

# CFOC Financial Management Career Roadmap

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Developed for:  
Chief Financial Officers Council (CFOC)

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## Executive Summary

The Chief Financial Officers Council (CFOC) chartered the development of a Career Roadmap to strengthen the technical and leadership competencies of the government-wide Financial Management (FM) workforce. The main purpose of this effort was to identify and document the competencies needed for successful career progression of financial management professionals across various agencies in the federal government.

The CFOC FM Career Roadmap leverages existing Financial Management (FM) career development programs and documentation from the Department of Defense (DoD), Department of Homeland Security (DHS), and the Department of Veterans Affairs (VA), as well as the Office of Personnel Management (OPM). Additionally, it incorporates inputs from subject matter experts (SMEs) from DoD, DHS, Department of Health and Human Services (HHS), Department of Housing and Urban Development (HUD), National Aeronautics and Space Administration (NASA), National Science Foundation (NSF), Department of Treasury, VA, the CFOC Human Capital Working Group, and OPM.

These inputs yielded a baseline FM Competency Model, which includes 23 technical (referred to as functional) competencies, and 21 foundational/leadership competencies. These competencies are distributed across four series of the Accounting and Budget Group, GS-0500, Federal Job Family. Specifically, the occupational series covered in this roadmap include Financial Administration and Program Support (GS-0501), Accounting (GS-0510), Auditing (GS-0511), and Budgeting Analysis (GS-0560).

The Career Roadmap provides guidance on the functional and leadership competencies required of various FM career series. It also provides information on the expected proficiency levels of the competencies at different career levels. In addition, it identifies potential training and development opportunities for each of the competencies in the FM Competency Model. The roadmap was developed as a generalized model, which the various agencies could then customize to their own requirements and specifications.

*Note: This roadmap is intended to be used as a supplementary informational resource. OPM Position Classification standards are the primary documentation of reference for intended organizational policy decisions.*

## Purpose and Background

The purpose of this report is to describe the CFOC Financial Management (FM) Career Roadmap development methodology and to describe the resulting model.

This document will serve as an informational resource for Agencies to encourage and support the continual professional development and career progression of Financial Management personnel. More specifically, the competencies outlined in this document can be used to identify and prioritize the FM workforce's educational, experiential, training and development needs, and continuous learning.

## Approach

The CFOC FM Career Roadmap team's approach to creating the roadmap included multiple phases: 1) create a draft Government-wide Financial Management Career Roadmap based on existing FM competency models and career development documentation; and, 2) incorporate SME input to enhance the Career Roadmap.

### Phase 1: Create a Draft Government-wide Financial Management Career Roadmap

The purpose of this phase was to leverage the existing Financial Management competency-related information, specifically from DHS, VA, and DOD, in order to create a draft FM Career Roadmap. During the first phase, a team of industrial/organizational psychologists created a draft list of competencies based on existing competency models and FM job data. [Appendix A](#) contains the list and definitions for the FM functional competencies, and [Appendix B](#) contains the list and definitions for the leadership competencies.

The research used to synthesize this initial list of competencies included DoD Enterprise-wide FM Civilian Career Paths, DHS Financial Professional Career Path Guides, and the VA Financial Management (FM) Competency Model Report. Additional documentation referenced includes: OPM Position Classification Standards Handbook, CHCO Council Financial Management Competency Study, OMB MAX Federal Budget Community Career Roadmap, and OPM MOSAIC Competencies. The team also examined FM position descriptions through both FM vacancy announcements (USA jobs) and FM position descriptions (O\*NET). [Appendix C](#) contains the list of reference materials used to develop the CFOC FM Career Roadmap.

### Phase 2: Incorporate SME and Community Input

During the second phase, the team incorporated SME input from individuals representing DoD, DHS, HHS, HUD, NASA, NSF, Treasury, VA, and the CFOC Human Capital Working Group into the Career Roadmap. Through several working sessions, the team provided the SMEs with the draft Government-wide FM Career Roadmap to review and vet the competencies, the associated definitions, and proficiency ratings of these competencies at the different career levels. The draft Government-wide FM Career Roadmap was also shared with Financial Management professionals at CFOC and was presented to the CFOC Human Capital Working Group.

After completing the SME feedback sessions, the team incorporated the recommended changes, submitted the associated competencies and proficiency ratings to SMEs for a final review, and incorporated any additional SME feedback into the competencies. As needed, the team conducted follow-up meetings with SMEs to resolve discrepancies or questions.

As a follow up to the February 18, 2016 CFOC Strategic Planning Meeting, the CFO Council Human Capital working group was tasked with conducting a "roadshow" to discuss the Financial Management (FM) Human Capital and Career Roadmap Initiative with each member agency. The working group conducted individual meetings with 22 of the 24 Council agencies. Insights from the conversations are summarized below.



Most of the agencies recognized that the Career Roadmap, in its current form, is a valuable addition to individual efforts to strengthen the Financial Management (FM) workforce. The competency model developed as part of this initiative defines functional, general, and leadership competencies needed for various FM occupational series, and career levels. Each Agency recognized that the competency model is applicable to their FM professionals within the select 05XX Occupational Family series under study. The competency model is also accepted as the formative basis for the Career Roadmap.

Agencies also accepted the Roadmap as a component of the solution to the train and retain challenge posed by the CFOC. Correspondingly, most Agencies expressed an interest in getting more information on how training and development opportunities align to each competency to help staff attain greater levels of proficiency. Agencies also observed that consolidating existing training within the Roadmap was a laudable achievement for the CFO Council community. [Appendix D](#) contains the training guide organized by occupation and competency type (functional and leadership).

## How to Use This Roadmap

The Financial Management Career Roadmap provides information for federal Financial Management (FM) professionals regarding the competencies required to perform the Financial Management functions throughout their FM career.

This roadmap serves as an informational resource for federal agencies to encourage and support the continual professional development and career progression of FM personnel. More specifically, the competencies outlined in this roadmap can be used to identify and prioritize the FM workforce's development needs.

This roadmap is intended for **reference and developmental purposes only**, and recommendations provided herein reflect suggestions for employee development. These recommendations may be considered in concert with OPM Position Classification standards, and Agency-specific workforce development initiatives. Organizational policy decisions (e.g., hiring, promotions, pay determination, etc.) should be based on **current OPM Position Classification standards**.

Financial Management professionals can use this roadmap throughout their Federal career. As an individual progresses in his or her career, both the depth and breadth of functional knowledge and leadership skills are expected to increase.

Specific functional (i.e., technical) and foundational/leadership competencies are aligned to four of the Accounting and Budget (0500) occupations (0501 – Financial Administration and Program Support, 0510 – Accounting, 0511 – Auditing, 0560 – Budget Analysis), and career level: Entry (GS 7 – 9), Mid (GS 11 – 13) and Senior (GS 14 – 15)<sup>1</sup>.

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<sup>1</sup> These GS ranges are to be used as a guide. Agencies or Departments may have different structures to define Entry, Mid, and Senior career levels.

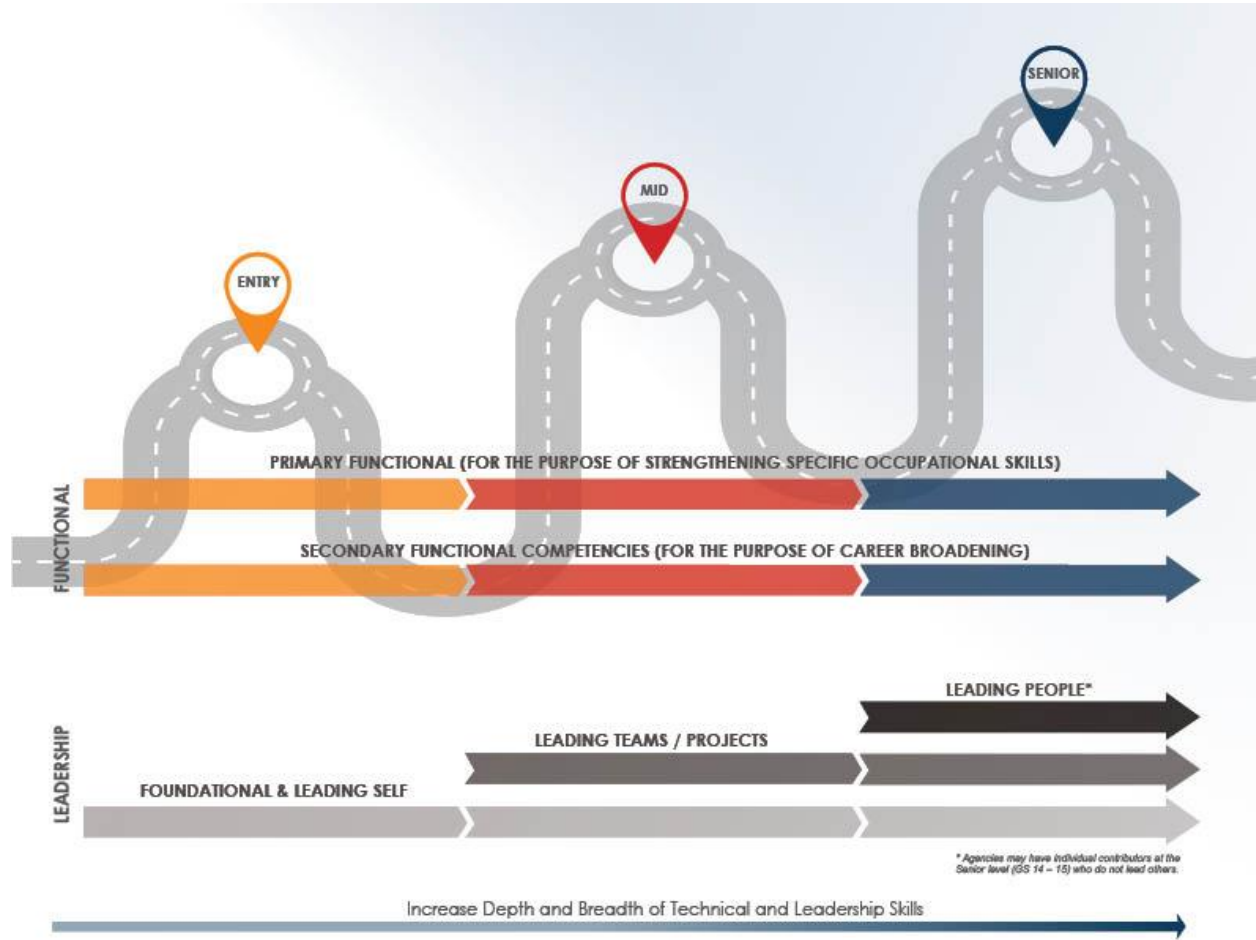
Figure 2 displays the mapping of competencies to four of the FM occupations. [Appendix A](#) contains the list and definitions for the FM functional competencies, and [Appendix B](#) contains the list and definitions for the leadership competencies.

Agencies and individuals, who use this roadmap, have several options when prioritizing developmental opportunities. Figure 1 depicts a career progression where:

- At the Entry level (GS 7 – 9), the primary functional competencies are the focus for developmental opportunities. These competencies are specific of the occupation. Developmental opportunities allow individuals to increase knowledge and skill sets within their Occupational Series.
- At the Mid level (GS 11 – 13), the secondary functional competencies are the focus for developmental opportunities. These competencies complement other functional competencies specific to an occupation and offer opportunities for career broadening. Developmental opportunities allow individuals to reach beyond their primary competencies and increase their depth and breadth of knowledge and skill sets within Financial Management.
- At the Senior level (GS 14 – 15), the leading people competencies are the focus for developmental opportunities. These competencies support the role of leaders in addition to their functional responsibilities. *Note: Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others. In these cases, Agencies should make adjustments to the proficiency ratings as needed.*

**Figure 1: CFOC FM Career Roadmap Diagram**

**CFOC Financial Management Career Roadmap**



## CFOC FM Career Roadmap Functional Competency Mapping to Occupational Series

There are 23 functional competencies in the CFOC FM Career Roadmap. These functional competencies are grouped into primary and secondary categories for each occupational series. Figure 2 below identifies the mapping of the functional competencies to the occupational series.

- P – denotes competencies that are primary for the occupation
- S – denotes secondary competencies for the occupation
- A – denotes alternative competencies for the purposes of career broadening (individuals have the opportunity to select competencies from one of these alternative tracks that focuses on the fundamentals and concepts, policies and principles of areas outside of their main occupation)
- NA – denotes competencies that are not mapped to the occupation

## CFOC Financial Management Career Roadmap

**Figure 2: Competency Mapping to Occupational Series**

Competencies by Occupational Series	Occupational Series																						
	1. Financial Management Systems	2. Decision Support	3. Financial Stewardship	4. Financial Management Analysis	5. Financial Concepts, Policies & Principles	6. Financial Reporting	7. Fundamentals and Operations of Finance	8. Budget Execution	9. Accounting Analysis	10. Budget Formulation, Justification & Presentation	11. Advanced Financial Management	12. Fundamentals and Operations of Budget	13. Fundamentals and Operations of Military Civilian Pay	14. Fundamentals and Operations of Accounting	15. Budget Concepts, Policies & Principles Commercial Pay	16. Commercial Pay Concepts, Policies & Principles	17. Accounting Concepts, Policies & Principles	18. Audit Concepts, Policies & Principles	19. Payroll Concepts, Policies & Principles	20. Audit Planning and Management	21. Audit Reporting	22. Decision Support - Audit Execution	23. Financial Management and Reporting Analysis <sup>2</sup>
<b>0501 Financial Administration and Program Support</b>	P	P	P	P	P	P	S	S	S	S	S	A	A	A	A	A	A	A	A	NA	NA	NA	NA
<b>0510 Accounting</b>	P	P	P	S	A	P	A	S	P	S	S	A	A	S	A	A	P	A	A	NA	NA	NA	NA
<b>0511 Auditing</b>	S	NA	P	S	A	NA	A	S	S	S	S	A	A	A	A	A	A	P	A	P	P	P	NA
<b>0560 Budget Analysis</b>	P	P	P	P	A	NA	A	P	S	P	S	S	A	A	P	A	A	A	A	NA	NA	NA	NA

<sup>2</sup> This competency is not mapped to the four occupations addressed in the CFOC FM Career Roadmap, but is still considered a FM competency

# Definitions and Roadmap Components

The following definitions are used throughout this document, and are key components of the CFOC FM Career Roadmap. Figure 3 displays the various components of the CFOC FM Career Roadmap.

## Occupational Series

### Definition

An Occupational Series is a subdivision of an occupational group or job family consisting of positions similar as to specialized line of work and qualification requirements. Series are designated by a title and number such as the Accounting Series, 0510.

Source: Introduction to the Position Classification Standards, TS-134, July 1995.

### Use in the Roadmap

This CFOC FM Career Roadmap focuses on four of the Accounting and Budget (0500) occupations:

- 0501 – Financial Administration and Program Support
- 0510 – Accounting
- 0511 – Auditing
- 0560 – Budget Analysis

**Figure 3: CFOC FM Career Roadmap Components**



## Financial Management Competencies

### Definition

A competency is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies specify the "how" of performing job tasks, or what the person needs to do the job successfully.

### Use in the Roadmap

For purposes of this CFOC FM Career Roadmap, competencies are used for:

- Employee training and development

This CFOC FM Career Roadmap contains a total of 44 competencies divided into two categories:

- Functional (23 Competencies) – these are the competencies that are specific to the technical aspects of the FM occupation.
- Foundational and Leadership (21 Competencies) – these are the competencies that are specific to core aspects of the FM professional career.

Competencies are alphabetized and do not denote any particular order or criticality. Additionally, functional competencies are divided into “Primary” and “Secondary” categories.

- Primary functional competencies are aligned to specific occupations (i.e., 0510 Accounting). These competencies allow individuals to increase knowledge and skill sets within their Occupational Series.
- Secondary functional competencies complement the functional competencies of the occupation, and allow individuals to supplement their skills. Reaching beyond the primary competencies allows for an increase in breadth of knowledge and skill sets within Financial Management. Additionally, individuals have the opportunity to select competencies from one alternative track that focuses on the fundamentals and concepts, policies and principles of areas outside of their main occupation.

The Leadership competencies are organized into three areas: Foundational/Leading Self, Leading Teams/ Projects, and Leading People.

- Foundational/ Leading Self competencies: Start at the Entry Career Level.
- Leading Teams/ Projects competencies: Extend to the Mid Career Level (including the Entry level Foundational/ Leading Self competencies).
- Leading Self competencies: The Senior Career Level includes the previous two categories and further builds upon them with Leading People competencies. This is depicted in Figure 1.

*Note: Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others. In these cases, Agencies should make adjustments to the proficiency ratings as needed.*

## Financial Management Career Levels

### Definition

Each occupation has career levels associated with it to denote the types of activities performed, the level of supervision required, and suggested GS Ranges.

### Use in the Roadmap

Table 1 outlines the Career Levels, definitions, and GS Ranges referenced in the CFOC FM Career Roadmap. The intent of this table is to provide a guide regarding Career Levels to GS Ranges. Agencies or Departments may structure these differently.

