

DoD Financial Management Certification Program



DoD Office of Financial Workforce Management
March 2012

Agenda

Background

- Key Goals
- Overall Approach
- DoD FM Enterprise-wide Competencies

Overall Framework

- Course Hours to Meet FM Competencies
- FM 101 Course & Other Required Courses
- Course Hours for Leadership Competencies
- Time and Experience in DoD
- Developmental Assignments
- Continuing Professional Education (CPE)

Way Ahead

- Near Term
- Long Term

Key Goals

Establish a framework for FM development

Establish a mechanism to encourage key training:

- Auditable Financial Statements
- Decision Support/Analysis

Encourage career broadening and leadership

Based on FM and Leadership Competencies

- 23 DoD FM Enterprise-wide Competencies
- Selected FM and Leadership Competencies with Proficiency Levels at each Certification Level

Overall Approach

Mandatory Program for DoD FM Civilians and Military

Received Congressional Authorization – FY12 NDAA

All FM positions to be coded Level 1, Level 2 or Level 3

Requires

- Courses
- Experience
- Developmental Assignment (Level 3)
- CPE

Encourages

- Formal Education and Test-Based Certification (Levels 2 and 3)

Foundation Built on DoD FM Competencies

DoD FM Enterprise-wide Competencies

Accounting Analysis

Accounting Concepts, Policies & Principles

Advanced Financial Management

Audit Concepts, Policies & Principles

Audit Planning & Management

Audit Reporting

Budget Concepts, Policies & Principles

Budget Execution

Budget Formulation, Justification & Presentation

Commercial Pay Concepts, Policies & Principles

Decision Support

Decision Support - Audit Execution

Financial Concepts, Policies & Principles

Financial Management Analysis

Financial Management & Reporting Analysis

Financial Management Systems

Financial Reporting

Financial Stewardship

Fundamentals & Operations of Accounting

Fundamentals & Operations of Budget

Fundamentals & Operations of Finance

Fundamentals & Operations of Military & Civilian Pay

Payroll Concepts, Policies & Principles

FM Certification Equation: Level 1

FM Competencies		Course Hours
	Financial Management Systems*	6
	Decision Support*	4
	Fundamentals and Operations of [X] [Accounting, Budget, Finance, or Military and Civilian Pay]*	6



Courses, TBD
Courses, TBD
Courses, TBD
Courses, TBD

Leadership Competencies	Lead Self	6
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+



Courses, TBD
Courses, TBD

+

FM 101 Course	12-26
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+

40 CPEs every two years

At Least 2 Yrs DoD FM Experience

FM Certification Level 1

* Proficiency Level 1

DoD FM 101 Content

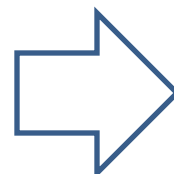
<u>Course: DoD FM 101 for Level 1</u>	<u>Course Hours Range</u>
	12 to 26
Module: Introduction to DoD	1 to 2
Module: Accounting	1 to 2
Module: Finance	1 to 2
Module: Budget	1 to 3
Module: Audit Readiness	2 to 4
Module: Fiscal Law	1 to 2
Module: Ethics	.5 to 1
Module: PPBE	1 to 2
Module: Auditing	1 to 2
Module: Analysis/Decision Support	1 to 2
Module: Acquisition/Contracting	1 to 2
Module: Cost Analysis	.5 to 2

Will Be Available Online!

FM Certification Equation: Level 2

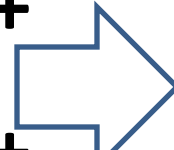
FM Competencies		Course Hours
	Financial Management Systems**	10
	Decision Support**	8
	Accounting Analysis <u>OR</u> Financial Mgt Analysis**	10
	Budget Formulation, Justification and Presentation <u>OR</u> Budget Execution**	10
	Concepts, Policies and Principles of [X]**	10
	Fundamentals and Operations of [Y] [Accounting, Budget, Finance, etc]*	6
Leadership Competencies	Lead Teams	10
Audit Readiness + Fiscal Law Course + Ethics Courses		9 - 9.5

60 CPEs every two years



Courses, TBD
Courses, TBD
Courses, TBD
Courses, TBD
Courses, TBD

+



Courses, TBD
Courses, TBD

+

At Least 4 Yrs FM Experience (see note)

FM Certification Level 2

- + [Recommended] At Least One 3-month Developmental Assignment
- + [Recommended] Work towards Bachelor's Degree
- + [Recommended] Completion of one of the DoD-approved Test-Based Certification Programs

*Proficiency Level 1
**Proficiency Level 3

NOTE: For FM Experience Requirement - 4 years of FM Experience is required, of which up to 2 years can be met with non-DoD government or private industry FM experience. The 2 residual years of experience must be DoD FM.

