



NAVY SHORE INFRASTRUCTURE TRANSFORMATION (NSIT)

Workforce Development Career Progression Program

Financial
Community Management Plan

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Foreword

The Department of Defense (DoD) has issued guidance calling for a competency-based workforce. The Department of the Navy (DON) Office of Civilian Human Resources (OCHR) has established Communities for DON civilian employees with similar or allied occupational series that share common competencies. A competency is the combination of knowledge, skills, and abilities (KSAs) that contribute to individual and organizational performance.

This Community Management Plan (CMP) describes the guiding principles, management structure, and framework supporting competency-based career development for Commander, Navy Installations Command (CNIC) Financial Community. It is intended that this plan be used in conjunction with the employee's Individual Development Plan (IDP) and other guidance documents to assist with planning and managing employee career development.

Although not everyone has the same starting point or career objectives, this plan provides managers with guidelines and a process to continually assess and develop skills and competencies to achieve a rewarding and successful career for all employees.

Provide any feedback to improve this CMP to your local Community Management Representative (Community Champion [CP] or Community Advocate [CA]) who, in turn, will work with their counterparts in the Community management structure to ensure feedback is considered.

Community Manager Signature

Date

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1.0 Introduction

No successful career should be left to chance. As a Commander, Navy Installations Command (CNIC) employee, you are responsible for making decisions that increase your competencies and guide you along the road of competency progression to achieve your career goals. Your success will be achieved through strategic career planning, competency development, job monitoring, and performance rewards. Your CNIC support team is here to assist you along the way.

Within this Financial Community Management Plan (CMP), you will find keys to help you plan a rewarding and successful career progression. Whether this is your first assignment or you are a seasoned professional, this plan will help you map your future career. This plan will be a resource for you and your supervisor to assist in developing your competency/career progression for your career within the Navy's Communities in CNIC.

Table 1 below lists the U.S. Office of Personnel Management (OPM) occupational series and series titles for positions in the Financial Community.

Table 1. Financial Community Occupational Series

Series	OPM Series Title
0501	Financial Administration and Program
0503	Financial Clerical and Assistance
0505	Financial Management
0510	Accounting
0511	Auditing
0525	Accounting Technician
0530	Cash Processing
0540	Voucher Examining
0544	Civilian Pay
0545	Military Pay
0560	Budget Analysis
0561	Budget Clerical and Technician

2.0 Community Management Plan Guiding Principles

This CMP is guided by various policies for human resource management as directed by OPM, offices of the Secretary of Defense (SECDEF), Secretary of the Navy (SECNAV), and Chief of Naval Operations (Manpower and Personnel) (OPNAV N1). The CNIC Workforce Development Competency/Career Progression Framework described in this CMP integrates the annual performance review cycle

and the Competency/Career Progression Cycle and enables employees within the Financial Community to take an active role in managing their career.

2.1 CNIC Mission and Vision

The CNIC mission and vision states:

CNIC delivers effective and efficient readiness from the shore. Be the sole provider of shore capability, to sustain the Fleet, enable the Fighter, and support the Family.

2.2 Shared Practices

CNIC Communities are focused first and foremost on all Community members. CNIC maintains a culture that embraces diversity and the importance of leveraging the distinct contributions of a workforce representative of our nation. CNIC recognizes that high levels of performance are achieved by investing in people and nurturing their well-being and development. CNIC places a high priority on practicing:

- **Teamwork** – We accomplish our mission through the use of scalable, multi-disciplined teams. Successful teams understand team goals, personally meet commitments to the team, and inspire cooperation and progress.
- **Recruitment** – We maintain a robust, vibrant, and diverse workforce by successfully recruiting personnel for all career levels, but particularly entry-level personnel, emphasizing a strategic focus. In conducting recruiting activities, we assure that equal employment opportunity (EEO) is extended to all.
- **Retention** – We maintain a positive working environment by providing positive recognition, equal opportunities for career growth, and a satisfying work experience to sustain employee morale and achieve organizational depth.
- **Career Development** – We recognize and support opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide a broad and challenging experience that supports competency progression.
- **Leadership** – We develop trained, capable, energetic leaders to mentor and motivate our workforce.

2.3 Financial Community Vision Statement

“Financial Community professionals are recognized across the DoD Enterprise as a world-class organization. We have set the bar for providing credible, customer-focused, and real-time financial management services using state-of-the-art systems and processes to support the Fleet, Fighter, and Family.”

3.0 Community Management Organization

The senior professional of each CNIC Community organization is responsible for communicating the vision and implementing appropriate Community practices in alignment with CNIC's mission. The Community Management Board annually reviews this CMP, updates the future workforce competencies, and identifies employees within the Community to be leaders. Community leaders work together as a team to facilitate workforce shaping, recruitment, competency development, training, mentoring, retention, and succession planning. Leaders at each level have responsibilities as follows:

- **Echelon II Community Champions (CPs).** The senior professional of each CNIC Community is the CP. CPs are Enterprise subject matter experts (SMEs) in their respective Communities. They are responsible for communicating the Community vision and implementing appropriate practices.
- **Echelon III Community Advocates (CAs).** CAs are the senior professionals in the Region and are advocates for their respective Communities. They are responsible for developing employees within their Regional and Installation Community, including identifying the technical and functional skills needed to ensure employees are capable of performing the required work.

The current list and contact information for your CP and CA can be found at the CNIC Workforce Planning/Development and Strategy (N15) page on the CNIC Gateway at

<https://q2.cnice.navy.mil/solutions/ewd/Lists/N161%20Contacts%20Directory/AllItems.aspx>.

4.0 Community Competency/Career Progression Framework

CNIC supports career progression and encourages all employees to become more competent, capable, and versatile. To support this goal, CNIC has established the Competency/Career Progression Framework as a guide for career development. The framework integrates the CNIC Workforce Development Model with the Competency/Career Progression Process to address all aspects of career planning, development, monitoring, review, and reward.

4.1 Competency Progression

Ideally, Financial Community professionals will seek a sequence of jobs/experiences that ensure personal development to improve competencies, become more competitive, and meet the challenges of future assignments. The ultimate goal for the competency progression is two-fold: 1) develop a more professional cadre of employees; and 2) enable CNIC to become a “world-class support organization.” Competency progression must be managed to gain the knowledge, skills, and abilities (KSAs) required to perform duties both within and beyond your functional areas.

As depicted in Figure 1 below, the CNIC Workforce Development Model provides a structured approach to competency development within CNIC.

CNIC Civilian Workforce Development Model

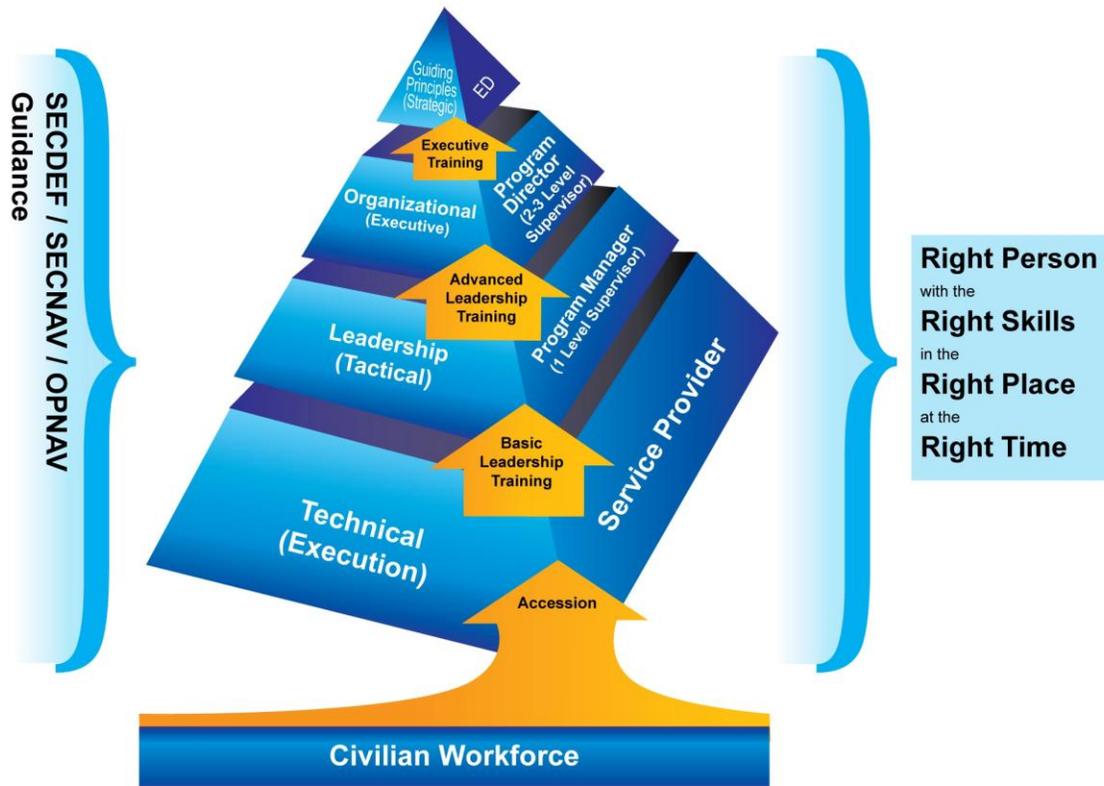


Figure 1. CNIC Workforce Development Model

The CNIC Workforce Development Model illustrates the various tiers within the Enterprise and their primary roles. It takes into account, and aligns with, guidance from higher authority, to deliver the right person with the right skills in the right place at the right time.

- **Service Provider.** Service Providers are technical experts and are focused on delivering customer service. They are the face of the organization to the customer, regardless of whether the customer is internal or external. This tier incorporates Introductory, Functional, Intermediate, Advanced, and Expert proficiency levels.
- **Program Manager (1st Level Supervisor).** Program Managers direct the efforts of Service Providers, and they are beginning to hone their leadership skills.
- **Program Directors (2nd and 3rd Level Supervisors).** Program Directors are focused on world-class support by aligning their organization to the strategic direction of CNIC.

- **Executive Directors (EDs).** EDs develop the guiding principles and strategic direction of CNIC. They also ensure the Workforce Development Program is aligned and complies with guidance from higher authority.

The Community competency progression enables employees to identify desired career goals within CNIC. With the help of a supervisor or Community management organization, employees develop personalized Individual Development Plans (IDPs) to acquire essential training and competencies to support their career goals.

Obtaining foundational competencies is required for successful performance and career progression within the Financial Community. To meet basic performance standards, the following foundational competencies are required:

- Communication
- Cooperation, teamwork, and interpersonal relations
- Critical thinking
- Customer focus
- Resource management.

Career progression requires mastering foundational, technical, leadership, and organizational competencies at various levels throughout the Enterprise.

- **Technical Competencies:** Are specialty skills necessary for job execution and performance of specific duties in an assigned area. Technical competencies are achieved through job experience, training, and education.