**Table 1: Career Levels and GS Ranges**

<b>Career Levels</b>	<b>Definitions</b>	<b>GS Ranges</b>
<b>Entry (E)</b>	<ul style="list-style-type: none"> <li>• Starting level of a career</li> <li>• Consists of individuals entering a field of work for the first time as well as those still early in their career</li> </ul>	GS 7 – GS 9
<b>Mid (M)</b>	<ul style="list-style-type: none"> <li>• Full performance level</li> <li>• Individuals at this level are skilled enough to be independent contributors</li> </ul>	GS 11 – GS 13



<b>Career Levels</b>	<b>Definitions</b>	<b>GS Ranges</b>
	<ul style="list-style-type: none"> <li>Individuals have enhanced leadership skills in the area of leading teams/projects</li> </ul>	
<b>Senior (S)</b>	<ul style="list-style-type: none"> <li>Advanced performance level</li> <li>Individuals have enhanced or expert functional knowledge or skills in a field</li> <li>Individuals have enhanced or expert leadership skills in the area of leading people and/or team/projects<sup>3</sup></li> </ul>	GS 14 – GS 15

Data Source: DoD FM Civilian Career Path Model, CFOC Team Analyses

## Proficiency Ratings

### Definition

Proficiency ratings define the level of ability an individual should demonstrate in a particular competency. These ratings vary by occupation and career level.

### Use in the Roadmap

Proficiencies are defined in terms of complexity and behavior expected to be demonstrated at each level. The ratings scale for the CFOC FM Career Roadmap captures a wide range of ability levels and organizes them into five levels, from “Level 1 – Awareness” to “Level 5 – Expert.”

These proficiency ratings are used to help align learning opportunities to the CFOC FM Career Roadmap. Table 2 identifies the proficiency rating scale and the description in terms of the situation in which the behavior must be applied for each level. The proficiency rating scale is consistent with OPM’s guidance and job analysis standards. Behaviors vary by competency. [Appendix A](#) contains the list and definitions (including the proficiency rating scale description and behaviors) for the FM functional competencies, and [Appendix B](#) contains the list and definitions (including the proficiency rating scale description and behaviors) for the leadership competencies.

**Table 2: Proficiency Ratings**

<b>Proficiency Rating Scale</b>	<b>Description</b>
<b>Level 1 – Awareness</b>	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>
<b>Level 2 – Basic</b>	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>

<sup>3</sup> Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others.

<b>Proficiency Rating Scale</b>	<b>Description</b>
<b>Level 3 – Intermediate</b>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
<b>Level 4 – Advanced</b>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>
<b>Level 5 – Expert</b>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>

Data Source: OPM and VA Financial Management Competency Model Report

# CFOC Financial Management Career Roadmap

## *0501 Financial Administration and Program Support*



# 0501 Financial Administration and Program Support

## 0501 Occupational Series Information

Table 3: 0501 Financial Administration and Program Support GS Ranges and Career Levels

OPM Occupational Series	GS 7	GS 9	GS 11	GS 12	GS 13	GS 14	GS 15
<b>0501 Financial Administration and Program Support Series</b>	Entry (E)	Entry (E)	Mid (M)	Mid (M)	Mid (M)	Senior (S)	Senior (S)

## 0501 Financial Administration and Program Support Functional Competencies

The functional competencies are alphabetized and do not denote any particular order or criticality. Additionally, functional competencies are divided into “Primary” and “Secondary” categories.

### 0501 Primary Functional Competencies

Table 4: Financial Administration and Program Support Primary Functional Competency Proficiency Ratings

Primary Functional Competencies	Proficiency Ratings <sup>4</sup> by Career Level		
	Entry	Mid	Senior
<b>1. Decision Support</b>	2	4	5
<b>2. Financial Concepts, Policies and Principles</b>	2	4	5
<b>3. Financial Management Analysis</b>	3	4	5
<b>4. Financial Management Systems</b>	2	3	4
<b>5. Financial Reporting</b>	2	4	5
<b>6. Financial Stewardship</b>	3	4	5

<sup>4</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0501 Secondary Functional Competencies

Table 5: Financial Administration and Program Support Secondary Functional Competency Proficiency Ratings

Secondary Functional Competencies	Proficiency Ratings <sup>5</sup> by Career Level		
	Entry	Mid	Senior
<b>7. Accounting Analysis</b>	2	4	5
<b>8. Advanced Financial Management</b>	2	4	5
<b>9. Budget Execution</b>	2	4	5
<b>10. Budget Formulation, Justification, and Presentation</b>	1	3	5
<b>11. Fundamentals and Operations of Finance</b>	4	5	5
<b>12. Select One (these allow individuals to focus on the fundamentals of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• Fundamentals and Operations of Accounting</li> <li>• Fundamentals and Operations of Budget</li> <li>• Fundamentals and Operations of Military and Civilian Pay</li> </ul>	1	1	2
<b>13. Select One (these allow individuals to focus on the concepts, policies and principles of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• Accounting Concepts, Policies and Principles</li> <li>• Audit Concepts, Policies and Principles</li> <li>• Budget Concepts, Policies and Principles</li> <li>• Commercial Pay Concepts, Policies and Principles</li> <li>• Payroll Concepts, Policies and Principles</li> </ul>	2	4	5

## 0501 Financial Administration and Program Support Leadership Competencies

The leadership competencies are organized into three areas: Foundational/ Leading Self, Leading Teams/ Projects, and Leading People. The Foundational/ Leading Self competencies start at the Entry Career Level. These competencies are built upon at the Mid Career Level and extend to Leading Teams/ Projects. The Senior Career Level includes the previous two leadership competency categories and further builds upon them with Leading People competencies.

<sup>5</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0501 Foundational/ Leading Self Competencies

Table 6: Financial Administration and Program Support Foundational/ Leading Self Competency Proficiency Ratings

Foundational/ Leading Self Competencies	Proficiency Ratings <sup>6</sup> by Career Level		
	Entry	Mid	Senior
1. Accountability	3	4	5
2. Attention to Detail	3	4	5
3. Customer Service	2	4	5
4. Flexibility	1	3	5
5. Integrity/ Honesty	3	4	5
6. Interpersonal Skills	3	4	4
7. Oral Communications	1	3	5
8. Problem Solving	2	3	5
9. Public Service Motivation	3	4	5
10. Resilience	1	3	4
11. Written Communications	1	3	4

## 0501 Leading Teams/ Projects Competencies

Table 7: Financial Administration and Program Support Leading Teams/ Projects Competency Proficiency Ratings

Leading Teams/ Projects Competencies	Proficiency Ratings <sup>7</sup> by Career Level		
	Entry	Mid	Senior
12. Decision Making	1	3	5
13. Influencing/Negotiating	1	3	4
14. Mission and Culture	1	3	4
15. Organizational Awareness	N/A	1	3
16. Team Building	1	3	5

<sup>6</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

<sup>7</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0501 Leading People Competencies

**Table 8: Financial Administration and Program Support Leading People Competency Proficiency Ratings**

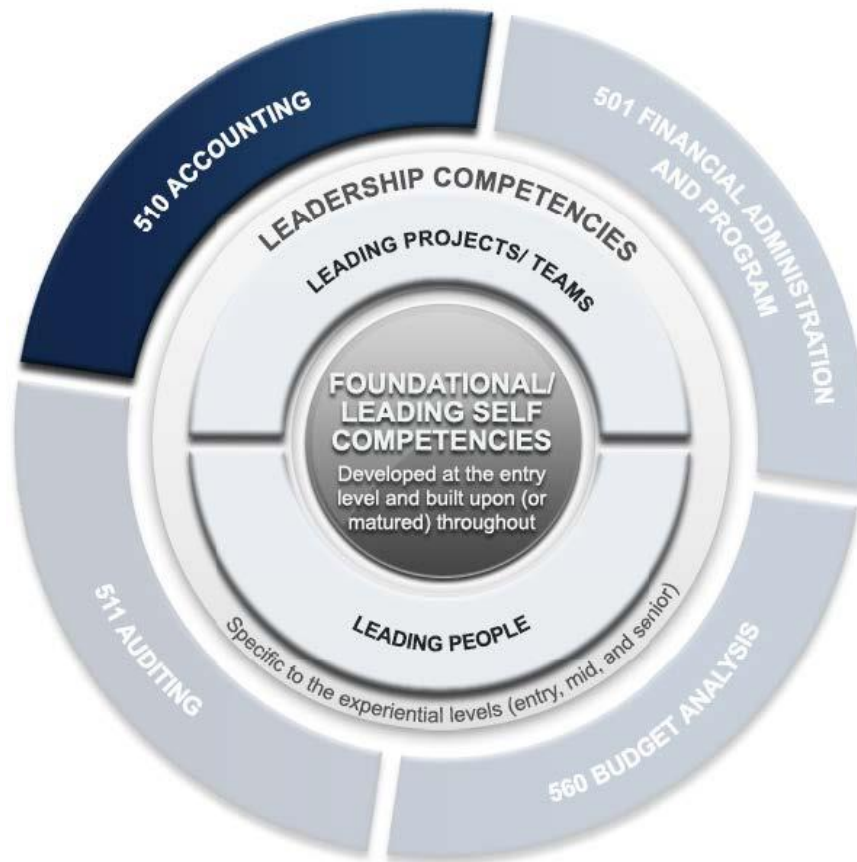
Leading People Competencies <sup>8</sup>	Proficiency Ratings <sup>9</sup> by Career Level		
	Entry	Mid	Senior
<b>17. Conflict Management</b>	1	3	5
<b>18. Developing Others</b>	1	3	5
<b>19. Enterprise Perspective</b>	N/A	3	5
<b>20. Human Capital Management</b>	1	2	4
<b>21. Leveraging Diversity</b>	1	2	4

<sup>8</sup> Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others. In these cases, Agencies should make adjustments to the proficiency ratings as needed.

<sup>9</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

# CFOC Financial Management Career Roadmap

## *0510 Accounting*





# 0510 Accounting

## 0510 Occupational Series Information

Table 9: 0510 Accounting GS Ranges and Career Levels

Occupational Series	GS 7	GS 9	GS 11	GS 12	GS 13	GS 14	GS 15
<b>0510 Accounting</b>	Entry (E)	Entry (E)	Mid (M)	Mid (M)	Mid (M)	Senior (S)	Senior (S)

## 0510 Accounting Functional Competencies

The functional competencies are alphabetized and do not denote any particular order or criticality. Additionally, functional competencies are divided into “Primary” and “Secondary” categories.

### 0510 Primary Functional Competencies

Table 10: Accounting Primary Functional Competency Proficiency Ratings

Primary Functional Competencies	Proficiency Ratings <sup>10</sup> by Career Level		
	Entry	Mid	Senior
<b>1. Accounting Analysis</b>	2	4	5
<b>2. Accounting, Concepts, Policies and Principles</b>	2	4	5
<b>3. Decision Support</b>	2	4	5
<b>4. Financial Management Systems</b>	2	3	4
<b>5. Financial Reporting</b>	2	4	5
<b>6. Financial Stewardship</b>	3	4	5

### 0510 Secondary Functional Competencies

Table 11: Accounting Secondary Functional Competency Proficiency Ratings

Secondary Functional Competencies	Proficiency Ratings <sup>11</sup> by Career Level		
	Entry	Mid	Senior
<b>7. Advanced Financial Management</b>	2	4	5
<b>8. Budget Execution</b>	2	4	5

<sup>10</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

<sup>11</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

Secondary Functional Competencies	Proficiency Ratings <sup>11</sup> by Career Level		
	Entry	Mid	Senior
<b>9. Budget Formulation, Justification and Presentation</b>	1	3	5
<b>10. Financial Management Analysis</b>	3	4	5
<b>11. Fundamentals and Operations of Accounting</b>	4	5	5
<b>12. Select One (these allow individuals to focus on the fundamentals of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• Fundamentals and Operations of Budget</li> <li>• Fundamentals and Operations of Finance</li> <li>• Fundamentals and Operations of Military and Civilian Pay</li> </ul>	1	1	2
<b>13. Select One (these allow individuals to focus on the concepts, policies and principles of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• Audit Concepts, Policies and Principles</li> <li>• Budget Concepts, Policies and Principles</li> <li>• Commercial Pay Concepts, Policies and Principles</li> <li>• Financial Concepts, Policies and Principles</li> <li>• Payroll Concepts, Policies and Principles</li> </ul>	2	4	5

## 0510 Accounting Leadership Competencies

The leadership competencies are organized into three areas: Foundational/ Leading Self, Leading Teams/ Projects, and Leading People. The Foundational/ Leading Self competencies start at the Entry Career Level. These competencies are built upon at the Mid Career Level and extend to Leading Teams/ Projects. The Senior Career Level includes the previous two leadership competency categories and further builds upon them with Leading People competencies.

## 0510 Foundational/ Leading Self Competencies

Table 12: Accounting Foundational/ Leading Self Competency Proficiency Ratings

Foundational/ Leading Self Competencies	Proficiency Ratings <sup>12</sup> by Career Level		
	Entry	Mid	Senior
1. Accountability	3	4	5
2. Attention to Detail	3	4	5
3. Customer Service	2	4	5
4. Flexibility	1	3	5
5. Integrity/ Honesty	3	4	5
6. Interpersonal Skills	3	4	4
7. Oral Communications	1	3	5
8. Problem Solving	2	3	5
9. Public Service Motivation	3	4	5
10. Resilience	1	3	4
11. Written Communications	1	3	4

## 0510 Leading Teams/ Projects Competencies

Table 13: Accounting Leading Teams/ Projects Competency Proficiency Ratings

Leading Teams/ Projects Competencies	Proficiency Ratings <sup>13</sup> by Career Level		
	Entry	Mid	Senior
12. Decision Making	1	3	5
13. Influencing/Negotiating	1	3	4
14. Mission and Culture	1	3	4
15. Organizational Awareness	N/A	1	3
16. Team Building	1	3	5

<sup>12</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

<sup>13</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0510 Leading People Competencies

Table 14: Accounting Leading People Competency Proficiency Ratings

Leading People Competencies <sup>14</sup>	Proficiency Ratings <sup>15</sup> by Career Level		
	Entry	Mid	Senior
<b>17. Conflict Management</b>	1	3	5
<b>18. Developing Others</b>	1	3	5
<b>19. Enterprise Perspective</b>	N/A	3	5
<b>20. Human Capital Management</b>	1	2	4
<b>21. Leveraging Diversity</b>	1	2	4

<sup>14</sup> Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others. In these cases, Agencies should make adjustments to the proficiency ratings as needed.

<sup>15</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

# CFOC Financial Management Career Roadmap

## *0511 Auditing*



# 0511 Auditing

## 0511 Occupational Series Information

Table 15: 0511 Auditing GS Ranges and Career Levels

OPM Occupational Series	GS 7	GS 9	GS 11	GS 12	GS 13	GS 14	GS 15
<b>0511 Auditing</b>	Entry (E)	Entry (E)	Mid (M)	Mid (M)	Mid (M)	Senior (S)	Senior (S)

## 0511 Auditing Functional Competencies

The functional competencies are alphabetized and do not denote any particular order or criticality. Additionally, functional competencies are divided into “Primary” and “Secondary” categories.

### 0511 Primary Functional Competencies

Table 16: Auditing Primary Functional Competency Proficiency Ratings

Primary Functional Competencies	Proficiency Ratings <sup>16</sup> by Career Level		
	Entry	Mid	Senior
<b>1. Audit Concepts, Policies and Principles</b>	2	4	5
<b>2. Audit Planning and Management</b>	1	3	5
<b>3. Audit Reporting</b>	2	4	5
<b>4. Decision Support – Audit Execution</b>	2	4	5
<b>5. Financial Stewardship</b>	3	4	5

### 0511 Secondary Functional Competencies

Table 17: Auditing Secondary Functional Competency Proficiency Ratings

Secondary Functional Competencies	Proficiency Ratings <sup>17</sup> by Career Level		
	Entry	Mid	Senior
<b>6. Accounting Analysis</b>	2	4	5
<b>7. Advanced Financial Management</b>	2	4	5
<b>8. Budget Execution</b>	2	4	5

<sup>16</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

<sup>17</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

Secondary Functional Competencies	Proficiency Ratings <sup>17</sup> by Career Level		
	Entry	Mid	Senior
<b>9. Budget Formulation, Justification and Presentation</b>	1	3	5
<b>10. Financial Management Analysis</b>	3	4	5
<b>11. Financial Management Systems</b>	2	3	4
<b>12. Select One (these allow individuals to focus on the fundamentals of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• Fundamentals and Operations of Accounting</li> <li>• Fundamentals and Operations of Budget</li> <li>• Fundamentals and Operations of Finance</li> <li>• Fundamentals and Operations of Military and Civilian Pay</li> </ul>	1	1	2
<b>13. Select One (these allow individuals to focus on the concepts, policies and principles of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• Accounting Concepts, Policies and Principles</li> <li>• Budget Concepts, Policies and Principles</li> <li>• Commercial Pay Concepts, Policies and Principles</li> <li>• Financial Concepts, Policies and Principles</li> <li>• Payroll Concepts, Policies and Principles</li> </ul>	2	4	5

## 0511 Auditing Leadership Competencies

The leadership competencies are organized into three areas: Foundational/ Leading Self, Leading Teams/ Projects, and Leading People. The Foundational/ Leading Self competencies start at the Entry Career Level. These competencies are built upon at the Mid Career Level and extend to Leading Teams/ Projects. The Senior Career Level includes the previous two leadership competency categories and further builds upon them with Leading People competencies.

