



**Core Competencies
for
Financial Managers
in the Federal Government**

**EXPOSURE
DRAFT**

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

582797

U.S. Government Chief Financial Officers Council

The members of the U.S. Government Chief Financial Officers (CFO) Council—the CFOs and Deputy CFOs of all the 24 largest Federal agencies and senior officials of the Office of Management and Budget and the Department of the Treasury—work collaboratively to improve financial management in the U.S. Government. The CFO Council has become a strong force for active cooperation among agencies dealing with common problems. Its composition of both political appointees and senior career civil servants ensures collaboration and continuity of effort.

Under the Chief Financial Officers Act of 1990, the CFO Council was established to advise and coordinate the activities of the agencies of its members on such matters as consolidation and modernization of financial systems, improved quality of financial information, financial data and information standards, internal controls, legislation affecting financial operations and organizations, and other financial management matters.

The CFO Act legislated broad authority for each CFO to oversee all financial management activities relating to the programs and operations of the agency. With this authority, the CFO will ensure that sound financial management practices are applied in all organizational components of his or her agency and that modern automated financial systems and tools are used. Specific CFO authority varies agency by agency, but may include some or all of the following financial and general management components: budget formulation and execution, facilities or property management, financial operations and analysis, financial systems, grants management, information resources management, personnel, and procurement. Information of the CFO Council can be found at its website:

www.financenet.gov/financenet/fed/cfo/cfo.htm

The Joint Financial Management Improvement Program

The JFMIP is a joint and cooperative undertaking of the U.S. Department of the Treasury, the General Accounting Office, the Office of Management and Budget, and the Office of Personnel Management working in cooperation with each other and other agencies to improve financial management practices in government. The Program was given statutory authorization in the Budget and Accounting Procedures Act of 1950 (31 USC 65). Leadership and program guidance are provided by the four Principals of the JFMIP—Comptroller General of the United States, Secretary of the Treasury, and the Directors of the Office of Management and Budget, and the Office of Personnel Management. Each Principal designates a representative to serve on the JFMIP Steering Committee, which is responsible for the general direction of the Program. The JFMIP Executive Director, and a program agency representative (who serves for 2 years) are also on the Steering Committee.

The Program promotes strategies and guides financial management improvement across government; reviews and coordinates central agencies activities and policy promulgations; and acts as catalyst and clearinghouse for sharing and disseminating information about good financial management practices. This information sharing is done through conferences and other educational events, newsletters, meetings with interagency groups and agency personnel, and through FinanceNet, an electronic clearinghouse on the Internet.

The JFMIP has worked on interagency projects that developed a financial systems framework and financial systems requirements. For the future JFMIP plans to assist Federal agencies in improving their financial systems through its Program Management Office. The Office will work on revising the Federal government's requirements definition, testing, and acquisition processes; the first target of opportunity is core financial systems. The objectives of the Office are to develop systems requirements, communicate and explain Federal and agency needs, provide agencies and vendors information to improve financial systems, ensure that products meet relevant system requirements, and simplify the procurement process.

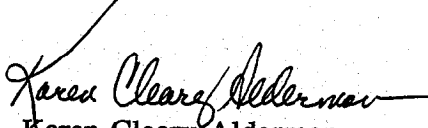
Information on JFMIP can be found at its website:
www.financenet.gov/financenet/fed/jfmip/jfmip.htm or call 202/512-9201.




MEMORANDUM

DATE: November 30, 1998

TO: Members of the CFO Council and Senior Financial Managers

FROM:  Karen Cleary Alderman
JFMIP Executive Director

 Kenneth M. Bresnahan
Chair, CFO Council Human Resources Committee

Subject: Review of Exposure Draft for Core Competencies

Since 1995, the Joint Financial Management Improvement Program (JFMIP) and the Human Resources Committee (HRC) of the U.S. Chief Financial Officers Council, have worked together to develop core competencies, learning objectives and related development activities for personnel who work in CFO offices. This year, the HRC established a Review Board to ensure the currency of the core competencies documents. The Review Board updated the core competencies for accountants, budget analysts, and financial managers. Attached is an exposure draft of the updated core competencies for financial managers. We would appreciate that you share this document with human resources personnel as well as those in the financial management community and have them review the draft document.

