



# DoD Financial Management Workforce Development

Office of the Under Secretary of Defense (Comptroller)

2 June 2016

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Director, Human Capital &  
Resource Management  
OUSD(C)





# Agenda

- FM Workforce Demographics
- Strategic Workforce Planning
- GAO Green Book as Basis for Workforce Development
  - Expectations of Competence
  - Recruitment, Development, and Training
- FM Certification
- Q&A





# FM Workforce Demographics

As of 30 Sep 2015 By the Numbers

## Key Civilian Demographics:

### Education Levels

- Less than a Bachelor's degree – 43%
- Bachelor's degree – 37%
- Master's Degree – 19%
- Doctorate Degree – 0.12%

### Career Levels

- GS 01-08/Equivalent – 21%
- GS 09-12/Equivalent – 46%
- GS 13-15/Equivalent – 33%

### Age Distribution

- 29 and Under – 9%
- 30-39 – 19%
- 40-49 – 26%
- 50-59 – 34%
- 60-64 – 9%
- Over 65 – 3%

### Retirement Eligibility

- Currently Eligible to Retire – 14%
- Eligible to Retire Next Year – 4%
- Eligible to Retire in Two to Five Years – 15%

## DoD FM Workforce

Total - 53,995

### Army (29%)

Civ – 9,509  
Mil – 5,993

### Air Force (22%)

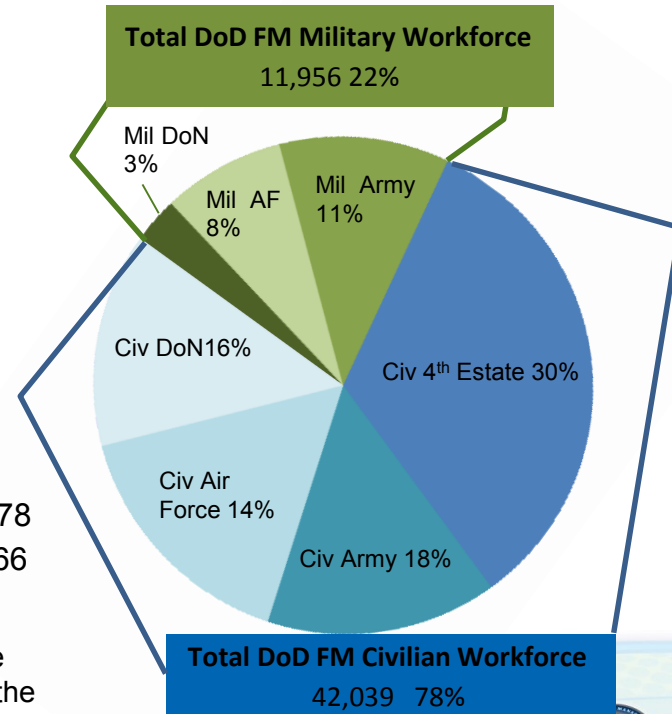
Civ – 7,579  
Mil – 4,253

### DoN (19%)

Civ – 8,507  
Mil – 1,710

### 4<sup>th</sup> Estate (30%)

DFAS – 8,778  
Other – 7,666



Note: 8,770 FMers are dual-coded as part of the Acquisition workforce





# DoD FM Functional ement

## GOVERNANCE STRUCTURE

Senior FM Leadership Group | OFCM | CFCMs | Governing Body

### FM Workforce

- ✓ Certification Policy
- ✓ Strategic Workforce Planning Policy
- ✓ USD(C) Awards Policy

### Strategic Workforce Planning

- ✓ Strategic Workforce Plan
- ✓ Competency Development
- ✓ Competency Alignment
- ✓ Competency Gap Analysis
- ✓ Workforce Metrics & Analytics

### Professional Development

- ✓ FM Certification Program
- ✓ FM Career Roadmaps
- ✓ Test-based Certifications
- ✓ FM Experiential Programs
- ✓ Leadership Programs
- ✓ USD(C) Awards
- ✓ Support DoD FM Schools
- ✓ FM Exchange Program

### FM Training

- ✓ FM Online
- ✓ FM myLearn
- ✓ Learning Management System
- ✓ Web-based Courses
- ✓ C2C Alignment
- ✓ Governing Body/Tiger Team
- ✓ Certification Training Tools and Resources

## FM STRATEGIC WORKFORCE PLAN

**WELL-TRAINED CAPABLE FM WORKFORCE**





# Strategic Workforce Plan

10 U.S. Code Sect 115B requires the Secretary of Defense to submit a strategic workforce plan bi-annually

- FM Community represents one of the 23 Functional Communities making up the DoD workforce

## The FY16-21 SWP includes:

- Assessment of critical skills and competencies of the FM workforce and projected future trends (e.g., retirement, other attrition)
- Assessment of critical skills and competencies needed in the future
- Plans to close identified skills and competency gaps
- Update on needed incentives and legislative changes
- Current career roadmaps for civilians in the FM workforce

## SWP Status:

- Entire SWP in formal coordination with stakeholders Apr - Aug
- FM Appendix submitted to DCPAS on 10 May 2016
- DCPAS to submit final report to Congress NLT 30 Sep 2016