## 0511 Foundational/ Leading Self Competencies

Table 18: Auditing Foundational/ Leading Self Competency Proficiency Ratings

Foundational/ Leading Self Competencies	Proficiency Ratings <sup>18</sup> by Career Level		
	Entry	Mid	Senior
1. Accountability	3	4	5
2. Attention to Detail	3	4	5
3. Customer Service	2	4	5
4. Flexibility	1	3	5
5. Integrity/ Honesty	3	4	5
6. Interpersonal Skills	3	4	4
7. Oral Communications	1	3	5
8. Problem Solving	2	3	5
9. Public Service Motivation	3	4	5
10. Resilience	1	3	4
11. Written Communications	1	3	4

## 0511 Leading Teams/ Projects Competencies

Table 19: Auditing Leading Teams/ Projects Competency Proficiency Ratings

Leading Teams/ Projects Competencies	Proficiency Ratings <sup>19</sup> by Career Level		
	Entry	Mid	Senior
12. Decision Making	1	3	5
13. Influencing/Negotiating	1	3	4
14. Mission and Culture	1	3	4
15. Organizational Awareness	N/A	1	3
16. Team Building	1	3	5

<sup>18</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

<sup>19</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert



## 0511 Leading People Competencies

Table 20: Auditing Leading People Competency Proficiency Ratings

Leading People Competencies <sup>20</sup>	Proficiency Ratings <sup>21</sup> by Career Level		
	Entry	Mid	Senior
<b>17. Conflict Management</b>	1	3	5
<b>18. Developing Others</b>	1	3	5
<b>19. Enterprise Perspective</b>	N/A	3	5
<b>20. Human Capital Management</b>	1	2	4
<b>21. Leveraging Diversity</b>	1	2	4

<sup>20</sup> Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others. In these cases, Agencies should make adjustments to the proficiency ratings as needed.

<sup>21</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

# CFOC Financial Management Career Roadmap

## *0560 Budget Analysis*



# 0560 Budget Analysis

## 0560 Occupational Series Information

Table 21: 0560 Budget Analysis GS Ranges and Career Levels

OPM Occupational Series	GS 7	GS 9	GS 11	GS 12	GS 13	GS 14	GS 15
<b>0560 Budget Analysis</b>	Entry (E)	Entry (E)	Mid (M)	Mid (M)	Mid (M)	Senior (S)	Senior (S)

## 0560 Budget Analysis Functional Competencies

The functional competencies are alphabetized and do not denote any particular order or criticality. Additionally, functional competencies are divided into “Primary” and “Secondary” categories.

### 0560 Primary Functional Competencies

Table 22: Budget Analysis Primary Functional Competency Proficiency Ratings

Primary Functional Competencies	Proficiency Ratings <sup>22</sup> by Career Level		
	Entry	Mid	Senior
<b>1. Budget Concepts, Policies and Principles</b>	2	4	5
<b>2. Budget Execution</b>	2	4	5
<b>3. Budget Formulation, Justification, and Presentation</b>	2	4	5
<b>4. Decision Support</b>	2	4	5
<b>5. Financial Management Analysis</b>	3	4	5
<b>6. Financial Management Systems</b>	2	3	4
<b>7. Financial Stewardship</b>	3	4	5

<sup>22</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0560 Secondary Functional Competencies

Table 23: Budget Analysis Secondary Functional Competency Proficiency Ratings

Secondary Functional Competencies	Proficiency Ratings <sup>23</sup> by Career Level		
	Entry	Mid	Senior
<b>8. Accounting Analysis</b>	2	4	5
<b>9. Advanced Financial Management</b>	2	4	5
<b>10. Fundamentals and Operations of Budget</b>	4	5	5
<b>11. Select One (these allow individuals to focus on the fundamentals of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• <b>Fundamentals and Operations of Accounting</b></li> <li>• <b>Fundamentals and Operations of Finance</b></li> <li>• <b>Fundamentals and Operations of Military and Civilian Pay</b></li> </ul>	1	1	2
<b>12. Select One (these allow individuals to focus on the concepts, policies and principles of an area outside of their main occupation):</b> <ul style="list-style-type: none"> <li>• <b>Accounting Concepts, Policies and Principles</b></li> <li>• <b>Audit Concepts, Policies and Principles</b></li> <li>• <b>Commercial Pay Concepts, Policies and Principles</b></li> <li>• <b>Financial Concepts, Policies and Principles</b></li> <li>• <b>Payroll Concepts, Policies and Principles</b></li> </ul>	2	4	5

## 0560 Budget Analysis Leadership Competencies

The leadership competencies are organized into three areas: Foundational/ Leading Self, Leading Teams/ Projects, and Leading People. The Foundational/ Leading Self competencies start at the Entry Career Level. These competencies are built upon at the Mid Career Level and extend to Leading Teams/ Projects. The Senior Career Level includes the previous two leadership competency categories and further builds upon them with Leading People competencies.

<sup>23</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0560 Foundational/ Leading Self Competencies

Table 24: Budget Analysis Foundational/ Leading Self Competency Proficiency Ratings

Foundational/ Leading Self Competencies	Proficiency Ratings <sup>24</sup> by Career Level		
	Entry	Mid	Senior
1. Accountability	3	4	5
2. Attention to Detail	3	4	5
3. Customer Service	2	4	5
4. Flexibility	1	3	5
5. Integrity/ Honesty	3	4	5
6. Interpersonal Skills	3	4	4
7. Oral Communications	1	3	5
8. Problem Solving	2	3	5
9. Public Service Motivation	3	4	5
10. Resilience	1	3	4
11. Written Communications	1	3	4

## 0560 Leading Teams/ Projects Competencies

Table 25: Budget Analysis Leading Teams/ Projects Competency Proficiency Ratings

Leading Teams/ Projects Competencies	Proficiency Ratings <sup>25</sup> by Career Level		
	Entry	Mid	Senior
12. Decision Making	1	3	5
13. Influencing/Negotiating	1	3	4
14. Mission and Culture	1	3	4
15. Organizational Awareness	N/A	1	3
16. Team Building	1	3	5

<sup>24</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

<sup>25</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## 0560 Leading People Competencies

Table 26: Budget Analysis Leading People Competency Proficiency Ratings

Leading People Competencies <sup>26</sup>	Proficiency Ratings <sup>27</sup> by Career Level		
	Entry	Mid	Senior
<b>17. Conflict Management</b>	1	3	5
<b>18. Developing Others</b>	1	3	5
<b>19. Enterprise Perspective</b>	N/A	3	5
<b>20. Human Capital Management</b>	1	2	4
<b>21. Leveraging Diversity</b>	1	2	4

<sup>26</sup> Agencies may have individual contributors at the Senior level (GS 14 – 15) who do not lead others. In these cases, Agencies should make adjustments to the proficiency ratings as needed.

<sup>27</sup> Proficiency Ratings: 1 – Awareness, 2 – Basic, 3 – Intermediate, 4 – Advanced, 5 – Expert

## Learning Opportunities

In order to achieve proficiency in the FM competencies, several learning opportunities are recommended. These learning opportunities fall into three categories:

- Education and Training
- Professional Associations
- Certifications
- Experiential Opportunities

### Education and Training:

For functional and foundational/leadership competencies, the CFOC FM Career Roadmap will act as a guide for individuals to identify courses aligned to competencies and career levels. [Appendix D](#) contains the course guide, divided by occupation and competency type (functional and leadership).

Some important caveats exist for using this training guide:

- Courses included in the guide are recommendations only.
- Courses included in the guide do not reflect endorsement of the vendors.
- Courses included in the guide do not replace other agency required training (i.e., ethics, security awareness, etc.).
- The guide is not all-encompassing (additional courses other than those listed in the guide may be applicable).
- Utilization of the guide does not ensure a specific performance rating or guarantee a promotion.
- The guide is not a guarantee that the training will be provided. Participation is dependent on the amount of funding available and an employee's workload constraints. This should be agreed to by the supervisor and employee on a case-by-case basis.

### Professional Associations

Agencies can recommend professional associations for each occupation. Potential associations for the four occupations in the CFOC FM Career Roadmap include:

- 0501 Financial Administration and Program Support
  - [Association for Financial Professionals \(AFP\) \(http://www.afponline.org/\)](http://www.afponline.org/)
  - [Financial Management Association International \(FMA\) \(http://www.fma.org/\)](http://www.fma.org/)
  - [American Institute of Certified Public Accountants \(AICPA\) \(http://www.aicpa.org/Pages/default.aspx\)](http://www.aicpa.org/Pages/default.aspx)
  - [Association of Government Accountants \(AGA\) \(https://www.agacgfm.org/about/overview.aspx\)](https://www.agacgfm.org/about/overview.aspx)
- 0510 Accounting
  - [American Institute of Certified Public Accountants \(AICPA\) \(http://www.aicpa.org/Pages/default.aspx\)](http://www.aicpa.org/Pages/default.aspx)
  - [American Accounting Association \(AAA\) \(http://aaahq.org/\)](http://aaahq.org/)
  - [The Association of Accountants and Financial Professionals in Business \(IMA\) \(http://www.imanet.org/\)](http://www.imanet.org/)

- [Association of Government Accountants \(AGA\)](https://www.agacgfm.org/about/overview.aspx)  
(<https://www.agacgfm.org/about/overview.aspx>)
- 0511 Auditing
  - [The Institute of Internal Auditors \(IIA\)](https://na.theiia.org/Pages/IIAHome.aspx) (<https://na.theiia.org/Pages/IIAHome.aspx>)
  - [Association of Government Accountants \(AGA\)](https://www.agacgfm.org/about/overview.aspx)  
(<https://www.agacgfm.org/about/overview.aspx>)
  - [American Institute of Certified Public Accountants \(AICPA\)](http://www.aicpa.org/Pages/default.aspx)  
(<http://www.aicpa.org/Pages/default.aspx>)
- 0560 Budget Analysis
  - [Association for Financial Professionals \(AFP\)](http://www.afponline.org/) (<http://www.afponline.org/>)
  - [Financial Management Association International \(FMA\)](http://www.fma.org/) (<http://www.fma.org/>)
  - [The Association of Accountants and Financial Professionals in Business \(IMA\)](http://www.imanet.org/)  
(<http://www.imanet.org/>)
  - [Association of Government Accountants \(AGA\)](https://www.agacgfm.org/about/overview.aspx)  
(<https://www.agacgfm.org/about/overview.aspx>)

### Certifications

OPM's qualification standards do not require certification for the Accounting and Budget (0500) occupations. Potential certifications for the four occupations in the CFOC FM Career Roadmap include:

- Certified Government Financial Manager (CGFM) ([www.agacgfm.org](http://www.agacgfm.org))
- CPA: Certified Public Accountant ([www.aicpa.org](http://www.aicpa.org))
- PMP: Project Management Professional ([www.pmi.org](http://www.pmi.org))
- CFE: Certified Fraud Examiner ([www.acfe.org](http://www.acfe.org))
- CIA: Certified Internal Auditor ([na.theiia.org](http://na.theiia.org))
- CISA: Certified Information Systems Auditor ([www.isaca.org](http://www.isaca.org))
- CISSP: Certified Information Systems Security Professional ([www.isc2.org/cissp/](http://www.isc2.org/cissp/))
- CITP: Certified Information Technology Professional ([www.aicpa.org](http://www.aicpa.org))

### Experiential Learning Opportunities

Examples of experiential learning opportunities include the following<sup>28</sup>.

#### *Participate in the CXO Fellows Program*

The CXO Fellows program is dedicated to providing enriching professional development opportunities for the next generation of Federal leaders in finance, acquisitions, and IT. The program provides an opportunity for Federal leaders to grow professionally through a unique set of educational seminars and events.

During the year-long program, Fellows meet with leaders in the Federal management community and learn about innovative government operations through educational seminars and "Inside Government" events. Professional development and career

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<sup>28</sup> These are examples, and can be customized by each Agency or Department



coaching is included over the course of their year. The objective of the program is to provide a unique perspective on innovative missions led by federal agencies.

Selected Fellows remain in their current position at their home agency and are participate in two to three program events each month with a total time commitment of six to eight hours per month. All Fellows are expected to participate in unique Program activities including Seminars, “Inside Government” events, and special programs.

For more information, visit the following link: <https://cfo.gov/cxo-fellows/>, or contact: Katherine Hudson ([Kate.Hudson@gsa.gov](mailto:Kate.Hudson@gsa.gov)).

### *Participate in a Stretch Assignment*

Additional projects or tasks that are not part of your day to day responsibilities are excellent ways to broaden your skillset and build your leadership skills. These assignments go beyond your current knowledge or skill level in order to “stretch” you developmentally. They challenge you by placing you in situations outside your comfort zone to encourage learning and growth.

Taking on such an assignment not only helps you grow and develop, but it also notifies leadership of your readiness to take on more responsibility. This may include stepping into your boss’ role while they are away or acting as a team lead on a special project. Other stretch assignments include, but are not limited to, volunteering, organizing and leading Department-wide events or meetings, or temporary filling a vacancy (“acting”) at a higher level or in a different area of expertise. Stretch assignments are vital to gaining enterprise experience within your Agency or Department as well as building the confidence and skills needed to make informed decisions in different scenarios.

### *Become a Mentor*

Mentoring is a mutually-beneficial relationship based on trust and respect. A mentor is a guide (usually more senior) who can help the mentee find the right direction and who can help them develop solutions to career issues. If you are in a more senior position, seeking out a mentee will not only encourage their career development but will also help you improve leadership and communication skills. In a more junior position, having a mentor to confide in and bounce ideas off of will help you work through challenging situations as well as provide you with valuable career advice.

Mentorships can be made in both formal settings by joining a mentoring program provided by your organization, or in an informal setting by building a trusting relationship with someone on a professional level. Please check with your Agency or Department for information regarding existing mentor programs.

### *Receive Coaching Support*

The International Coach Federation (ICF) defines coaching as partnering with clients/coachees in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. It is future focused with a growth agenda. Coaches honor the clients/coachees as the expert in his or her life and work and believe every client/coachee is

creative, resourceful and whole. Please check with your Agency or Department for information regarding coaching programs.

### *Participate in a Rotational Assignment*

A Rotational Assignment will help you develop a broader understanding of the total Agency or Department mission through assignments that have you working in different divisions within your organization or one that has you crossing organizational lines.

By participating in a Rotational Assignment, you are broadening your skills, gaining organizational knowledge, and enhancing your personal and professional growth. Offices will also benefit from the exchange of perspectives between the participant and the host office. Please check with your Agency or Department for information regarding Rotational Assignments.

### *Participate in a Detail*

Details provide employees with the opportunity to experience our diverse mission areas through hands-on assignments. A detail is a temporary assignment of an employee to a different position for a specified period, with the employee returning to his or her regular duties at the end of the detail. A detail assignment is distinct from a rotational assignment. Details are used to meet the needs of the Agency or Department and help accomplish its mission while a rotation is more geared towards the professional development of the individual.

Details may be used to enhance an employee's skills, expertise and knowledge in a particular area, but should not be used to qualify or prepare employees for promotion or to reassign them to positions with promotion potential. Please check with your Agency or Department for information regarding Detail opportunities.

### *Participate in Job Shadowing*

Job Shadowing provides the opportunity to observe a more experienced employee conduct his or her job duties for the purpose of learning those job duties. Job Shadowing helps individuals gain an understanding of the responsibilities of another job and the processes needed to function in a particular area, but should not be used to qualify or prepare employees for promotion or to reassign them to positions with promotion potential.

### *Participate in an Agency Leadership Program*

Leadership is critical at any level of the organization. Leaders must be prepared to meet the challenges and ever-changing environments every day. Agencies or Departments may offer leadership programs targeted at specific audiences. Please check with your Agency or Department for information regarding Leadership programs.

### *Network*

Networking is a great way to get exposure to new ideas and identify opportunities to help you advance in your career. You can leverage professional associations and Agency or Department

specific groups to network among fellow Financial Management professionals as well as professionals in other areas.

The CFO Council staff has created a Federal Financial Management News and Careers Group on LinkedIn. This group is public, so anyone can join and get information about Federal Financial Management news and jobs.

To join the group, follow this link:

[https://www.linkedin.com/start/join?trk=login\\_reg\\_redirect&session\\_redirect=https%3A%2F%2Fwww.linkedin.com%2Fgroups%2F7020127](https://www.linkedin.com/start/join?trk=login_reg_redirect&session_redirect=https%3A%2F%2Fwww.linkedin.com%2Fgroups%2F7020127)

### *Site Visit*

Visiting the field, whether it be a work site, office, agency or facility, is an invaluable way to increase your job capabilities. Such visits are instrumental in increasing your enterprise perspective of the “big picture” and the technical and operational side of counterparts. Site visits provide staff with content for their portfolios. For example, they can provide visibility on where funds are going, what they are being used for, and in which areas these resources are needed most.

By observing those in the field, you are better equipped to understand the “why” of your financial management tasks rather than just “how” to conduct your job. This helps promote a better understanding of your own importance to the Agency or Department mission and increases your commitment and dedication to ensuring resources are used efficiently and effectively.

