handled that function. However, because budget formulation is a component of the Resource and Program Management core competencies, the branch chief decides to take training on budget formulation. As a result, the manager is able to see how reformatting spending reports could make them more useful to program managers preparing the next budget submission.

## How to Use this Matrix

While this document attempts to provide guidance on what KSAs managers need to develop, each financial manager will need to review this document closely and adapt the information to help set and achieve personal development goals. Depending on their particular responsibilities, managers may choose to emphasize certain competencies over others. For example, a division director overseeing 300 employees may want to spend more time on human resources management competencies, while a policies branch chief focuses more on program development and evaluation.

In addition to listing core competencies for financial managers, this document provides guidance on how to develop the competencies. It lists what the learning objectives should be for potential developmental activities. A variety of courses and work experiences to achieve these learning experiences is provided for each of the five general categories. By pursuing these developmental activities, individuals should develop skills and expose themselves to information that will help them become more effective in their critical positions as resource managers.



## FINANCIAL MANAGER

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>A. Strategic Vision</b>		
1. Knowledge of applicable legislative, administrative and regulatory requirements, Agency strategic planning to include those of the Government Performance and Results Act and the impact of those requirements on external organizations and Agency operations.	Identify and interpret planning requirements of major legislative and administrative programs.  Define roles and missions of agency and component organizations as necessary to carry out requirements.	Courses: Strategic planning GPRA implementation Budget formulation CFO Act  Work Experience: Developing strategic and operational plans. Advocating Agency and organizational positions. Managing organizations. Resolving conflicts. Testifying on behalf of Agency. Building relationships/teams with peers/subordinates. Rotating/gaining background in other (relevant) program areas. Participating in Agency planning meetings.
2. Knowledge of the strategic planning process and how it relates to the budget formulation process.	Identify major steps of effective planning and resource projection processes.  Identify potential linkages between planning and budgeting.  Describe types of information needed for strategic planning.	Courses: Strategic planning Leadership Customer orientation Organizational theory Decision making Public relations GPRA implementation Budget formulation  Work Experience: Developing strategic and operational plans. Advocating Agency and organizational positions. Managing organizations. Building relationships/teams with peers/subordinates. Participating in Agency planning meetings.

# FINANCIAL MANAGER

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>A. Strategic Vision (con't)</b>			
3.	Ability to develop creative and innovative solutions to complex financial, budget, and program management issues.	<p>Identify problem-solving methods and techniques, such as brainstorming and reinvention exercises.</p> <p>Identify best practices in leveraging funds and using non-traditional funding mechanisms.</p> <p>Solve a problem using non-traditional problem-solving methods and techniques.</p>	<p><b>Courses:</b>            Strategic planning            Leadership            Customer orientation            Decision making            Creative thinking</p> <p><b>Work Experience:</b>            Developing strategic and operational plans.            Managing organizations.            Resolving conflicts.            Participating in Agency planning meetings.</p>
4.	Ability to identify problems and potential concerns, provide leadership and involve others in decision making process, and build support for options that provide solutions.	<p>Identify managerial and personal characteristics in the context of impact on operations.</p> <p>Describe models for decision making and maximizing group strengths.</p> <p>Demonstrate leadership tools and techniques.</p>	<p><b>Courses:</b>            Strategic planning            Presentation skills            Leadership            Customer orientation            Organizational theory            Decision making            Public relations</p> <p><b>Work Experience:</b>            Developing strategic and operational plans.            Advocating Agency and organizational positions.            Managing organizations.            Resolving conflicts.            Testifying on behalf of Agency.            Building relationships/teams with peers/subordinates.            Rotating/gaining background in other (relevant) program areas.            Participating in Agency planning meetings.</p>