# GAO Green Book Standards

- ***Standards for Internal Control in the Federal Government***, known as the "**Green Book**," sets the standards for an effective internal control system for federal agencies. **Internal controls:**
  - Help an entity run its operations efficiently and effectively
  - Report reliable information about its operations
  - Comply with applicable laws and regulations
- **GAO revised the Green Book 10 Sep 2014**
- **Legislative Authority**
  - Federal Managers' Financial Integrity Act (FMFIA) requires federal agency executives periodically review and annually report on the agency's internal control systems
  - FMFIA requires the Comptroller General to prescribe internal controls standards. These internal control standards, first issued in 1983, present the internal control standards for federal agencies for both program and financial management
- **Effective Date**
  - GAO's 2014 revision was effective beginning FY 2016 and the FMFIA reports covering that year





# GAO Green Book Alignment

## 4<sup>th</sup> Principle: “Demonstrating Commitment to Competence”

- Ensures workforce has knowledge, skills, and abilities for the future
  - Expectations of Competence
    - Relevant knowledge, skills, and abilities gained from professional experience, training, and certifications
    - Standards of conduct, assigned responsibility, and delegated authority
    - Competencies, skills gaps
  - Recruitment, Development and Retention of Individuals
    - Recruit, train, mentor, and retain workforce
  - Succession and Contingency Plans and Preparation





# Expectations of Competence

## Green Book Principle 4.02/4.03/4.04









# Competencies

- **There are 23 DoD FM competencies**
  - 17 of the 23 apply to the DoD FM Certification Program

Accounting Analysis 

Accounting Concepts, Policies & Principles 

Advanced Financial Management 


Audit Concepts, Policies & Principles 

Budget Concepts, Policies & Principles 

Budget Execution 

Budget Formulation, Justification & Presentation 


Commercial Pay Concepts, Policies & Principles 

Decision Support 


Financial Concepts, Policies & Principles 

Financial Management Analysis 

Financial Management Systems 

Fundamentals & Operations of Accounting 

Fundamentals & Operations of Budget 

Fundamentals & Operations of Finance 

Fundamentals & Operations of Military & Civilian Pay 

Payroll Concepts, Policies & Principles 

Audit Planning & Management

Audit Reporting

Decision Support - Audit Execution

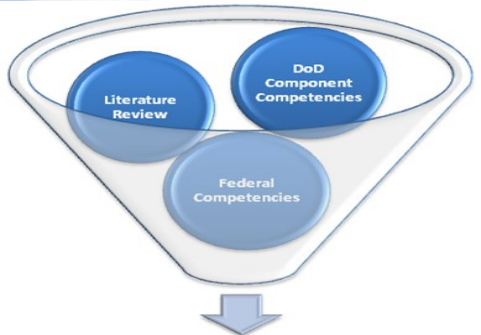
Financial Management & Reporting Analysis

Financial Reporting

Financial Stewardship

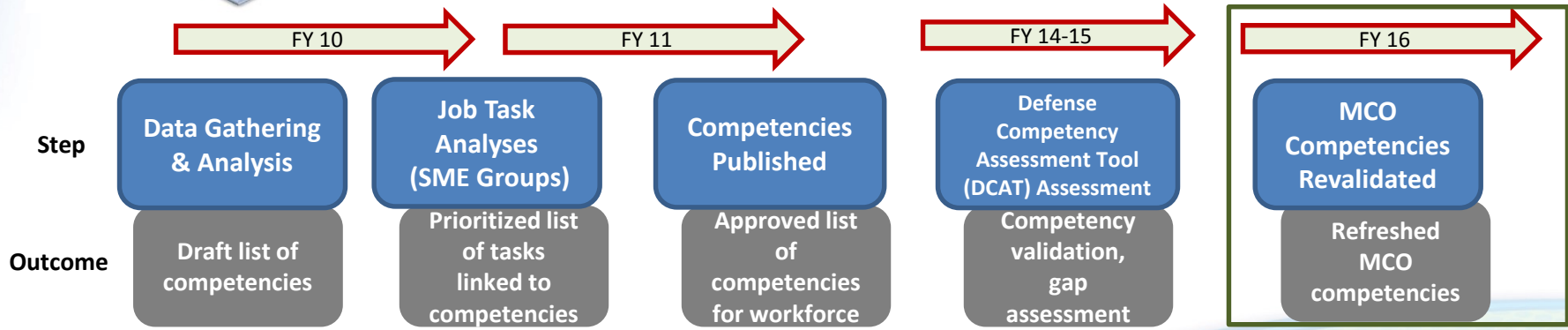


# Competency Development Process Overview



Multi-Year Process:

- ✓ Develop
- ✓ Publish
- ✓ Assess
- ✓ **Revalidate**





# FM Competency Revalidation Approach

- Formed Subject Matter Expert (SME) Groups for each Occupational Series (OS)
  - SMEs are experts from across the DoD FM community
- Each SME Group validates the tasks performed by members of that OS and which competencies align to it
- USD(C) will provide final approval of revalidated competencies
- The competency revalidation *process* was included in the FY 16-21 DoD Strategic Workforce Plan (SWP); the *results* will be included in the FY 18-23 DoD SWP
- Will assess revalidated competencies in future competency skills gap assessments
- All SME Groups have convened; recommendations will be presented to the CFCM Advisory Board this summer





# Workforce Planning Initiatives

- **DoD & CFOC collaboration and information sharing on DoD FM competencies and career roadmaps**
- **On-going Government-wide effort to close mission critical occupation (MCO) skill gaps for the Auditor occupation, GS-511**
- **Strategic Workforce Planning Strategies (2016-2021):**
  - Close competency gaps in the Decision Support & Audit competencies
  - Maintain an FM Workforce with the required competencies
- **Competency assessment improvements**