Perhaps most importantly, site visits promote better communication by fostering familiarity among counterparts, thus strengthening relationships, trust, and respect between field and non-field staff. This helps ensure the accomplishment of the Agency or Department’s key missions, goals, and objectives.

### *Lead a Brownbag Lunch and Learn*

Brownbag Lunch and Learn events provide informal opportunities for employees to learn at work. These events are normally held during the lunch hour. Preparing and leading a Brownbag Lunch and Learn provides the opportunity for you to share your experiences and knowledge with others. Topics can vary and the focus can be on technical areas or other topics of interest.

Taking on such an assignments allow you to practice communicating various technical topics with your peers and allows you to grow and develop while helping others gain an understanding of potentially new topics.

### *Teach a Course, Method, or Process*

Similar to Brownbag Lunch and Learn events, teaching a course, method, or process allows you to share your experience and knowledge in a particular area with others. The ability to organize and deliver content allows you to expand your communication skills while focusing on technical areas of interest to you.

### *Attend Business Forums*

Business Forums typically consist of online discussion boards dedicated to sharing advice and/or best practices in business development and/or operations. Business Forums can also include in-person events structured around sharing information and networking.

### *Attend Technical Forums*

Technical Forums typically consist of online discussion boards dedicated to sharing advice and/or best practices in technical areas of operations (e.g., cyber, cloud computing, etc.). Technical Forums can also include in-person events structured around sharing information and networking.

### *Reading List*

This resource list comes from the Department of Homeland Security. The list is separated into three categories and alphabetized. Books on leadership were selected to hone supervisory skills and provide a catalyst for insight, innovation, empathy, and personal effectiveness. Technical books are geared towards improving your knowledge, skills, and abilities in your specific line of work. The 'other' category contains motivational books selected by senior leaders to provoke thoughts on how you perceive and interpret the world, balance personal and professional effectiveness, and help you achieve success in all aspect of your life.

#### Technical

- GAO Cost Estimating and Assessment Guide (*Accounting*)
- How Much Is Enough?: Shaping the Defense Program, 1961-1969 - Alian C. Enthoven – (*Budget*)
- Integrating Performance and Budgets, IBM Center for the Business of Government - Jonathan Breul and Carl Moravitz (*Budget*)
- Lessons Learned on the Audit Trail - Richard F. Chambers (*Accounting*)
- No One Would Listen: A True Financial Thriller - Harry Markopolos (*Accounting*)
- The Art of the Watchdog: Fighting Fraud, Waste, Abuse, and Corruption in Government - Daniel L. Feldman and David R. Eichenenthal (*Accounting*)
- The Federal Budget - Allen Schick (*Budget Analysts*)

#### Leadership

- Business Secrets of the Trappist Monks: One CEO's Quest for Meaning and Authenticity – August Turak
- Catch!: A Fishmonger's Guide to Greatness – Cyndi Crother
- Developing the Leader within You – John Maxwell
- Drive – Daniel Pink
- First Things First – Stephen R. Covey
- Good to Great – James C. Collins
- Great By Choice – James Collins and Morten T. Hansen
- How Much is Enough – Alain Enthoven, K. Wayne Smith

- How to Win Friends and Influence People – Dale Carnegie
- Leadership 101: What Every Leader Needs to Know – John Maxwell
- Leading with Honor – Lee Ellis
- Lincoln on Leadership – Donald Phillips
- Management Mess Ups – Mark Eppler
- Multipliers: How the Best Leaders Make Everyone Smarter – Liz Wiseman and Greg Mckeown
- Now, Discover Your Strengths – Marcus Buckingham
- Orbiting the Giant Hairball – Gordan Mackenzie
- Rumsfeld’s Rules: Leadership Lessons in Business, Politics, War, and Life – Donald Rumsfeld
- Speak like Churchill, Stand like Lincoln – James C. Humes
- The Brand You 50 : Or : Fifty Ways to Transform Yourself from an ‘Employee’ into a Brand That Shouts Distinction – Tom Peters
- The Leadership Secrets of Colin Powell – Oren Harari
- The Loudest Duck, Moving Beyond Diversity While Embracing Differences to Achieve Success at Work – Laura Liswood
- The Next Level: What Insiders Know About Executive Success – Scott Eblin
- The One Minute Manager – Kenneth Blanchard
- The One Minute Manager Meets the Monkey – Kenneth Blanchard
- The Speed of Trust: The One Thing That Changes Everything – Stephen M.R. Covey
- The Truth About Leadership – James Kouzes and Barry Posner
- The 7 Habits of Highly Effective People – Stephen R. Covey
- The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You – John Maxwell
- Transforming Your Leadership Culture – John McGuire and Gary Rhodes
- Toybox Leadership – Ron Hunter
- Who Moved My Cheese? – Spencer Johnson
- 101 Boardroom Problems and How to Solve Them – Eli Mina
- 360 Degree Leadership – John Maxwell

### *Others*

- Change Your Questions Change Your Life: 10 Powerful Tools for Life and Work – Mary Lee Adams (*Wellness*)
- Emotional Intelligence: Why It Can Matter More than IQ – Daniel Goleman (*Communication*)
- Power Listening – Bernard Ferrari (*Communication*)
- Quiet: The Power of Introverts in a World That Can’t Stop Talking – Susan Cain (*Communication*)
- The Five Dysfunctions of a Team – Patrick Lencioni (*Teamwork*)

- Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long – David Rock (*Wellness*)

# Appendix A: CFOC FM Career Roadmap Functional Competency Definitions and Proficiency Levels

## Accounting Analysis

**Accounting Analysis:** Analyze, evaluate and review accounting data and reports using business tools and applications, and performance metrics to provide recommendations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines the impact of complex accounting solutions to make controversial decisions, and negotiate with key stakeholders</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Solves difficult challenges through accounting analysis to determine the proper course of action and provides advice to decision-makers</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and evaluates accounting information using a variety of analytical methods to provide recommendations</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies general analytical and evaluation techniques to review accounting data in line with all accounting principles</li> </ul>

**Accounting Analysis:** Analyze, evaluate and review accounting data and reports using business tools and applications, and performance metrics to provide recommendations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Reviews standard data and reports to ensure their accuracy</li> </ul>

## Accounting Concepts, Policies and Principles

**Accounting, Concepts, Policies and Principles:** Apply federal accounting standards, fiscal law, policies, regulations, principles, standards, internal controls and procedures to financial management activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and advises others on accounting and financial policies, regulations and principles on new mandates and highly controversial issues having component and Agency-wide impacts</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops accounting and financial guidelines that conform to fiscal requirements, and makes recommendations for improvement or implementation of new policies</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines a variety of accounts, documents, records, related reports and processes to determine performance in accordance with appropriate procedures and regulations</li> </ul>



**Accounting, Concepts, Policies and Principles:** Apply federal accounting standards, fiscal law, policies, regulations, principles, standards, internal controls and procedures to financial management activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies knowledge of policies and procedures to ensure adherence to accounting and financial guidelines</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Uses typical accounting and financial procedures and practices that apply to most situations</li> </ul>

## Advanced Financial Management

**Advanced Financial Management:** Develop, monitor, interpret, and report standardized processes/operations to ensure transparency and compliance with financial statutory, regulatory, and leadership guidance with the intent of promoting effectiveness and accountability.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Advises internal and external stakeholders and Congressional representatives on Department-wide financial processes/operations to ensure financial integrity</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Oversees and manages all aspects of the financial process on behalf of a Department to ensure financial accountability</li> </ul>

**Advanced Financial Management:** Develop, monitor, interpret, and report standardized processes/operations to ensure transparency and compliance with financial statutory, regulatory, and leadership guidance with the intent of promoting effectiveness and accountability.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and reports the results of the financial processes to ensure consistency with Component or major organization goals and strategic initiatives</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Monitors current financial processes to ensure that spending programs are affordable and sustainable over time</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops and utilizes financial processes and resources to ensure effectiveness and accountability</li> <li>Performs finance functions with a high degree of effectiveness and efficiency</li> </ul>

## Audit Concepts, Policies and Principles

**Audit Concepts, Policies and Principles:** Apply the Federal Acquisition Regulation (FAR), Generally Accepted Government Auditing Standards (GAGAS), Generally Accepted Auditing Standards (GAAS), fiscal law, internal controls, policies, regulations, principles, standards and procedures governing audit activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and advises others on auditing and accounting policies, regulations and principles on new mandates and highly controversial issues having component and Agency-wide impacts</li> </ul>

**Audit Concepts, Policies and Principles:** Apply the Federal Acquisition Regulation (FAR), Generally Accepted Government Auditing Standards (GAGAS), Generally Accepted Auditing Standards (GAAS), fiscal law, internal controls, policies, regulations, principles, standards and procedures governing audit activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develops audit guidelines that conform to Generally Accepted Auditing Standards (GAAS) and Generally Accepted Government Auditing Standards (GAGAS)</li> <li>• Makes recommendations for improvement or implementation of new policies</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Analyzes a variety of documents, records and processes to determine performance in accordance with appropriate procedures and regulations</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies knowledge of policies and procedures to ensure adherence to auditing and accounting guidelines</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Uses typical audit procedures and practices that apply to most situations</li> </ul>

## Audit Planning and Management

**Audit Planning and Management:** Evaluates audit programs to ensure an appropriate risk-based audit approach, monitors audit progress and reviews working papers and audit reports to ensure audits are properly documented and accomplished in accordance with Generally Accepted Government Auditing Standards (GAGAS) and Generally Accepted Auditing Standards (GAAS).

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and directs strategic audit planning efforts at the Department level</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees and manages all aspects of the audit process on behalf of a Department to ensure integrity and accountability</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets and reports the results of the audit processes to ensure consistency with Component or major organization goals and strategic initiatives</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors current audit processes to ensure compliance with applicable auditing standards and regulations</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and utilizes audit processes to improve organizational efficiency and effectiveness</li> </ul>

## Audit Reporting

**Audit Reporting:** Analyzes, reconciles and prepares audit information to produce required audit reports, statements and other documentation in accordance with Generally Accepted Government Auditing Standards (GAGAS) or Generally Accepted Auditing Standards (GAAS).

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborates with senior leadership to address complex and/or controversial findings and recommendations identified in audit reports, statements or other documentation</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Completes and reviews audit reports, statements or other documentation to ensure compliance with audit reporting standards</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares significant portions of audit reports, statements or other documentation to meet audit reporting standards</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Drafts sections of audit reports, statements or other documentation to support audit findings</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Summarizes information related to audit findings to identify condition, criteria, cause and effect to communicate potential concerns</li> </ul>

## Budget Concepts, Policies and Principles

**Budget Concepts, Policies and Principles:** Apply the Planning, Programming, Budgeting and Execution (PPBE), fiscal law, policies, regulations, principles, standards and procedures to financial management activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and advises others on financial policies, regulations and principles on new mandates and highly controversial issues having component and Agency-wide impacts</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops budget and financial guidelines that conform to fiscal requirements</li> <li>Makes recommendations regarding the budget process or financial operations</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines a variety of program plans and funding to determine performance in accordance with appropriate procedures, regulations and law</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies knowledge of policies and procedures to ensure adherence to budget and financial guidelines</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Utilizes budget and financial procedures and practices that apply to most situations, and drives performance by setting strategy and measuring performance</li> </ul>

## Budget Execution

**Budget Execution:** Manage budget requirements by allocating, monitoring and analyzing budgets in compliance with statutory/regulatory guidance.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Manages budgetary requirements within the organization, ensures alignment, and develops and recommends appropriate strategies</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Implement execution plans and monitors and recommends adjustments to ensure compliance with total obligation authority</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets and evaluates budget execution for compliance with fiscal law and guidance</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develops execution reports and monitors status of funds to track organization’s budget, operations and processes</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies basic knowledge of budget principles to complete budgeting transactions</li> </ul>

## Budget Formulation, Justification and Presentation

**Budget Formulation, Justification and Presentation:** Manage budget requirements by forecasting, developing and justifying budgets in compliance with statutory/regulatory guidance.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Oversees and ensures budget compliance, consolidates, defends, presents, provides guidance and resolves conflicts</li> <li>Enhances stakeholder confidence by producing reliable budget, forecast, managerial, and financial reporting information or preventing fraud, waste, and abuse within the programs</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Formulates budget, develops justifications and presents to stakeholders for feedback</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets policies, assesses trends, reviews, coordinates and integrates the formulation and preparation of budget exhibits and justification materials</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates budget inputs and gathers justifications</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies basic knowledge of budget principles to assist in planning</li> </ul>



## Commercial Pay Concepts, Policies and Principles

**Commercial Pay Concepts, Policies and Principles:** Apply commercial pay legislation, administrative and regulatory requirements, laws and policies governing commercial pay activities and processes.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies current financial policies and procedures</li> <li>Formulates guidance to others on handling new or changing work processes</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Researches transactions for validity using knowledge of the interrelationship between the appropriations and the various control and subsidiary accounts and the impacts of policies and laws on the various financial transactions</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Completes a variety of transactions by applying knowledge of policies, procedures and regulations</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Ensures accuracy of recurring transactions through knowledge of policies, procedures and regulations</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Performs routine commercial pay tasks requiring a basic knowledge of commonly used accounting, budget or other financial management procedures</li> </ul>

## Decision Support

**Decision Support:** Perform value-added financial, accounting or economic analysis to make informed decisions that better utilize resources and improve mission effectiveness.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Formulates solutions based on the recommendations to improve mission effectiveness</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and evaluates alternatives and interventions that are results of the analysis to provide valued recommendations</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Analyzes results of the financial, accounting and economic analysis to determine possible outcomes</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets the data of financial, accounting and economic analysis to prepare for decision making</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies knowledge of financial, accounting and economic analysis to assist with the decision making process</li> </ul>

## Decision Support – Audit Execution

**Decision Support – Audit Execution:** Conducts audits in accordance with Generally Accepted Government Auditing Standards (GAGAS) or Generally Accepted Auditing Standards (GAAS) to provide value-added recommendations that enable better utilization of resources and improvement of mission effectiveness.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Examines the impact of complex and/or controversial audit results and coordinates recommendations with key stakeholders</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Solves difficult challenges through audit analyses to determine the proper courses of action and provides recommendations to decision-makers</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluates the accuracy and completeness of audit evidence and analyses to determine whether enough appropriate evidence exists to address the audit objectives and support the findings and conclusions</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies appropriate analytical and evaluation techniques to reach conclusions and develop recommendations</li> </ul>

**Decision Support – Audit Execution:** Conducts audits in accordance with Generally Accepted Government Auditing Standards (GAGAS) or Generally Accepted Auditing Standards (GAAS) to provide value-added recommendations that enable better utilization of resources and improvement of mission effectiveness.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Prepares working papers to document audit evidence obtained through interviews, observations, and documentation</li> </ul>

## Financial Concepts, Policies and Principles

**Financial Concepts, Policies and Principles:** Apply fiscal law, policies, regulations, principles, standards and procedures to financial management activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets and advises others on financial policies, regulations and principles on new mandates and highly controversial issues having component and Agency-wide impacts</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops financial techniques and approaches that conform to fiscal requirements, and makes recommendations for improvement or implementation of new policies</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines a variety of documents, records, and related reports, and processes, to determine performance in accordance with appropriate procedures and regulations</li> </ul>

**Financial Concepts, Policies and Principles:** Apply fiscal law, policies, regulations, principles, standards and procedures to financial management activities.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies knowledge of policies and procedures to ensure adherence to financial guidelines</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Uses typical financial procedures and practices that apply to most situations</li> </ul>

## Financial Management Analysis

**Financial Management Analysis:** Analyze, evaluate and review budget and program issues, and financial data and reports using business tools and applications, cost and economic analysis, and performance metrics to provide recommendations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Examines the impact of complex financial management solutions to make controversial decisions, and negotiate with key stakeholders</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Solves difficult challenges through financial analysis to determine the proper course of action and provides advice to decision-makers</li> </ul>

**Financial Management Analysis:** Analyze, evaluate and review budget and program issues, and financial data and reports using business tools and applications, cost and economic analysis, and performance metrics to provide recommendations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets and evaluates financial information using a variety of analytical methods to provide recommendations</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies general analytical and evaluation techniques to review financial data</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews standard data and reports to ensure their accuracy; and assess risk by instituting risk management programs across the organization</li> </ul>

## Financial Management and Reporting Analysis

**Financial Management and Reporting Analysis:** Apply financial analysis, forecasting and planning methods, techniques and products sufficient to ensure financial aspects of command forecasts, reports, plans and strategies are consistent with Agency-wide goals and strategic initiatives.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and adapts financial management processes to changing business practices</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses the analytical components of recommendations for decision-making</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Resolves complex issues, identifies options, and negotiates with internal and external stakeholders for implementation</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Briefs senior leadership on financial positions based on financial statements and supplemental reports</li> <li>• Explains corrective action to audit findings and describes future actions</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and implements financial management goals and objectives of the strategic plan</li> <li>• Collaborates and coordinates with functional components, and reports performance to senior leadership</li> </ul>