Table 2. Technical Competencies and Associated Knowledge, Skills, and Abilities

Competency		
Accounting	Knowledge of accounting principles, concepts, standards, and processes to manage and improve command accounting processes, and to make decisions that impact the command.	
Knowledge	Skills	Abilities
Knowledge of accounting principles, concepts, standards, and processes	Skill to apply principles of accounting for managing processes, decision making, and serving as command point of contact for all aspects of accounting	Ability to demonstrate understanding of the dynamics of managerial versus financial accounting Ability to interpret financial statements and determine areas for improvement
Competency		
Accounting Concepts	Knowledge of accounting procedures and processes and the use of accounting information to analyze issues and provide solutions.	
Knowledge	Skills	Abilities
Knowledge of accounting	Skill to analyze issues and	Ability to make

<p>concepts, principles, practices, laws, and regulations</p> <p>Knowledge of budget and accounting classification codes</p> <p>Knowledge of budgetary and/or proprietary accounting concepts/principles</p>	<p>provide solutions</p> <p>Skill to educate customers on the appropriate use of classification codes</p> <p>Skill to review accounting procedures and processes to ensure compliance with internal and external guidance</p>	<p>recommendations and modifications to accounting processes</p>
Competency		
Accounting Principles, Policies, and Procedures	Knowledge of general and Federal accounting policies and procedures and their derivation.	
Knowledge	Skills	Abilities
<p>Knowledge of DON accounting policies and procedures (derived from DoD, OMB, and Generally Accepted Accounting Principles [GAAP])</p>	<p>Skill to analyze proposed, new, or revised Federal legislation, policies, and/or guidance and develop appropriate implementation plans and changes to local policies and procedures</p> <p>Skill to analyze, research, and resolve accounting discrepancies and deviations in accounting practices from GAAP</p> <p>Skill to evaluate the impact of accounting policies and procedures on activity and/or DON policies and make/recommend changes when warranted</p>	<p>Ability to influence DON or DoD procedures to improve accounting operations</p> <p>Ability to understand the impact of DON accounting policies on financial systems, activity practices, and financial statements</p>
Competency		
Accounting Standards and Techniques	Awareness of DON, Defense Finance and Accounting Service (DFAS), and generally accepted accounting standards and techniques for task execution.	
Knowledge	Skills	Abilities
<p>Knowledge of DON, DFAS, and generally accepted accounting standards and techniques</p>	<p>Skill to analyze and reconcile data and correct errors</p> <p>Skill to compile, or assist in compiling, financial reports</p>	<p>Ability to aid entry/journey level technicians in compiling, analyzing, reconciling, and correcting data</p> <p>Ability to apply accounting theory to accounting transactions</p>
Competency		
Audit Execution	Knowledge of audit execution operations and processes.	
Knowledge	Skills	Abilities
<p>Knowledge of audit execution procedures</p>	<p>Skill to conduct interviews, audit tests, observations,</p>	<p>Ability to function as an organizational lead to ensure</p>

<p>Knowledge of documentation standards, data consolidation, and data safeguards used in audit and documentation phase</p> <p>Knowledge of evidence standards, such as criteria for audit evidence and techniques for gathering evidence</p>	<p>comparative analyses, and apply relevant laws/regulations</p> <p>Skill to prepare and present analysis, reports, and metrics of audit evidence to all levels</p> <p>Skill to review, edit, and train entry/journey levels in audit execution procedures</p> <p>Skill to use analytical techniques to effectively plan and execute appropriate techniques during audits</p> <p>Skill to use different types of audit evidence when conducting an audit and properly analyze and document results</p>	<p>working papers and evidence meet quality control and peer review requirements</p> <p>Ability to function independently while implementing audit execution procedures that comply with auditing standards and address audit objective</p> <p>Ability to utilize physical, testimonial, documentary, and analytical audit evidence</p>
Competency		
Audit Planning		Knowledge of audit research, planning, and scheduling processes.
Knowledge	Skills	Abilities
<p>Knowledge of analysis of past audits, risk assessment techniques, and audit prioritization</p> <p>Knowledge of audit research, planning, and scheduling processes</p>	<p>Skill to apply applicable DON regulations, circulars, and directives in conducting audits</p> <p>Skill to assist in audit research, strategic planning, project planning, and scheduling</p> <p>Skill to identify, interpret, train, and continually monitor audit planning activities and techniques</p>	<p>Ability to direct the audit mission and staff using DON policies and regulations needed to conduct audits</p> <p>Ability to function as an organizational lead to identify, interpret, and make decisions on how to use research and strategic/project planning</p> <p>Ability to support audit planning objectives, requirements, and techniques</p> <p>Ability to teach audit planning to entry/journey levels</p>
Competency		
Audit Reporting		Knowledge of audit-specific communication techniques used to convey audit findings.
Knowledge	Skills	Abilities
<p>Knowledge of audit-specific oral and written communication techniques to support audit findings</p>	<p>Skill to apply audit follow-up and resolution techniques</p> <p>Skill to communicate audit results to higher organizational levels and recommend appropriate actions</p> <p>Skill to draft/complete audit reports that communicate conditions, causes, effects, and</p>	<p>Ability to interpret and train entry/journey levels on the audit follow-up and resolution process</p> <p>Ability to provide input into audit finding outlines for use in the audit report</p>

	<p>recommendations</p> <p>Skill to write clear, concise, and complete audit working papers</p>	
Competency		
Audit Standards and Professional Practices	Knowledge of professional auditing practices, principles, policies, standards, and procedures.	
Knowledge	Skills	Abilities
<p>Knowledge of professional auditing practices, generally accepted principles, standards, and Department of Defense Inspector General (DoD IG), Comptroller General, and DON-specific audit procedures</p> <p>Knowledge of theories of professional accounting, such as accrual accounting and double entry accounting, internal control concepts, and the Federal Managers' Financial Integrity Act (FMFIA)</p> <p>Knowledge of trends and developments in the auditing profession</p>	<p>Skill to coordinate the results of external audits, including negotiations on conclusions, findings, recommendations, and potential monetary benefits</p> <p>Skill to develop audit objectives and make organizational decisions on risk priorities</p> <p>Skill to identify and test key internal controls associated with audit objectives and standards</p> <p>Skill to provide complete and accurate audit working papers</p>	<p>Ability to function as the organizational expert</p> <p>Ability to interpret, train, and make audit decisions based on how FMFIA is applied and internal control weaknesses</p> <p>Ability to train entry/journey level auditors to develop audit objectives, work papers, and prioritize tasks</p> <p>Ability to use and apply Generally Accepted Government Auditing Standards (GAGAS) when preparing audit working papers</p>
Competency		
Budget Concepts	Knowledge of the importance of the budget process, budget structure, and the relationship between budgets and accounting.	
Knowledge	Skills	Abilities
<p>Knowledge of DON appropriation and budget structure and the relationship to accounting information</p> <p>Knowledge of the budget process, associated terminology, funds flow, and the value of accurate accounting information in the phases of the budget</p>	<p>Skill to guide the development of appropriate accounting structures to support budget execution activities</p>	<p>Ability to comply with the agency/organization's budget formulation and execution requirements and procedures, including documentation, processes, and controls</p> <p>Ability to support budget reviews with current accounting data and highlighting inconsistencies between the budget structure and accounting tables</p> <p>Ability to work with others to provide solutions to activity or DON financial issues</p>

Competency		
Budget Execution	Knowledge of budget execution operations and processes.	
Knowledge	Skills	Abilities
<p>Knowledge of assigned functional area and related budgetary requirements</p> <p>Knowledge of funds flow from higher Headquarters to the executing level</p> <p>Knowledge of funds usage documents, including but not limited to, project orders, work requests, Military Interdepartmental Purchase Requests (MIPRs), contracts, grants, and cooperative agreements</p> <p>Knowledge of relationship of budget execution processes to Planning, Programming, Budgeting, and Execution System (PPBES)</p>	<p>Skill to analyze and resolve issues concerning processing and financial transactions</p> <p>Skill to analyze routine financial transactions</p> <p>Skill to develop plans of action to mitigate deviation from plans</p> <p>Skill to prepare, review, and edit budget execution reports and presentations</p> <p>Skill to present budget status to upper management</p> <p>Skill to track basic financial transactions</p>	<p>Ability to advise upper management on realigning funds to ensure priority and/or economic use of limited funds</p> <p>Ability to demonstrate an understanding of the rules and processes to identify and solve funding issues</p> <p>Ability to demonstrate in-depth knowledge of funds flow</p> <p>Ability to ensure proper and appropriate use of various funding documents</p> <p>Ability to identify (or assist in identifying) priorities and mandates for designated program area in order to manage funds at an Installation, Region, or Headquarters</p> <p>Ability to influence the budget execution processes in relation to PPBES</p> <p>Ability to manage agency budget and present budget status to upper management</p> <p>Ability to monitor different source or types of funds (e.g., direct, multi-year, working capital funds)</p> <p>Ability to monitor funds usage in accordance with Congressional, DoD, DON, and activity guidance</p> <p>Ability to select appropriate financial documents for various uses</p>
Competency		
Budget Formulation	Knowledge of the budget formulation processes in accordance with DON policies.	
Knowledge	Skills	Abilities
<p>Knowledge of commonly used budgeting concepts and methods</p>	<p>Skill to analyze funding estimates/requests and determine if they are in line with</p>	<p>Ability to apply budgeting concepts and methods</p> <p>Ability to ensure program</p>

<p>Knowledge of strategic planning and external guidance and their relationship to budget formulation</p> <p>Knowledge of the concepts of full funding and incremental funding</p> <p>Knowledge of the Federal budget formulation process and associated laws</p> <p>Knowledge of the formulation of an activity budget and the relationship to PPBES</p> <p>Knowledge of the three budget cycles and their differences</p>	<p>program plans or requirements</p> <p>Skill to prepare budget exhibits at an Installation, Region, or Headquarters</p> <p>Skill to prepare, review, and/or present appeals</p> <p>Skill to review and execute a program while ensuring compliance with existing guidance</p> <p>Skill to review and present budget exhibits at an Installation, Region, or Headquarters</p> <p>Skill to write, or assist in writing, appeals to marks made by higher Headquarters</p>	<p>plans are executable, justifiable, and defensible and based on strategic performance plans</p> <p>Ability to formulate budget requests, guidance, and policies</p> <p>Ability to resolve issues during all phases of budget cycle</p> <p>Ability to train entry/journey levels on budgetary methods and concepts</p>
Competency		
Budgeting	Knowledge of the complete budget process to manage and improve command budget processes and to make decisions that impact the command.	
Knowledge	Skills	Abilities
<p>Knowledge of budget formulation, preparation, presentation/justification</p> <p>Knowledge of internal and external reporting requirements for DON, DoD, and Congress sufficient to formulate authoritative resource requirements</p>	<p>Skill to align budget requests with DON performance plans in order to meet strategic goals</p> <p>Skill to translate programmatic plans/activities in logical, reasonable, and defensible budget requests</p>	<p>Ability to demonstrate expert understanding of funds flow and the rules and processes associated with budget execution</p> <p>Ability to determine appropriate funding alternatives, their impacts, and best course of action in order to execute emergent mission requirements</p> <p>Ability to serve as the command point of contact for all aspects of budgeting</p>
Competency		
Computer Skills and Applications	Knowledge of basic personal computer applications, automated data processing concepts, tools, systems, and Internet capability.	
Knowledge	Skills	Abilities
<p>Knowledge of computer applications to present financial data using the appropriate format (i.e., spreadsheet, narrative, graphic)</p>	<p>Skill to develop requirements for automated accounting and financial systems to meet changing requirements and improve processes</p> <p>Skill to integrate computer application advancements/</p>	<p>Ability to communicate computer application and resource information with other technicians</p> <p>Ability to use available resources and computer applications to enhance understanding and increase</p>

	software into work activities	work efficiency
Competency		
Disbursing	Knowledge of disbursing policies and procedures.	
Knowledge	Skills	Abilities
<p>Knowledge of contracting regulations (Federal Acquisition Regulation [FAR] and Defense Federal Acquisition Regulation [DFAR]) and the Prompt Payment Act</p> <p>Knowledge of processing miscellaneous public and Governmental vouchers</p> <p>Knowledge of the requirements and methods for safeguarding public funds, accountable assets, and documentation</p> <p>Knowledge of voucher examination procedures/ regulations (DoD FMR Vol. 10)</p>	<p>Skill to ensure compliance with safeguarding requirements through the issuance and maintenance of safeguarding procedures and instructions</p> <p>Skill to interpret DoD policy and procedures to be in compliance with legal statutory requirements</p> <p>Skill to resolve issues such as complex transactions</p>	<p>Ability to maintain control over fiscal assets and negotiable instruments (e.g., cash collections, ferry tickets, parking scripts)</p> <p>Ability to perform tasks associated with commercial vendor, civilian, and/or military pay rules and transactions</p> <p>Ability to train subordinates on processes and interpretation of appropriate regulations</p>
Competency		
Financial Planning and Analysis	Examines, analyzes, and interprets financial data, records, and reports.	
Knowledge	Skills	Abilities
<p>Knowledge of financial analysis, such as predictive and trend analysis, plan-to-actual comparisons, and other statistical methods</p> <p>Knowledge of performance measures, such as obligation/expenditure benchmarks for various appropriations, cash levels, and unobligated balances</p>	<p>Skill to analyze (or assist in analyzing) financial performance measures/metrics</p> <p>Skill to apply appropriate financial planning and analysis tools and calculate key financial metrics</p> <p>Skill to perform financial research, forecasting, and planning to support decision making and problem solving</p> <p>Skill to prepare periodic status reports and provide authoritative commentary to higher levels on business information and performance</p> <p>Skill to prepare, or assist in preparing, status reports and analyses</p>	<p>Ability to provide direction based on periodic status reports</p> <p>Ability to recommend alternatives to meet performance targets</p> <p>Ability to use performance measures in decision making and as a basis for pursuing alternative courses of action</p>