Please submit any comments to us by January 29, 1999. The draft is posted electronically on FinanceNet under CFO Council Human Resources Committee and JFMIP websites at <http://www.financenet.gov>. Comments should be sent to:

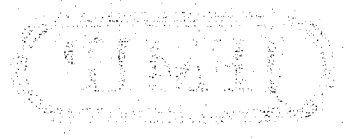
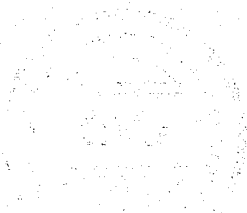
JFMIP

441 G Street NW, Room 3111

Washington, DC 20548 or you may fax your comments to (202) 512-9593.

If you have any questions on the *Core Competencies for Financial Managers in the Federal Government*, please contact Willa Green at (202) 219-6891 ext. 105, or Doris Chew at (202) 512-9216.

Attachment



THE UNITED STATES OF AMERICA

IN SENATE
January 10, 1917

REPORT OF THE

COMMISSIONERS OF THE GENERAL LAND OFFICE
IN RESPONSE TO A RESOLUTION PASSED BY THE SENATE
MAY 17, 1916

WASHINGTON: GOVERNMENT PRINTING OFFICE: 1917

Price 10 cents

For sale by the Superintendent of Documents, Washington, D.C.

Foreword

Recent legislation aimed at improving financial management has had a significant impact. Highly qualified and multi-skilled personnel are needed to perform the more complex tasks demanded of Federal financial managers to assist in having a more efficient and effective government. With legislation such as the Government Performance and Results Act and Federal Financial Management Improvement Act, agency personnel are now required to use Federal accounting standards that are intended to provide greater accountability and better decision-making in a cost effective manner.

The Human Resources Committee of the U.S. Chief Financial Officers (CFO) 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. Since 1995, they have centered on a well-defined set of core competencies for financial management personnel. The core competency documents articulate the knowledge, skills, and abilities that are appropriate to help individuals be successful in their jobs. A review board was established in 1998 to ensure the currency of these documents. Core competencies for accountants, budget analysts, and financial managers were reviewed. We will be issuing the revisions separately for each occupational series.

This document, *Core Competencies for Financial Managers in the Federal Government*, identifies the financial manager core competencies under four general categories: Strategic Vision, Resource and Program Management, Human Resources Management, and General. These core competencies (knowledge, skills, and abilities) enable financial managers to the challenges of today's changing environment and the future.

In addition to the technical core competencies, leadership competencies must also be considered. Leadership competencies are the personal and professional attributes that are critical to successful performance in many occupations. The U.S. Office of Personnel Management (OPM) issued the *Leadership Effectiveness Framework* (LEF). LEF defines 27 competencies that are important for effective performance at all leadership levels within the Federal government. OPM identified five fundamental executive qualifications found on its website <<http://www.opm.gov/ses/html/ecq4.htm>>.

In 1998, the CFO Council approved the statement of principles for Federal financial education and training (Appendix A). This document should be used in conjunction with the other core competencies documents (Appendix B). The core competencies documents will promote a better understanding of human resources development in the Federal government. If you have any comments or changes to this document, please contact the CFO Human Resources Committee or JFMIP.

List of Abbreviations

- CFO Chief Financial Officer
- CFO Act Chief Financial Officers Act of 1990
- FFMIA Federal Financial Management Improvement Act of 1996
- GAO General Accounting Office
- GPRA Government Performance and Results Act of 1993
- IT Information Technology
- JFMIP Joint Financial Management Improvement Program
- OMB Office of Management and Budget
- OPM Office of Personnel Management

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1. The first part of the report is a general introduction to the subject.

2. The second part is a detailed description of the methods used.

3. The third part is a discussion of the results obtained.

4. The fourth part is a conclusion and a list of references.

5. The fifth part is an appendix containing the raw data.

6. The sixth part is a summary of the work done.

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Introduction

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 23 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 analysts and accountants, 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.