# Recruitment, Development, and Retention of Individuals

## Green Book Principle 4.05





# FM Career Roadmaps

## DoD Enterprise-wide FM Civilian Career Path 510 Accounting

	Developmental GS – 1	Journeyman		Expert (GS 14 & Above)	SES	
<b>COMPETENCIES</b>	<b>PRIMARY FUNCTIONAL COMPETENCIES</b>					
	Financial Management Systems	Decision Support	Financial Stewardship	Accounting Analysis	Accounting Concepts, Policies & Principles	Financial Reporting
<b>COMPETENCIES</b>	<b>SECONDARY FUNCTIONAL COMPETENCIES</b>					
	Fundamentals & Operations of Primary Track	Budget Execution	Financial Management Analysis	Fundamentals & Operations of Alternate Track	Budget Formulation, Justification & Presentation	Advanced Financial Management
<b>COMPETENCIES</b>	<b>LEADERSHIP COMPETENCIES</b>					
	<b>LEAD SELF</b>	<b>LEAD TEAMS/PROJECTS</b>	<b>LEAD PEOPLE</b>			
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>Flexibility</li> <li>Resilience</li> <li>Continual Learning</li> <li>Service Motivation</li> </ul>	<ul style="list-style-type: none"> <li>Integrity/Honesty</li> <li>Customer Service</li> <li>Problem Solving</li> <li>Technical Credibility</li> </ul>	<ul style="list-style-type: none"> <li>Interpersonal Skills</li> <li>Mission Orientation</li> <li>Oral Communication</li> <li>Computer Literacy</li> </ul>	<ul style="list-style-type: none"> <li>Team Building</li> <li>Accountability</li> <li>Decisiveness</li> <li>Influencing/Negotiating</li> <li>DoD Mission and Culture</li> </ul>	<ul style="list-style-type: none"> <li>Human Capital Management</li> <li>Leveraging Diversity</li> <li>Conflict Management</li> </ul>	<ul style="list-style-type: none"> <li>Developing Others</li> <li>DoD Corporate Perspective</li> <li>National Security Foundation</li> </ul>
	<ul style="list-style-type: none"> <li>Develop technical proficiency</li> <li>Gain entry-level experience in primary discipline (accounting or a related field)</li> <li>Seek experience at field level</li> </ul>	<ul style="list-style-type: none"> <li>Build technical depth and seek breadth</li> <li>Seek experience at MAJCOM, MACOM, BSO, COCOM, agency level</li> <li>Explore organizational &amp; geographic mobility</li> <li>Gain experience in alternate FM discipline</li> <li>Seek career broadening assignments</li> <li>Gain supervisory experience in primary discipline</li> </ul>	<ul style="list-style-type: none"> <li>Hone technical expertise and gain further breadth</li> <li>Gain experience in an additional alternate FM discipline</li> <li>Seek experience at strategic level (HQ, OSD, Joint Staff, etc.)</li> <li>Seek a development assignment</li> <li>Consider cross-functional career broadening</li> <li>Gain managerial experience in primary discipline</li> </ul>			
<b>LEADERSHIP</b>	<b>Build Tactical Leadership</b>	<b>Develop Operational Leadership Competence</b>		<b>Build Strategic Leadership Skills</b>		
	<ul style="list-style-type: none"> <li>Seek mentoring relationships</li> <li>Join professional organizations</li> <li>Establish a professional network</li> </ul>	<ul style="list-style-type: none"> <li>Expand mentoring relationships</li> <li>Serve/lead professional committees</li> <li>Expand professional network</li> </ul>		<ul style="list-style-type: none"> <li>Coach and mentor others</li> <li>Serve/chair professional boards</li> <li>Build and maintain relationships</li> </ul>		
<b>EDUCATION &amp; TRAINING</b>	<ul style="list-style-type: none"> <li>Basic FM technical schools</li> <li>Primary developmental education (e.g., Acculturation training)</li> <li>Basic leadership training (e.g., DCELP)</li> <li>Acquisition Level I (if applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate FM training (e.g., DFM&amp;CS, Army Comptroller Course - Syracuse)</li> <li>Intermediate developmental education (e.g., Intermediate Staff College &amp; Fellowships)</li> <li>Intermediate leadership training (e.g., ELDP, Supervisory, OPM Management Development Seminar)</li> <li>Acquisition Level II (if applicable)</li> <li>Pursue at least one FM-related test-based certification</li> </ul>		<ul style="list-style-type: none"> <li>Advanced FM training (e.g., DRMI, CFO Academy, NPS, Senior Resource Managers Course - Syracuse)</li> <li>Senior developmental education (e.g., War College, Eisenhower, School, Fellowships, Harvard, Capitol Hill Workshop)</li> <li>Senior leadership training (e.g., DSLDP, FEI, Center for Creative Leadership)</li> <li>Acquisition Level III (if applicable)</li> <li>Pursue at least one FM-related test-based certification</li> </ul>		
	<ul style="list-style-type: none"> <li>DFMCP Level 1</li> <li>FM-related Associate's Degree</li> </ul>	<ul style="list-style-type: none"> <li>DFMCP Level 2</li> <li>FM-related Bachelor's Degree</li> </ul>		<ul style="list-style-type: none"> <li>DFMCP Level 3</li> <li>FM-related Master's Degree</li> </ul>		