DoD Recognized Test-Based FM Certifications

Accredited Business Accountant (ABA)

Accredited in Business Valuation (ABV)

Certified Accounts Payable Professional (CAPP)

Certified Business Manager (CBM)

Certified Cost Consultant (CCC)

Certified Cost Estimator/Analyst (CCE/A)

Certified Defense Financial Manager (CDFM)

Certified Forensic Accountant (Cr.FA)

Certified Fraud Examiner (CFE)

Certified Government Audit Professional (CGAP)

Certified Government Financial Manager (CGFM)

Certified in Financial Forensics (CFF)

Certified Information Systems Auditor (CISA)

Certified Internal Auditor (CIA)

Certified Management Accountant (CMA)

Certified Payroll Professional (CPP)

Certified Public Accountant (CPA)

Certified Quality Auditor (CQA)

Certified Treasury Professional (CTP)

Forensic Certified Public Accountant

FM Certification Equation: Level 3

FM Competencies		Course Hours
	Financial Management Systems***	8
	Decision Support***	10
	Accounting Analysis <u>AND</u> Financial Mgt Analysis***	12
	Budget Formulation, Justification and Presentation <u>AND</u> Budget Execution***	12
	Advanced Financial Management***	12
	Concepts Policies and Principles of [Y] [Accounting, Budget, Finance, etc]**	10

Courses, TBD
Courses, TBD
Courses, TBD
Courses, TBD
Courses, TBD

Leadership Competencies	Lead People	12
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Courses, TBD
Courses, TBD

Audit Readiness + Fiscal Law Course + Ethics Courses*	9 - 9.5
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80 CPEs every two years

- +
- +
- +
- +
- At Least 8 Yrs FM Experience (see note)
- +
- At Least One **3-month** Developmental Assignment

****Proficiency Level 3 ***Proficiency Level 5**
*Higher Proficiency Level Course

NOTE: For FM Experience Requirement - 8 years of FM Experience is required, of which up to 2 years can be met with non-DoD government or private industry FM experience. The 6 residual years of experience must be DoD FM.

FM Certification Level 3

- + **[Strongly Recommended]** Work towards Master's Degree
- + **[Strongly Recommended]** Completion of one of the DoD-approved Test-Based Certification Programs

Proposed Next Steps – Near Term

<u>Task</u>	<u>Projected Date</u>
Congressional Language – FY 2012 NDAA	Approved December 31, 2011
Final USD(C) Leadership Approval of Framework	January 2012
Establish DoD FM Learning Management System (LMS)	≈ January – June 2012
Develop Draft Policy Guidance (DODD and DODI)	First draft - March 2012
Align Leadership Courses to Leadership Competencies	March 2012
Complete the Alignment of FM Courses to FM Competencies	March 2012
Code Positions	≈ March – June 2012
Communications and Marketing	Calendar 2012
Complete FM 101 Course	September 2012
Implementation of Major Pilots	By October 2012

Proposed Way Ahead – Longer Term

<u>Task</u>	<u>Projected Date</u>
Begin Phased Implementation	January 2013
Full Implementation	March 2014

Conclusion

The DoD FM Certification Program:

- Focuses on DoD Audit Readiness and Analytics
- Provides a certification framework for DoD FM Community
- Level 1, 2, 3 tied to experience in financial management
- Gives the FM Workforce a standard body of knowledge
- Develops expertise standards using DoD FM Enterprise-wide Competencies
- Promotes use of DoD FM existing courses
- Encourages college degrees and FM test-based certifications