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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A. Strategic Vision

1.	<p>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.</p>	<p>Identify and interpret planning requirements of major legislative and administrative programs.</p> <p>Define roles and missions of agency and component organizations as necessary to carry out requirements.</p>	<p>Courses: Strategic Planning GPRA Implementation Budget Formulation CFO Act</p> <p>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.</p>
2.	<p>Knowledge of the strategic planning process and how it relates to the budget formulation process.</p>	<p>Identify major steps of effective planning and resource projection processes.</p> <p>Identify potential linkages between planning and budgeting.</p> <p>Describe types of information needed for strategic planning.</p>	<p>Courses: Strategic planning Leadership Customer orientation Organizational theory Decision making Public relations GPRA implementation Budget formulation</p> <p>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.</p>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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A. Strategic Vision (con't)			
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>Courses: Strategic planning Leadership Customer orientation Decision making Creative thinking</p> <p>Work Experience: 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 the 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>Courses: Strategic planning Presentation skills Leadership Customer orientation Organizational theory Decision making Public relations</p> <p>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.</p>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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A. Strategic Vision (con't)			
5.	Ability to identify problems, provide leadership, and identify creative and innovative solutions to complex financial management systems development issues.	<p>Identify and interpret Federal Financial systems requirements from the OMB, JFMIP and Treasury Department issuances.</p> <p>Identify functional and technical requirements for major financial system components.</p> <p>Design complex financial system components and interfaces.</p> <p>Evaluate strategic information technology directions for financial systems plans.</p> <p>Identify opportunities for business practice improvements enhanced by improved financial systems.</p>	<p>Courses: FFMIA Capital Programming Guide (OMB Circular A-11, Part 3)</p> <p>Work Experience: Designing and implementing major financial systems. Developing detailed specifications for financial system components. Developing financial system strategic plans. Evaluating system development plans. Developing budget justifications for major system implementations. Participating in major system acquisition process from RFP, bench marking, testing and implementation. Managing financial systems operations. Preparing A-127 reviews.</p>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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A. Strategic Vision (con't)			
6.	<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>Courses: Federal budget process Budget planning and formulation Budget execution and funds control FMFIA FFMIA CFO Act and other reform legislation GPRA GMRA Appropriations Law Fundamentals of Government procurement Cash management Federal government accounting Federal asset management Capital Programming Guide (OMB Circular A-11, Part 3)</p> <p>Work Experience: Dealing with competing requirements for declining resources. Preparing organizational budget submission. Managing organization's budget execution. Instituting management controls and conducting reviews. 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>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management

7.	<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>Courses: Federal Budget Process Budget planning and formulation Budget execution and funds control Appropriations Law Fundamentals of Government Procurement Cash management Federal government accounting Federal asset management Management and program analysis Strategic planning Risk analysis Cost/benefit analysis Managerial accounting Management integrity</p> <p>Work Experience: Dealing with competing requirements for declining resources. Preparing organizational budget submission. Managing organization's budget execution. Managing organization's procurement procedures and processes. Managing distinct program area. Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements. Assessing program performance. Identifying weaknesses and developing improvement plans. Networking with contacts of supporting organizations. Communicating program goals, objectives, and accomplishments. Evaluating effective management controls. Instituting management controls and conducting reviews. Planning for and managing plant, property, and equipment.</p>
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management (con't)

8.	<p>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>Courses:</p> <p>FMFIA FFMIA CFO Act and related reform legislation Appropriations Law Federal government accounting Basic leadership methods Management and program analysis Basics of performance measurement Reengineering techniques and processes CIO Act OMB Circular A-130 Statistics Strategic Planning Risk analysis Cost/benefit analysis Management integrity</p> <p>Work Experience:</p> <p>Preparing organizational budget submission. Instituting management controls and conducting reviews. Installing and supporting management information systems. 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.</p>
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management (con't)

