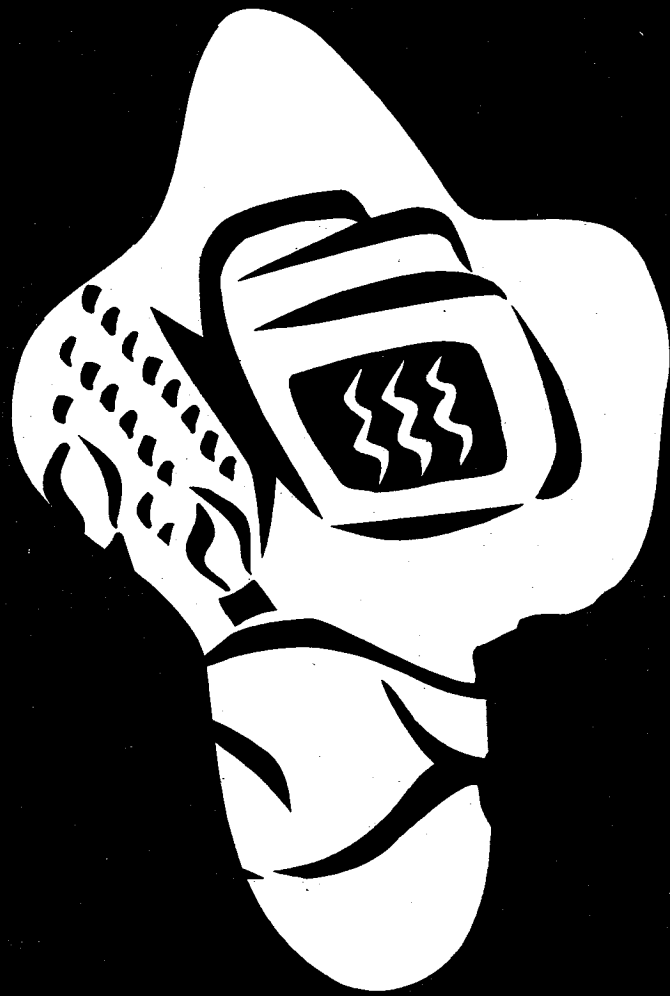


Core Competencies



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.

Foreword

Recent legislation aimed at improving financial management has had a significant impact. With the enactment of the Federal Financial Management Improvement Act, Agency personnel are now required to use new Federal accounting standards that are intended to provide greater accountability and better decision-making in a cost effective manner. Requirements associated with the Government Performance and Results Act have created a stronger and more visible link between the use of financial resources and the accomplishment of program goals. 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.

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 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 of these occupations. Note: The U.S. Office of Personnel Management (OPM) issues all qualification and classification standards. Therefore, position qualification and classification standards are not included in these documents.

For the purpose of this document, a Financial Manager is defined as: *An individual who is empowered to manage the financial resources of an organizational segment, field establishment, bureau, department, independent Agency, or other organizational entity of the Federal government. A financial manager is responsible for managing/supervising financial staff services, controlling the financial resources of the organization, managing and analyzing financial data, developing financial policies and procedures, and assisting senior management in decision-making, goal development, and overall management activities.* This document, *Core Competencies for Financial Managers in the Federal Government*, identifies 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 meet 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). The Statement should be used in conjunction with this document and 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.

Contents

Introduction	1
Matrix	
Strategic Vision.....	3
Resource and Program Management.....	6
Human Resources Management.....	14
General.....	16
Appendices	
A Chief Financial Officers Council, Statement of Principles for Federal Financial Education and Training	21
B Core Competencies Documents Issued for Various Disciplines.....	22
C List of Abbreviations.....	23
D Major Contributors.....	24
E Instructions for Completing the Generic Individual Development Plan Guide for Fiscal Year	25

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 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 analysts and accountants, these competencies are not broken down into levels (entry, intermediate and senior). This is because the core competencies for all supervisory and non-supervisory staff 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 professional 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 enable financial managers to 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 Document

This document is a guide to help financial managers and personnel when engaged in workforce planning, career development, and other human resources functions. It should stimulate discussion between management and staff regarding professional goals and expectations, and the appropriate training choices and assignments to reach those goals. The individual and the manager should use this guide when developing an Individual Development Plan (IDP) for the employee. A sample IDP can be found in Appendix E. We also encourage the human resources community to use this guide, as well as the other guides in this series, when servicing their financial/budget communities.