Competency		
Financial Rules and Regulations	Knowledge of financial rules and regulations and appropriations law (if applicable).	
Knowledge	Skills	Abilities
<p>Knowledge of appropriations law, and financial rules and regulations</p> <p>Knowledge of certifying and accountable official appointment and liability</p> <p>Knowledge of certifying officer legislation and provide guidance/advice to entry/journey levels on pecuniary liability</p> <p>Knowledge of DoD, DFAS, and DON requirements to ensure compliance with legal and statutory requirements</p>	<p>Skill to interpret and apply rules and regulations to ensure compliance</p>	<p>Ability to demonstrate in-depth knowledge of DoD and Navy laws, appropriations law, and financial rules and regulations</p> <p>Ability to identify issues and exercise judgment and determine when higher level advice is needed</p> <p>Ability to incorporate financial rules and regulations into systems and reports</p> <p>Ability to serve as the organization's policy point of contact</p> <p>Ability to train entry/journey levels in tasks associated with Federal financial rules and regulations</p>
Competency		
Financial Systems and Reporting	Knowledge of organizational financial management systems and financial reporting requirements.	
Knowledge	Skills	Abilities
<p>Knowledge of Federal, DoD, DON financial management reporting and systems requirements</p> <p>Knowledge of financial management systems and financial reporting requirements</p> <p>Knowledge of financial reports/data and how they are used in financial and non-financial reports</p> <p>Knowledge of Managers' Internal Control (MIC) Program</p> <p>Knowledge of organizational financial reporting cycles and due dates</p> <p>Knowledge of relationship between accounting/financial systems to other systems; e.g., accounting and</p>	<p>Skill to assist in extracting budget and financial data from various financial management systems</p> <p>Skill to develop, implement, maintain, and document accounting procedures to meet changing requirements</p> <p>Skill to prepare (or assist in preparing) monthly financial statements using operational and financial performance metrics</p> <p>Skill to prepare reports, highlight deviations, and respond to higher level inquiries</p> <p>Skill to troubleshoot system problems, identify root causes, and propose solutions</p>	<p>Ability to apply checks and balances to transactions and procedures to ensure data integrity and regulatory compliance</p> <p>Ability to evaluate financial status in preparation for applicable reporting</p> <p>Ability to identify/recommend/influence changes to existing systems/processes to better manage financial operations</p> <p>Ability to influence changes to processes to better manage financial operations</p> <p>Ability to monitor and evaluate management control systems ensuring appropriate documentation, and identifying and correcting deficiencies</p> <p>Ability to provide guidelines to staff on the use of financial</p>

<p>disbursing systems</p>		<p>reporting systems and make decisions on the use of new technology</p> <p>Ability to serve as the organizational point of contact for financial reporting and systems requirements</p> <p>Ability to serve as the organizational point of contact for financial reporting requirements by assessing, improving, and correcting management controls</p> <p>Ability to use financial reporting systems, recognize opportunities for improvement, and recommend changes based on customer requirements</p>
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- Leadership Competencies:** Include skills, tools, and abilities to effectively lead at the tactical level and supervise a diverse workforce, providing a variety of products and services. Leadership development is a priority for CNIC and is critical to shape the workforce and maintain the health and vitality of the Community. These competencies are common for all Communities. See the Department of the Navy (DON) Competency Model located at <http://www.donhr.navy.mil/> (select the Training and Development navigation tab and then Developmental Resource Center from the drop-down menu).

Table 3. Leadership Competencies and Associated Knowledge, Skills, and Abilities

Competency		
Financial Management	The efficient and effective determination and allocation of an organization’s financial resources.	
Knowledge	Skills	Abilities
<p>Knowledge of budgetary and financial principles, metrics, and techniques</p> <p>Knowledge of command, DON, and DoD organizations and organizational relationships, operations, and regulations (financial and non-financial)</p> <p>Knowledge of Enterprise-wide resources and budget planning, tracking, and execution</p>	<p>Skill in effective budget preparation, presentation, and justification</p> <p>Skill in formulating, executing, and reporting on a budget</p> <p>Skill to serve as the organization’s expert on the relationship between performance measures, accounting and financial systems, and reports</p>	<p>Ability to act as the authority for fiduciary responsibilities by making sound decisions in direct support of command objectives</p> <p>Ability to apply financial management principles, metrics, and techniques as they relate to short- and long-range planning of programs and objectives</p> <p>Ability to develop, install, or advise on financial or other management control programs</p>

<p>Knowledge of financial analysis, forecasting and planning methods, techniques, and products</p> <p>Knowledge of Office of Management and Budget's long-term goals for performance measures</p> <p>Knowledge of policies and procedures to manage, plan, and develop current and future financial requirements</p>		<p>for operations</p> <p>Ability to ensure financial aspects of command forecasts, plans, and strategies are consistent with DON and DoD-wide goals and strategic initiatives</p> <p>Ability to identify, plan for, and execute budgetary and financial requirements</p>
Competency		
Leadership	The discipline of motivating a group of people to act toward achieving common goals and objectives.	
Knowledge	Skills	Abilities
<p>Knowledge of coaching and mentoring tools and strategies</p> <p>Knowledge of conflict management techniques</p> <p>Knowledge of group facilitation techniques</p> <p>Knowledge of leadership development programs</p> <p>Knowledge of negotiation principles and techniques</p> <p>Knowledge of team function levels and key elements that characterize high performance teams</p> <p>Knowledge of the value of continual learning</p> <p>Knowledge of the value of diverse ideas, opinions, and insights</p> <p>Knowledge to access personal strengths and weaknesses</p> <p>Knowledge to build strong, cohesive, collaborative teams</p>	<p>Skill in conflict management to respond in a constructive manner</p> <p>Skill in innovation and cooperation to increase organizational success</p> <p>Skill to adapt others to new circumstances</p> <p>Skill to coach and mentor others by recognizing their learning style</p> <p>Skill to delegate effectively to inspire, motivate, and develop others</p> <p>Skill to demonstrate strong interpersonal skills and actively solicits feedback</p> <p>Skill to develop an inclusive workplace that fosters cooperation and teamwork</p> <p>Skill to develop networks, alliances, and strategic relationships to achieve common goals</p> <p>Skill to make well-informed, effective, and timely decisions</p> <p>Skill to manage a multi-sector workforce</p> <p>Skill to persuade others and build consensus</p>	<p>Ability and commitment to serve the public</p> <p>Ability to adapt to a changing environment and act as a change agent</p> <p>Ability to convey information to intended audience in a clear, concise, and organized manner using correct English grammar</p> <p>Ability to cultivate, encourage, and facilitate cooperation and promote a collaborative relationship</p> <p>Ability to design and implement strategies which maximize employee potential and foster high ethical standards</p> <p>Ability to encourage new ideas and innovation</p> <p>Ability to establish guideposts for decision making and action</p> <p>Ability to lead ad hoc or cross-function teams</p> <p>Ability to negotiate, persuade, influence, and collaborate with key leaders and groups</p> <p>Ability to pursue self-development</p> <p>Ability to seek opportunities to stretch skills to further</p>

		professional growth Ability to supervise, lead, and mentor/coach others and understand cultural and generational differences
Competency		
Personnel Management	The efficient and effective planning, programming, budgeting, and execution of an organization's total force.	
Knowledge	Skills	Abilities
<p>Knowledge of guidelines and procedures for flexible work arrangements</p> <p>Knowledge of personnel management practices, policies, and procedures</p> <p>Knowledge of succession planning</p> <p>Knowledge to manage, plan, evaluate, and develop the current and future total workforce requirements</p>	<p>Skill in interviewing techniques</p> <p>Skill in recruiting, hiring, and retaining employees</p> <p>Skill in writing job announcements and individual evaluations</p>	<p>Ability to apply compensation philosophy to the total workforce strategy</p> <p>Ability to identify and address conduct and performance issues</p> <p>Ability to identify and understand current administration policy initiatives and implications</p> <p>Ability to manage human resources and/or military and civilian manpower requirements</p> <p>Ability to manage, plan, and develop current and future total workforce requirements</p> <p>Ability to project future total workforce and program requirements based on projected workload and forthcoming operations</p> <p>Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs</p>
Competency		
Program Management	The process of managing multiple ongoing projects emphasizing coordination and prioritization of resources across projects, departments, and entities to ensure a global focus.	
Knowledge	Skills	Abilities
<p>Knowledge and application of project management principles</p> <p>Knowledge of business practices applicable to program and technical requirements sufficient to evaluate bid responsiveness, contractor responsiveness,</p>	<p>Skill in application of organizational practices and procedures</p> <p>Skill in applying professional knowledge of principles, theories, methods, or data to practical situations and</p>	<p>Ability to conduct surveys and studies of operations to determine proper application of improved methods or approved industry techniques</p> <p>Ability to define and integrate internal and external customer requirements, resources, and</p>

<p>and contractor performance</p> <p>Knowledge of command policies and procedures</p> <p>Knowledge of continual process improvement and innovation</p> <p>Knowledge of current technology tools and trends</p> <p>Knowledge of customer service and customer expectations</p> <p>Knowledge of Information Technology (IT)/Knowledge Management tools and techniques</p> <p>Knowledge of Lean Six Sigma (LSS)</p> <p>Knowledge of performance management principles and techniques</p> <p>Knowledge of programmatic principles, concepts, policies, and objectives</p> <p>Knowledge of project management tools for planning and implementation</p> <p>Knowledge of the goals, principles, methods, and techniques of multiple programs in evaluating needs and in planning, organizing, advising on, and administering activities and programs</p>	<p>problems</p> <p>Skill in formulating objectives and strategies to accomplish organizational goals</p> <p>Skill in managing, directing, or administering a program that includes a variety of technical functions including business plan development and impact statements</p> <p>Skill in performing managerial or administrative duties associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Skill in reviewing and understanding technical proposals, contractual terms/conditions, and contract scope</p> <p>Skill in using job-relevant information systems and/or software applications</p> <p>Skill to create and manage a world-class customer service organization</p> <p>Skill to develop a Statement of Work or change an existing Statement of Work</p> <p>Skill to identify potential risks and implement control measures to minimize risks</p>	<p>program constraints</p> <p>Ability to evaluate work, programs, or operations to determine proper application of improved industry techniques</p> <p>Ability to gather and analyze data</p> <p>Ability to identify and integrate best practices</p> <p>Ability to identify, develop, and analyze metrics to measure program effectiveness</p> <p>Ability to interpret and apply regulations, instructions, and procedures</p> <p>Ability to lead programs that include a variety of technical functions including development of strategic and business plans</p> <p>Ability to make risk-based decisions by using performance indicators</p> <p>Ability to manage, direct, or administer a program</p> <p>Ability to perform duties associated with managing, directing or administering a program with a variety of technical functions to include business plan development and impact statements</p> <p>Ability to perform managerial or administrative work primarily associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Ability to plan, execute, and evaluate the effectiveness of information and communications programs in furthering agency goals</p> <p>Ability to plan, organize, evaluate, and analyze work</p>
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		<p>Ability to provide briefings and presentations to senior leadership</p> <p>Ability to provide technical advice, guidance, and assistance on operations to organizational personnel</p>
Competency		
Strategic Management	<p>The process of specifying the organization’s mission, vision, and goals; developing policies and plans designed to achieve these goals, and maximizing the allocation and utilization of resources and tools to implement required policies, plans, projects, and programs.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of the organization’s mission, vision, policies, procedures, and objectives</p> <p>Knowledge of all applicable DoD/OPNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p> <p>Knowledge of current challenges and the evolving role of Government in addressing them</p> <p>Knowledge of external factors that affect the organization and shape stakeholders’ views</p> <p>Knowledge of how services, stakeholders, partners, and customers integrate toward accomplishing the organization’s goals</p> <p>Knowledge of initiatives and effective strategies for dealing with conflicting priorities</p> <p>Knowledge of national and international policies and trends that affect the organization</p> <p>Knowledge of strategic concepts of the national security policy</p>	<p>Skill in strategic analysis</p> <p>Skill in strategic development including formulation, management, measurement, and execution</p> <p>Skill in strategic planning and implementation</p> <p>Skill to communicate how the local organization partners with the larger organization</p> <p>Skill to determine the need for and management/execution of organizational change, including recommendations on most effective organization, implementation of new/revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill to develop collaborative partnerships across organizational lines</p>	<p>Ability to advocate the use of standardized procedures and practices in support of an organization</p> <p>Ability to anticipate national security needs</p> <p>Ability to communicate a clear mission and set of values</p> <p>Ability to develop methodologies for synthesizing organizations to execute complex missions</p> <p>Ability to envision, develop, coordinate, and implement strategic change to meet organizational goals</p> <p>Ability to formulate objectives and priorities, and implement plans consistent with organizational interests</p> <p>Ability to identify and set organizational goals</p> <p>Ability to interpret requirements and implement solutions in support of mission goals</p> <p>Ability to negotiate strategies and tactics to influence situations</p>

- Organizational Competencies:** Include those KSAs and behaviors required by senior managers/EDs to effectively oversee the operations of the various Community members. Career progression to this level requires advanced skills in situational, institutional, and team leadership.