9.	<p>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>Courses:</p> <p>Federal budget process Budget planning and presentation Budget execution and funds control FMFIA FFMIA CFO Act and other reform legis. Public Finance Appropriations Law Federal government accounting Federal asset management Management and program analysis Basics of performance measurement Reengineering techniques and processes Problem solving and decision making Creative thinking Strategic planning</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. 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</p>
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management (con't)

10.	<p>Ability to acquire and administer financial information. 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>Courses:</p> <ul style="list-style-type: none"> Federal budget process Budget planning and formulation Budget execution and funds control FMFIA FFMIA CFO Act and other reform legislation Appropriations Law Fundamentals of government procurement Cash management Federal government accounting Federal asset management Capital Programming Guide (OMB Circular A-11, Part 3) CIO Act Problem-solving Creative thinking Basic leadership methods Federal financial management systems <p>Work Experience:</p> <ul style="list-style-type: none"> 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.
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management (con't)			
11.	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 the 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> <ul style="list-style-type: none"> Federal budget process Budget planning and formulation Budget execution and funds control FMFIA CFO Act and other reform legislation Appropriations Law Problem-solving Creative thinking Basic leadership methods <p>Work Experience:</p> <ul style="list-style-type: none"> 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.

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management (con't)			
12.	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 the context of agency organization.</p> <p>Identify and interpret authoritative guidance and establish procedures to ensure compliance and consistency within program/account areas.</p> <p>Identify the awareness of customer needs and their impact on function performance.</p>	<p>Courses: Management and program analysis Basics of performance measurement Statistics Strategic planning Risk analysis Cost/benefit analysis Managerial cost accounting Management integrity Reengineering techniques and processes</p> <p>Work Experience: 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	Development Activities
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B. Resource and Program Management (con't)		
13.	<p>Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service.</p>	<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 the impact of new technologies and process improvements.</p> <p>Courses: Management and program analysis Basics of performance measurement Statistics Modeling diagnostics (statistical) Problem solving and decision making Creative thinking Strategic planning Risk analysis Cost/benefit analysis Managerial cost accounting Managerial economics Public Finance Management integrity Reengineering techniques and processes Briefing skills</p> <p>Work Experience: 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. 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>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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B. Resource and Program Management (con't)			
14.	Skill at assessing customer needs and modifying program management to improve the delivery of goods and services to customers.	<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>Courses: Management and program analysis Basics of performance measurement Statistics Problem solving and decision making Creative thinking Strategic planning Reengineering techniques and processes</p> <p>Work Experience: 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	Development Activities
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C. Human Resource Management			
15.	<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, 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>Courses:</p> <ul style="list-style-type: none"> Management fundamentals Federal personnel procedures Public Administration Motivation and coaching Managing diverse staffs Conflict resolution Team-building Organizational development Organizational behavior Employee problem resolution Negotiation skills Multiple project management Individual strengths and assessment Mentoring Evaluating performance Equal employment opportunity Sexual harassment Adverse action Disability awareness Substance abuse awareness Ethics, standards of conduct Labor management <p>Work Experience:</p> <ul style="list-style-type: none"> Managing a diverse workforce. Developing and implementing a recruitment plan. Providing employees with evaluations. Negotiating customer service. Serving on Agency human resources councils. Rotating to other relevant areas for experience. Managing cross-agency teams. Negotiating and resolving management/labor issues.

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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C. Human Resource Management (con't)			
16.	<p>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>	<p>Identify statutory and regulatory requirements associated with funding positions.</p> <p>Identify management controls and key documentation associated with human resources functions.</p> <p>Identify requirements as they impact subordinate and component staffs. 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>Courses: Management fundamentals Federal personnel procedures Managing diverse staffs Organizational development Organizational behavior Public Administration Negotiation skills Multiple project management Labor management Budget formulation Budget execution</p> <p>Work Experience: 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	Development Activities
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C. Human Resource Management (con't)

17.	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 a team environment.</p>	<p>Courses: 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 conduct Labor management</p> <p>Work Experience: 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>
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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C. Human Resource Management (con't)