## FINANCIAL MANAGER

	<b>CORE COMPETENCIES</b> (Knowledge of, Ability to Use, or Skill In Using:)	<b>LEARNING OBJECTIVES</b>	<b>DEVELOPMENTAL ACTIVITIES</b>
<b>B. Resource and Program Management</b>			
5.	<p>Knowledge of all applicable Agency, legislative, administrative, and regulatory requirements that define resource management functions and their impacts on external organizations and Agency operations.</p>	<p>Identify and interpret requirements of major program and support areas.</p> <p>Define roles and missions of organizations as necessary to carry out requirements.</p>	<p><b>Courses:</b></p> <ul style="list-style-type: none"> <li>Federal budget process</li> <li>Budget planning and formulation</li> <li>Budget execution and funds control</li> <li>FMFIA</li> <li>CFO Act and other reform legislation</li> <li>Government Performance and Results Act</li> <li>Government Management Reform Act</li> <li>Appropriation law</li> <li>Fundamentals of Government procurement</li> <li>Cash management</li> <li>Federal government accounting</li> <li>Federal asset management</li> </ul> <p><b>Work Experience:</b></p> <ul style="list-style-type: none"> <li>Dealing with compelling requirements for declining resources.</li> <li>Preparing organizational budget submission.</li> <li>Managing organization's budget execution.</li> <li>Instituting management controls and conducting reviews.</li> <li>Planning for and managing plant, property and equipment.</li> <li>Managing organization's procurement procedures and processes.</li> <li>Presenting and communicating program goals, objectives and accomplishments, including resource requirements.</li> </ul>

# FINANCIAL MANAGER

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>B. Resource and Program Management (con't)</b>			
6.	<p>Knowledge of structure of appropriations and other funds that support programs and mission of the Agency and how fund management impacts on program achievement.</p>	<p>Identify statutory and regulatory requirements associated with budget execution.</p> <p>Describe funds control and identify internal policies that ensure administrative control of funds.</p> <p>Demonstrate necessary budget functions to accomplish organizational mission within legal parameters.</p> <p>Explain options for maximizing resources in complex operating environments.</p>	<p><b>Courses:</b></p> <ul style="list-style-type: none"> <li>Federal Budget Process</li> <li>Budget planning and formulation</li> <li>Budget execution and funds control</li> <li>Appropriation law</li> <li>Fundamentals of Government Procurement</li> <li>Cash management</li> <li>Federal government accounting</li> <li>Federal asset management</li> <li>Management and program analysis</li> <li>Strategic planning</li> <li>Risk analysis</li> <li>Cost/benefit analysis</li> <li>Managerial accounting</li> <li>Management integrity</li> </ul> <p><b>Work Experience:</b></p> <ul style="list-style-type: none"> <li>Dealing with competing requirements for declining resources.</li> <li>Preparing organizational budget submission.</li> <li>Managing organization's budget execution.</li> <li>Managing organization's procurement procedures and processes.</li> <li>Managing distinct program area.</li> <li>Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.</li> <li>Assessing program performance.</li> <li>Identifying weaknesses and developing improvement plans.</li> <li>Networking with contacts of supporting organizations.</li> <li>Communicating program goals, objectives, and accomplishments.</li> <li>Evaluating effective management controls.</li> <li>Instituting management controls and conducting reviews.</li> <li>Planning for and managing plant, property, and equipment.</li> <li>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</li> </ul>