Due to the increased level of responsibility and accountability that the ED position entails, progression to this tier requires the acquisition of additional competencies. ED competencies build off of the Community competencies described above and are summarized in [Appendix B](#).

4.2 Competency/Career Progression Process

As displayed in Figure 2 below, the Competency/Career Progression Process is a multi-phase process, integrated with the annual performance review cycle, and focused on developing competencies aligned with IDP goals.

Competency/Career Progression Process

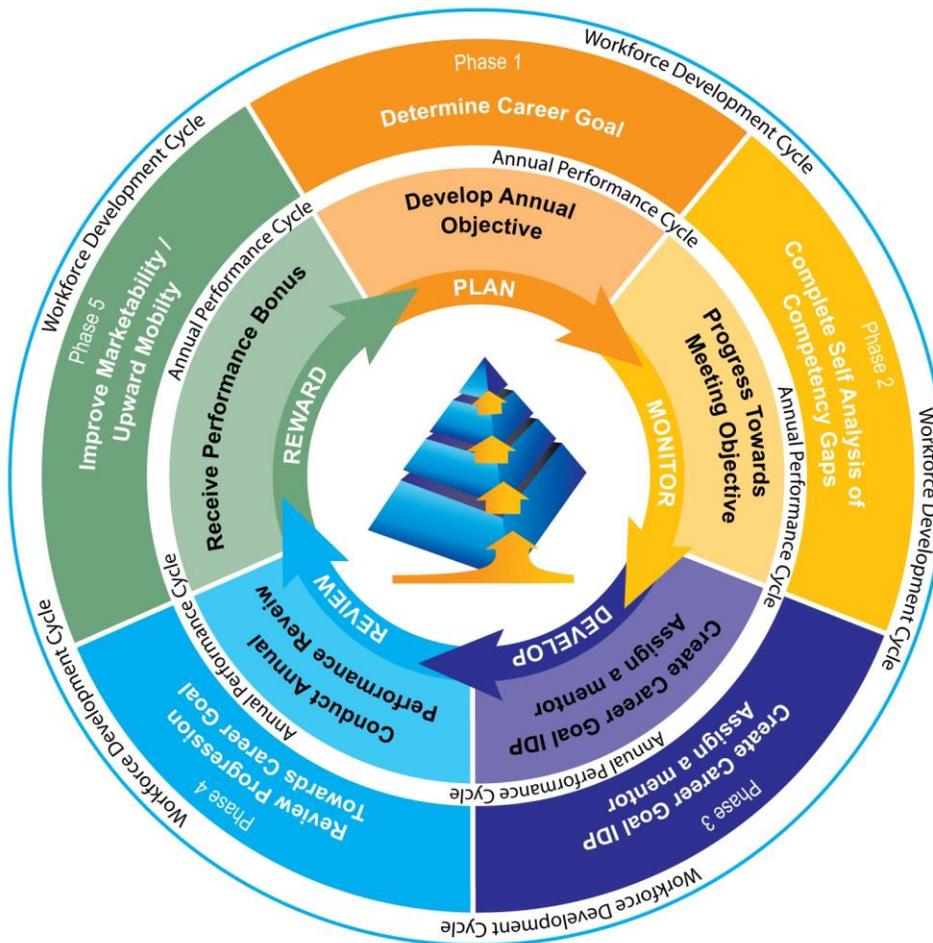


Figure 2. Competency/Career Progression Process

Career planning entails an integration of your personal career desires, needs, skills, and professional qualifications with the requirements of service. Properly done, career progression can satisfy both your individual needs and the needs of the Navy. It is also important to remember that career progression takes time, and that your advancement is earned gradually through small, incremental competency progressions, which you gain with each experience along the way.

Reaching your ultimate career goal may require several position moves over a multi-year period. In order to progress, you are expected to develop the requisite KSAs that enable you to perform successfully in your current position, as well as prepare you for the challenges of the next stage of your career.

Although the competency/career progression path varies for each Financial Community professional, there is a common approach to guide your career development. The Competency/Career Progression Process illustrated in Figure 2 includes a five-phase approach. Each phase of this iterative process is described below along with questions that you need to address and activities that you need to complete to plan and progress in your career.

Phase 1: Determine career goal. Goal setting isn't something to be taken lightly, so give it some serious thought. Are you satisfied with your current position? Do you want to become more efficient and effective? Do you want to acquire new competencies and skills that can provide opportunities for additional responsibility? Do you want to pursue other areas of interest? These are all goals, so make sure your personal career goal is what you truly desire.

Phase 2: Conduct self-analysis of competency gaps. Career planning requires a thorough understanding of your strengths and interests, as well as recognizing KSAs that you need to develop or improve. This activity involves making an honest, critical assessment of your current competencies and KSAs in relation to those of your career goal. Self-analysis also includes identifying competency gaps and establishing a list of competencies and KSAs that you need to acquire in order to be competitive in the workplace.

Phase 3: Create career goal IDP and assign a mentor. Your supervisor can assist you with developing your IDP. Your IDP details a road map for the next 3 to 5 years for your career development by specifying the necessary training, formal education, and experience to achieve the competencies, KSAs, and/or certifications identified in your self-assessment. There may be several contributors to the development of your IDP: your supervisor, N15 personnel, a mentor, or local Community management representative. In coordination with your Community management representative, you and your supervisor will identify a mentor to assist with your career development goals and objectives.

Phase 4: Review progression toward goal. Collecting feedback and reflecting on your progress toward your career goal is completed annually in conjunction with the annual Performance Review Cycle. Again, this

activity is completed with your supervisor, and any training and formal education achieved, and/or any experience or certifications acquired, are annotated in your training record.

Phase 5: Improve marketability/upward mobility. Your rewards and opportunities for advancement and upward mobility are the result of meeting and/or exceeding your performance goals. Although this is the end phase of the annual performance review cycle, it is also the starting point of an iterative process that allows you to reset or adjust your career goals. Think of this process as your personal professional improvement program and, at any time throughout this process, you have the opportunity to change or modify your career plan.

4.3 Community Competency/Career Progression

CNIC Installation, Region, Headquarters Competency/Career Progression

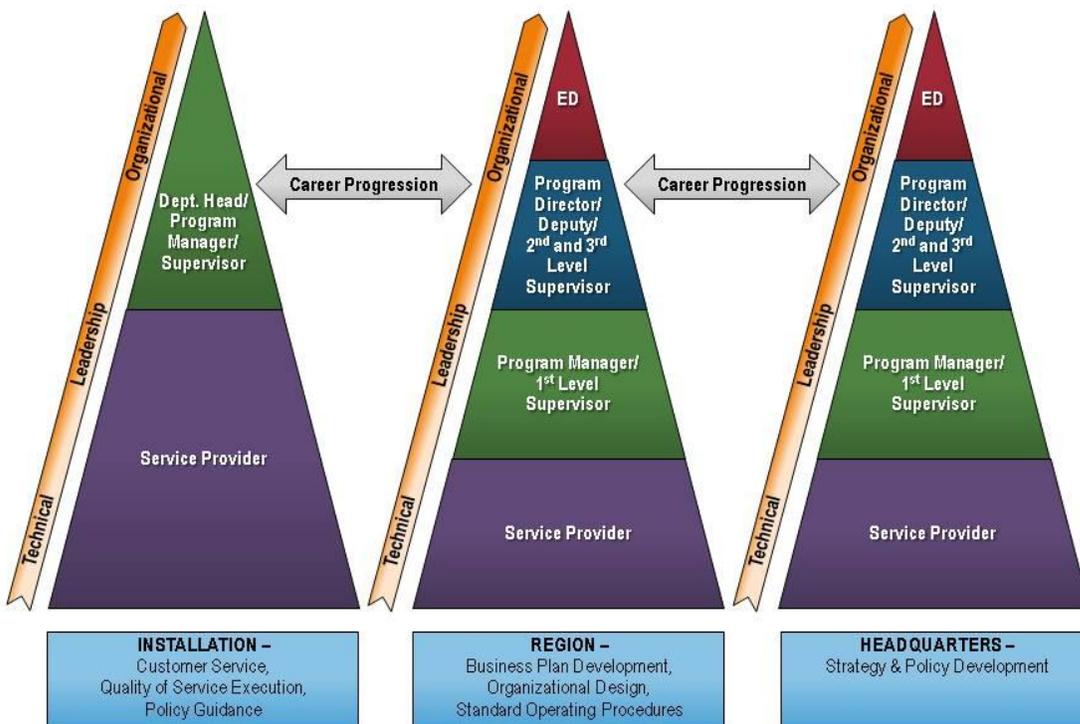


Figure 3. Community Competency/Career Progression

In reviewing the Community Competency/Career Progression pyramids in Figure 3, note that all positions within CNIC are identified by location and tier. The pyramids show the progression of competencies and KSAs from Entry level to Expert level up to Department Head, Program Manager, Program Director, and ED. The blue box below each pyramid reflects the mission and primary focus of competencies at the Installation, Region, and Headquarters (HQ) locations.

The Community Competency/Career Progression pyramids are used in conjunction with the first and second phases identified in the Competency/Career Progression Process.

Phase 1: Determine career goal. Using the interactive link on the CNIC N15 portal for the Community, select the tier of your career goal position to identify the competencies associated with that tier/position. Then select one of the competencies to identify the associated KSAs.

Phase 2: Conduct self-analysis of competency gaps. Create a list of your current competencies and KSAs through an honest, critical self-assessment. Compare those with the competencies and KSAs for your career goal position. Establish a list of competencies and KSAs that you need to acquire in order to be competitive for your career goal.

Even though the competencies and KSAs identified are at the Enterprise level, they can be used to assist with workforce planning, succession planning, recruitment actions, position description development, annual performance reviews, and IDP creation.

Note that the arrows between the Installation, Region, and HQ pyramids are multi-directional. This recognizes and emphasizes that competencies and KSAs can be gained through assignments within the three locations at any stage of your competency progression.

4.4 Financial Community Series Distribution

Figure 4 below shows the distribution of occupational series within the Financial Community. Note that in order to advance to higher levels in some series, you must change occupational series.

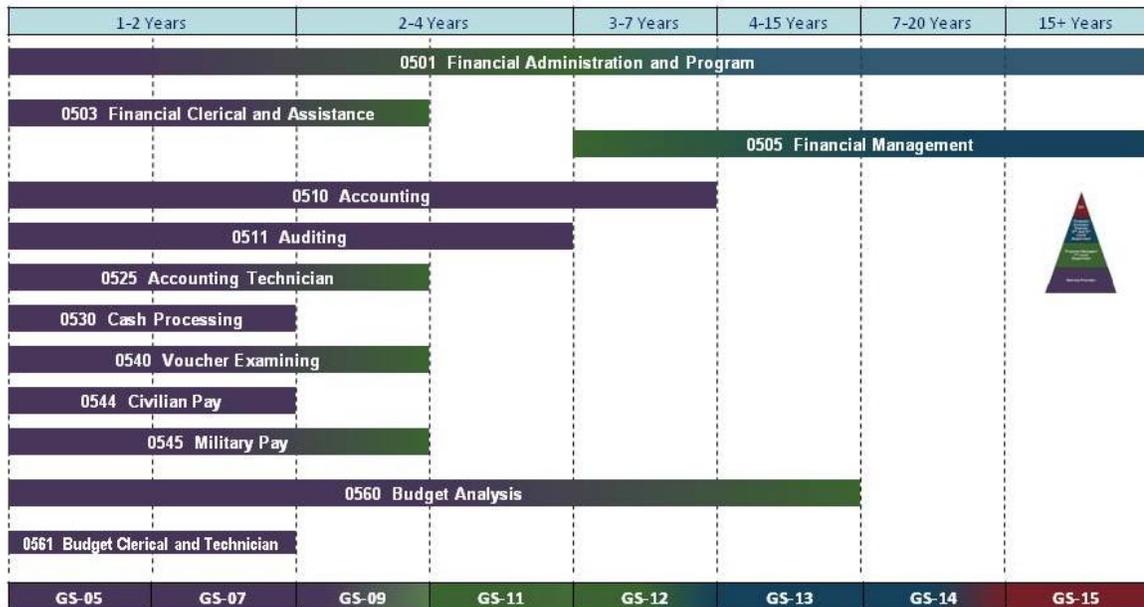


Figure 4. Financial Community Series Distribution

4.5 Career Enhancement

Your career as a Financial Community professional will evolve over time as you develop competencies through on-the-job practical experience, rotational assignments, and education and training opportunities, which could result in professional certifications. In many cases, advancement to the upper levels of the pyramids may involve a change in your occupational series.