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.

Core Competencies for Financial Managers

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 are provided for each of the four 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.

Training Resources

Agencies, educational institutions, and commercial training providers offer a range of courses to help employees attain the competencies described in this document. Classroom instruction is generally essential to learning the basic concepts, principles and policies of all the financial management disciplines. The knowledge gained must also be reinforced with practical applications in the workplace. And since no discipline is static, learning must be a continuous exercise, both in and out of the classroom setting.

An excellent resource for financial managers to find education and training suited to their specific needs is through the Internet. The FinanceNet address--<http://www.financenet.gov/>--provides access to the web pages that contain many of the course catalogs and training materials from both private and public sector organizations in the education and training business.

Financial managers, as all workers, will also benefit from management training in leadership, quality management, team management and oral and written communications.

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 core competencies documents. The Review Boards were established to ensure the currency and accuracy of these documents. For core competencies to be most effective, financial managers and other leaders need to fully support and promote their use 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 maximum benefit to the government.

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
A. Strategic Vision			
1.	Knowledge of applicable legislative, administrative and regulatory requirements (including the Government Performance and Results Act), and the impact of those requirements on stakeholders, customers (and other organizations), Agency strategic plans and Agency operations.	<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><u>Courses:</u> Principles of Federal Appropriations Law Strategic planning GPRA implementation Budget formulation Budget justification Budget execution Federal government accounting CFO Act</p> <p><u>Work Experience:</u> 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 to other relevant program areas for experience. Participating in Agency planning meetings. Participating in inter-agency meetings, workgroups and professional organizations.</p>
2.	Knowledge of the strategic planning process and how it relates to the budget formulation process.	<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><u>Courses:</u> Strategic planning Principles of Federal Appropriations Law Leadership Customer orientation/service Organizational theory Decision making Public relations GPRA implementation Budget formulation Budget execution Performance-based budgeting Performance measurement Program evaluation Cost benefit analysis</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
			<p><u>Work Experience:</u> Developing strategic and operational plans. Advocating Agency and organizational positions. Managing organizations. Building relationships/teams with peers/subordinates. Participating in Agency planning meetings.</p>
3.	<p>Ability to develop creative and innovative solutions to complex financial, budget, and program management issues that increase program effectiveness and customer service, while decreasing/maintaining unit cost.</p>	<p>Identify problem-solving methods and techniques, such as brainstorming and reinvention exercises.</p> <p>Identify best practices in leveraging funds and using available funding mechanisms.</p> <p>Solve problems using appropriate problem-solving methods and techniques.</p>	<p><u>Courses:</u> Strategic planning Budget formulation Budget execution Federal government accounting Cost accounting Federal auditing standards Leadership Customer orientation/service Decision making Creative thinking Problem solving Individual effectiveness</p> <p><u>Work Experience:</u> Developing strategic and operational plans. Managing organizations. Participating in Agency planning meetings. Rotating to an Agency with central responsibility for finance, budget and program management policies. Participating in inter-agency meetings, workgroups and professional organizations. Writing articles for professional journals, speaking before professional groups or civic organizations.</p>
4.	<p>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>	<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><u>Courses:</u> Strategic planning Congressional operations Presentation skills Leadership Personnel management Customer orientation/service</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		Demonstrate leadership tools and techniques.	Organizational theory Decision making Public relations <u>Work Experience:</u> 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 through or gaining background in other (relevant) program areas. Participating in Agency planning meetings.
5.	Ability to identify problems, provide leadership, and identify creative and innovative solutions to complex financial management systems development issues.	Identify and interpret Federal financial systems requirements from the OMB, JFMIP and Treasury Department issuances. Identify functional and technical requirements for major financial system components. Design complex financial system components and interfaces. Evaluate strategic information technology directions for financial systems plans. Identify opportunities for business practice improvements enhanced by improved financial systems. Understanding the concepts and techniques of cross-servicing, outsourcing and franchising as they relate to the organizations needs and	<u>Courses:</u> FFMIA Capital Programming Guide (OMB Circular A-11, Part 3) Federal procurement Financial systems requirements Financial reporting Contract management <u>Work Experience:</u> 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. Participating in inter-agency meetings, workgroups and professional organizations.