## FINANCIAL MANAGER

CORE COMPETENCIES <i>(Knowledge of, Ability to Use, or Skill in Using:)</i>	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES																
<b>B. Resource and Program Management (con't)</b>																		
<p>7. Ability to implement management control systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings and harness audit information for program improvement.</p>	<p>Identify legislative and administrative requirements.</p> <p>Identify specific functional areas relevant to the review and implementation of management controls.</p> <p>Describe roles and responsibilities within the organization for maintaining and monitoring the controls.</p> <p>Relate potential impacts of requirements on operations.</p> <p>Describe approaches to working with auditors and using audit information.</p>	<p><b>Courses:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">FMFIA</td> <td style="width: 50%;">Statistics</td> </tr> <tr> <td>CFO Act and other reform legislation</td> <td>Strategic planning</td> </tr> <tr> <td>Appropriation law</td> <td>Risk analysis</td> </tr> <tr> <td>Federal government accounting</td> <td>Cost/benefit analysis</td> </tr> <tr> <td>Basic leadership methods</td> <td>Management</td> </tr> <tr> <td>Management and program analysis</td> <td>Integrity</td> </tr> <tr> <td>Basics of performance measurement</td> <td></td> </tr> <tr> <td>Reengineering techniques and processes</td> <td></td> </tr> </table> <p><b>Work Experience:</b></p> <ul style="list-style-type: none"> <li>Preparing organizational budget submission.</li> <li>Instituting management controls and conducting reviews.</li> <li>Installing and supporting management information systems.</li> <li>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</li> <li>Managing distinct program area.</li> <li>Developing and instituting performance measures.</li> <li>Providing customer feedback opportunities.</li> <li>Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.</li> <li>Assessing program performance.</li> <li>Developing solutions to specific problems.</li> <li>Identifying weaknesses and developing improvement plans.</li> <li>Networking with contacts of supporting organizations.</li> <li>Communicating program goals, objectives, and accomplishments.</li> <li>Evaluating effective management controls.</li> <li>Reengineering key organizational processes.</li> <li>Managing processes for applying technology into workflow.</li> </ul>	FMFIA	Statistics	CFO Act and other reform legislation	Strategic planning	Appropriation law	Risk analysis	Federal government accounting	Cost/benefit analysis	Basic leadership methods	Management	Management and program analysis	Integrity	Basics of performance measurement		Reengineering techniques and processes	
FMFIA	Statistics																	
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Reengineering techniques and processes																		

# FINANCIAL MANAGER

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>B. Resource and Program Management (con't)</b>		
<p>8. Knowledge of management and evaluation systems that use performance measurement and cost accounting and an ability to use them to achieve program objectives.</p>	<p>Identify types of performance measures and what level of information they provide to decision makers.</p> <p>Describe methods for evaluating programs with diverse customer base.</p> <p>Identify principles of cost accounting.</p> <p>Describe strategies for implementing cost accounting for strengthening resource management.</p> <p>Identify potential benefits of performance measurement and cost accounting to strategic management process.</p>	<p><b>Courses:</b></p> <p>Federal budget process            Budget planning and presentation            Budget execution and funds control            FMFIA            CFO Act and other reform legislation            Appropriation law            Federal government accounting            Federal asset management            Management and program analysis            Basics of performance measurement            Reengineering techniques and processes</p> <p><b>Problem solving and decision making</b>  <b>Creative thinking</b>  <b>Strategic planning</b>  <b>Risk analysis</b>  <b>Cost/benefit</b>  <b>Managerial accounting</b>  <b>Management integrity</b>  <b>Briefing skills</b></p> <p><b>Work Experience:</b></p> <p>Dealing with competing requirements for declining resources.            Preparing organizational budget submission.            Managing organization's budget execution.            Instituting management controls and conducting reviews.            Installing and supporting management information systems.            Planning for and managing plant, property, and equipment.            Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.            Managing distinct program area.            Developing and instituting performance measures.            Providing customer feedback opportunities.            Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.            Assessing program performance.            Developing solutions to specific problems.            Identifying weaknesses and developing improvement plans.            Networking with contacts of supporting organizations.            Communicating program goals, objectives, and accomplishments.            Evaluating effective management controls.            Reengineering key organizational processes.            Managing processes for applying technology into workflow.</p>