[Appendix C](#) contains tables reflecting the population distribution for each series by pay plan and pay grade in your Community.

OPNAV N1 has identified five proficiency levels. Proficiency levels measure how well you are able to perform a task or function. You gain proficiency as you increase your skills or abilities associated with a given competency. The five proficiency levels are described below.

- **Introductory** – Basic knowledge
 - Focus is learning
 - Common knowledge or an understanding of basic techniques and concepts
- **Functional** – Limited knowledge
 - Focus is on-the-job training
 - You understand and can discuss terminology, concepts, principles, and issues related to the competencies of the position
 - You utilize the full range of reference and resource materials for the position
- **Intermediate** – Practical knowledge
 - Focus is applying and increasing knowledge and skills
 - You are able to successfully complete tasks – help from a higher-level staff member may be required – can usually perform duties of the position independently
 - You have applied competencies to situations, requiring minimal guidance to perform successfully
 - You can understand and discuss the application and implications of changes to processes, policies, and procedures for the position
- **Advanced** – Applied theory
 - Focus is broad organizational issues and how your organization supports and complements other organizations within the command
 - You have the competencies for the position and can apply them without assistance – recognized as “a person to ask” when questions arise
 - You have consistently provided practical/relevant ideas and perspectives on process or process improvements which may be easily implemented
 - You are capable of coaching others

- You participate in senior-level discussions regarding competencies required for successfully performing the position
- You assist in the development of reference and resource materials in successfully meeting the competencies of the position
- **Expert** – Recognized expert
 - Focus is more strategic, supporting the command’s strategic goals
 - You have demonstrated consistent excellence in applying competencies across multiple projects and/or organizations
 - You are considered the “go to” person in your area of expertise both internally and externally
 - You create new applications for and/or lead the development of resource materials

Experience. Experience is gained through a variety of duties and assignments, both project-specific and rotational. Within the context of other constraints (e.g., resource availability, workload, staffing constraints), CNIC recognizes and supports opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide a broad experience. CNIC values the experience gained from assignments (including rotations) at different levels of the organization, with various business lines/support lines, and with other Commands.

Table 4. Experience Recommendations for Service Provider

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Job shadowing at higher grade level, same type On-the-job training – mentoring by senior to junior staff Work in specialty areas	Detail to cross-training assignments – internally and externally “Fill-in,” “acting,” in higher grade level Minimum three years performing directly applicable work at least at the next lower grade On-the-job training – mentoring by senior to junior staff Work in specialty areas	Detail to cross-training assignments (i.e., within organization in a different program area or detail outside the organization to gain more in-depth/broader perspective) Developmental assignments in other functional/program areas “Fill-in,” “acting,” in higher grade level Minimum three years applicable work experience equivalent to at least the next lower grade that enhances experience and increases overarching knowledge of Installation, Region, or HQ perspectives

Table 5. Experience Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
Developmental assignments/exposure in other functional/program areas at an Installation Minimum of three years at a Journeyman and/or Expert level Work in specialty/cross-functional areas	Developmental assignments/exposure in other functional/program areas at an Installation or Region Minimum of three years at a Journeyman and/or Expert level Work in specialty/cross-functional areas at an Installation, Region, or HQ environment	Developmental assignments/exposure in other functional/program areas at an Installation, Region, or HQ Minimum of one year directly supervising or managing staff and managing program(s) Work in specialty/cross-functional areas

Assignments. Assignments are specific jobs within the organization appropriate for your grade, competencies, and KSAs. Assignments of increasing/varied responsibility broaden your experience, strengthen your contribution to the organization, and maximize your professional development and competitiveness for future assignments. In consultation with your supervisor, as approved by your chain of command, and within the context of other constraints (e.g., resource availability, workload, staffing constraints), you should seek assignments at different levels of the organization and with other Communities to broaden your competencies and experience.

Table 6. Assignment Recommendations for Service Provider

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Detail for cross-function assignments Job shadowing whenever possible Perform required training for advancement	Mentor junior employees Review and provide input to policy issues	Act as team leader Act as subject matter expert (SME) Lead, advise, mentor/coach junior employees

Table 7. Assignment Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
Administer a budget Manage/supervise Installation department Participate in continual process improvement and innovation	Manage a budget Participate in continual process improvement and innovation Supervise or manage Regional staff and/or program(s)	Develop and implement human capital strategy plan Develop, formulate, and execute a budget Direct functional program area(s) Lead change Supervise and manage Regional or HQ staff and/or program(s)

Professional Certifications/Licenses. Certifications/licenses are defined as credentials needed to perform specific job functions. Employees should take advantage of any opportunity to acquire certifications or licenses in order to enhance their marketability or upward mobility. CNIC attempts to reimburse employees for tuition and training course expenses associated with acquiring certifications or licenses within available resources.

Table 8. Professional Certification/License Opportunities

Organization	Web Site
Certified Defense Financial Manager (CDFM)	http://www.asmonline.org
Certified Fraud Examiner (CFE)	http://www.acfe.com
Certified Government Financial Manager (CGFM)	http://www.agacgfm.org
Certified Internal Auditor (CIA)	http://www.theiia.org
Certified Public Accountant (CPA)	http://www.aicpa.org
Chief Financial Officer Leadership Certificate	http://www.finance.hq.navy.mil
Federal Government Accounting Certificate Program	http://www.graduateschool.edu
Federal Government Accounting Procedures Program	http://www.graduateschool.edu
Financial Management Certificate Program	http://www.graduateschool.edu
International Register of Certified Auditors	http://www.irca.org
Leadership Education and Development (LEAD) Program	http://www.leadership.opm.gov
Lean Six Sigma (LSS) Certification	http://www.6sigma.us
Professional Team Building	http://www.amanet.org http://www.teambuilders.com http://www.professionalteambuilding.com
Project Management	http://www.pmi.org http://www.golearn.gov

5.0 Workforce Development Resources

There are ample resources to assist you with developing competencies as you progress in your career at CNIC.

Education. Employee education is an ongoing activity, vital to learn new concepts and develop new skills and competencies. Education is gained via coursework received from accredited colleges and universities.

Table 9. Education Recommendations for Service Provider

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Recommendations for Service Providers in Clerical/Administrative Support Series (503, 525, 530, 540, 544, 545, 561)		
High School diploma or equivalent	High School diploma or equivalent plus: Continued learning such as college courses in related specialty	High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications
Recommendations for Service Providers in Administrative and Management Series (501)		
High School diploma or equivalent plus: Continued learning such as independent study courses and/or college courses	High School diploma or equivalent plus: Continued learning such as college courses in related specialty	High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications
Recommendations for Service Providers in Professional and Scientific Series (510, 511)		
A four-year degree in accounting or related field with 24 semester hours in accounting/auditing OR A combination of education or experience – at least four year of experience in accounting, or an equivalent combination of accounting experience, college-level education, and training AND 24 hours in accounting/auditing OR	Four-year degree or other qualifying education and experience AND two years of progressively higher level graduate education leading to a master's degree or master's or equivalent graduate degree or equivalent combination of education and experience	Four-year degree or other qualifying education and experience AND two years of progressively higher level graduate education leading to a master's degree or master's or equivalent graduate degree or equivalent combination of education and experience

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Certified Public Accountant (CPA) AND combination of education and experience		

Table 10. Education Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
Recommendations for Leadership in Clerical/Administrative Support Series (503, 525, 540, 545)		
High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications	High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications	Not applicable
Requirements for Leadership in Administrative and Management Series (501,505*)		
High School diploma or equivalent plus: Continued learning such as two- to four-year course of study leading to an Associate’s or Bachelor’s degree Professional organization affiliation and/or professional certifications	High School diploma or equivalent plus: Continued learning such as two- to four-year course study leading to an Associate’s or Bachelor’s degree * Some positions in this series involve professional accounting responsibilities that require professional accounting knowledge. For these positions only, applicants must meet the minimum qualification requirements for the Accounting Series, GS-510. Professional organization affiliation and/or professional certifications	High School diploma or equivalent plus: Advanced learning such as undergraduate to post-graduate study leading to a Bachelor’s degree, Master’s degree, or higher * Some positions in this series involve professional accounting responsibilities that require professional accounting knowledge. For these positions only, applicants must meet the minimum qualification requirements for the Accounting Series, GS-510. Professional organization affiliation and/or professional certifications

Training. Training is defined as instruction designed to provide specific skills and knowledge to attain competence and maintain professional currency. To ensure employees maintain professional currency, meet continuous learning requirements, and develop requisite skills, employees must leverage applicable continuous DoD learning events and training opportunities.

Detailed lists of training are available in two appendices:

- Technical Training Opportunities by Competency see [Appendix D](#).
- Leadership Training Opportunities by Competency see [Appendix E](#).

Professional Associations. Membership in professional associations provides an opportunity to network with other career professionals for the purpose of enhancing your skills and maintaining currency in your field. It also provides opportunities to showcase CNIC professionals and their accomplishments in a wide variety of forums.

Table 11. Professional Associations (Potential Affiliations)

Organization	Web Site
American Association for Budget and Program Analysis (AABPA)	http://www.aabpa.org
American Institute of Certified Public Accountants (AICPA)	http://www.aicpa.org
American Management Association (AMA)	http://www.amanet.org
American Society for Public Administration (ASPA)	http://www.aspanet.org
American Society of Military Comptrollers (ASMC)	http://www.asmconline.org
Association for Budgeting and Financial Management (ABFM)	http://www.abfm.org
Association for Financial Professionals (AFP)	http://www.afponline.org
Association of Certified Fraud Examiners (ACFE)	http://www.acfe.com
Association of Government Accountants (AGA)	http://www.agacgfm.org
Financial Management Association (FMA)	http://www.fma.org
Governmental Accounting Standards Board (GASB)	http://www.gasb.org
Institute of Internal Auditors (IIA)	http://www.theiia.org
International Association of Business Communicators (IABC)	http://www.iabc.com
National Association of Government Communicators (NAGC)	http://www.nagc.com

Mentoring. Mentoring is a type of leadership program designed to promote employee development and improve the career health of every employee. It is people helping people to grow and develop. It enhances leadership abilities and provides a framework for growth. Mentoring creates relationships between people to foster personal and professional development. Mentoring requires people to work together to establish specific goals and to provide each other with sufficient feedback to ensure the goals are reached. All CNIC professionals are encouraged to seek and become mentors.

Workforce Development Gateway Page. A variety of general and specific Workforce Development information including topics, such as professional development, Community management, diversity, and recruiting/retention are located within the N15 Gateway site at <https://q2.cnic.navy.mil/solutions/ewd/default.aspx>. You are highly encouraged to become familiar with this site.

IDP. Your IDP translates and personalizes the Financial Community's Competency/Career Progression. It is a "living document," jointly developed between you and your supervisor. IDPs provide you and your supervisor with a plan of action to help gain essential skills and identify training that may enhance your competencies and KSAs. Your IDP charts your developmental objectives in the short-term (1 to 2 years) and long-term (3 to 5 years). These objectives are reviewed and updated at least annually.

The following IDP resources are available on the N15 Workforce Development Gateway site IDP Web page at

<https://g2.cnrc.navy.mil/solutions/ewd/WDPages/IDP.aspx>:

- Overview Video – short video introduction
- Overview – text version of the video introduction
- IDP – template to begin creating your IDP
- Brief – IDP brief online lesson
- Form Guide – IDP tools and process online lesson.