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		support for financial systems.	
6.	Knowledge of all applicable Agency, legislative, administrative, and regulatory requirements that define resource management functions and their impact on external organizations and Agency operations.	<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><u>Courses:</u> Federal budget process Budget planning and formulation Budget execution and funds control FMFIA FFMIA CFO Act and other reform legislation GPRA GMRA Management Accountability and Control Principles of Federal Appropriations Law Fundamentals of Government procurement Cash management Federal government accounting Federal asset management Federal auditing standards Economic analysis Capital Programming Guide (OMB Circular A-11, Part 3)</p> <p><u>Work Experience:</u> 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>
B. Resource and Program Management			
7.	Knowledge of structure for appropriations and other funds that support programs and mission of the Agency and how fund management impacts on program achievement.	<p>Identify statutory and regulatory requirements associated with budget execution.</p> <p>Describe funds control and identify internal policies that ensure</p>	<p><u>Courses:</u> Federal Budget Process Budget planning and formulation Budget execution and funds control Appropriations Law Fundamentals of Government Procurement</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		<p>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>Understand the concepts and techniques of cross-servicing, outsourcing and franchising as they relate to the organizations needs.</p>	<p>Cash management</p> <p>Credit Reform</p> <p>Federal government accounting</p> <p>Federal auditing standards</p> <p>Federal asset management</p> <p>Management and program analysis</p> <p>Strategic planning</p> <p>Risk analysis</p> <p>Cost/benefit analysis</p> <p>Managerial accounting</p> <p>Management integrity</p> <p>Contract management</p> <p>Work Experience:</p> <p>Dealing with competing requirements for declining resources.</p> <p>Preparing organizational budget submission.</p> <p>Managing organization's budget execution.</p> <p>Managing organization's procurement procedures and processes.</p> <p>Rotating through or gaining managerial experience in a distinct program area.</p> <p>Working cooperatively with program managers to establish program goals, including the alignment of resources and requirements with program goals.</p> <p>Assessing program performance.</p> <p>Identifying weaknesses and developing improvement plans.</p> <p>Networking with contacts of supporting organizations.</p> <p>Communicating program goals, objectives, and accomplishments.</p> <p>Evaluating effective management controls.</p> <p>Instituting management controls and conducting reviews.</p> <p>Planning for and managing plant, property, and equipment.</p> <p>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</p>
8.	Ability to assess risk and implement appropriate	Identify legislative and administrative	<u>Courses:</u>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
	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>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>Relate risk assessment and management controls to program performance management.</p>	<p>FMFIA FFMIA CFO Act and related reform legislation Appropriations Law Federal government accounting Federal auditing standards Basic leadership methods Management and program analysis Basics of performance measurement Reengineering techniques and processes CIO Act – The Clinger-Cohen Act OMB Circular A-130 Statistics Strategic Planning Risk analysis Risk assessment Cost/benefit analysis Management integrity</p> <p><u>Work Experience:</u> Developing performance plans and instituting performance measures. Instituting Agency management control programs. Implementing and supporting management information systems. Presenting and communicating program goals, objectives, and accomplishments, including resource requirements. Rotating through or gaining managerial experience in a distinct program area. 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.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
			Managing processes for applying technology into workflow.