## FINANCIAL MANAGER

	<b>CORE COMPETENCIES</b> (Knowledge of, Ability to Use, or Skill in Using)	<b>LEARNING OBJECTIVES</b>	<b>DEVELOPMENTAL ACTIVITIES</b>
<b>B. Resource and Program Management (con't)</b>			
9.	<p>Ability to acquire and administer financial information.</p> <p>Ability to establish and administer management controls to provide information to and acquire information from appropriate systems and to disseminate that information to appropriate users.</p>	<p>Identify sources of financial information and describe the capabilities of the systems in which the information is gathered, stored, and generated.</p> <p>Identify potential users of specific information.</p> <p>Highlight reporting requirements mandating inclusion of specific information.</p> <p>Describe pre-programmed and routine reports from key systems.</p>	<p><b>Courses:</b></p> <ul style="list-style-type: none"> <li>Federal budget process</li> <li>Budget planning and formulation</li> <li>Budget execution and funds control</li> <li>FMFIA</li> <li>CFO Act and other reform legislation</li> <li>Appropriation law</li> <li>Fundamentals of Government Procurement</li> <li>Cash management</li> <li>Federal government accounting</li> <li>Federal asset management</li> <li>Problem-solving</li> <li>Creative thinking</li> <li>Basic leadership methods</li> <li>Federal Financial Management Systems</li> </ul> <p><b>Work Experience:</b></p> <ul style="list-style-type: none"> <li>Dealing with competing requirements for declining resources.</li> <li>Preparing organizational budget submission.</li> <li>Managing organization's budget execution.</li> <li>Instituting management controls and conducting reviews.</li> <li>Installing and supporting management information systems.</li> <li>Planning for and managing plant, property, and equipment.</li> <li>Managing organization's procurement procedures and processes.</li> <li>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</li> </ul>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>B. Resource and Program Management (con't)</b>			
10.	Ability to prepare budget submissions according to prescribed format and specifications.	<p>Describe the budget formulation cycle.</p> <p>Identify requirements for various stages in budget formulation cycle.</p> <p>Describe theory and options in addressing budget strategies.</p> <p>Identify key issues and potential barriers to effectiveness.</p>	<p>Courses:</p> <p>Federal budget process            Budget planning and formulation            Budget execution and funds control            FMFIA            CFO Act and other reform legislation            Appropriation law            Problem-solving            Creative thinking            Basic leadership methods</p> <p>Work Experience:</p> <p>Dealing with competing requirements for declining resources.            Preparing organizational budget submission.            Managing organization's budget execution.            Instituting management controls and conducting reviews.            Installing and supporting management information systems.            Planning for and managing plant, property, and equipment.            Managing organization's procurement procedures and processes.            Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</p>



## FINANCIAL MANAGER

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>B. Resource and Program Management (con't)</b>		
11. Detailed knowledge of assigned program/account areas.	<p>Identify primary legislative, regulatory and administrative requirements pertaining to function-specific performance.</p> <p>Interpret requirements for implementation within context of agency organization.</p> <p>Identify and interpret authoritative guidance and establish procedures to insure compliance and consistency within program/account areas.</p> <p>Identify the awareness of customer needs and their impact on function performance.</p>	<p><b>Courses:</b></p> <p>Management and program analysis                      Basics of performance measurement                      Statistics                      Strategic planning                      Risk analysis                      Cost/benefit analysis                      Managerial accounting                      Management integrity                      Reengineering techniques and processes</p> <p><b>Work Experience:</b></p> <p>Managing distinct program areas.                      Developing and instituting performance measures.                      Providing customers feedback opportunities,                      Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.                      Assessing program performance.                      Developing solutions to specific problems.                      Identifying weaknesses and developing improvement plans.                      Communicating program goals, objectives, and accomplishments.                      Evaluating effective management controls.                      Reengineering key organizational processes.                      Managing processes for applying technology into workflow.</p>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>B. Resource and Program Management (con't)</b>			
30	12. Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service.	<p>Describe innovative and emerging trends in financial management to improve operations and customer service.</p> <p>Identify technological and process-oriented tools to support financial management functions.</p> <p>Share implementation strategies to increase impact of new technologies and process improvements.</p>	<p><b>Courses:</b></p> <ul style="list-style-type: none"> <li>Management and program analysis</li> <li>Basics of performance measurement</li> <li>Statistics</li> <li>Problem-solving and decision making</li> <li>Creative thinking</li> <li>Strategic planning</li> <li>Risk analysis</li> <li>Cost/benefit analysis</li> <li>Managerial accounting</li> <li>Management integrity</li> <li>Briefing skills</li> <li>Reengineering techniques and processes</li> </ul> <p><b>Work Experience:</b></p> <ul style="list-style-type: none"> <li>Managing distinct program areas.</li> <li>Developing and instituting performance measures.</li> <li>Providing customers feedback opportunities.</li> <li>Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.</li> <li>Assessing program performance.</li> <li>Developing solutions to specific problems.</li> <li>Identifying weaknesses and developing improvement plans.</li> <li>Networking with contacts of supporting organizations.</li> <li>Communicating program goals, objectives, and accomplishments.</li> <li>Evaluating effective management controls.</li> <li>Reengineering key organizational processes.</li> <li>Managing processes for applying technology into workflow.</li> </ul>