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APPENDIX A

Acronym List

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Acronym List

AABPA	American Association of Budget and Program Analysis
ABFM	Association for Budgeting and Financial Management
AC	Advanced Course
ACFE	Association of Certified Fraud Examiners
ADA	Antideficiency Act
AFP	Association for Financial Professionals
AGA	Association of Government Accountants
AICPA	American Institute of Certified Public Accountants
AMA	American Management Association
ASMC	American Society of Military Comptrollers
ASPA	American Society for Public Administration
BC	Basic Course
CA	Community Advocate
CBAP	Certified Business Analysis Professional
CCBA	Certification of Competency in Business Analysis
CCPMD	Consolidated Card Program Management Division
CDFM	Certified Defense Financial Manager
CES	Civilian Education System
CFE	Certified Fraud Examiner
CFO	Chief Financial Officer
CGFM	Certified Government Financial Manager
CIA	Certified Internal Auditor
CMP	Community Management Plan
CNIC	Commander, Navy Installations Command
COOP	Continuity of Operations Planning
COR	Contracting Officer Representative
COTR	Contracting Officer Technical Representative
CP	Community Champion
CPA	Certified Public Accountant
CTC	Concurrent Technologies Corporation
DDSC	Defense Decision Support Course
DFAR	Defense Federal Acquisition Regulation
DFAS	Defense Finance and Accounting Service
DFMC	Defense Financial Management Course

DoD	Department of Defense
DoD IG	Department of Defense Inspector General
DON	Department of the Navy
DRMC	Defense Resources Management Course
DSLDP	Defense Senior Leader Development Program
DTS	Defense Travel System
DWCF	Defense Working Capital Fund
EADM	Economic Analysis for Decision Making
ED	Executive Director
EDFM	Enhanced Defense Financial Management
EDFMTC	Enhanced Defense Financial Management Training Course
EEO	Equal Employment Opportunity
ELDP	Executive Leadership Development Program
ES	Executive Service
EVM	Earned Value Management
FAC-COTR	Federal Acquisition Certification for Contracting Officer Technical Representative
FAR	Federal Acquisition Regulation
FASAB	Federal Accounting Standards Advisory Board
FFMCP	Federal Financial Management Certificate Program
FM	Financial Management
FMA	Financial Management Association
FMFIA	Federal Managers' Financial Integrity Act
FMR	Financial Management Regulation
FTR	Federal Travel Regulations
GAAP	Generally Accepted Accounting Principles
GAGAS	Generally Accepted Government Auditing Standards
GAO	Government Accountability Office
GASB	Government Accounting Standards Board
GPRA	Government Performance and Results Act
GS	General Schedule
HCAAF	Human Capital Assessment and Accountability Framework
HQ	Headquarters
IABC	International Association of Business Communicators
IC	Intermediate Course
IDP	Individual Development Plan
IIA	Institute of Internal Auditors

IT	Information Technology
KSA	Knowledge, Skill, and Ability
LDP	Leadership Development Program
LEAD	Leadership Education and Development Program
LSS	Lean Six Sigma
MIC	Managers' Internal Control
MIPRs	Military Interdepartmental Purchase Requests
N/A	Not Applicable
N15	Workforce Planning/Development and Strategy
NAGC	National Association of Government Communicators
NAVSUP	Naval Supply Systems Command
NSIT	Navy Shore Infrastructure Transformation
NWCF	Navy Working Capital Fund
OCHR	Office of Civilian Human Resources
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPNAV N1	Chief of Naval Operations (Manpower and Personnel)
PCC	Practical Comptrollership Course
PCS	Permanent Change of Station
PDI	Professional Development Institute
POM	Program Objective Memorandum
PP&E	Property, Plant, and Equipment
PPBE	Planning, Programming, Budgeting, and Execution
PPBES	Planning, Programming, Budgeting, and Execution System
PR	Program Review
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SES	Senior Executive Service
SGL	Standard General Ledger
SLDCADA	Standard Labor Data Collection and Distribution Application
SME	Subject Matter Expert
TDY	Temporary Duty
TWMS	Total Workforce Management Services
WCF	Working Capital Funds

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APPENDIX B

Executive Director Competencies

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Executive Director Competencies

The Executive Director (ED) level of the pyramid is aligned with the Office of Personnel Management (OPM) leadership competency model, which provides a strategic, future-oriented framework for management-level positions. The model includes a set of 27 competencies grouped into five clusters based on similarities of importance and content. Commander, Navy Installations Command (CNIC) has identified knowledge, skills, and abilities (KSAs) that, in combination, support those leadership competencies.

Competency	KSAs
<p>Leading Change: Creativity and Innovation External Awareness Flexibility Resilience Strategic Thinking Vision</p>	<ul style="list-style-type: none"> • Ability to develop budget requirements and create the Program Objective Memorandum (POM) and Program Reviews (PRs) • Ability to manage budget execution • Ability to monitor organizational performance to improve achievement of program objectives • Ability to define business and financial requirements • Ability to develop policies and procedures ensuring continuous business process improvement
<p>Leading People: Conflict Management Leveraging Diversity Developing Others Team Building</p>	<ul style="list-style-type: none"> • Ability to use business analysis methodologies in a multi-layered/diverse organization • Ability to manage human resources and/or military and civilian manpower requirements and manning
<p>Results Driven: Customer Service Accountability Decisiveness Entrepreneurship Problem Solving Technical Credibility</p>	<ul style="list-style-type: none"> • Ability to explain, advocate, and express facts and ideas in a convincing manner and negotiate with individuals and groups internally and externally • Ability to develop expansive professional network with others • Ability to interact/communicate with higher command echelons in support of operational requirements • Ability to effectively manage external command expectations
<p>Business Acumen: Financial Management Human Capital Management Technology Management</p>	<ul style="list-style-type: none"> • Ability to apply technical processes to infrastructure/base operations support issues • Ability to balance change and continuity
<p>Building Coalitions: Political Savvy Influencing/Negotiating Partnering</p>	<ul style="list-style-type: none"> • Ability to design and implement strategies which maximize employee potential and foster high ethical standards • Ability to create an environment that fosters creative thinking • Ability to manage, lead, and mentor/coach others

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APPENDIX C

Community Population Distribution

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Community Population Distribution

Pay Plan	Occupational Series	Pay Grade														
		02	03	04	05	06	07	08	09	10	11	12	13	14	15	00
GS	0501	3					7		104	1	100	130	64	32	10	
GS	0503	1	1	10	18	11	61	8	20	2	1					
ES	0505															1
GS	0505												2	6	8	
GS	0510						1		3		2	3	1			
GS	0525				3	4	5									
GS	0530		1													
GS	0540			1	35	7	5									
GS	0544								1							
GS	0545			5	230	29	40	7	1	1						
GS	0560								5		19	3				
GS	0561						1									

Source: Total Workforce Management Services (TWMS) report dated May 4, 2011

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APPENDIX D

Technical Training Opportunities by Competency

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Technical Training Opportunities by Competency

Accounting		
Department Head/ Program Manager/ Supervisor	Program Manager/ 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
N/A	<p>Accounting for Business Operations in Government http://www.managementconcepts.com Designed for Federal financial managers and accounting staff responsible for accounting transactions involving the sale of goods and services through working capital funds, revolving funds, franchise funds, or reimbursable activities.</p> <p>Accounting for Revenue and other Financing Sources http://www.managementconcepts.com Designed for Federal financial management personnel responsible for updating, reviewing, or determining the accuracy and reliability of accounting data, and the presentation and disclosure of financial information.</p> <p>American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) http://www.asmconline.org Promotes education, training, and professional development in all aspects of military comptrollership.</p> <p>Certified Public Accountant (CPA) http://www.aicpa.org The Uniform CPA Examination protects the public interest by helping to ensure that only qualified individuals become licensed as U.S. Certified Public Accountants (CPAs).</p> <p>Practical Comptrollership Course (PCC) http://www.nps.edu</p>	<p>1st Level Supervisor courses plus:</p> <p>Management’s Responsibility for Internal Control (OMB Circular A-123) http://www.graduateschool.edu Learn and follow the requirements of the Federal Manager’s Financial Integrity Act and OMB’s Implementing Circular A-123.</p> <p>The Legislative Process: Working with Congress http://www.managementconcepts.com Learn about the legislative process and congressional leaders and types of committees; the various forms of legislative action; the three-step process for enacting the Federal budget, including reconciliation instructions, spending allocations, and mandatory and annual funding, complying with requirements for legislative initiatives, lobbying, and liaisons.</p>

	<p>Designed for individuals (civilian and military) who are either incumbent or about to report to responsible positions in financial management at the major command, sub-command or shore activity level.</p> <p>Standard General Ledger: Advanced http://www.fms.treas.gov Learn additional SGL accounts, descriptions, and pro forma entries.</p> <p>Standard General Ledger: Basic http://www.fms.treas.gov Learn and understand the United States Standard General Ledger (SGL) document components and accounting for basic operating appropriations and reimbursable work.</p> <p>Standard General Ledger: Intermediate http://www.fms.treas.gov Review the United States Standard General Ledger (SGL) document components and learn both direct fund and reimbursable fund accounts.</p> <p>Strategic Planning for Government Organizations http://www.graduateschool.edu <u>u</u> Establish a solid framework with strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to meet your organization's challenges.</p>	
Accounting Concepts		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Cost Analysis http://www.dau.mil Learn the basic cost analysis process, which is one of the fundamental building blocks of any acquisition program.</p>	<p>Entry-level courses plus: Federal Accounting Fundamentals http://www.managementconcepts.com Designed for Federal</p>	<p>Advanced (Journeyman) level courses plus: Accounting for Business Operations in Government http://www.managementconcepts.com</p>

<p>Cost Estimating http://www.dau.mil Learn the cost estimate and its supporting budget are a part of the baseline against which a program's progress and success are measured.</p> <p>DoD Budget “Primer” http://www.dau.mil Explore how funds are programmed, budgeted, enacted, and executed to enable a successful acquisition program.</p> <p>Federal Government Accounting I http://www.graduateschool.edu Learn the key concepts of Federal Government accounting, including accrual concepts, maintaining accurate journals and journal vouchers, managing accounts and ledgers, running trial balances and adjusting entries, and reading financial statements.</p> <p>Governmental Budgeting and Accounting Concepts http://www.fms.treas.gov Become acquainted with budgeting and accounting terms as well as the historical context of the Federal Government and legal concepts that drive Congressional appropriations.</p> <p>Introduction to Federal Accounting http://www.graduateschool.edu Receive a solid foundation in Federal accounting. Learn key concepts of Federal Government accounting.</p> <p>Introduction to Federal Accounting (GS Classic) http://www.graduateschool.edu Conquer the basics of Government bookkeeping and accounting through this beginner-level course.</p> <p>Introduction to Federal Budgeting http://www.graduateschool.edu Receive a solid foundation in the Federal budget process.</p>	<p>financial staff with prior knowledge of or experience with accounting for assets, liabilities, equity, revenue, and expenses, as well as T accounts and general ledgers.</p> <p>Federal Government Accounting II http://www.graduateschool.edu Learn interagency accounting and budgeting funds control concepts, requirements, procedures and practices.</p> <p>Government Standard General Ledger (SGL) http://www.graduateschool.edu Learn about SGL changes; criteria for Federal budgetary and proprietary accounting; SF-133 transmittal; OMB Circular A-136; OMB Bulletin 01-09; form and content of agency financial statements; and useful sources.</p> <p>Principles of Accounting II http://www.graduateschool.edu Learn more advanced accounting principles such as the accrual basis of accounting, including notes payable and interest, notes receivable, accounts receivable, bad debts, inventory valuation, property, plant and equipment, and business taxes.</p>	<p>Designed for Federal financial managers and accounting staff responsible for accounting transactions involving the sale of goods and services through working capital funds, revolving funds, franchise funds, or reimbursable activities.</p> <p>Accounting for Revenue and Other Financing Sources http://www.managementconcepts.com Designed for Federal financial management personnel responsible for updating, reviewing, or determining the accuracy and reliability of accounting data, and the presentation and disclosure of financial information.</p> <p>Financial Management of Defense Working Capital Funds http://www.managementconcepts.com Gain a detailed understanding of Defense Working Capital Fund (DWCF) policies, procedures, concepts, and terms.</p> <p>Principles of Accounting III http://www.graduateschool.edu Gain skills in developing management reports, doing special analyses and generating statements of changes in a financial position.</p>
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<p>Principles of Accounting I http://www.graduateschool.edu Strengthen your knowledge of the accounting cycle. Understand the process for generating important statements detailing a company's financial stability.</p>		
Accounting Principles, Policies, and Procedures		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Certified Public Accountant (CPA) http://www.aicpa.org The Uniform CPA Examination protects the public interest by helping to ensure that only qualified individuals become licensed as U.S. Certified Public Accountants (CPAs).</p> <p>Federal Accounting Fundamentals http://www.managementconcepts.com Designed for Federal financial staff with prior knowledge of or experience with accounting for assets, liabilities, equity, revenue, and expenses, as well as T accounts and general ledgers.</p> <p>Financial Management (FM) 101 http://www.finance.hq.navy.mil Learn the budget and funding process and identify the roles and responsibilities of key members within the Department of Defense (DoD), DON, and legislative and other executive branches of the Government. This course will also provide an overview of fiscal laws governing funds administration.</p> <p>Introduction to Federal Accounting http://www.graduateschool.edu Receive a solid foundation in Federal accounting. Learn key concepts of Federal Government accounting.</p> <p>Introduction to Federal Accounting (GS Classic) http://www.graduateschool.edu Conquer the basics of</p>	<p>Entry-level courses plus:</p> <p>Business Financial Management Integration into Programs http://www.dau.mil Learn what makes a program cost estimate realistic and defensible using policies and practices.</p> <p>Federal Government Accounting II http://www.graduateschool.edu Learn interagency accounting and budgeting funds control concepts, requirements, procedures and practices.</p> <p>Government Standard General Ledger (SGL) http://www.graduateschool.edu Learn about SGL changes; criteria for Federal budgetary and proprietary accounting; SF-133 transmittal; OMB Circular A-136; OMB Bulletin 01-09; form and content of agency financial statements; and useful sources.</p> <p>Principles of Accounting II http://www.graduateschool.edu Learn more advanced accounting principles such as the accrual basis of accounting, including notes payable and interest, notes receivable, accounts receivable, bad debts, inventory valuation, property, plant and equipment, and</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Accounting for Business Operations in Government http://www.managementconcepts.com Designed for Federal financial managers and accounting staff responsible for accounting transactions involving the sale of goods and services through working capital funds, revolving funds, franchise funds, or reimbursable activities.</p> <p>Accounting for Property, Plant, and Equipment http://www.managementconcepts.com Designed for Federal financial management and asset management personnel responsible for updating, reviewing, or determining the accuracy and reliability of accounting data pertaining to the value and accounting for various types of property, plant, and equipment (PP&E), including stewardship assets.</p> <p>Accounting for Revenue and other Financing Sources http://www.managementconcepts.com Designed for Federal financial management personnel responsible for updating, reviewing, or determining the accuracy and reliability of accounting data, and the presentation and disclosure of financial information.</p> <p>Federal Government</p>