9.	Knowledge of management and evaluation systems that use performance measurement and cost accounting, and the ability to use them to achieve program objectives.	<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><u>Courses:</u> Federal budget process Budget planning and presentation Budget execution and funds control FMFIA FFMIA CFO Act and other reform legislation 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 Cost benefit analysis Management integrity Managerial economics Managerial cost accounting Modeling diagnostics (statistical) Risk analysis Briefing skills</p> <p><u>Work Experience:</u> Dealing with competing requirements for declining resources. Preparing organizational budget submission. Managing organization's budget execution. Instituting management controls and conducting reviews. Implementing and supporting management information systems. Planning for and managing plant, property, and equipment. Presenting and communicating program goals, objectives, and accomplishments, including resource requirements. Rotating through or gaining managerial experience in a distinct program area. Developing and instituting performance measures. Providing customer feedback opportunities.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
			<p>Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements.</p> <p>Assessing program performance.</p> <p>Developing solutions to specific problems.</p> <p>Identifying weaknesses and developing improvement plans.</p> <p>Networking with contacts of supporting organizations.</p> <p>Communicating program goals, objectives, and accomplishments.</p> <p>Evaluating effective management controls.</p> <p>Reengineering key organizational processes.</p> <p>Managing processes for applying technology into workflow.</p>
10.	<p>Ability to acquire and analyze financial data and communicate the results to a diverse audience. Ability to establish and maintain an integrated financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information.</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 financial information and the specific information required to carry out assigned responsibilities.</p> <p>Identify internal and external reporting requirements that incorporate financial data.</p> <p>Describe pre-programmed and routine reports from key systems, along with other strategies for satisfying the organizational needs for financial information.</p> <p>Identify best practices for implementing and maintaining financial information</p>	<p><u>Courses:</u></p> <p>Federal budget process</p> <p>Budget planning and formulation</p> <p>Budget execution and funds control</p> <p>FMFIA</p> <p>FFMIA</p> <p>CFO Act and other reform legislation</p> <p>Appropriations Law</p> <p>Fundamentals of government procurement</p> <p>Cash management</p> <p>Federal government accounting</p> <p>Federal asset management</p> <p>Capital Programming Guide (OMB Circular A-11, Part 3)</p> <p>CIO Act – The Clinger-Cohen Act</p> <p>Problem-solving</p> <p>Creative thinking</p> <p>Basic leadership methods</p> <p>Federal financial management systems</p> <p>Contract management</p> <p><u>Work Experience:</u></p> <p>Dealing with competing requirements for declining resources.</p> <p>Preparing organizational budget submission.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		<p>systems.</p> <p>Identify techniques for evaluating and improving internal controls and the accuracy of financial information.</p>	<p>Managing organization's budget execution.</p> <p>Instituting management controls and conducting reviews.</p> <p>Implementing and supporting management information systems.</p> <p>Planning for and managing plant, property, and equipment.</p> <p>Managing organization's procurement procedures and processes.</p> <p>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</p>
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><u>Courses:</u></p> <p>Federal budget process</p> <p>Budget planning and formulation</p> <p>Budget execution and funds control</p> <p>FMFIA</p> <p>CFO Act and other reform legislation</p> <p>Appropriations Law</p> <p>Problem-solving</p> <p>Creative thinking</p> <p>Basic leadership methods</p> <p><u>Work Experience:</u></p> <p>Dealing with competing requirements for declining resources.</p> <p>Preparing organizational budget submission.</p> <p>Managing organization's budget execution.</p> <p>Instituting management controls and conducting reviews.</p> <p>Implementing and supporting management information systems.</p> <p>Planning for and managing plant, property, and equipment.</p> <p>Managing organization's procurement procedures and processes.</p> <p>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</p>
12.	Knowledge of budget activities and the relationship of these activities to the organization and the program goals.	<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><u>Courses:</u></p> <p>Management and program analysis</p> <p>Basics of performance measurement</p> <p>Statistics</p> <p>Strategic planning</p> <p>Risk analysis</p> <p>Cost/benefit analysis</p> <p>Managerial cost accounting</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