## FINANCIAL MANAGER

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>B. Resource and Program Management (con't)</b>		
<p>13. Skill at assessing customer needs and modifying program management to improve the delivery of goods and services to customers.</p>	<p>Discuss methods and tools to measure customer satisfaction and monitor customer needs.</p> <p>Identify methods and techniques to benchmark and assess delivery of goods and services to customers and actions to improve such delivery.</p> <p>Identify program modifications to improve customer service.</p>	<p><b>Courses:</b>            Management and program analysis            Basics of performance measurement            Statistics            Problem-solving and decision-making            Creative thinking            Strategic planning            Reengineering techniques and processes</p> <p><b>Work Experience:</b>            Managing distinct program areas.            Developing and instituting performance measures.            Providing customers feedback opportunities.            Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.            Assessing program performance.            Networking with contacts of supporting organizations.            Communicating program goals, objectives, and accomplishments.            Reengineering key organizational processes.</p>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
	<b>C. Human Resource Management</b>		
14.	<p>Knowledge of how human resources policies and practices support the missions and functions of the Agency; applicable legislative, administrative, and regulatory requirements; and impacts of human resources policies on external organizations and Agency operations.</p>	<p>Explain the primary statutory and regulatory provisions governing the agency's program performance and decision-making processes in regard to human resources.</p> <p>Describe the roles of agency support organizations and how they support the organization's personnel function.</p> <p>Identify requirements, techniques, and processes involved with recruiting, hiring, evaluating, and terminating employees.</p> <p>Identify organizational and administrative barriers to program effectiveness.</p> <p>Describe agency's relationships with OMB, other agencies, and public, private and non-profit organizations in regard to human resources management and related processes.</p>	<p><b>Courses:</b></p> <ul style="list-style-type: none"> <li>Management fundamentals</li> <li>Federal personnel procedures</li> <li>Motivation and coaching</li> <li>Managing diverse staffs</li> <li>Conflict resolution</li> <li>Team-building</li> <li>Organizational development</li> <li>Employee problem resolution</li> <li>Negotiation skills</li> <li>Multiple project management</li> <li>Individual strengths assessment</li> <li>Mentoring</li> <li>Evaluating performance</li> <li>Equal employment opportunity</li> <li>Sexual harassment</li> <li>Adverse action</li> <li>Disability awareness</li> <li>Substance abuse awareness</li> <li>Ethics, standards of conduct</li> <li>Labor management</li> </ul> <p><b>Work Experience:</b></p> <ul style="list-style-type: none"> <li>Managing a diverse workforce.</li> <li>Developing and implementing a recruitment plan.</li> <li>Providing employees with evaluations.</li> <li>Negotiating customer service.</li> <li>Serving on Agency human resources councils.</li> <li>Rotating to other relevant areas for experience.</li> <li>Managing cross-agency teams.</li> <li>Negotiating and resolving management/labor issues.</li> </ul>

## FINANCIAL MANAGER

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>C. Human Resource Management (con't)</b>			
15.	Ability to manage human resource planning, recruitment and selection processes to acquire and maintain a diverse workforce in support of the Agency's mission and meeting customer needs.	<p>Identify statutory and regulatory requirements associated with funding positions.</p> <p>Identify management controls and key documentation associated with human resource functions.</p> <p>Identify requirements as they impact subordinate staff and component</p> <p>Explain options for maximizing human resources in complex operating environments. Describe effective workload models for computing manpower needs.</p> <p>Explain advantages, challenges, and special skills associated with maintenance of diverse workforce.</p>	<p><b>Courses:</b></p> <p>Management fundamentals Federal personnel procedures Managing diverse staffs Organizational development Negotiation skills Multiple project management Labor management Budget formulation Budget execution</p> <p><b>Work Experience:</b></p> <p>Managing a diverse workforce. Developing and implementing a recruitment plan. Negotiating customer service. Assisting staff with individual development plans. Leading team-building exercises. Serving on Agency human resource councils. Negotiating and resolving management/labor issues.</p>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>C. Human Resource Management (con't)</b>			
16.	Skill at building teams and fostering cooperation throughout the organization.	<p>Identify principles of team-building and group dynamics.</p> <p>Demonstrate team-building techniques and methods.</p> <p>Describe basic conflict resolution methods and their application to workplace situations.</p> <p>Demonstrate how to resolve conflicts and maintain team environment.</p>	<p><b>Courses:</b>                      Management fundamentals                      Federal personnel procedures                      Motivation and coaching                      Managing diverse staffs                      Conflict resolution                      Team-building                      Organizational development                      Employee problem resolution                      Negotiation skills                      Multiple project management                      Individual strengths assessment                      Mentoring                      Evaluating performance                      Ethics, standards of conflict                      Labor management</p> <p><b>Work Experience:</b>                      Managing a diverse workforce.                      Developing and implementing a recruitment plan.                      Providing employees with evaluations.                      Negotiating customer service.                      Assisting staff with individual development plans.                      Leading teambuilding exercises.                      Serving on Agency human resource councils.                      Rotating to other relevant areas for experience.                      Managing cross-agency teams.                      Negotiating and resolving management/labor issues.</p>