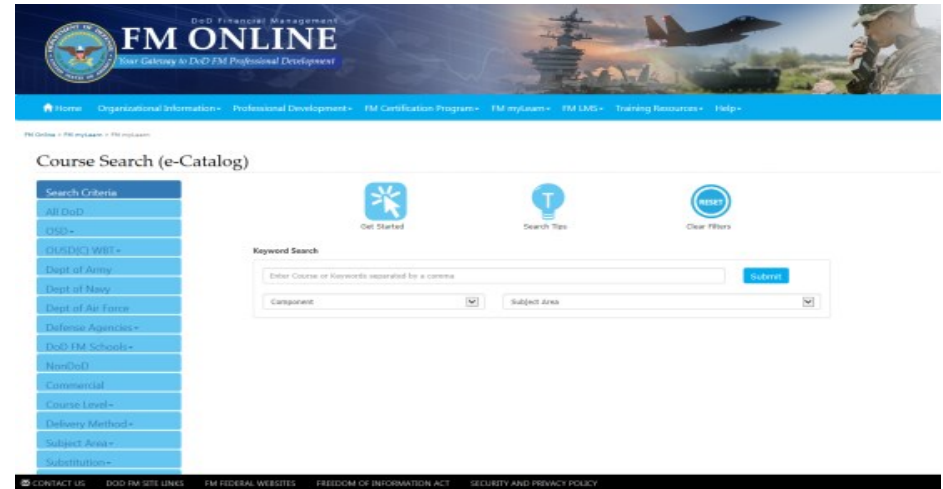




# FM myLearn

## FM myLearn e-catalog

- Catalogs over 6,600 FM and leadership-related education and training, mapped to FM Certification requirements
  - Active/Inactive DoD training
  - Active/Inactive Federal training
  - Commercial courses
  - Academic courses
- Includes registration/enrollment information, course descriptions, and eligibility requirements
- 76 OUSD(C)-developed web-based training courses





# OUSD(C) Web-Based Training

Level 1	Course Hrs	Level 2	Course Hrs	Level 3	Course Hrs
DoD FM 101	24	Accounting	20	Accounting	8
Accounting	7	Finance/Financial	20	Finance/Financial	20
Finance	6	Budget	20	Budget	16.5
Budget	6	Payroll	10	FM Systems	4
Mil/Civ Pay	6	Commercial Pay	10	Decision Support	10
Decision Support	4	Audit	10	Audit Readiness	3.5
<b>TOTAL HOURS</b>	<b>53</b>	FM Systems	8	Ethics	3
		Decision Support	8	Fiscal Law	4.5
		Audit Readiness	3	<b>TOTAL HOURS</b>	<b>69.5</b>
		Ethics	3		
		Fiscal Law	3		
		<b>TOTAL HOURS</b>	<b>115</b>		

- Any course taken AFTER your initial certification may be used for CETs
- CETs are not restricted to your Certification Level



**Over 237 hours of OUSD(C) Web-based Training Hours Available!**





# Leadership & Mentorship

- Expand mentoring relationships
- Join/Serve/Lead professional organizations
- Grow professional network
- Build and maintain relationships



## Pass it on

*“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”*

-Jack Welch





# Defense Civilian Emerging Leader Program (DCELP)

- **DCELP objectives:**
  - Develop a new generation of DoD civilian leaders
  - Recruit individuals with the academic merit, work experience, and demonstrated leadership skills to
  - Offer rapid advancement, competitive compensation, and leadership opportunities to highly qualified civilian employees of the Department
- **Eligible applicants:**
  - GS-07 through GS-12 DoD civilians performing FM duties
- **Application process (FY17 cohort):**
  - Application package available on DCPAS public website
  - Components vet applicants internally and submit packages to OUSD(C) by 1 Aug 2016
  - Final selection by OUSD(C); selectee packages due to DCPAS on 1 Sept 2016





# Other Leader Development Programs

- **Executive Leadership Development Program (ELDP)**
  - Designed for high potential individuals who have the desire to progress into senior leadership roles in the Department
  - Eligible applicants are GS 12-14 DoD civilians, active duty military O-3 and O-4 level and interagency organizations
  - Application package and instructions available on DCPAS public website; deadline was 15 Apr 2016
- **Defense Senior Leader Development Program (DSLDP)**
  - Designed to develop senior DoD civilian leaders to excel in the 21st Century joint, interagency, and multi-national environment
  - Eligible applicants must occupy, on a permanent basis, a position at GS-15/ equivalent or be a GS-14/equivalent with tremendous advancement potential (i.e., demonstrated work at the next higher level)
  - Application package and instructions available on DCPAS public website; deadline is 1 Sept 2016

**Deadlines for your Agency May Vary...Check with your Training Focal Point**



# Recently Approved: FM Exchange Pilot Program

- Authorized in the FY16 NDAA
- Pilot exchange program for non-traditional defense contractors and DoD employees (detail assignment for DoD employees)
- Duration will be between three months and one year, with SECDEF approval
- Purpose: For both parties to share best practices, gain a better understanding of financial management practices and challenges, and develop partnerships to address these challenges
- Program policy details forthcoming





# USD(C) FM Awards Program

- Recognizes Military and Civilian teams and individuals who make outstanding contributions to the improvement of DoD financial management
- **Award Categories**
  - Contributions in budget formulation or execution
  - Contributions in financial management (excluding budget)
  - Contributions to financial improvement and audit readiness
  - Contributions in financial management in a combat zone\*
- **Award Types/Levels**
  - Types: Team and Individual
  - Levels: Headquarters and Major Command; and Below Major Command
- **Regulated by DoD FMR Volume 1 Chapter 6**
- **Q1 FY17: Nominations for CY16 awards scheduled to open**
  - Nominations submitted through FM Awards site (available Fall 2016) located on FM Online