<p>Government bookkeeping and accounting through this beginner-level course.</p> <p>Managerial Cost Accounting Concepts and Standards http://www.graduateschool.edu Learn the importance of cost accounting in Federal programs and activities as you assemble and record all the elements of cost incurred for a project.</p> <p>Principles of Accounting I http://www.graduateschool.edu Strengthen your knowledge of the accounting cycle. Understand the process for generating important statements detailing a company's financial stability.</p> <p>Standard General Ledger: Basic http://www.fms.treas.gov Learn and understand the United States Standard General Ledger (SGL) document components and accounting for basic operating appropriations and reimbursable work.</p>	<p>business taxes.</p> <p>Standard General Ledger: Intermediate http://www.fms.treas.gov Review the United States Standard General Ledger (SGL) document components and learn both direct fund and reimbursable fund accounts.</p> <p>Understanding Federal Financial Statements http://www.graduateschool.edu Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>Accounting Certificate Program http://www.graduateschool.edu Advance your career by forging the special accounting skills and mastering the parlance necessary for Government advancement in accounting, bookkeeping or budget analysis.</p> <p>Principles of Accounting III http://www.graduateschool.edu Gain skills in developing management reports, doing special analyses and generating statements of changes in a financial position.</p> <p>Standard General Ledger: Advanced http://www.fms.treas.gov Learn additional SGL accounts, descriptions, and pro forma entries.</p>
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Accounting Standards and Techniques		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Accounting for Non-Accountants http://www.graduateschool.edu Receive a solid introduction to the basics of accounting and how to interact with the accounting function in your organization. This course is designed for all non-accountants, including administrative personnel who deal with Government accounting issues and procedures.</p> <p>Introduction to Federal Accounting http://www.graduateschool.edu Receive a solid foundation in Federal accounting. Learn key concepts of Federal Government accounting.</p> <p>Introduction to Federal Accounting (GS Classic) http://www.graduateschool.edu</p>	<p>Entry-level courses plus:</p> <p>Applied Cost Analysis http://www.dau.mil Learn techniques for using Excel and other computer applications to analyze data, develop cost-estimating relationships, and create supporting documentation.</p> <p>Federal Accounting Standards http://www.graduateschool.edu Learn the standards, including the latest changes from the Federal Accounting Standards Board; explore related statutory requirements of the Chief Financial Officers (CFOs) Act, the Government Management Reform Act and</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Accounting for Business Operations in Government http://www.managementconcepts.com Designed for Federal financial managers and accounting staff responsible for accounting transactions involving the sale of goods and services through working capital funds, revolving funds, franchise funds, or reimbursable activities.</p> <p>Accounting for Property, Plant, and Equipment http://www.managementconcepts.com Designed for Federal financial management and asset management personnel responsible for updating,</p>

<p>Conquer the basics of Government bookkeeping and accounting through this beginner-level course.</p> <p>Managerial Cost Accounting Concepts and Standards http://www.graduateschool.edu Learn the importance of cost accounting in Federal programs and activities as you assemble and record all the elements of cost incurred for a project.</p> <p>Principles of Accounting I http://www.graduateschool.edu Strengthen your knowledge of the accounting cycle. Understand the process for generating important statements detailing a company's financial stability.</p>	<p>related legislation.</p> <p>Federal Government Accounting II http://www.graduateschool.edu du Learn interagency accounting and budgeting funds control concepts, requirements, procedures and practices.</p> <p>Principles of Accounting II http://www.graduateschool.edu du Learn more advanced accounting principles such as the accrual basis of accounting, including notes payable and interest, notes receivable, accounts receivable, bad debts, inventory valuation, property, plant and equipment, and business taxes.</p> <p>Understanding Federal Financial Statements http://www.graduateschool.edu du Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>reviewing, or determining the accuracy and reliability of accounting data pertaining to the value and accounting for various types of property, plant, and equipment (PP&E), including stewardship assets.</p> <p>Accounting for Revenue and other Financing Sources http://www.managementconcepts.com Designed for Federal financial management personnel responsible for updating, reviewing, or determining the accuracy and reliability of accounting data, and the presentation and disclosure of financial information.</p> <p>Principles of Accounting III http://www.graduateschool.edu Gain skills in developing management reports, doing special analyses and generating statements of changes in a financial position.</p>
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Audit Execution		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Audit Evidence and Documentation http://www.graduateschool.edu Analyze the types of evidence, the tests that evidence must meet, alternative methods for collecting and documenting each type of evidence, and the benefits of referencing.</p> <p>Auditing Fundamentals in the Federal Environment http://www.managementconcepts.com Learn about laws and regulations, common auditing procedures and techniques, and the role of financial statement audits, attestation engagements, and performance audits in</p>	<p>Entry-level courses plus:</p> <p>Creative Thinking for Auditors http://www.graduateschool.edu du Learn practical, easy-to-use techniques for generating new ideas and applying them in the audit process.</p> <p>Developing Performance Audit Findings http://www.graduateschool.edu du Learn to develop findings for compliance, process and control, results, and impact audits in accordance with Government Auditing</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Internal Auditing II http://www.graduateschool.edu Learn advanced aspects of internal auditing and administration of the internal audit function.</p> <p>The Governmental Audit: From Planning to Reporting http://www.graduateschool.edu Refresher course on Governmental auditing theories and practices improves your knowledge and skills related to all phases of the performance audit and the evaluation of results.</p>

<p>program operations and performance.</p> <p>Basic Governmental Auditing http://www.graduateschool.edu Gain an understanding of the Government auditing standards, types of audits, audit evidence, the fundamentals of interviewing, the preparation of audit working papers, and audit findings and their elements.</p> <p>Conducting Performance Audits http://www.graduateschool.edu Receive a strong foundation in the theory, principles and methodology for conducting performance audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS).</p> <p>Government Auditing Overview http://www.graduateschool.edu Find out the required standards they use and the processes they follow in planning, executing and reporting on financial, compliance and performance audits.</p> <p>Interviewing Techniques for Auditors http://www.graduateschool.edu Sharpen your skills in obtaining the information necessary for an effective audit through practice interviews.</p>	<p>Standards.</p> <p>Internal Auditing I http://www.graduateschool.edu Learn the theory and practical application of modern, management-oriented internal auditing. Become familiar with the basic theory of internal auditing and then utilize that theory in various case-study applications.</p> <p>Interpersonal Skills: Developing Effective Relationships http://www.managementconcepts.com Increase productivity and become more successful on the job by Improve the quality of working relationships with peers, employees, supervisors, customers, and others.</p> <p>Positive Approaches to Difficult People http://www.graduateschool.edu Learn approaches for maintaining your composure and clarifying underlying issues, as well as strategic questioning and listening techniques to discover what motivates difficult people.</p>	
Audit Planning		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Auditing Fundamentals in the Federal Environment http://www.managementconcepts.com Learn about laws and regulations, common auditing procedures and techniques, and the role of financial statement audits, attestation engagements, and performance audits in program operations and performance.</p> <p>Basic Governmental Auditing http://www.graduateschool.edu Gain an understanding of the</p>	<p>Entry-level courses plus:</p> <p>Effective Auditor Communications http://www.managementconcepts.com Learn how to establish an audit approach that is clear to both the supervisor and subordinate; follow best practices for conducting meaningful oral and written communication throughout your audit; adhere to GAO's Government Auditing Standards (Yellow Book);</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Auditing Performance Outcomes http://www.graduateschool.edu Learn to evaluate, select, develop and measure the performance of Government operations in terms of results, quality, cost and integrity.</p> <p>Performance Auditing http://www.managementconcepts.com Learn to plan and conduct</p>

<p>Government auditing standards, types of audits, audit evidence, the fundamentals of interviewing, the preparation of audit working papers, and audit findings and their elements.</p> <p>Conducting Performance Audits http://www.graduateschool.edu Receive a strong foundation in the theory, principles and methodology for conducting performance audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS).</p> <p>Government Auditing Overview http://www.graduateschool.edu Find out the required standards they use and the processes they follow in planning, executing and reporting on financial, compliance and performance audits.</p>	<p>clearly communicate your findings and recommendations in your audit documentation.</p> <p>Intermediate Performance Auditing http://www.graduateschool.edu Learn key concepts and decision processes for successfully executing each phase of a performance audit: survey, planning, field work and reporting.</p> <p>Planning Audit Assignments http://www.graduateschool.edu This course takes you through the process for planning performance audits: from audit selection to formulation of the audit objectives to selection of the scope and methodology.</p> <p>Quick Response Auditing http://www.graduateschool.edu Invigorate your creativity about reducing the cycle time for your performance audits.</p>	<p>performance audits in accordance with Generally Accepted Government Auditing Standards (GAGAS) and Government personnel.</p> <p>Planning and Maintaining Skills for Audit Leadership http://www.graduateschool.edu Develop the knowledge and skills necessary to achieve a high cost/benefit ratio in performing audits and to motivate your staff to carry out assignments effectively and economically.</p> <p>The Governmental Audit: From Planning to Reporting http://www.graduateschool.edu Refresher course on Governmental auditing theories and practices improves your knowledge and skills related to all phases of the performance audit and the evaluation of results.</p>
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Audit Reporting

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Audit Evidence and Documentation http://www.graduateschool.edu Analyze the types of evidence, the tests that evidence must meet, alternative methods for collecting and documenting each type of evidence, and the benefits of referencing.</p> <p>Developing and Presenting Audit Findings http://www.graduateschool.edu Learn the appropriate finding elements to match the kind of audit you are doing.</p> <p>Presentation Skills for Auditors http://www.graduateschool.edu Prepare and conduct various presentations of your audit</p>	<p>Entry-level courses plus:</p> <p>Audit Report Writing http://www.graduateschool.edu Develop the skills necessary to produce quality audit reports so that they will influence decision makers and inform others.</p> <p>Effective Auditor Communications http://www.managementconcepts.com Learn how to establish an audit approach that is clear to both the supervisor and subordinate; follow best practices for conducting meaningful oral and written</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Audit Report Writing for Supervisors http://www.graduateschool.edu Learn how to write "high-impact" objectives that produce high-impact executive summaries with a focus on quality outcomes.</p> <p>Preparing High-Impact Audit Reports http://www.managementconcepts.com Learn about reader-friendly" writing techniques, common reporting problems, and tools and techniques for efficient</p>