## Financial Management Systems

**Financial Management Systems:** Utilize integrated federal financial management systems and sub-systems to extract data, identify and resolve system problems, and maintain data integrity.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Identifies emerging trends for use with automated financial management systems to improve operations, customer service and ensure system compliance</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Identifies functional processes, requirements or interfaces</li> <li>Analyzes and resolves problems and authorizes enhancements to support financial management functions</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Identifies system problems, extracts ad hoc reports, recommends enhancements, and initiates system change requests</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Inputs and extracts data and creates recurring reports to maintain financial integrity</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Uses basic information from financial management systems</li> </ul>



## Financial Reporting

**Financial Reporting:** Prepare, review and reconcile financial statements and financial reports to meet reporting requirements and to support management decisions.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Briefs senior leadership on financial business operations based on financial statements and/or reports</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Summarizes information related to the financial statements and/or reports, and recommends improvement options</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews and reconciles the financial statements and/or reports to ensure accuracy and completeness</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares and/or queries financial statements and/or reports to meet the requirements as specified in the Treasury Financial Manual along with other Departmental Agency Regulations</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Obtains data from financial management systems to acquire a basic knowledge of the financial statements and/or reports, while improving operations by increasing productivity such as by advancing the skill sets and knowledge of finance personnel</li> </ul>

## Financial Stewardship

**Financial Stewardship:** Manages, allocates and monitors financial resources in compliance with laws, regulations, and policies, with sufficient transparency and appropriate internal controls to ensure these resources are efficiently applied to meet organizational goals and objectives, while considering the Federal Government's fiduciary duty to the Nation, and to the Nation's general welfare.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Manages and monitors all aspects of the financial process on behalf of a Department to ensure compliance with laws, regulations, and policies, and efficient use of resources to meet organizational goals and objectives</li> <li>Supports the achievement of the agency's programs with reliable, relevant, and timely financial information and analysis, and effective and efficient internal controls</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Interprets, analyzes and advises others on financial policies, regulations and procedures to ensure compliance with laws, regulations, and policies, and efficient use of resources to meet organizational goals and objectives</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Allocates funds within approved guidelines</li> <li>Uses appropriate finance and accounting procedures to ensure compliance with laws, regulations, and policies, and efficient use of resources to meet organizational goals and objectives</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies knowledge of policies and procedures to ensure compliance with laws, regulations, and policies, and efficient use of resources to meet organizational goals and objectives</li> </ul>

**Financial Stewardship:** Manages, allocates and monitors financial resources in compliance with laws, regulations, and policies, with sufficient transparency and appropriate internal controls to ensure these resources are efficiently applied to meet organizational goals and objectives, while considering the Federal Government's fiduciary duty to the Nation, and to the Nation's general welfare.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Performs and documents transactions and monitors records in compliance with laws, regulations, and policies to meet organizational goals and objectives</li> </ul>

## Fundamentals and Operations of Accounting

**Fundamentals and Operations of Accounting:** Research and analyze information related to accounting processes to ensure completeness and accuracy of accounting transactions.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Identifies checks and balances of transactions and procedures that ensure data integrity and regulatory compliance to include negotiability, validity, and accuracy in the processing, auditing and certifying of accounting transactions</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines non-routine financial management documentation to ensure accuracy and completeness of accounting transactions and accounts and identifies potential solutions for inaccurate or incomplete entries</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Researches, organizes and reconciles relevant information from accounts, systems and reports using various standardized procedures</li> </ul>

**Fundamentals and Operations of Accounting:** Research and analyze information related to accounting processes to ensure completeness and accuracy of accounting transactions.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Extracts, records and balances basic information from routine or recurring reports using standardized procedures</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Obtains basic data from routine or recurring reports using standardized procedures</li> </ul>

## Fundamentals and Operations of Budget

**Fundamentals and Operations of Budget:** Research and analyze information related to the federal budget process to support budget formulation and execution.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Provides some analysis and makes recommendations, on exceptionally difficult information from reports, systems and accounts using various standardized procedures under strict time constraints</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines and reconciles complex transactions from budget information and systems using various standardized procedures</li> </ul>

**Fundamentals and Operations of Budget:** Research and analyze information related to the federal budget process to support budget formulation and execution.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Researches and organizes relevant budget information and systems using various standardized procedures</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Extracts, records and balances basic information from financial management systems</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Obtains and inputs basic data utilizing financial management systems</li> </ul>

## Fundamentals and Operations of Finance

**Fundamentals and Operations of Finance:** Research and analyze information related to accounting, auditing, budgeting or other financial management activities to ensure the accuracy of transactions.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies knowledge of financial management policies and procedures to process non-recurring transactions and uses interpersonal skills to respond to customer inquiries</li> </ul>

**Fundamentals and Operations of Finance:** Research and analyze information related to accounting, auditing, budgeting or other financial management activities to ensure the accuracy of transactions.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies established procedures to determine and coordinate actions necessary to resolve non-recurring situations</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates actions to locate, extract, adjust and compile financial data to support the financial management function</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Gathers a variety of standard reports and data from various systems to support the financial management operational areas</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Applies knowledge of commonly used financial management procedures and techniques to perform routine and repetitive administrative tasks</li> </ul>

## Fundamentals and Operations of Military and Civilian Pay

**Fundamentals and Operations of Military and Civilian Pay:** Research and analyze legislative and regulatory guidance related to entitlements to ensure proper payments.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Resolves difficult reconciliations requiring an analysis of precedent setting cases and account updates in pay systems</li> <li>Analyzes discrepancies, proves the accuracy of adjusted accounts, and recommends actions to prevent recurrence of discrepancies</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates complex pay data, performs extensive reconciling of pay accounts, provides explanations, develops and interprets comparative data and identifies significant changes</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Researches historical pay account or contact customer on certain transactions before making input into automated system and performs reviews for accuracy</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines source documents to verify accuracy, completeness and mathematics of data prior to processing</li> <li>Advises Lead/supervisor of recurring, extraordinary or unusual situations/problems</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Processes and corrects routine information using well-established, clear-cut procedures and/or knowledge of simple procedures</li> </ul>

## Payroll Concepts, Policies and Principles

**Payroll Concepts, Policies and Principles:** Apply military and civilian pay legislation, administrative and regulatory requirements, laws and policies governing military and civilian pay activities and processes.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Resolves complex pay and allowance cases involving substantial reconstruction of pay accounts and provides guidance and assists other technicians with techniques to correct and process inputs</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Applies knowledge of pay regulations to process resolution of complicated cases</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Reviews pay authorization documents, determines and processes entitlements, identifies and corrects rejected actions</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Processes standardized pay actions to establish or update accounts and correct discrepancies</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Processes routine financial and accounting transactions to ensure pay integrity</li> </ul>



## Appendix B: CFOC FM Career Roadmap Leadership Competency Definitions and Proficiency Levels

Leadership competencies are divided into three areas of focus:

- Foundational/Leading Self
- Leading Teams/Projects
- Leading People

### Foundational/ Leading Self

#### Accountability

**Accountability:** Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules. Demonstrates responsible behavior. Is motivated to achieve.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Revises and communicates to employees expectations and methods for achieving results in light of failed or delayed agency-level project</li> <li>• Administers and provides oversight of a new complex procedure which delegates responsibility for compliance to various agencies or parties</li> <li>• Accomplishes cultural change of accountability among staff by defining roles and responsibilities to ensure agency goals are met</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Provides and promotes position information across divisions to educate staff on respective duties, performance expectations, and consequent impact on accomplishment of agency goals</li> <li>• Holds staff accountable for new performance standards and expectations by taking action with employees not meeting standards</li> </ul>

**Accountability:** Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules. Demonstrates responsible behavior. Is motivated to achieve.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Implements new guidelines and procedures mandated by Congress</li> <li>• Accepts responsibility when missed deadlines affect major project outcome</li> <li>• Develops and implements internal controls for pilot program to manage potential barriers to implementation</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Investigates claims of employee violations and encourages staff to take responsibility for actions</li> <li>• Outlines goals and assesses workgroup progress towards goal achievement</li> <li>• Plans and researches safety issues and contacts agency to ensure safety standards are fully utilized</li> <li>• Distributes workload among staff to ensure staff meet key deliverables</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains confidentiality of sensitive information by establishing new policies and procedures for handling such information</li> <li>• Delegates work to staff to ensure responsibilities are completed</li> <li>• Meets weekly with team to monitor progress of work plans</li> <li>• Outlines written policies and procedures to ensure consistent adherence by staff</li> </ul>

## Attention to Detail

**Attention to Detail:** Is thorough when performing work and conscientious about attending to detail.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops processes and procedures to ensure production of high quality work products</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Provides guidance on how to create work products that are fully compliant with instructions/requirements</li> <li>Advises others on effective tools and techniques for ensuring details are not overlooked</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Produces fully compliant work products</li> <li>Creates effective tools and techniques for ensuring details are not overlooked</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Uses established tools and techniques to identify errors and modifications</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Submits work assignments that comply with instructions/requirements</li> <li>Identifies, organizes and maintains important details so they are not lost or forgotten (e.g., checklists, schedule, calendar)</li> <li>Verifies the accuracy of work products against established quality measures</li> </ul>

## Customer Service

**Customer Service:** Works with clients and customers to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops innovative customer service initiative which significantly improves quality and enhances customer satisfaction</li> <li>Implements organization-wide customer service initiative to raise employee skill levels to improve customer service</li> <li>Develops project plans, goals, and objectives to meet the needs of customers within and beyond the organization</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates growing customer needs and expectations to continuously improve product development and service delivery</li> <li>Creates work group consisting of stakeholders and neutral parties to develop solutions to customer service barriers</li> <li>Ensures products and services meet customer needs</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Designs and implements new or improved practices and strategies to improve customer service</li> <li>Develops customer satisfaction surveys, analyzes results, and makes necessary improvements</li> <li>Addresses customer service deficiencies by involving employees to identify solutions</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops guides and user manuals for customers</li> <li>Ensures products and services comply with customer requirements</li> <li>Streamlines procedures based on customer feedback</li> <li>Solicits customer feedback and takes steps to prevent similar problems or issues from occurring with other customers</li> </ul>
Level 1 –	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> </ul>	<ul style="list-style-type: none"> <li>Monitors customers or clients satisfaction to ensure they are getting what they need in a timely manner</li> </ul>

**Customer Service:** Works with clients and customers to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Awareness	<ul style="list-style-type: none"> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Establishes and maintains relationships with customers</li> <li>Updates agency website to reflect changes to services</li> </ul>

## Flexibility

**Flexibility:** Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Implements a successful action plan after a major organizational change</li> <li>Prioritizes, considers alternatives, and responds quickly and effectively to unexpected and rapidly changing conditions</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Adjusts organizational priorities quickly as situations change</li> <li>Shifts agency goals and initiatives to align with administration and Congressional priorities</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Realigns resources to meet changing customer needs</li> <li>Takes feedback into consideration while implementing organizational change</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>Uses staff feedback to streamline processes in order to meet deadlines</li> <li>Adjusts project plan based on input from staff and stakeholders</li> </ul>

**Flexibility:** Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
	<ul style="list-style-type: none"> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Meets with team to adjust and coordinate schedules to accommodate all team members</li> <li>• Adjusts staff assignments based on feedback and work load priorities</li> </ul>

### Integrity/Honesty

**Integrity/Honesty:** Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes a climate of openness and honesty and does not penalize responsible dissent</li> <li>• Does not acquiesce to inappropriate personal requests for favors, political pressure, or promise of gain</li> <li>• Displays fortitude to support ethical actions that may negatively impact self or stakeholders</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Instills a climate of trust by admitting own mistakes and taking responsibility for one's actions</li> <li>• Discusses potential ethical problems and wrong- doing with employees and responds appropriately</li> </ul>

**Integrity/Honesty:** Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates honestly with employees regarding potential changes affecting the organization to ensure staff are treated fairly</li> <li>• Investigates issues and takes corrective action, as appropriate</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Provides staff with accurate information about the vision of the agency and outlines changes in an upfront manner</li> <li>• Remains fair and objective when determining skill set needed for projects to select effective team members</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes open and honest communication with employees</li> <li>• Addresses concerns with employee behavior in a confidential and respectful manner</li> </ul>

## Interpersonal Skills

**Interpersonal Skills:** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Interacts with public interest groups with opposing viewpoints while conducting the organization's work</li> <li>• Is consistently open and approachable when resolving highly sensitive and complex issues</li> <li>• Maintains open and effective communication channels</li> </ul>

**Interpersonal Skills:** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Treats individuals from all levels of the agency with courtesy and sensitivity</li> <li>• Meets with staff and listens to their perspective on organizational policies and procedures</li> <li>• Displays professionalism, tact, and empathy when working with groups</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Makes self accessible to employees at all levels</li> <li>• Corrects employee mistakes in a courteous manner</li> <li>• Demonstrates courtesy, empathy and respect</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Shows employees empathy and respect</li> <li>• Welcomes new employees into organization by explaining mission and agency goals</li> <li>• Develops and maintains effective working relationships</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Interacts with co-workers in a tactful manner</li> <li>• Responds to employee inquiries</li> </ul>



## Oral Communications

**Oral Communications:** Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Presents complex information articulately when meeting with key executives or public officials regarding a high-visibility issue</li> <li>Testifies before Congress on a catastrophe's or significant issue's impact on the agency's responsibilities and requirements</li> <li>Communicates sensitive information of broad organizational impact on topics without precedence</li> <li>Adjusts oral communication techniques based on situation and audience to articulate a message</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Conducts presentations and briefings for high-level agency officials</li> <li>Presents, explains, and defends agency positions and proposals to staff and stakeholders</li> <li>Persuades others by making clear and convincing oral presentations</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Communicates with committee regarding necessary actions and suggested approaches to accomplish committee objectives</li> <li>Conveys information clearly and concisely to ensure staff or team members remain focused on agenda items</li> <li>Explains benefits to stakeholders to gain acceptance of programmatic change</li> <li>Presents information, analyses, and recommendations to officials and stakeholders</li> <li>Presents, promotes and clarifies ideas and issues to others</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>Communicates effectively with staff by conducting regular meetings to discuss initiatives and current events</li> <li>Explains and clarifies policy to affected parties</li> </ul>

**Oral Communications:** Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
	<ul style="list-style-type: none"> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Provides status updates to management team during quarterly division meeting</li> <li>Presents complex information to stakeholders verbally</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Communicates agency goals and initiatives to staff in a clear and concise manner</li> <li>Communicates information regarding organizational changes to staff</li> <li>Updates supervisors on project status</li> <li>Actively listens to staff ideas and concerns regarding work-related issues</li> </ul>

## Problem Solving

**Problem Solving:** Identifies problems; determines accuracy and relevance of information; uses rules, principles, or relationships that explain facts, data, or other information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Improves organizational efficiency by developing, planning, and implementing a multi-tier solution to complex or unprecedented problems</li> <li>Develops and implements a remediation plan restoring stakeholder confidence in a critical agency program</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Synthesizes information from internal and external sources to develop an action plan addressing program issues</li> <li>Addresses systemic barriers inhibiting the achievement of results by forming teams to conduct focus groups and develop solutions</li> </ul>

**Problem Solving:** Identifies problems; determines accuracy and relevance of information; uses rules, principles, or relationships that explain facts, data, or other information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Reconciles conflicting and/or incomplete information to develop solutions</li> <li>• Applies appropriate methodology to discover or identify policy issues and resource concerns</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Addresses routine organizational problems by leading a team to brainstorm solutions</li> <li>• Establishes guidelines to clarify complex and/or controversial processes</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Proposes solution to improve customer satisfaction</li> <li>• Determines cause of workforce problem and recommends corrective action</li> </ul>

## Public Service Motivation

**Public Service Motivation:** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Designs and develops programs to address critical community requirements</li> <li>Elicits employees' commitment to serve the public good in responding to a disaster</li> <li>Ensures that projects and programs meet public needs and interests</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Partners with community leaders to develop neighborhood action plans</li> <li>Cultivates relationships with community stakeholders to validate usefulness of proposed products and services</li> <li>Identifies improved ways to manage public resources</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Approves funding documentation in accordance with procedures to ensure public resources are utilized appropriately</li> <li>Improves processes used to monitor contractors and vendors for supplies, services, and/or equipment to ensure government funds are expended appropriately</li> <li>Encourages a commitment to public service</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Reviews unit's policies and procedures on a regular basis to ensure they are consistent with public needs</li> <li>Determines community needs by surveying citizens</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Responds promptly and accurately to public inquiries about agency policies</li> <li>Suggests gaining feedback from public regarding new policy</li> </ul>

## Resilience

<b>Resilience:</b> Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.		
<b>Proficiency Level</b>	<b>Proficiency Level Definition</b>	<b>Behavioral Illustrations</b>
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Defends current policy to high-level officials by explaining legal ramifications of suggested changes and the potential impact of legal action on the organization</li> <li>• Demonstrates persistence when providing rationale to staff during times of significant organizational change</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Responds to setbacks by developing alternative approaches to determine the best course of action</li> <li>• Maintains unit's effectiveness, quality and morale during organizational change</li> <li>• Cultivates internal and external stakeholders to develop strategies for obtaining funding from alternate sources following budget cuts</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Perseveres on project despite changing objectives, deliverables and deadlines</li> <li>• Develops strategies using existing resources for achieving objectives following budget cuts</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Meets with employees resistant to organizational change to address concerns</li> <li>• Maintains composure and direction in high-pressure situations</li> <li>• Accepts negative feedback in a constructive manner and adjusts behavior accordingly</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces project deliverables following funding cut</li> <li>• Continues presentation to customer despite technical difficulties with audio-visual system</li> </ul>