## FINANCIAL MANAGER

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>C. Human Resource Management (con't)</b>		
17. Ability to optimize workforce potential to meet the Agency's strategic vision.	<p>Identify options for motivation and development of subordinate staff.</p> <p>Describe necessary characteristics of effective development programs.</p> <p>Detail effective motivational strategies for function-specific work.</p> <p>Describe coaching techniques and other practices encouraged to assist employees in achieving their maximum performance potential.</p> <p>Describe mechanism for providing constructive feedback, flexibility, and encouragement.</p> <p>Identify options for assigning and monitoring workloads among staff to achieve maximum results and benefits for organization.</p>	<p><b>Courses:</b></p> <p>Management fundamentals                      Federal personnel procedures                      Motivation and coaching                      Managing diverse staffs                      Conflict resolution                      Team-building                      Organizational development                      Employee problem resolution                      Negotiation skills                      Multiple project management                      Individual strengths assessment                      Ethics, standards of conduct</p> <p><b>Work Experience:</b></p> <p>Managing a diverse workforce.                      Developing and implementing a recruitment plan.                      Providing employees with evaluations.                      Negotiating customer service.                      Assisting staff with individual development plans.                      Leading team-building exercises.                      Serving on Agency human resource councils.                      Rotating to other relevant areas for experience.                      Managing cross-agency teams.                      Negotiating and resolving management/labor issues.</p>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<p>36</p>	<p><b>D. General</b></p> <p>18. Knowledge of the basic missions and functions of the Agency; applicable legislative, administrative, and regulatory requirements; and impacts of the office on external organizations and Agency operations.</p>	<p>Identify requirements of major program and support areas.</p> <p>Define roles and missions of organizations as necessary to carry out requirements.</p>	<p><b>Courses:</b>            Management and program analysis            Strategic planning            Risk analysis            Management Integrity            Reengineering techniques and proposals            Congressional operations            Interagency program issues            Courses specific to agency mission</p> <p><b>Work Experience:</b>            Managing distinct program area.            Developing and instituting performance measures.            Providing customers feedback opportunities.            Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.            Identifying weaknesses and developing improvement plans.            Communicating program goals, objectives, and accomplishments.            Evaluating effective management controls.            Working with program offices.            Serving on intra-agency workgroups.            Providing reports to Agency management.            Supporting budget requests/proposals.            Responding to phone/written inquiries.            Briefing managers outside chain on organization's activities/plans.            Preparing responses for central agencies.            Serving on interagency workgroups.            Responding to inquiries from public, Congress, other agencies, and other organizations.            Preparing or delivering testimony.            Representing Agency before outside organizations.            Providing oral information or issuing correspondence to Congress, central agencies, State and local governments, and other non-governmental organizations.</p>