\*This category will only award one individual and one team, regardless of organizational level





# DoD Recognized Test-based FM Certifications

Accredited Business Accountant (ABA)	Certified Government Financial Manager (CGFM)
Accredited in Business Valuation (ABV)	Certified in Financial Forensics (CFF)
Certified Accounts Payable Professional (CAPP)	Certified Information Systems Auditor (CISA)
Certified Business Manager (CBM)	Certified Internal Auditor (CIA)
Certified Cost Estimator/Analyst (CCE/A)	Certified Management Accountant (CMA)
Certified Cost Professional (CCP)	Certified Payroll Professional (CPP)
Certified Defense Financial Manager (CDFM)	Certified Public Accountant (CPA)
Certified Forensic Accountant (Cr.FA)	Certified Quality Auditor (CQA)
Certified Fraud Examiner (CFE)	Certified Treasury Professional (CTP)
Certified Government Audit Professional (CGAP)	Forensic Certified Public Accountant





# FM Certification Update

## FM Certification Program

- Implementation for Active Component/Defense Agencies in FY2014
- Implementation for Guard/Reserve completed FY2015

## Progress to date:

- 29,187 (54%) certified as of 23 May 2016
- Developed 76 web-based courses; 3 more planned this FY
- Over 342,000 web-based course completions thus far!