## Written Communications

<b>Written Communications:</b> Writes in a clear, concise, organized, and convincing manner for the intended audience.		
<b>Proficiency Level</b>	<b>Proficiency Level Definition</b>	<b>Behavioral Illustrations</b>
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Prepares highly complex written communications for national distribution that have significant implications for the Agency or Department</li> <li>Communicates persuasively in writing to multiple stakeholders about programs, projects, and proposals</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Writes complex documents, using clear terminology and a concise format as appropriate for decision makers</li> <li>Tailors written communications to address the most critical issues in a compelling and diplomatic manner</li> <li>Writes clear, concise issue papers or policy documents on complex topics, such as establishing Department-wide guidance or guidelines</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Prepares reports, summaries, or makes recommendations independently</li> <li>Reviews and edits materials prepared by others for grammar, punctuation, spelling and conformance to style and format guidelines</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Drafts concise, straightforward summaries of information (e.g., portions of plans/reports)</li> <li>Prepares routine written communications that are accurate, clear, concise and well-organized</li> <li>Answers routine or basic questions to internal and external customers appropriately (e.g., tone, detail) and when responding in writing</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> </ul>	<ul style="list-style-type: none"> <li>Writes basic communications (e.g., an email requesting straightforward information), proofreading before sending to others</li> </ul>

<b>Written Communications:</b> Writes in a clear, concise, organized, and convincing manner for the intended audience.		
Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
	<ul style="list-style-type: none"> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Uses appropriate grammar, punctuation, and spelling</li> <li>With guidance, applies the Department’s style and format guidelines to written products</li> </ul>

## Leading Teams/ Projects

### Decision Making

**Decision Making:** Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Uses limited information to solve a variety of complex problems during a crisis situation</li> <li>Solves highly-complex technical, administrative and policy issues involved in the implementation of new systems and programs by making timely decisions</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Changes course of action despite public support when new information indicates previous strategy would not succeed</li> <li>Makes timely decisions using available information regarding severe operating budget reductions including possible reductions in force (RIFs)</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Decides to redesign current performance appraisal system to better meet organizational needs</li> <li>Makes the decision to solve controversial workplace issue by establishing an employee task force</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Makes sound and timely decisions for a project, team or work unit</li> <li>Seeks out best practices to make organizational decisions</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and</li> </ul>	<ul style="list-style-type: none"> <li>Develops meeting agenda and determines topics for group decision making</li> <li>Determines the appropriate individuals needed for a decision making process</li> </ul>



**Decision Making:** Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
	processes	

### Influencing/ Negotiating

**Influencing/Negotiating:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Motivates a group to obtain information, find solutions and accomplish goals</li> <li>• Brokers a mutually acceptable agreement</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes new relationships with others in the work environment</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Gains cooperation from others</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborates with key stakeholders and creates a network of support for an initiative</li> </ul>

**Influencing/Negotiating:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
	<ul style="list-style-type: none"> <li>Demonstrates familiarity with concepts and processes</li> </ul>	
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Inspires commitment to achieve outcomes and build coalitions</li> </ul>

## Mission and Culture

**Mission and Culture:** Involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship or resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the formulation and prioritization of Human Resources/Training budgets to best meet the needs of the organization</li> <li>Identifies and provides opportunities for employee development and growth</li> <li>Provides overall organizational management – employee appraisals, competency development and planning, conflict resolution, employee counseling, and workforce planning</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops action plans for improvement</li> <li>Supports and encourages employee development and completion of related learning events</li> <li>Supports overall organizational management – employee appraisals, competency development and planning, conflict</li> </ul>

**Mission and Culture:** Involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship or resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
		resolution, employee counseling, and workforce planning
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Mentors new employees or junior staff</li> <li>• Collaborates with customers to define products and services</li> <li>• Participates in or leads analysis across the organization</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Works successfully in team environments</li> <li>• Represents the organization in varying capacities and situations</li> <li>• Identifies opportunities for improvement</li> <li>• Understands organizational dynamics</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the organizational vision, mission and core values and applies these to daily work</li> <li>• Practices appropriate IT security, safety, and property management</li> <li>• Understands who the customer is and their expectations</li> </ul>

## Organizational Awareness

**Organizational Awareness:** Knows the organization’s mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Examines and utilizes best practices to build an organizational infrastructure</li> <li>Develops programs taking into account multiple, diverse views and needs of other agencies or external organizations</li> <li>Evaluates and communicates external and environmental factors and situations that impact the organization</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Provides policy advice to officials which are consistent with local, national, and international policies and trends</li> <li>Reflects industry best practices in the development of agency-wide policies and procedures</li> <li>Researches political, cultural, and economic trends that may influence strategy, decisions, or problem solving</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Considers the impact of a shift in programmatic direction to meet the needs of local and national customers</li> <li>Synthesizes complex information gathered from a variety of external sources and disseminates it to staff</li> <li>Interprets and considers the impact of global environment and defense landscape</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Gathers and summarizes information to predict stakeholder views on a new policy</li> <li>Considers external policies and trends when reviewing correspondence, reports, and policy documents</li> </ul>

**Organizational Awareness:** Knows the organization’s mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Keeps up-to-date by attending key meetings hosted by other agencies or organizations</li> <li>• Keeps abreast of developments of other parts of the organization</li> </ul>

## Team Building

**Team Building:** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation, and motivates and works with team members to accomplish group goals.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Leads a team to address controversial agency-wide legislative and regulatory policy issues</li> <li>• Inspires interagency team to accomplish long-term strategic goals</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes cohesiveness of a dysfunctional team by defining roles and responsibilities of each team member and establishing overall objectives</li> <li>• Leads teams to implement Congressional programs and interact with legislative representatives</li> <li>• Motivates agency-wide team by assigning work based on team member skill level and area of interest</li> </ul>

**Team Building:** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation, and motivates and works with team members to accomplish group goals.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Includes entire team in decision-making process when developing mission and goals for the division</li> <li>• Creates senior-level teams to design and implement requirements for new systems and procedures</li> <li>• Leads team from various organizational units to create new systems or processes</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages staff to share skills and abilities within work group to facilitate completion of challenging tasks</li> <li>• Forms teams to identify and address agency concerns</li> <li>• Informs team members of issues requiring resolution and considers input</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Works with team to implement operating procedures within agency</li> <li>• Suggests utilizing team building exercises to improve office dynamics</li> </ul>

## Leading People

### Conflict Management

**Conflict Management:** Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Directs communication among other employees, internal or external stakeholders, and customers to reach agreement and joint action</li> <li>• Interprets and adapts general guidelines to resolve conflicts for which there are no precedents</li> <li>• Serves as a resource/mediator for conflicts that cannot be resolved immediately or that have escalated during previous attempts at resolution</li> <li>• Fosters a climate that minimizes potential for conflict</li> <li>• Anticipates and proactively mitigates conflict before it escalates</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates respect and openness for differences in opinions by allowing others to speak in turn and responding to what they've said with patience and understanding</li> <li>• Makes oneself approachable or available for helping others resolve conflicts</li> <li>• Seeks to resolve issues immediately and avoid escalation</li> <li>• Applies a variety of mediation and resolution techniques to enable a group to come to a resolution and promote ownership of the solution</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes conflict between employees, customers, and other stakeholders</li> <li>• Volunteers to assist in resolving the conflict</li> <li>• Identifies and evaluates elements of conflict to build conflict resolution skills</li> </ul>

**Conflict Management:** Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
		<ul style="list-style-type: none"> <li>• Reacts calmly to diffuse emotions of involved parties during heated discussions</li> <li>• Facilitates communication among other employees and/or customers to generate areas of agreement around issues or conflicts</li> <li>• Listens and considers all sides when resolving conflicts and confrontations among work units when there are overlapping areas of responsibility</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Is open and professional when handling minor personal conflicts; seeks help in resolving issues and/or situations, as needed</li> <li>• Resolves simple customer complaints opportunities by referring to established guidelines and standard operating procedures</li> <li>• Notifies the supervisor of conflict; initiates established chain-of-command process to facilitate resolution</li> <li>• Demonstrates respect and openness for differences of opinion by allowing others a chance to be heard and listening to what is being said</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes conflict and makes oneself available for conflict resolution</li> <li>• Communicates with other employees or customers to generate potential areas of agreement; notifies the supervisor of disagreements</li> <li>• Remains calm and objective during a conflict and through its resolution</li> </ul>



## Developing Others

**Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Designs and implements opportunities for career development in anticipation of agency restructuring, including mentoring staff and providing training</li> <li>• Directs working group to design training programs focused on skills necessary for meeting strategic goals</li> <li>• Designs, implements and communicates leadership development opportunities for staff at all levels in the organization</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Recommends details and developmental assignments to staff based on career interests and work unit needs</li> <li>• Recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information</li> <li>• Works with staff to develop individual development plans addressing employee needs and meeting organizational goals</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness</li> <li>• Provides constructive feedback, guidance and reinforcement to employees regarding job performance</li> <li>• Works with staff to identify work goals and create individual development plans</li> <li>• Evaluates training programs to ensure content meets staff needs</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages employees to participate in mentoring programs and other learning opportunities</li> <li>• Pairs new staff with seasoned employees to facilitate understanding of the position and organization</li> </ul>

**Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
	processes	<ul style="list-style-type: none"> <li>Provides orientation to new employees</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Provides developmental feedback to staff on job performance</li> <li>Involves staff in developing project goals and timelines</li> </ul>

### Enterprise Perspective

**Enterprise Perspective:** 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.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Models behaviors that demonstrate sensitivity to sharing knowledge with others, including workforce development, and demonstrating good governance and leadership techniques</li> </ul>

**Enterprise Perspective:** 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.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 4 – Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the political, legal and administrative forces that influence the offices work, relationships with other Departments and Congress</li> <li>• Recognizes the need for teamwork to meet the mission and fosters that</li> <li>• Manages conflict across organizations</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Understands and engages the Departments’ and Offices’ customers and addresses their needs</li> <li>• Recognizes relationships at state and local levels of government</li> <li>• Manages conflict effectively within the office</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Understands where the office fits into immediate organization chart of Unit and Office, relationships between branches, workflows of major processes, how the office impacts the mission</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the mission and goals of the Department and immediate office</li> </ul>

## Human Capital Management

**Human Capital Management:** Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Redesigns organizational structure to provide improved service to customers by considering organizational goals, timeframes for achieving goals, and staff responsibilities</li> <li>Creates new agency-wide human capital programs and activities to meet strategic objectives</li> <li>Leads task force to analyze agency-wide staffing needs and develops strategy to address recruitment needs</li> <li>Develops new agency-wide incentive program to retain employees with technical expertise</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Develops rewards system to recognize the impact of employee contributions to the organization</li> <li>Identifies creative strategies to recruit employees with the required skills and qualifications, despite having limited resources</li> <li>Identifies mission critical occupations and associated competencies needed to perform organizational functions</li> </ul>
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>Applies the competency in difficult situations</li> <li>Requires occasional guidance</li> <li>Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Reviews and updates position descriptions and performance plans</li> <li>Explains restructuring plan to staff and addresses concerns</li> <li>Recognizes employee contributions by rewarding employees publicly</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>Applies the competency in somewhat difficult situations</li> <li>Requires frequent guidance</li> <li>Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes and addresses deficiencies of human resources processes or tools</li> <li>Provides positive feedback to high-performing staff and rewards exceptional performance</li> <li>Considers impact of personnel decisions on current staff</li> </ul>

## CFOC Financial Management Career Roadmap

**Human Capital Management:** Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 1 – Awareness	<ul style="list-style-type: none"> <li>Applies the competency in the simplest situations</li> <li>Requires close and extensive guidance</li> <li>Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Makes personnel decisions based upon promotion criteria and position requirements</li> <li>Utilizes peer recognition process to recognize employees</li> <li>Meets with employees to set performance goals</li> <li>Hosts employee appreciation dinner for staff</li> </ul>

### Leveraging Diversity

**Leveraging Diversity:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 5 – Expert	<ul style="list-style-type: none"> <li>Applies the competency in exceptionally difficult situations</li> <li>Serves as a key resource and advises others</li> <li>Demonstrates comprehensive, expert understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Creates a diverse and inclusive environment after a major reorganization which brings together different cultures, ideas, and experiences</li> <li>Identifies creative approaches for targeted recruiting to develop a representative workforce that benefits from diverse strengths</li> </ul>
Level 4 – Advanced	<ul style="list-style-type: none"> <li>Applies the competency in considerably difficult situations</li> <li>Generally requires little or no guidance</li> <li>Demonstrates broad understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>Builds a diverse staff with a variety of skills who function effectively to accomplish the mission of the organization</li> <li>Develops a creative initiative focused on recognizing the various dimensions of diversity to encourage inclusiveness in the workplace</li> </ul>

**Leveraging Diversity:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Proficiency Level	Proficiency Level Definition	Behavioral Illustrations
Level 3 – Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers</li> <li>• Addresses and corrects the use of inappropriate language or actions which deride diversity</li> </ul>
Level 2 – Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Adheres to Equal Employment Opportunity (EEO) policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities</li> <li>• Builds teams leveraging diverse capabilities of staff</li> </ul>
Level 1 – Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in the simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Attends diversity programs to increase staff awareness</li> <li>• Meets with staff to obtain input on diversity issues within workgroup</li> </ul>

## Appendix C: Reference Materials

CHCO Council Financial Management Competency Study.

<https://www.chcoc.gov/content/financial-management-competency-study>

DHS Financial Professional Career Path Guides. Available upon request.

DoD Financial Management Certification Program.

[http://comptroller.defense.gov/Portals/45/documents/FMCertProgram/Standard\\_DoD\\_FM\\_Briefing.pdf](http://comptroller.defense.gov/Portals/45/documents/FMCertProgram/Standard_DoD_FM_Briefing.pdf)

Office of Personal Management Position Classifier's Handbook. <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/classifierhandbook.pdf>

Office of Personal Management Positions Classification Standards for Professional and Administrative Work in the Accounting and Budget Group, GS-0500.

<https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/standards/0500/gso500pa.pdf>

OMB MAX Federal Budget Community Career Roadmap.

<https://max.omb.gov/maxportal/assets/public/BFELoB/site/Career%20Road%20Map%20May%202010public.pdf>

O\*NET. <https://www.onetonline.org/>

USA jobs. <https://www.usajobs.gov/>

VA Financial Management (FM) Competency Model Report. Available upon request.

## Appendix D: Training Guide

The training listed below is intended to provide a variety of options for increasing proficiency in both the functional and leadership competencies. The sections below are organized first by occupation, and further by functional and leadership competencies. The tables within each section are organized by career level (entry, mid, senior), and alphabetized by competency. The course title includes a hyperlink to the location of the course on the vendor’s website.

Some important caveats exist for using this training guide:

- Courses included in the guide are recommendations only.
- Courses included in the guide do not reflect endorsement of the vendors.
- Courses included in the guide do not replace other agency required training (i.e., ethics, security awareness, etc.).
- The guide is not all-encompassing (additional courses other than those listed in the guide may be applicable).
- Utilization of the guide does not ensure a specific performance rating or guarantee a promotion.
- The guide is not a guarantee that the training will be provided. Participation is dependent on the amount of funding available and an employee’s workload constraints. This should be agreed to by the supervisor and employee on a case-by-case basis.