		<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>Management integrity Reengineering techniques and processes</p> <p><u>Work Experience:</u> Rotating through or gaining managerial experience in a 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. 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>
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><u>Courses:</u> Management and program analysis Strategic planning Basics of performance measurement Statistics Modeling diagnostics (statistical) Problem solving and decision making Creative thinking Risk analysis Cost/benefit analysis Managerial cost accounting Managerial economics Public finance Management integrity Reengineering techniques and processes Briefing skills</p> <p><u>Work Experience:</u> Rotating through or gaining managerial experience in a distinct program areas. Developing and instituting performance measures.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
			<p>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>
14.	<p>Ability to assess customer needs and customer satisfaction, make recommendations and implement improvements to enhance 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 modifications to improve customer service.</p>	<p><u>Courses:</u> Management and program analysis Basics of performance measurement Statistics Problem solving and decision making Creative thinking Strategic planning Reengineering techniques and processes</p> <p><u>Work Experience:</u> Providing customers feedback opportunities. Establishing program goals, objectives, and milestones for new or existing programs, including resource requirements. Assessing program performance. Rotating through or gaining managerial experience in a distinct program area. Networking with contacts of supporting organizations. Communicating program goals, objectives, and accomplishments. Reengineering key organizational processes.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
C. Human Resource Management			
15.	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>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 relationship with OMB, other agencies, and public, private and non-profit organizations in regard to human resources management and related processes.</p> <p>Identify management controls and key documents associated with human resources functions.</p>	<p><u>Courses:</u> Management fundamentals Federal personnel procedures Public administration Motivation and coaching Managing diverse staffs Conflict resolution Team-building Interpersonal skills 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> <p><u>Work Experience:</u> 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.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
16.	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 requirements as they impact subordinate and component staffs.</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><u>Courses:</u></p> <p>Management fundamentals Federal personnel procedures Managing diverse staffs Organizational development Organizational behavior Public Administration Negotiation skills Interpersonal skills Multiple project management Labor management Budget formulation Budget execution</p> <p><u>Work Experience:</u></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>
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><u>Courses:</u></p> <p>Management fundamentals Federal personnel procedures Motivation and coaching Managing diverse staffs Conflict resolution Team-building Interpersonal skills Organizational development Employee problem resolution Negotiation skills Multiple project management Individual strengths assessment Mentoring Evaluating performance Ethics, standards of conduct Labor management</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
			<p><u>Work Experience:</u></p> <ul style="list-style-type: none"> 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.
18.	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><u>Courses:</u></p> <ul style="list-style-type: none"> Management fundamentals Federal personnel procedures Motivation and coaching Managing diverse staffs Conflict resolution Team building Interpersonal skills Organizational development Employee problem resolution Negotiation skills Multiple project management Individual strengths assessment Ethics, standard of conduct <p><u>Work Experience:</u></p> <ul style="list-style-type: none"> 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.