18.	<p>Ability to optimize workforce potential to meet the Agency's strategic vision.</p>	<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>Courses: 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, standard of conduct</p> <p>Work Experience: 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>
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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D. General			
19.	<p>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>Courses: Management and program analysis Strategic planning Risk analysis Management integrity Reengineering techniques and proposals Congressional operations Interagency problem issues Courses specific to Agency mission</p> <p>Work Experience: 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.</p>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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D. General (con't)			
20.	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 a coherent and logical manner.</p> <p>Gain experience 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>Courses: Effective writing and editing Listening Briefing techniques Congressional operations Networking Interagency program issues Conflict management Customer orientation/TQM</p> <p>Work Experience: 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	Development Activities
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D. General (con't)

21.	<p>Ability to identify key internal and external contacts and maintain the appropriate personal networks in support of the organization's information needs and interests.</p>	<p>Identify key contacts within the Agency, other government offices and the private sector.</p> <p>Describe benefits of establishing and maintaining a network of contacts.</p> <p>Identify techniques for maintaining personal networks.</p>	<p>Courses: Effective writing and editing Listening Briefing techniques Congressional operations Conflict management Customer orientation/TQM</p> <p>Work Experience: 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>
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	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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D. General (con't)			
22.	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: Effective writing and editing Listening Briefing techniques Congressional operations Public administration Conflict management Customer orientation/TQM Organizational behavior</p> <p>Work Experience: Working with program offices. Serving on intra-agency workgroups. Providing reports to Agency management. Supporting budget requests/proposals. Briefing managers outside chain on organization's activities/plans. Serving on interagency workgroups. Responding to inquiries from public, Congress, other agencies, and other organizations. Preparing or delivering testimony.</p>

	Core Competencies (Knowledge of, Ability to Use, or Skill in Using)	Learning Objectives	Development Activities
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D. General (con't)			
23.	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: Effective writing and editing Listening Briefing techniques Congressional operations Networking Interagency program issues Conflict management Customer orientation/TQM</p> <p>Work Experience: Working with program offices. Serving on inter-agency workgroups. Providing reports to Agency management. Supporting budget requests/proposals. Briefing managers outside chain on organization's activities/plans. Serving on interagency workgroups. Responding to inquiries from public, Congress, other agencies, and other organizations. Preparing or delivering testimony.</p>

Appendix A

Chief Financial Officers Council

Statement of Principles for Federal Financial Education and Training

The Federal financial management community must make substantial investments in professional development of its workforce in order to successfully meet requirements for financial services and integrity. Well-designed and delivered education and training programs are critical to developing and maintaining the required level of technical, professional and managerial expertise for Federal financial management.

The following principles apply to planning and evaluating education and training programs for federal financial management.

Quality and Accreditation

Education and training providers should meet the standards for accreditation or certification that are appropriate for their course offerings. Providers should have an on-going process to assess and enhance the relevancy, currency and technical soundness of course content. These assessments should draw from customer as well as internal evaluations. Instructors should be evaluated for their effectiveness in communicating course content.

Core Competency Profiles

Education and training courses should demonstrate, in an affirmative manner, that each course is consistent with the core competency profiles for financial management occupations that have been identified by the CFO Council and published in partnership with the JFMIP. Where appropriate, practical application of course material to the Federal financial management environment should be emphasized.

Delivery

Education and training providers should provide flexible, effective alternative methods of course delivery, including on-site classroom, distance learning, self-study, etc., in order to meet the diverse needs of agencies and students.

Appendix B

Core Competencies Documents Issued for Various Disciplines

Core Competencies in Financial Management for Program Managers in the Federal Government

Core Competencies for Financial System Analysts in the Federal Government

Core Competencies in Financial Management for Information Technology Personnel Implementing Financial Systems in the Federal Government

Core Competencies in Financial Management for Management Analysts and Financial Specialists in the Federal Government

Revised Exposure Draft Documents

Core Competencies for Accountants in the Federal Government

Core Competencies for Budget Analysts in the Federal Government

Core Competencies for Financial Managers in the Federal Government

Appendix C

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