### 0501 Financial Administration and Program Support

#### Functional Training

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">Practical Statistics</a>	Graduate School	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">US Standard General Ledger Practical Applications</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">Course 2: Governmental Accounting, Financial Reporting</a>	AGA	Accounting, Concepts, Policies	2 - Basic	Entry	Alternative



<b>0501 Financial Administration and Program Support: Functional Training</b>					
<b>Course Title</b>	<b>Provider</b>	<b>Competency</b>	<b>Proficiency Rating</b>	<b>Career Level</b>	<b>Competency Category</b>
<a href="#"><u>and Budgeting</u></a>		and Principles			
<a href="#"><u>Federal Accounting Fundamentals</u></a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Federal Accounting Standards</u></a>	Graduate School	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Government/Fund Accounting: Introduction to Government Accounting, Financial Reporting and Financial Statement Analysis</u></a>	Becker	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Governmental Accounting, Financial Reporting, and Budgeting</u></a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Introduction to Federal Financial Management- NEW!</u></a>	Federal Training Center	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Overview of Internal Control Guidance</u></a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Statements of Federal Financial Accounting Standards: SFFAS</u></a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>COSO-Based Internal Auditing</u></a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#"><u>Federal Financial Statement Audits</u></a>	Management Concepts	Audit Concepts, Policies and	2 - Basic	Entry	Alternative

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Principles			
<a href="#">Introduction to the FAR</a>	Graduate School	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Sarbanes-Oxley Primer: Charting Your Course</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Intermediate Federal Accounting</a>	Graduate School	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Execution	2 - Basic	Entry	Secondary

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Formulation, Justification, and Presentation	1 - Awareness	Entry	Secondary
<a href="#">The Federal Budget Process</a>	Management Concepts	Budget Formulation, Justification, and Presentation	1 - Awareness	Entry	Secondary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Decision Support	2 - Basic	Entry	Primary
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Data Analysis &amp; Modeling Techniques</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">From Tactical to Strategic Thinking</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Managerial Cost Accounting</a>	GLOWS Corporation	Financial Management Analysis	3 - Intermediate	Entry	Primary

<b>0501 Financial Administration and Program Support: Functional Training</b>					
<b>Course Title</b>	<b>Provider</b>	<b>Competency</b>	<b>Proficiency Rating</b>	<b>Career Level</b>	<b>Competency Category</b>
<a href="#">Qualitative Research: Design &amp; Methods</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Quantitative Research Methods: Multivariate</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Street Fighting Mathematics</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Public Sector Financial Systems &amp; Policies</a>	Graduate School	Financial Management Systems	2 - Basic	Entry	Primary
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Intermediate Federal Accounting</a>	Graduate School	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Preparing Federal Financial Statements Using the U.S. Standard General Ledger</a>	Management Concepts	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">U.S. Standard General Ledger: Practical Applications</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	1 - Awareness	Entry	Alternative
<a href="#">Introduction to Financial</a>	Graduate School	Fundamentals &	1 - Awareness	Entry	Alternative

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Management</a>		Operations of Budget			
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Entry	Alternative
<a href="#">Introduction to Business Valuation</a>	Becker	Accounting Analysis	4 - Advanced	Mid	Secondary
<a href="#">The Prompt Payment Act and Voucher Examination</a>	Management Concepts	Accounting, Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Advanced Appropriations Law</a>	Graduate School	Advanced Financial Management	4 - Advanced	Mid	Secondary
<a href="#">Certified Internal Auditor (CIA) Preparatory Course</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Appropriations Law Refresher and Update (Virtual)</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Budget Analyst's Essential Guide to Formulation, Justification, and Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Budget Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Advanced Appropriations Law</a>	Graduate School	Budget Execution	4 - Advanced	Mid	Secondary
<a href="#">Budget Analyst's Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Formulation, Justification, and Presentation	3 - Intermediate	Mid	Secondary
<a href="#">Making Decisions Using Earned Value</a>	Management Concepts	Decision Support	4 - Advanced	Mid	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Concepts, Policies and Principles	4 - Advanced	Mid	Primary
<a href="#">Program Evaluation for Improved Decision-Making</a>	Management Concepts	Financial Management Analysis	4 - Advanced	Mid	Primary
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Financial Management Systems	3 - Intermediate	Mid	Primary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Financial Reporting	4 - Advanced	Mid	Primary
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Financial Reporting	4 - Advanced	Mid	Primary
<a href="#">Internal Controls Over Financial Reporting</a>	Management Concepts	Financial Stewardship	4 - Advanced	Mid	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	1 - Awareness	Mid	Alternative
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Budget	1 - Awareness	Mid	Alternative

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Mid	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Accounting, Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Audit Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Budget Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Execution	5 - Expert	Senior	Secondary
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Formulation, Justification, and Presentation	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Concepts, Policies and Principles	5 - Expert	Senior	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Management	5 - Expert	Senior	Primary

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Analysis			
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Fundamentals & Operations of Accounting	2 - Basic	Senior	Alternative
<a href="#">Federal Accounting Standards</a>	Graduate School	Fundamentals & Operations of Accounting	2 - Basic	Senior	Alternative
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Fundamentals & Operations of Budget	2 - Basic	Senior	Alternative
<a href="#">The Federal Budget Process</a>	Management Concepts	Fundamentals & Operations of Budget	2 - Basic	Senior	Alternative

### Leadership Training

0501 Financial Administration and Program Support: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Government Environment</a>	Management Concepts	Accountability	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">Customer Service</a>	SkillPath	Customer Service	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Decision Making</a>	Management Concepts	Decision Making	1 - Awareness	Entry	Foundational/



## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
					Leading Self
<a href="#">Coaching for Improved Performance</a>	Dale Carnegie Training	Developing Others	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Fostering Accountability, Adaptability, and Resilience</a>	Management Concepts	Flexibility	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Dealing with Negative Attitudes in the workplace</a>	SkillPath	Influencing/Negotiating	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Interpersonal Skills: Developing Effective Relationships</a>	Management Concepts	Interpersonal Skills	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">The New Leader Program</a>	Graduate School	Oral Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Problem Solving	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Change Management</a>	Business Training Works	Resilience	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Effective Teamwork Strategies</a>	SkillPath	Team Building	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Online Business Writing Training Course</a>	Business Training Works	Written Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">The Mindset of Leadership</a>	Introspect	Accountability	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Constructive Conflict Resolution</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
					Projects
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Essentials of Communicating with Diplomacy &amp; Professionalism</a>	SkillPath	Decision Making	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Developing Others	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Influencing/Negotiating	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Interpersonal Skills	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Bridging the Gap: Understanding Generations at Work</a>	Business Training Works	Leveraging Diversity	2 - Basic	Mid	Leading Teams/ Projects
<a href="#">The New Leader Program</a>	Graduate School	Mission and Culture	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Briefing and Presentation Skills</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Evaluating and Presenting Analysis Results</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
					Projects
<a href="#">Breakthrough Problem Solving</a>	Management Concepts	Problem Solving	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Resiliency 2.0</a>	OPM	Resilience	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The 10 Steps to Leadership Excellence</a>	SkillPath	Team Building	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Advanced Writing Skills</a>	Business Training Works	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Effecting Writing in the Federal Government</a>	OPM	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">RIA - Risk Management, Internal Controls, and Auditing for Leaders</a>	CFO Academy	Accountability	5 - Expert	Senior	Leading People
<a href="#">Project Management</a>	Graduate School	Customer Service	5 - Expert	Senior	Leading People
<a href="#">The Future of Federal Financial Information Sharing</a>	CFO Academy	Decision Making	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Developing Others	5 - Expert	Senior	Leading People
<a href="#">Organizational Culture for Strategic Leaders</a>	CFO Academy	Enterprise Perspective	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Excelling as a Manager or</a>	SkillPath	Human Capital	4 - Advanced	Senior	Leading People

## CFOC Financial Management Career Roadmap

0501 Financial Administration and Program Support: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Supervisor</a>		Management			
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Oral Communication	5 - Expert	Senior	Leading People
<a href="#">Business Analysis Overview</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Data Architectures</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Problem Solving	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Program Evaluation for Improved-Decision Making</a>	Management Concepts	Team Building	5 - Expert	Senior	Leading People
<a href="#">How to Write Effective Policies and Procedures</a>	SkillPath	Written Communication	4 - Advanced	Senior	Leading People

## 0510 Accounting

### Functional Training

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Primary
<a href="#">Practical Statistics</a>	Graduate School	Accounting Analysis	2 - Basic	Entry	Primary
<a href="#">US Standard General Ledger Practical Applications</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Primary
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Federal Accounting Standards</a>	Graduate School	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Government/Fund Accounting: Introduction to Government Accounting, Financial Reporting and Financial Statement Analysis</a>	Becker	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Governmental Accounting, Financial Reporting, and Budgeting</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Statements of Federal Financial Accounting Standards: SFFAS</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Primary

## CFOC Financial Management Career Roadmap

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">COSO-Based Internal Auditing</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to the FAR</a>	Graduate School	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Sarbanes-Oxley Primer: Charting Your Course</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Intermediate Federal Accounting</a>	Graduate School	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Execution	2 - Basic	Entry	Secondary
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Formulation, Justification, and Presentation	1 - Awareness	Entry	Secondary

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Budget Process (Virtual)</a>	Management Concepts	Budget Formulation, Justification, and Presentation	1 - Awareness	Entry	Secondary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Decision Support	2 - Basic	Entry	Primary
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Data Analysis &amp; Modeling Techniques</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">From Tactical to Strategic Thinking</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Managerial Cost Accounting</a>	GLOWS Corporation	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Qualitative Research: Design &amp; Methods</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Quantitative Research Methods: Multivariate</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Street Fighting Mathematics</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Public Sector Financial Systems &amp; Policies</a>	Graduate School	Financial Management Systems	2 - Basic	Entry	Primary
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Financial Reporting	2 - Basic	Entry	Primary

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Intermediate Federal Accounting</a>	Graduate School	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Preparing Federal Financial Statements Using the U.S. Standard General Ledger</a>	Management Concepts	Financial Reporting	2 - Basic	Entry	Primary
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">U.S. Standard General Ledger: Practical Applications</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	4 - Advanced	Entry	Secondary
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Budget	1 - Awareness	Entry	Alternative
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Fundamentals & Operations of Finance	1 - Awareness	Entry	Alternative
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Entry	Alternative
<a href="#">Introduction to Business Valuation</a>	Becker	Accounting Analysis	4 - Advanced	Mid	Primary
<a href="#">The Prompt Payment Act and Voucher Examination</a>	Management Concepts	Accounting, Concepts, Policies and Principles	4 - Advanced	Mid	Primary
<a href="#">Advanced Appropriations Law</a>	Graduate School	Advanced Financial Management	4 - Advanced	Mid	Secondary
<a href="#">Certified Internal Auditor (CIA) Preparatory Course</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Internal Controls: Meeting Federal</a>	Management Concepts	Audit Concepts,	4 - Advanced	Mid	Alternative



## CFOC Financial Management Career Roadmap

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Requirements for Accountability</a>		Policies and Principles			
<a href="#">Appropriations Law Refresher and Update (Virtual)</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Budget Analyst's Essential Guide to Formulation, Justification, and Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Budget Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Advanced Appropriations Law</a>	Graduate School	Budget Execution	4 - Advanced	Mid	Secondary
<a href="#">Budget Analyst's Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Formulation, Justification, and Presentation	3 - Intermediate	Mid	Secondary
<a href="#">Making Decisions Using Earned Value</a>	Management Concepts	Decision Support	4 - Advanced	Mid	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Program Evaluation for Improved Decision-Making</a>	Management Concepts	Financial Management Analysis	4 - Advanced	Mid	Secondary
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Financial Management Systems	3 - Intermediate	Mid	Primary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Financial Reporting	4 - Advanced	Mid	Primary
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Financial Reporting	4 - Advanced	Mid	Primary
<a href="#">Internal Controls Over Financial Reporting</a>	Management Concepts	Financial Stewardship	4 - Advanced	Mid	Primary
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Budget	1 - Awareness	Mid	Alternative

## CFOC Financial Management Career Roadmap

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Fundamentals & Operations of Finance	1 - Awareness	Mid	Alternative
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Mid	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Accounting, Concepts, Policies and Principles	5 - Expert	Senior	Primary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Audit Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Budget Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Execution	5 - Expert	Senior	Secondary
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Formulation, Justification, and Presentation	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Management Analysis	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary

0510 Accounting: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Fundamentals & Operations of Budget	2 - Basic	Senior	Alternative
<a href="#">The Federal Budget Process</a>	Management Concepts	Fundamentals & Operations of Budget	2 - Basic	Senior	Alternative
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Finance	2 - Basic	Senior	Alternative

### Leadership Training

0510 Accounting: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Government Environment</a>	Management Concepts	Accountability	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">Customer Service</a>	SkillPath	Customer Service	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Decision Making</a>	Management Concepts	Decision Making	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Coaching for Improved Performance</a>	Dale Carnegie Training	Developing Others	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Fostering Accountability, Adaptability, and Resilience</a>	Management Concepts	Flexibility	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Dealing with Negative Attitudes in the workplace</a>	SkillPath	Influencing/Negotiating	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Interpersonal Skills: Developing Effective Relationships</a>	Management Concepts	Interpersonal Skills	3 - Intermediate	Entry	Foundational/ Leading Self

## CFOC Financial Management Career Roadmap

0510 Accounting: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">The New Leader Program</a>	Graduate School	Oral Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Problem Solving	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Change Management</a>	Business Training Works	Resilience	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Effective Teamwork Strategies</a>	SkillPath	Team Building	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Online Business Writing Training Course</a>	Business Training Works	Written Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">The Mindset of Leadership</a>	Introspect	Accountability	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Constructive Conflict Resolution</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Essentials of Communicating with Diplomacy &amp; Professionalism</a>	SkillPath	Decision Making	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Developing Others	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications,</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/

## CFOC Financial Management Career Roadmap

0510 Accounting: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Execution</a>					Projects
<a href="#">Budget Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Influencing/Negotiating	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Interpersonal Skills	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Bridging the Gap: Understanding Generations at Work</a>	Business Training Works	Leveraging Diversity	2 - Basic	Mid	Leading Teams/ Projects
<a href="#">The New Leader Program</a>	Graduate School	Mission and Culture	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Briefing and Presentation Skills</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Evaluating and Presenting Analysis Results</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Breakthrough Problem Solving</a>	Management Concepts	Problem Solving	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Resiliency 2.0</a>	OPM	Resilience	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The 10 Steps to Leadership Excellence</a>	SkillPath	Team Building	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Advanced Writing Skills</a>	Business Training Works	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects

## CFOC Financial Management Career Roadmap

0510 Accounting: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Effecting Writing in the Federal Government</a>	OPM	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">RIA - Risk Management, Internal Controls, and Auditing for Leaders</a>	CFO Academy	Accountability	5 - Expert	Senior	Leading People
<a href="#">Project Management</a>	Graduate School	Customer Service	5 - Expert	Senior	Leading People
<a href="#">The Future of Federal Financial Information Sharing</a>	CFO Academy	Decision Making	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Developing Others	5 - Expert	Senior	Leading People
<a href="#">Organizational Culture for Strategic Leaders</a>	CFO Academy	Enterprise Perspective	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Excelling as a Manager or Supervisor</a>	SkillPath	Human Capital Management	4 - Advanced	Senior	Leading People
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Oral Communication	5 - Expert	Senior	Leading People
<a href="#">Business Analysis Overview</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Data Architectures</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Problem Solving	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Resilience	4 - Advanced	Senior	Leading People

0510 Accounting: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Program Evaluation for Improved-Decision Making</a>	Management Concepts	Team Building	5 - Expert	Senior	Leading People
<a href="#">How to Write Effective Policies and Procedures</a>	SkillPath	Written Communication	4 - Advanced	Senior	Leading People

## 0511 Auditing

### Functional Training

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">Practical Statistics</a>	Graduate School	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">US Standard General Leger Practical Applications</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Accounting Standards</a>	Graduate School	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Government/Fund Accounting: Introduction to Government Accounting, Financial Reporting and Financial Statement Analysis</a>	Becker	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Governmental Accounting, Financial Reporting, and Budgeting</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative



0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Statements of Federal Financial Accounting Standards: SFFAS</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">COSO-Based Internal Auditing</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Introduction to the FAR</a>	Graduate School	Audit Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Sarbanes-Oxley Primer: Charting Your Course</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Audit Report Writing</a>	Institute for Internal Auditors	Audit Reporting	2 - Basic	Entry	Primary
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Budget Concepts, Policies and	2 - Basic	Entry	Alternative

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Principles			
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Intermediate Federal Accounting</a>	Graduate School	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Budget Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Budget Analyst's Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Execution	2 - Basic	Entry	Secondary
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Formulation, Justification, and Presentation	1 - Awareness	Entry	Secondary
<a href="#">Federal Budget Process (Virtual)</a>	Management Concepts	Budget Formulation, Justification, and Presentation	1 - Awareness	Entry	Secondary
<a href="#">Analytics Capstone</a>	Management Concepts	Decision Support - Audit Execution	2 - Basic	Entry	Primary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Decision Support - Audit Execution	2 - Basic	Entry	Primary
<a href="#">Research Skills for Analysts</a>	The Capitol.net	Decision Support - Audit Execution	2 - Basic	Entry	Primary
<a href="#">Federal Financial Management</a>	Management	Financial Concepts,	2 - Basic	Entry	Alternative

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Overview</a>	Concepts	Policies and Principles			
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Data Analysis &amp; Modeling Techniques</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">From Tactical to Strategic Thinking</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Managerial Cost Accounting</a>	GLOWS Corporation	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Qualitative Research: Design &amp; Methods</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Quantitative Research Methods: Multivariate</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Street Fighting Mathematics</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Secondary
<a href="#">Public Sector Financial Systems &amp; Policies</a>	Graduate School	Financial Management	2 - Basic	Entry	Secondary

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Systems			
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">U.S. Standard General Ledger: Practical Applications</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	1 - Awareness	Entry	Alternative
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Budget	1 - Awareness	Entry	Alternative
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Fundamentals & Operations of Finance	1 - Awareness	Entry	Alternative
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Entry	Alternative
<a href="#">Introduction to Business Valuation</a>	Becker	Accounting Analysis	4 - Advanced	Mid	Secondary
<a href="#">The Prompt Payment Act and Voucher Examination</a>	Management Concepts	Accounting, Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Advanced Appropriations Law</a>	Graduate School	Advanced Financial Management	4 - Advanced	Mid	Secondary
<a href="#">Certified Internal Auditor (CIA) Preparatory Course</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Primary