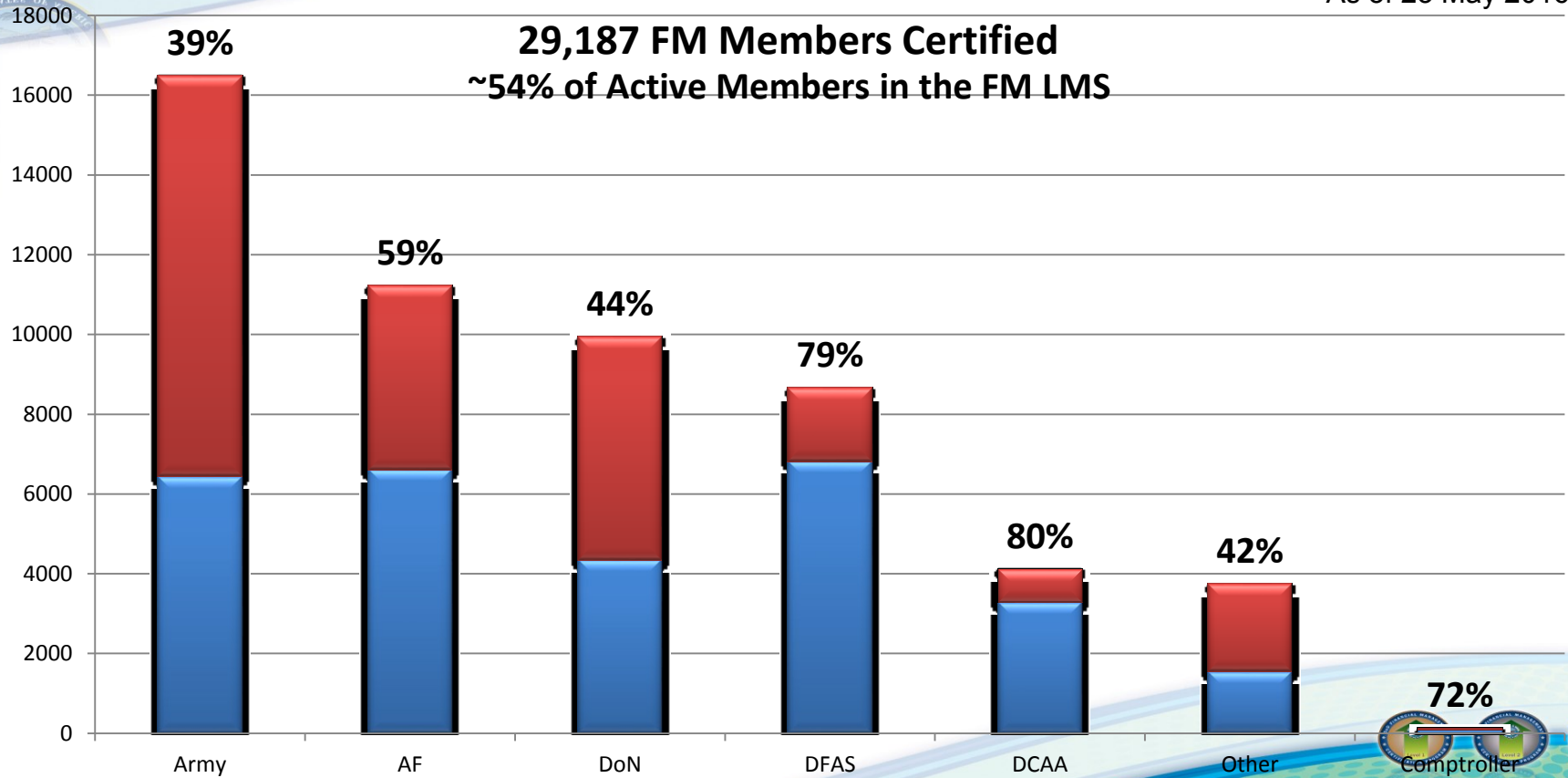




# Percent Certified by Component\*

As of 23 May 2016

**29,187 FM Members Certified**  
**~54% of Active Members in the FM LMS**



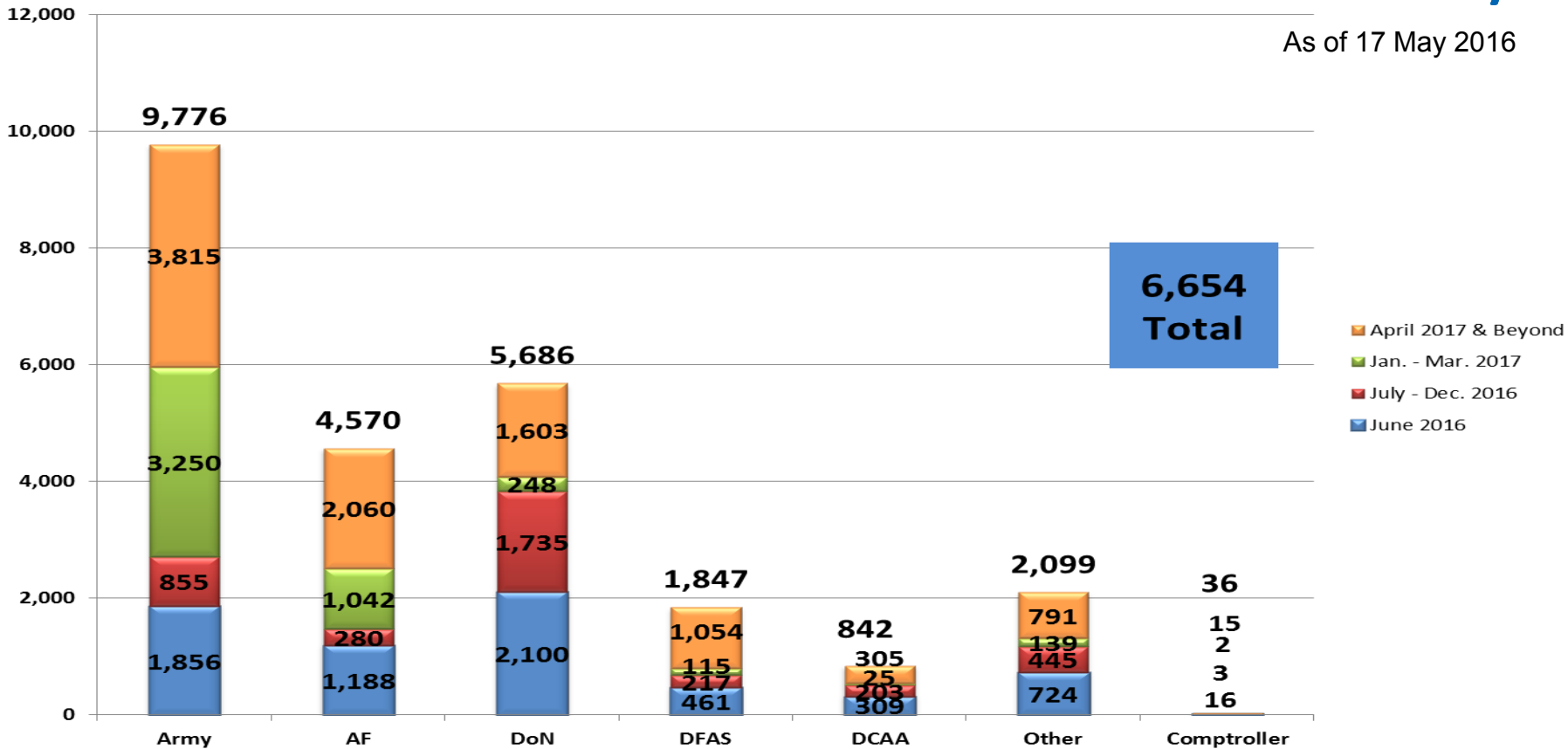
\*Active members in the FM LMS





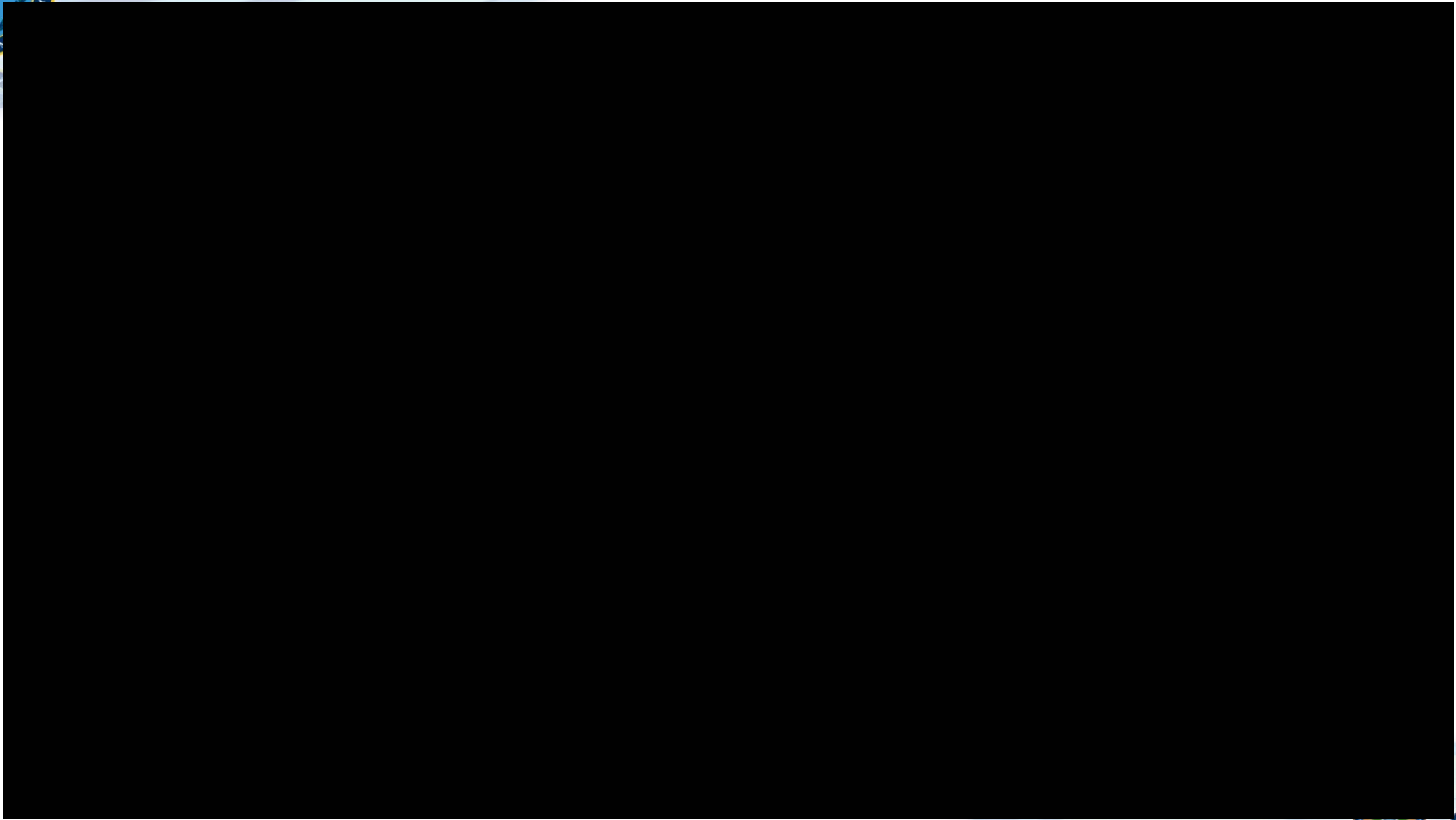
# Members to be Certified by\*

As of 17 May 2016



\*Active members in the FM LMS with Due Dates assigned

421 members have bad due dates





# Meet Your Certification Deadline!

- Many FM members have a **30 June 2016 deadline**
- Per DoDI 1300.26 Encl 3, para 4.a.1, participants in the FM Certification Program have two years to obtain certification
- If unable to obtain/maintain FM Certification in the required two-year time period, may request a one-year time waiver from CCA
  - Certification is a condition of employment
  - If CCA denies waiver, or approved waiver expires, per DoDI the individual is subject to adverse personnel actions





# Policy Update: Time Extensions

## **If an FM member cannot meet his/her certification deadline:**

- Member must submit a Time Extension Request (30-90 days prior to his/her initial certification deadline), with appropriate rationale selected:
  - Experience Years Not Met
  - DAWIA Requirements Not Met (for dual-coded FM members)
  - Deployment/Extended Reserve Component Training >180 days
  - Medical Situation for Self and/or Family Members
  - Other (requires detailed explanation)
- Member records learning for the time extension in the FM LMS and uploads Time Extension Request form
- CCA reviews and approves/disapproves request
- Approved request forwarded via FM LMS to OUSD(C) for QA review