## FINANCIAL MANAGER

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>D. General</b>		
19. Ability to advocate positions, communicate information and present ideas and instruction both orally and in writing to internal and external groups.	<p>Explain methods and techniques for organizing information in coherent and logical manner.</p> <p>Provide experiences speaking in front of groups and in impromptu settings.</p> <p>Identify proper grammar and acceptable sentence structure for business writing.</p> <p>Explain key principles of effective communication and rhetorical analysis.</p> <p>Prepare and present a briefing.</p> <p>Prepare and/or review written correspondence.</p>	<p><b>Courses:</b></p> <p>Effective writing and editing Listening Briefing techniques Congressional operations Networking Interagency program issues Conflict management Customer orientation/TQM</p> <p><b>Work Experience:</b></p> <p>Working with program offices. Serving on intra-agency workgroups. Providing reports to Agency management. Supporting budget requests/proposals. Responding to phone/written inquiries. Briefing managers outside chain on organization's activities/plans. Preparing responses for central agencies. Serving on interagency workgroups. Responding to inquiries from public, Congress, other agencies, and other organizations. Preparing or delivering testimony. Representing Agency before outside organizations. Providing oral information or issuing correspondence to Congress, central agencies, State and local governments, and other non-governmental organizations.</p>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
<b>D. General</b>			
20.	Ability to identify key internal and external contacts and maintain appropriate personal networks in support of organization's information needs and interests.	<p>Identify key contact with Agency, other government offices and the private sector.</p> <p>Describe benefits of establishing and maintaining network of contacts.</p> <p>Identify techniques for maintaining personal networks.</p>	<p><b>Courses:</b>            Effective writing and editing            Listening            Briefing techniques            Congressional operations            Conflict management            Customer orientation/TQM</p> <p><b>Work Experience:</b>            Working with program offices.            Serving on intra-agency workgroups.            Providing reports to Agency management.            Supporting budget requests/proposals.            Responding to phone/written inquiries.            Briefing managers outside chain on organization's activities/plans.            Preparing responses for central agencies.            Serving on interagency workgroups.            Responding to inquiries from public, Congress, other agencies, and other organizations.            Preparing or delivering testimony.            Representing Agency before outside organizations.            Providing oral information or issuing correspondence to Congress, central agencies, State and local governments, and other non-governmental organizations.</p>

## FINANCIAL MANAGER

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
	<b>D. General</b>		
21.	Ability to work well on teams and in support of common objectives among groups.	<p>Identify personal strengths and weaknesses.</p> <p>Participate in exercises designed to underscore group dynamics and personal effectiveness.</p> <p>Provide an assessment of the impacts of various personal styles as they relate to effectiveness in group situations.</p>	<p>Courses:</p> <ul style="list-style-type: none"> <li>Effective writing and editing</li> <li>Listening</li> <li>Briefing techniques</li> <li>Congressional operations</li> <li>Conflict management</li> <li>Customer orientation/TQM</li> </ul> <p>Work Experience:</p> <ul style="list-style-type: none"> <li>Working with program offices.</li> <li>Serving on Intra-agency workgroups.</li> <li>Providing reports to Agency management.</li> <li>Supporting budget requests/proposals.</li> <li>Briefing managers outside chain on organization's activities/plans.</li> <li>Serving on interagency workgroups.</li> <li>Responding to inquiries from public, Congress, other agencies, and other organizations.</li> <li>Preparing or delivering testimony.</li> </ul>

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
	<b>D. General</b>		
22.	Ability to generate understanding and support from higher-level management.	<p>Identify chain of command and distinguish organization support for various decisions.</p> <p>Describe various techniques for keeping management informed and interested in organization's performance.</p>	<p>Courses:</p> <ul style="list-style-type: none"> <li>Effective writing and editing</li> <li>Listening</li> <li>Briefing techniques</li> <li>Congressional operations</li> <li>Networking</li> <li>Interagency program issues</li> <li>Conflict management</li> <li>Customer orientation/TQM</li> </ul> <p>Work Experience:</p> <ul style="list-style-type: none"> <li>Working with program offices.</li> <li>Serving on intra-agency workgroups.</li> <li>Providing reports to Agency management.</li> <li>Supporting budget requests/proposals.</li> <li>Briefing managers outside chain on organization's activities/plans.</li> <li>Serving on interagency workgroups.</li> <li>Responding to inquiries from public, Congress, other agencies, and other organizations.</li> <li>Preparing or delivering testimony.</li> </ul>

# Appendix

## Major Contributors to the Core Competencies Project

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