Making a Good FM Workforce Better...
Adding more Credibility to What We Do

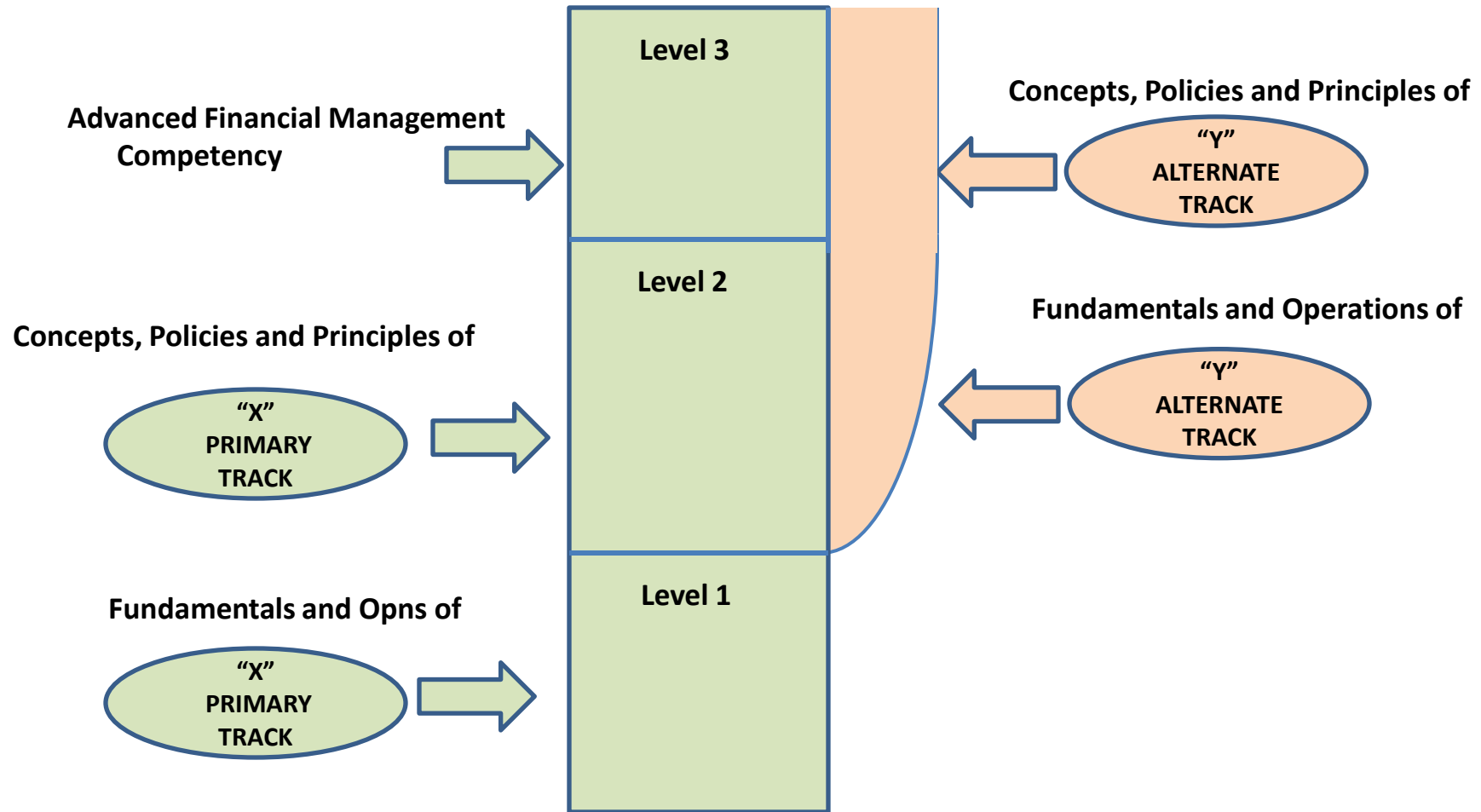


Questions?