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
D. General			
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 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><u>Courses:</u> Effective writing and editing Listening Briefing techniques Congressional operations Networking Interagency program issues Conflict management Customer orientation/TQM</p> <p><u>Work Experience:</u> 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>
20.	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>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><u>Courses:</u> Effective writing and editing. Listening Briefing techniques Congressional operations Conflict management Customer orientation/TQM</p> <p><u>Work Experience:</u> Working with program offices.</p>

Core Competencies for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
			<p>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 inter-agency workgroups and participating in professional financial organizations. 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>
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><u>Courses:</u></p> <p>Effective writing and editing Effective listening Interpersonal skills Briefing techniques Congressional operations Public administration Conflict management Customer orientation/TQM Organizational behavior</p> <p><u>Work Experience:</u></p> <p>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 for Financial Managers

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using:)	LEARNING OBJECTIVES	DEVELOPMENTAL ACTIVITIES
22.	Ability to generate understanding and support from higher-level management.	<p>Identify chain of command and determine the level of organization support for various decisions.</p> <p>Describe various techniques for keeping management informed and interested in organization's performance.</p>	<p><u>Courses:</u> Effective writing and editing Listening Briefing techniques Congressional operations Networking Interagency program issues Conflict management Customer orientation/TQM</p> <p><u>Work Experience:</u> 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. 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

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

List of Abbreviations

CFO	Chief Financial Officer
CFO Act	Chief Financial Officers Act of 1990
CIO	Chief Information Officer
FFMIA	Federal Financial Management Improvement Act of 1996
FMFIA	Financial Manager Federal Integrity Act
GAO	General Accounting Office
GMRA	Government Management Reform Act
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
RFP	Request for Proposal
TQM	Total Quality Management

Appendix D

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This document was developed under the auspices of the CFO Council Human Resources Committee and JFMIP

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Appendix E

Instructions for Completing the GENERIC INDIVIDUAL DEVELOPMENT PLAN GUIDE FOR FISCAL YEAR _____

This form is provided as a tool to help employees and supervisors realize the full benefits of the financial management training needs assessment, core competencies-based training, and individual development plan processes.

Before completing the form, be sure to have available a copy of each applicable core competencies document, published by the Joint Financial Management Improvement Program, in conjunction with the Chief Financial Officers Council, Human Resources Committee. These documents are available via the Internet at: www.financenet.gov/financenet/fed/cfo/hrc/core.htm.

Instructions	Examples
Items A through D are self explanatory.	(Self explanatory)
E. E1. Select and enter (in Section E1) the appropriate <i>Core Competencies/Learning Objectives (Knowledge of, Ability to Use, or Skill in Using)</i> listed in the applicable financial management core competencies document table.	For instance, using the core competencies for budget analysts document, you could select the category, "A. Budgeting Concepts and Processes."
F. Select and enter the applicable <i>Competency(ies) to be developed</i> from the list of core competencies provided under the category identified in E above.	An example would be competency No. 2, "Nature, characteristics, application and structure of appropriations and other funds that support accomplishment of the Agency's mission" which is listed under the category selected in the example above.
G. From the <i>Developmental Activities</i> column, select and enter the activity(ies) that coincides with the core competencies/learning objective selected in F above.	The associated developmental activities for the above example are the <i>courses</i> - Federal Budget Process and Appropriations Law - and <i>work experience (OJT)</i> .
Enter the appropriate <i>Training Priority</i> code.	The code entered is based on how critical the developmental activity is to your ability to perform your job. For instance, the course on the <i>Federal Budget Process</i> might be crucial to your ability to understand and apply budget formulation and execution procedures. In this instance, the code A (Essential) would be the appropriate entry.
H. Enter the appropriate <i>Type of Development Activity(ies)</i> as indicate in the core competencies table.	Continuing with the examples provided, activity code <i>C</i> (denoting course(s)) would be entered here. Also, for work experience, one or a combination of the other activity codes could be applicable, depending on the method you plan to use to acquire the desired knowledge (i.e., OJT, Detail, or Other).

Core Competencies for Financial Managers

I. Enter the applicable training <i>Dates</i> .	(For course information, the FinanceNet training webpage-- www.financenet.gov/financenet/jobs --is a useful tool in locating applicable training vendors, courses and dates.)
J. Enter the <i>No. of Hours</i> associated with the training activities denoted in G above.	(Course schedules usually specify this information. For other training, such as OJT, details, self-development, etc., enter the estimated number of training hours if exact hours are not known.)
K. Enter the <i>Cost</i> of the training activity.	(Self explanatory)
L. The <i>Supervisor</i> enters an <i>Assessment</i> of the information contained in the IDP Guide.	An assessment might read, "I concur with the information provided" or the supervisor may wish to add, delete, or change information reflected in the employee's IDP.
Section M is self explanatory.	

Requests for Publications

JFMIP documents may be accessed electronically on FinanceNet Internet site:
<http://www.financenet.gov/financenet/fed/jfmip/jfmip.htm>

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