- Member is notified via FM LMS of approval; Components will provide instructions on processes for updating personnel systems of record
- Time Extension Requests and instructions available on FM Online





# Academic Course Search

The screenshot shows the 'Academic Course Search' page on the DoD FM ONLINE portal. The page header includes the DoD logo and navigation links: Home, Organizational Information, Professional Development, FM Certification Program, FM myLearn, FM LMS, Training Resources, and Help. The main heading is 'Academic Course Search', followed by a brief description: 'The Academic Course Search enables you to find academic (undergraduate and graduate) courses that have been previously aligned and approved for DoD FM Certification Program requirements. Click [here](#) for detailed instructions.' Below this are five icons: 'Get Started', 'Search Tips', 'Clear Filters', 'Back to FM myLearn Course Search', and 'My ILHW'. The search form contains two columns of input fields: 'Academic Matrix / Academic Institution' and 'FM/Leadership Competency' on the top row, and 'Course Code' and 'Course Title' on the bottom row. A 'Search' button is located at the bottom right of the form. To the right of the form is a 'Related Documents' section with a list of links: 'How to Use the Academic Matrices', 'FM Academic Matrix', 'Leadership Academic Matrix', 'Course Submission', and 'Foreign Transcripts Policy'.

Find academic courses that have been previously aligned and approved to meet FM Certification Program requirements.

- Accessible from FM myLearn
- Automated Academic Matrix
- Filter by Institution, Course Title, Course Code, Competency

For detailed instructions, visit <http://go.usa.gov/3hHD4>.