## CFOC Financial Management Career Roadmap

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Primary
<a href="#">Effective Audit Supervision</a>	Graduate School	Audit Planning and Management	3 - Intermediate	Mid	Primary
<a href="#">Using Metrics to Assess Performance</a>	Graduate School	Audit Planning and Management	3 - Intermediate	Mid	Primary
<a href="#">Using Metrics to Assess Performance</a>	Graduate School	Audit Reporting	4 - Advanced	Mid	Primary
<a href="#">Appropriations Law Refresher and Update (Virtual)</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Budget Analyst's Essential Guide to Formulation, Justification, and Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Budget Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Advanced Appropriations Law</a>	Graduate School	Budget Execution	4 - Advanced	Mid	Secondary
<a href="#">Budget Analyst's Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Formulation, Justification, and Presentation	3 - Intermediate	Mid	Secondary
<a href="#">Forensic Auditing: Detection and Prevention of Fraud</a>	Management Concepts	Decision Support - Audit Execution	4 - Advanced	Mid	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Concepts, Policies and Principles	4 - Advanced	Mid	Alternative

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Program Evaluation for Improved Decision-Making</a>	Management Concepts	Financial Management Analysis	4 - Advanced	Mid	Secondary
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Financial Management Systems	3 - Intermediate	Mid	Secondary
<a href="#">Internal Controls Over Financial Reporting</a>	Management Concepts	Financial Stewardship	4 - Advanced	Mid	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	1 - Awareness	Mid	Alternative
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Budget	1 - Awareness	Mid	Alternative
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Fundamentals & Operations of Finance	1 - Awareness	Mid	Alternative
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Mid	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Accounting, Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary

## CFOC Financial Management Career Roadmap

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Audit Concepts, Policies and Principles	5 - Expert	Senior	Primary
<a href="#">Skills for Leading &amp; Managing Audit Projects</a>	Graduate School	Audit Planning and Management	5 - Expert	Senior	Primary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Budget Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Execution	5 - Expert	Senior	Secondary
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Formulation, Justification, and Presentation	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Decision Support - Audit Execution	5 - Expert	Senior	Primary
<a href="#">RIA - Risk Management, Internal Controls, and Auditing for Leaders</a>	CFO Academy	Decision Support - Audit Execution	5 - Expert	Senior	Primary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Management Analysis	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary

0511 Auditing: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Fundamentals & Operations of Accounting	2 - Basic	Senior	Alternative
<a href="#">Federal Accounting Standards</a>	Graduate School	Fundamentals & Operations of Accounting	2 - Basic	Senior	Alternative
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Fundamentals & Operations of Budget	2 - Basic	Senior	Alternative
<a href="#">The Federal Budget Process</a>	Management Concepts	Fundamentals & Operations of Budget	2 - Basic	Senior	Alternative
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Finance	2 - Basic	Senior	Alternative

## Leadership Training

0511 Auditing: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Government Environment</a>	Management Concepts	Accountability	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">Customer Service</a>	SkillPath	Customer Service	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Decision Making</a>	Management Concepts	Decision Making	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Coaching for Improved</a>	Dale Carnegie Training	Developing Others	1 - Awareness	Entry	Foundational/



## CFOC Financial Management Career Roadmap

0511 Auditing: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Performance</a>					Leading Self
<a href="#">Fostering Accountability, Adaptability, and Resilience</a>	Management Concepts	Flexibility	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Dealing with Negative Attitudes in the workplace</a>	SkillPath	Influencing/Negotiating	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Interpersonal Skills: Developing Effective Relationships</a>	Management Concepts	Interpersonal Skills	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">The New Leader Program</a>	Graduate School	Oral Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Problem Solving	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Change Management</a>	Business Training Works	Resilience	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Effective Teamwork Strategies</a>	SkillPath	Team Building	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Online Business Writing Training Course</a>	Business Training Works	Written Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">The Mindset of Leadership</a>	Introspect	Accountability	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Constructive Conflict Resolution</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects

## CFOC Financial Management Career Roadmap

0511 Auditing: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Essentials of Communicating with Diplomacy &amp; Professionalism</a>	SkillPath	Decision Making	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Developing Others	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Influencing/Negotiating	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Interpersonal Skills	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Bridging the Gap: Understanding Generations at Work</a>	Business Training Works	Leveraging Diversity	2 - Basic	Mid	Leading Teams/ Projects
<a href="#">The New Leader Program</a>	Graduate School	Mission and Culture	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Briefing and Presentation Skills</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Evaluating and Presenting Analysis Results</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects

## CFOC Financial Management Career Roadmap

0511 Auditing: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Breakthrough Problem Solving</a>	Management Concepts	Problem Solving	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Resiliency 2.0</a>	OPM	Resilience	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The 10 Steps to Leadership Excellence</a>	SkillPath	Team Building	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Advanced Writing Skills</a>	Business Training Works	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Effecting Writing in the Federal Government</a>	OPM	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">RIA - Risk Management, Internal Controls, and Auditing for Leaders</a>	CFO Academy	Accountability	5 - Expert	Senior	Leading People
<a href="#">Project Management</a>	Graduate School	Customer Service	5 - Expert	Senior	Leading People
<a href="#">The Future of Federal Financial Information Sharing</a>	CFO Academy	Decision Making	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Developing Others	5 - Expert	Senior	Leading People
<a href="#">Organizational Culture for Strategic Leaders</a>	CFO Academy	Enterprise Perspective	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Excelling as a Manager or Supervisor</a>	SkillPath	Human Capital Management	4 - Advanced	Senior	Leading People
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Oral Communication	5 - Expert	Senior	Leading People

**0511 Auditing: Leadership Training**

Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Business Analysis Overview</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Data Architectures</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Problem Solving	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Program Evaluation for Improved-Decision Making</a>	Management Concepts	Team Building	5 - Expert	Senior	Leading People
<a href="#">How to Write Effective Policies and Procedures</a>	SkillPath	Written Communication	4 - Advanced	Senior	Leading People

## 0560 Budget Analysis

### Functional Training

0560 Budget Analysis: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">Practical Statistics</a>	Graduate School	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">US Standard General Leger Practical Applications</a>	Management Concepts	Accounting Analysis	2 - Basic	Entry	Secondary
<a href="#">Course 2: Governmental Accounting, Financial Reporting and Budgeting</a>	AGA	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Accounting Standards</a>	Graduate School	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Government/Fund Accounting: Introduction to Government Accounting, Financial Reporting and Financial Statement Analysis</a>	Becker	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Governmental Accounting, Financial Reporting, and Budgeting</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative

0560 Budget Analysis: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Statements of Federal Financial Accounting Standards: SFFAS</a>	Management Concepts	Accounting, Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">COSO-Based Internal Auditing</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Introduction to the FAR</a>	Graduate School	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Overview of Internal Control Guidance</a>	Management Concepts	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Sarbanes-Oxley Primer: Charting Your Course</a>	Institute for Internal Auditors	Audit Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Advanced Federal Budget Process: Current Budget Politics &amp; the Federal Budget Process</a>	The Capitol.net	Budget Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Budget Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Course 2: Governmental Accounting,</a>	AGA	Budget Concepts,	2 - Basic	Entry	Primary

<b>0560 Budget Analysis: Functional Training</b>					
<b>Course Title</b>	<b>Provider</b>	<b>Competency</b>	<b>Proficiency Rating</b>	<b>Career Level</b>	<b>Competency Category</b>
<a href="#">Financial Reporting and Budgeting</a>		Policies and Principles			
<a href="#">Intermediate Federal Accounting</a>	Graduate School	Budget Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Budget Concepts, Policies and Principles	2 - Basic	Entry	Primary
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Budget Execution	2 - Basic	Entry	Primary
<a href="#">Budget Analysis Workshop</a>	Graduate School	Budget Formulation, Justification, and Presentation	2 - Basic	Entry	Primary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Decision Support	2 - Basic	Entry	Primary
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Federal Financial Statement Audits</a>	Management Concepts	Financial Concepts, Policies and Principles	2 - Basic	Entry	Alternative
<a href="#">Data Analysis &amp; Modeling Techniques</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Evaluating and Presenting Analysis Results: Microsoft Excel 2007</a>	Management Concepts	Financial Management	3 - Intermediate	Entry	Primary

0560 Budget Analysis: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Analysis			
<a href="#">From Tactical to Strategic Thinking</a>	Management Concepts	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Managerial Cost Accounting</a>	GLOWS Corporation	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Qualitative Research: Design &amp; Methods</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Quantitative Research Methods: Multivariate</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Street Fighting Mathematics</a>	MIT Open Courseware	Financial Management Analysis	3 - Intermediate	Entry	Primary
<a href="#">Public Sector Financial Systems &amp; Policies</a>	Graduate School	Financial Management Systems	2 - Basic	Entry	Primary
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">U.S. Standard General Ledger: Practical Applications</a>	Management Concepts	Financial Stewardship	3 - Intermediate	Entry	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	1 - Awareness	Entry	Alternative
<a href="#">Budget Justification: Effective Preparation and Submission</a>	Management Concepts	Fundamentals & Operations of	4 - Advanced	Entry	Secondary



0560 Budget Analysis: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Budget			
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Fundamentals & Operations of Finance	1 - Awareness	Entry	Alternative
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of Military & Civilian Pay	1 - Awareness	Entry	Alternative
<a href="#">Introduction to Business Valuation</a>	Becker	Accounting Analysis	4 - Advanced	Mid	Secondary
<a href="#">The Prompt Payment Act and Voucher Examination</a>	Management Concepts	Accounting, Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Advanced Appropriations Law</a>	Graduate School	Advanced Financial Management	4 - Advanced	Mid	Secondary
<a href="#">Certified Internal Auditor (CIA) Preparatory Course</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Internal Controls: Meeting Federal Requirements for Accountability</a>	Management Concepts	Audit Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Appropriations Law Refresher and Update (Virtual)</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Primary
<a href="#">Budget Analyst's Essential Guide to Formulation, Justification, and Execution</a>	Management Concepts	Budget Concepts, Policies and Principles	4 - Advanced	Mid	Primary
<a href="#">Budget Execution</a>	Management	Budget Concepts,	4 - Advanced	Mid	Primary

## CFOC Financial Management Career Roadmap

0560 Budget Analysis: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
	Concepts	Policies and Principles			
<a href="#">Advanced Appropriations Law</a>	Graduate School	Budget Execution	4 - Advanced	Mid	Primary
<a href="#">Managing Under Budgetary Constraints</a>	Graduate School	Budget Formulation, Justification, and Presentation	4 - Advanced	Mid	Primary
<a href="#">Making Decisions Using Earned Value</a>	Management Concepts	Decision Support	4 - Advanced	Mid	Primary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Concepts, Policies and Principles	4 - Advanced	Mid	Alternative
<a href="#">Program Evaluation for Improved Decision-Making</a>	Management Concepts	Financial Management Analysis	4 - Advanced	Mid	Primary
<a href="#">Introduction to Federal Financial Management- NEW!</a>	Federal Training Center	Financial Management Systems	3 - Intermediate	Mid	Primary
<a href="#">Internal Controls Over Financial Reporting</a>	Management Concepts	Financial Stewardship	4 - Advanced	Mid	Primary
<a href="#">Federal Accounting Fundamentals</a>	Management Concepts	Fundamentals & Operations of Accounting	1 - Awareness	Mid	Alternative
<a href="#">Federal Financial Management Overview</a>	Management Concepts	Fundamentals & Operations of Finance	1 - Awareness	Mid	Alternative
<a href="#">Proper Payment &amp; Voucher Examination</a>	Federal Training Center	Fundamentals & Operations of	1 - Awareness	Mid	Alternative

## CFOC Financial Management Career Roadmap

0560 Budget Analysis: Functional Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
		Military & Civilian Pay			
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Accounting, Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Advanced Financial Management	5 - Expert	Senior	Secondary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Audit Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Budget Concepts, Policies and Principles	5 - Expert	Senior	Primary
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Execution	5 - Expert	Senior	Primary
<a href="#">Working with Congress for Federal Executive</a>	OPM	Budget Formulation, Justification, and Presentation	5 - Expert	Senior	Primary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial Concepts, Policies and Principles	5 - Expert	Senior	Alternative
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Management Analysis	5 - Expert	Senior	Primary
<a href="#">FFR - The Future of Federal Financial Information Sharing</a>	CFO Academy	Financial	5 - Expert	Senior	Primary

**0560 Budget Analysis: Functional Training**

Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Information Sharing</a>		Stewardship			
<a href="#">Strategies for Process Improvement</a>	CFO Academy	Financial Stewardship	5 - Expert	Senior	Primary
<a href="#">Budget and Accounting: Making the Connection</a>	Management Concepts	Fundamentals & Operations of Accounting	2 - Basic	Senior	Alternative
<a href="#">Federal Accounting Standards</a>	Graduate School	Fundamentals & Operations of Accounting	2 - Basic	Senior	Alternative
<a href="#">Introduction to Financial Management</a>	Graduate School	Fundamentals & Operations of Finance	2 - Basic	Senior	Alternative

**Leadership Training**

**0560 Budget Analyst: Leadership Training**

Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Government Environment</a>	Management Concepts	Accountability	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">Customer Service</a>	SkillPath	Customer Service	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Decision Making</a>	Management Concepts	Decision Making	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Coaching for Improved Performance</a>	Dale Carnegie Training	Developing Others	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Fostering Accountability, Adaptability, and Resilience</a>	Management Concepts	Flexibility	1 - Awareness	Entry	Foundational/

## CFOC Financial Management Career Roadmap

0560 Budget Analyst: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
					Leading Self
<a href="#">Dealing with Negative Attitudes in the workplace</a>	SkillPath	Influencing/Negotiating	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Interpersonal Skills: Developing Effective Relationships</a>	Management Concepts	Interpersonal Skills	3 - Intermediate	Entry	Foundational/ Leading Self
<a href="#">The New Leader Program</a>	Graduate School	Oral Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Problem Solving	2 - Basic	Entry	Foundational/ Leading Self
<a href="#">Change Management</a>	Business Training Works	Resilience	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Effective Teamwork Strategies</a>	SkillPath	Team Building	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">Online Business Writing Training Course</a>	Business Training Works	Written Communication	1 - Awareness	Entry	Foundational/ Leading Self
<a href="#">The Mindset of Leadership</a>	Introspect	Accountability	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Constructive Conflict Resolution</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">World Class Customer Service</a>	Dale Carnegie Training	Conflict Management	3 - Intermediate	Mid	Leading Teams/ Projects

## CFOC Financial Management Career Roadmap

0560 Budget Analyst: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Essentials of Communicating with Diplomacy &amp; Professionalism</a>	SkillPath	Decision Making	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Developing Others	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Analyst Essential Guide to Formulation, Justifications, Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Budget Execution</a>	Management Concepts	Enterprise Perspective	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The Power of Influence over Authority</a>	Graduate School	Influencing/Negotiating	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Interpersonal Skills	4 - Advanced	Mid	Leading Teams/ Projects
<a href="#">Bridging the Gap: Understanding Generations at Work</a>	Business Training Works	Leveraging Diversity	2 - Basic	Mid	Leading Teams/ Projects
<a href="#">The New Leader Program</a>	Graduate School	Mission and Culture	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Briefing and Presentation Skills</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Evaluating and Presenting Analysis Results</a>	Management Concepts	Oral Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Breakthrough Problem Solving</a>	Management Concepts	Problem Solving	3 - Intermediate	Mid	Leading Teams/ Projects

## CFOC Financial Management Career Roadmap

0560 Budget Analyst: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Resiliency 2.0</a>	OPM	Resilience	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">The 10 Steps to Leadership Excellence</a>	SkillPath	Team Building	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Advanced Writing Skills</a>	Business Training Works	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">Effecting Writing in the Federal Government</a>	OPM	Written Communication	3 - Intermediate	Mid	Leading Teams/ Projects
<a href="#">RIA - Risk Management, Internal Controls, and Auditing for Leaders</a>	CFO Academy	Accountability	5 - Expert	Senior	Leading People
<a href="#">Project Management</a>	Graduate School	Customer Service	5 - Expert	Senior	Leading People
<a href="#">The Future of Federal Financial Information Sharing</a>	CFO Academy	Decision Making	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Developing Others	5 - Expert	Senior	Leading People
<a href="#">Organizational Culture for Strategic Leaders</a>	CFO Academy	Enterprise Perspective	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Flexibility	5 - Expert	Senior	Leading People
<a href="#">Excelling as a Manager or Supervisor</a>	SkillPath	Human Capital Management	4 - Advanced	Senior	Leading People
<a href="#">Emotionally Intelligent Leaders</a>	Graduate School	Oral Communication	5 - Expert	Senior	Leading People
<a href="#">Business Analysis Overview</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People

0560 Budget Analyst: Leadership Training					
Course Title	Provider	Competency	Proficiency Rating	Career Level	Competency Category
<a href="#">Data Architectures</a>	Graduate School	Organizational Awareness	3 - Intermediate	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Problem Solving	5 - Expert	Senior	Leading People
<a href="#">Executive Development: Leading Change</a>	OPM	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Executive Survival Skills</a>	Graduate School	Resilience	4 - Advanced	Senior	Leading People
<a href="#">Program Evaluation for Improved- Decision Making</a>	Management Concepts	Team Building	5 - Expert	Senior	Leading People
<a href="#">How to Write Effective Policies and Procedures</a>	SkillPath	Written Communication	4 - Advanced	Senior	Leading People