Additional Charts

“Broadening” Conceptual View



Alignment of the 05XX Occupational Series with the DoD FM Enterprise-wide Competencies

Competency	Financial Stewardship	Financial Management Systems	Decision Support	Financial Management Analysis	Financial Concepts, Policies & Principles	Financial Reporting	Fundamentals & Operations of Finance	Financial Management & Reporting Analysis	Advanced Financial Management
Occupation Series									
501 Financial Administration and Program	X	X	X	X	X	X			
503 Financial Clerical and Assistance	X	X	X				X		
530 Cash processing	X	X	X				X		
505 Financial Manager	X	X	X		X			X	X
599 Financial Student Trainee	X	X	X	X	X	X			

Competency	Financial Stewardship	Financial Management Systems	Decision Support	Accounting Analysis	Accounting Concepts, Policies & Principles	Financial Reporting	Fundamentals & Operations of Accounting
Occupation Series							
510 Accounting	X	X	X	X	X	X	
525 Accounting Technician	X	X	X		X		X

Competency	Financial Stewardship	Financial Management Systems	Decision Support	Financial Management Analysis	Budget Concepts, Policies & Principles	Budget Execution	Fundamentals & Operations of Budget	Budget Formulation, Justification & Presentation
Occupation Series								
560 Budget Analysis	X	X	X	X	X	X		X
561 Budget Clerical and Assistance	X	X	X		X		X	

Competency	Financial Stewardship	Financial Management Systems	Decision Support	Accounting Concepts, Policies & Principles	Fundamentals & Operations of Accounting	Commercial Pay CP&P
Occupation Series						
540 Voucher Examining	X	X	X	X	X	X

Competency	Financial Stewardship	Financial Management Systems	Decision Support	Payroll Concepts, Policies & Principles	Fundamentals & Operations of Military & Civilian Pay
Occupation Series					
0544-0545 Civilian and Military Pay	X	X	X	X	X

Competency	Financial Stewardship	Audit Concepts, Policies & Principles	Audit Planning & Management	Decision Support --Audit Execution	Audit Reporting
Occupation Series					
0511 Auditing	X	X	X	X	X

AS OF 23 JAN 2012

23 DoD FM Enterprise-wide Competencies Cover All 13 05XX Occupational Series

Financial Stewardship	Fin Mgmt Systems	Decision Support	Fin Mgmt Analysis	Financial CP&P	Financial Reporting	Fund & Opns of Finance	FM & Reporting Analysis	Advanced Financial Management	Accounting Analysis	Accounting CP&P	Fund & Opns of Accounting
	Budget CP&P	Budget Execution	Fund & Opns of Budget	Budget Form, Justn & Pres	Comm Pay CP&P	Payroll CP&P	Fund & Opns of Mil & Civ Pay	Audit CP&P	Audit Planning & Mgmt	Decision Support -- Audit Execution	Audit Reporting

DoD Civilian Leader Development Continuum



Deliberate development through progressive learning opportunities (education, training, self development, and assignments) that broaden experience and increase responsibility.

Vision
External Awareness
Strategic Thinking
Political Savvy
Global Perspective
National Security Strategy

Lead the Institution

Technology Management
Financial Management
Creativity and Innovation
Partnering
Entrepreneurship
National Defense Integration
National Security Environment

Lead Organizations/Programs

Human Capital Management
Leveraging Diversity
Conflict Management
Developing Others
DoD Corporate Perspective
National Security Foundation

Lead People

Team Building
Accountability
Decisiveness
Influencing/Negotiating
DoD Mission and Culture

Lead Teams/Projects

Flexibility	Integrity/Honesty	Interpersonal Skills
Resilience	Customer Service	Oral Communication
Continual Learning	Problem Solving	Written Communication
Service Motivation	Technical Credibility	Mission Orientation
Computer Literacy		

Lead Self

DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
Definitions					
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	This core competency involves the ability to lead and inspire a multi-sector group (not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and grantees) toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.	This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.	This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.
Competencies					
Creativity and Innovation External Awareness Strategic Thinking Vision Flexibility Resilience	Conflict Management Leveraging Diversity Developing Others Team Building	Accountability Decisiveness Entrepreneurship Customer Service Problem Solving Technical Credibility	Financial Management Human Capital Management Technology Management Computer Literacy	Political Savvy Influencing/Negotiating Partnering	Joint Perspective - Mission Orientation - DoD Mission and Culture - DoD Corporate Perspective - National Defense Integration - Global Perspective National Security - National Security Foundation - National Security Environment - National Security Strategy
Fundamental Competencies					
These competencies are the foundation for success in each of the core competencies.		• Interpersonal Skills • Integrity/Honesty	• Written Communication • Oral Communication	• Continual Learning • Public Service Motivation	