# Interactive Learning History Worksheet

**FM ONLINE**  
Your Gateway to DoD FM Professional Development

Home Organizational Information Professional Development FM Certification Program FM myLearn FM LMS Training Resources Help

iLHW – Certification Level 1 – LastName, FirstName

The Interactive Learning History Worksheet (iLHW) tracks the training and education you have already received in the financial management field, and identifies the areas in which you still need training in order to earn your FM Certification. It is automatically populated with your specific Certification Level requirements. [Get Started](#)

Requirements	Course Hours Required	PL	Course Title	Course Hours Aligned	Training Complete	Step 1 (in LMS)	Steps 2 & 3 (in LMS)
<b>FM Competencies</b>							
Decision Support	4	1	FMF6834 - 1092 Processing for Civilian Pay	1.5	⚠	👉	LMS Login
Fundamentals and Operations of Accounting	6	2	Fundamentals and Operations of Accounting FMF3644	5	⚠	👉	LMS Login
Financial Management System	6	1	SYS 110 Financial Management (FM) Commander's Resource Integration Systems (CRIS) WBT	3	✅	★	LMS Login
			SYS 103 FM Suite ODA & TAR	3	✅		
<b>Leadership Competencies</b>							
Lead Self Level	6	1	AFIT FPM 101 Fundamentals of Project Management	10	✅	👉	LMS Login
<b>Other Required Courses</b>							
DoD FM 101 – Introduction to DoD	1	N/A	DoD FM 101 – Introduction to DoD	1	✅	👉	LMS Login

Track your training history and identify training gaps in this automated worksheet.

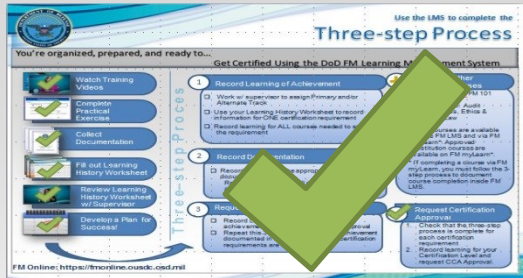
- Auto-populated with program requirements
- Tracks training and education achievements
- Inter-operable with FM myLearn and Academic Course Search
- Record Learning (Step 1) with one click

For detailed instructions, visit <http://go.usa.gov/ck6px>.





# Maintaining Certification: CET Requirements



Maintain your DFMCP by accruing a certain number of Continuing Education and Training (CET) credits every two years.

The number of CETs required is based on your level:

FM Certification Level 1 – 40 CETs

FM Certification Level 2 – 60 CETs

FM Certification Level 3 – 80 CETs

CETs must be recorded in the FM LMS – see the User Guide on FM Online for step-by-step instructions



DoD FM Certification Program... Making a Good Workforce Better!



# CETs: What Counts

## What counts for CET credit?

- FM and Leadership courses, symposiums or training events
  - CET hours: Total hours of course/symposium/training event
  - Example: Speaker briefing at local AGA meeting was 1 hour = 1 CET
- Courses or training used to satisfy continuing professional education requirements for any of the 20 approved FM-related Test-Based Certifications (e.g., CDFM, CPA)
  - CET Hours: Unit-for-unit (e.g., 1 CPE = 1 CET)
- Courses or training used to satisfy continuing professional education for Acquisition (DAWIA) certifications (e.g., 1 CLP = 1 CET)
- Courses listed in FM myLearn e-catalog (including OUSD(C)-developed web-based training)
  - CET hours: Number of aligned hours listed as shown in FM myLearn
- Academic FM and Leadership courses
  - CET hours: 1 semester hour course = 15 CETs; 1 quarter hour = 10 CETs







# CET Tracking, Audits & Time Extensions

## Tracking CETs

- Record Learning for all CETs in the FM LMS with the appropriate number of hours
- CET documentation not uploaded in the FM LMS, but maintain in your personal files

## CET Audits

- Records are randomly selected for audit on a monthly basis
- Components will contact individuals to collect CET documentation

## CET Time Extension Policy

- If you will be unable to achieve required CETs within your two-year time frame you must request a time extension from your CCA and be approved in the FM LMS prior to your CET deadline
- Extension of CETs for the given time frame does not delay the start date of your next two-year CET cycle
- Policy and procedures for a time extension coming soon





# Certification Help at National PDI

## FM Certification Lab

- The OSD Comptroller team is at your disposal at National PDI in Orlando
- Get one-on-one assistance from the experts – anything from answering questions to providing FM LMS assistance
- Appointments available 31 May – 3 June
- Sign up online today at <http://go.usa.gov/c7aHa>
- Walk-in appointments available; first-come, first-served





# FM Certification Resources

*available @FM Online or join us on LinkedIn*

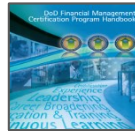
## Quarterly Newsletter

*Certification Update  
Lessons Learned  
Best Practices*



## DoD FM Certification Handbook

*Program background & overview  
Detailed requirement descriptions  
Checklist to get started*



## Requirements Datasheets

*Outline requirements for each level*



<http://ow.ly/sZfDv>



## Practical Exercise

*Follow "Kelly," a GS-14 through each step of certification*



## Overview and Training Videos

*Video series introducing key elements of program*



## Learning History Worksheets (LHW)

*Organize your prior training using these worksheets*



## Competencies & Proficiency Levels

*Defines each of the 17 FM competencies and provides examples at each Proficiency Level.*



## FM myLearn

*E-catalog of FM courses aligned to FM and leadership competencies.*



## DAWIA/FM Certification LHWs

*Pre-populated w/ acquisition courses helping you focus*



## Frequently Asked Questions

*Compilation of over 100 questions, organized by category*



## LMS Job Aids

*Provide step-by-step instructions for all FM LMS tasks.*



## LMS User Quick Start Guide

*Outlines the Three-step Process for achieving certification using the FM LMS*





# Wrap up

- FM Workforce Demographics
- Strategic Workforce Planning
- GAO Green Book as Basis for Workforce Development
  - Expectations of Competence
  - Recruitment, Development, and Training
- FM Certification
- Q&A

Makes a Good FM Workforce Better... Adding More Credibility to What We Do