<p>findings.</p> <p>Writing Successful Audit Reports http://www.topskills.com Learn how to plan, organize and write audit reports that bring positive results.</p> <p>Written Communication for Auditors http://www.graduateschool.edu This course presents the writing tools you need to produce professional audit documents that comply with Generally Accepted Government Auditing Standards.</p>	<p>communication throughout your audit; adhere to GAO's Government Auditing Standards (Yellow Book); clearly communicate your findings and recommendations in your audit documentation.</p> <p>Writing Audit Reports by Objectives http://www.graduateschool.edu Develop tools for organizing the report message to answer the audit objectives and for writing a finding synopsis.</p> <p>Writing Value Added Audit Reports http://www.graduateschool.edu Learn to write persuasive audit reports that are easy to read and understand and that demonstrate added value to the audited organization.</p>	<p>report development.</p> <p>Reviewing Audit Reports http://www.graduateschool.edu Learn a structured process for efficiently evaluating the accuracy, appropriateness and readability of draft reports.</p> <p>Team-Developed Audit Reports http://www.graduateschool.edu Learn a structured approach for involving all team members in all phases of the audit process: from planning through reporting.</p> <p>The Governmental Audit: From Planning to Reporting http://www.graduateschool.edu Refresher course on Governmental auditing theories and practices improves your knowledge and skills related to all phases of the performance audit and the evaluation of results.</p>
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Audit Standards and Professional Practices

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Audit Boot Camp http://www.managementconcepts.com Develop knowledge of the regulatory framework for Government auditing, the critical thinking skills required for the position, and an awareness of the auditor role and how to perform it effectively.</p> <p>Auditing Fundamentals in the Federal Environment http://www.managementconcepts.com Learn about laws and regulations, common auditing procedures and techniques, and the role of financial statement audits, attestation engagements, and performance audits in program operations and performance.</p> <p>Basic Governmental Auditing</p>	<p>Entry-level courses plus:</p> <p>Analysis Techniques for Auditors http://www.graduateschool.edu Learn when and how to apply nine analysis tools that are useful in identifying and diagnosing problems - their components, significance, causes and solutions.</p> <p>Antideficiency Act (ADA) Investigator Training http://www.finance.hq.navy.mil Learn to identify key Federal statutes associated with ADA violations and explain the purpose of the ADA.</p> <p>Applying Impact Evaluation Methods to Audits http://www.graduateschool.edu</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Auditing Performance Outcomes http://www.graduateschool.edu Learn to evaluate, select, develop, and measure the performance of Government operations in terms of results, quality, cost, and integrity.</p> <p>Auditing the Reliability of Performance Measures http://www.graduateschool.edu Learn the auditing standards that apply in auditing performance measures and how to evaluate the reliability of individual measures.</p> <p>Certified Fraud Examiner (CFE) http://www.acfe.com A Certified Fraud Examiner</p>

<p>http://www.graduateschool.edu Gain an understanding of the Government auditing standards, types of audits, audit evidence, the fundamentals of interviewing, the preparation of audit working papers, and audit findings and their elements.</p> <p>Compliance Auditing http://www.graduateschool.edu Learn the different kinds of compliance audits that might be made, including compliance with the provisions of contracts and grant agreements, conformance with quality control requirements and compliance with established procedures and controls (e.g., for handling cash).</p> <p>Conducting Performance Audits http://www.graduateschool.edu Receive a strong foundation in the theory, principles and methodology for conducting performance audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS).</p> <p>Government Auditing Overview http://www.graduateschool.edu Find out the required standards they use and the processes they follow in planning, executing and reporting on financial, compliance and performance audits.</p> <p>Practical Statistical Sampling for Auditors http://www.graduateschool.edu Equip yourself with the basic concepts of statistical sampling and be able to explain how the concepts can be applied to decision making.</p> <p>The Internal Audit Activity's Role in Governance, Risk, and Control http://www.managementconcepts.com Learn timely analysis of practical audit procedures found in today's global organizations and on the Certified Internal Auditor (CIA) exam.</p>	<p>du Learn to determine the impact attributable to agency programs and to changes made in program operations.</p> <p>Assessing Controls in Performance Audits http://www.graduateschool.edu Learn the relationship of controls to risk and to processes and systems.</p> <p>Contract Auditing http://www.graduateschool.edu Gain the knowledge and skills to conduct a forward pricing proposal and a historical cost audit.</p> <p>Effective Auditor Communications http://www.managementconcepts.com Learn how to establish an audit approach that is clear to both the supervisor and subordinate; follow best practices for conducting meaningful oral and written communication throughout your audit; adhere to GAO's Government Auditing Standards (Yellow Book); clearly communicate your findings and recommendations in your audit documentation.</p> <p>Government Auditing Standards: Review and Update http://www.graduateschool.edu Learn the requirements of individual standards as well as the latest amendments to the standards and issues.</p> <p>Intermediate Performance Auditing http://www.graduateschool.edu Learn key concepts and decision processes for successfully executing each phase of a performance</p>	<p>(CFE) is a leader in the anti-fraud community, noted as a specialist in the prevention and detection of fraud.</p> <p>Certified Government Financial Manager (CGFM) http://www.agacgfm.org The CGFM measures a wide range of knowledge and skills that a professional needs to succeed in the Federal Government financial environment, or to meet the unique challenges faced by state and local Government financial managers.</p> <p>Certified Internal Auditor (CIA) http://www.theiia.org The Certified Internal Auditor (CIA) designation is the only globally accepted certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the internal auditing field.</p> <p>Certified Public Accountant (CPA) http://www.aicpa.org The Uniform CPA Examination protects the public interest by helping to ensure that only qualified individuals become licensed as U.S. Certified Public Accountants (CPAs).</p> <p>Contract and Procurement Fraud http://www.graduateschool.edu Learn to recognize the indicators of procurement fraud in different Government contracts and to develop audit strategies to identify and quantify the extent of fraud in specific Government contracting programs.</p> <p>Effective Audit Supervision http://www.graduateschool.edu Learn how to set performance expectations and how to match staff capabilities with audit tasks.</p>
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	<p>audit: survey, planning, field work and reporting.</p> <p>Making Your Case to Prosecute Fraud http://www.graduateschool.edu Learn the pitfalls to avoid in pursuing fraud and how to discern whether a potential fraud scheme identified may be prosecutable.</p> <p>Prevention and Detection of Fraud http://www.graduateschool.edu Learn the nature, causes and types of white-collar crimes and your professional audit responsibilities for designing audit procedures to detect them.</p> <p>Process Improvement Workshop http://www.graduateschool.edu Address the essential elements of building process improvement projects to achieve strategic results and efficiencies.</p> <p>Quick Response Auditing http://www.graduateschool.edu Invigorate your creativity about reducing the cycle time for your performance audits.</p>	<p>International Register of Certified Auditors http://www.irca.org Gain international recognition for your auditing competence by joining the 30,000 auditors in over 120 different countries worldwide who have benefited from IRCA certification.</p> <p>Managing the Audit Engagement http://www.graduateschool.edu Improve your effectiveness as a supervisor in leading the survey and planning phases of a performance audit.</p>
Budget Concepts		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Budgeting and Accounting: Making the Connection http://www.managementconcepts.com Learn about linking the budgeting process to the accounting process and budgetary resources to financial requirements; the elements of a budget and the resources available to an agency; roles of the Federal Accounting Standards Advisory Board (FASAB) and the Office of</p>	<p>Entry-level courses plus:</p> <p>Budget Execution http://www.dau.mil Examines key processes enabling budget execution, such as the apportionment process, Federal statutes and fiscal laws, and reprogramming of funds.</p> <p>Budget Execution (formally, Funds Usage Documents) http://www.finance.hq.navy.mil</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Budget Policy http://www.dau.mil Learn to identify the major appropriation categories of interest to the defense acquisition community, identify the funding policy that applies to each, recognize situations where exceptions to the funding policies are appropriate, and identify the</p>

<p>Management and Budget (OMB) in agency financial reporting; budgetary and proprietary accounting; using accounting data to guide the budget formulation processes.</p> <p>Federal Budget Process http://www.graduateschool.edu Explore major phases and timing of the Federal budget process; principal participants and their roles; current issues; how the budget is reviewed and audited.</p> <p>Fundamentals of Federal Budgeting http://www.graduateschool.edu Learn about the major phases and steps involved in the Federal budget process and learn to estimate workload, personnel needs and costs.</p> <p>Introduction to Federal Budgeting http://www.graduateschool.edu Receive a solid foundation in the Federal budget process.</p> <p>Navy Working Capital Fund (NWCF) 101 http://www.finance.hq.navy.mil The purpose of this training course is to provide an introduction to Navy Working Capital Fund (NWCF) Budget and Accounting Principles.</p> <p>Performance Measurement Baseline http://www.dau.mil Introduces the earned value management language and processes associated with development of the performance measurement baseline.</p>	<p>Learn process and documentation to execute a budget.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>Defense Working Capital Funds http://www.graduateschool.edu Learn about the goals, roles and activities of working capital funds (WCF) and how they function in the Federal Government.</p> <p>Performance Measurement and Budgeting http://www.graduateschool.edu Performance measurement systems establish and demonstrate Government accountability and are vital to providing information for program and service improvements.</p>	<p>most appropriate time-phased budget estimate to a given situation.</p> <p>Budgeting http://www.dau.mil Budgeting is a Harvard ManageMentor 10 module that includes an overview of the following concepts: types of budgets, approaches to budgeting, how to categorize expenses, preparing an operating budget, capital budgets, capital budgeting and techniques, sensitivity analysis, variance in budgeting, and linking the budget to the balanced scorecard.</p> <p>Planning, Programming, Budgeting, and Execution (PPBE) http://www.graduateschool.edu Explore the interrelationships of the budget cycle, the acquisition process and the mission planning of the Department of Defense (DoD).</p> <p>Planning, Programming, Budgeting, and Execution and Budget Exhibits http://www.dau.mil Learn to identify the inter-relationship between PPBE and the defense acquisition system.</p> <p>PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution http://www.managementconcepts.com Covers the essential elements, procedures, and rules governing the development of budgets within the Department of Defense (DoD); explains the roles and relationships of the building blocks of the Planning, Programming, Budgeting, and Execution (PPBE) process.</p>
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Budget Execution		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Federal Budget Process http://www.graduateschool.edu Explore major phases and timing of the Federal budget process; principal participants and their roles; current issues; how the budget is reviewed and audited.</p> <p>Fundamentals of Federal Budgeting http://www.graduateschool.edu Learn about the major phases and steps involved in the Federal budget process and learn to estimate workload, personnel needs and costs.</p> <p>Introduction to Federal Budgeting http://www.graduateschool.edu Receive a solid foundation in the Federal budget process.</p>	<p>Entry-level courses plus:</p> <p>Appropriations Law Seminar http://www.managementconcepts.com Understand sources of appropriations law; how an office gets “money” and what happens to funds at the end of the year; flexibilities and limitations in the use of appropriations; what to do when more than one appropriation or fund is available; what constitutes a legal obligation; criteria for recording obligations, including contracts, salaries, and grants, and more.</p> <p>Budget Execution http://www.graduateschool.edu Learn the steps and strategies in preparing to execute the budget, including contingency planning.</p> <p>Budget Execution (formally, Funds Usage Documents) http://www.finance.hq.navy.mil Learn process and documentation to execute a budget.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>Defense Working Capital Funds http://www.graduateschool.edu Learn about the goals, roles, and activities of working capital funds (WCF) and how they function in the Federal Government.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Planning, Programming, Budgeting, and Execution (PPBE) http://www.graduateschool.edu Explore the interrelationships of the budget cycle, the acquisition process and the mission planning of the Department of Defense (DoD).</p> <p>Planning, Programming, Budgeting, and Execution and Budget Exhibits http://www.dau.mil Learn to identify the inter-relationship between PPBE and the defense acquisition system.</p> <p>PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution http://www.managementconcepts.com Covers the essential elements, procedures, and rules governing the development of budgets within the Department of Defense (DoD); explains the roles and relationships of the building blocks of the Planning, Programming, Budgeting, and Execution (PPBE) process.</p>

	<p>Program Execution http://www.dau.mil Program Execution describes the budget execution process, including the legal concerns and potential impact of poor budget execution.</p>	
Budget Formulation		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Federal Budget Process http://www.graduateschool.edu Explore major phases and timing of the Federal budget process; principal participants and their roles; current issues; how the budget is reviewed and audited.</p> <p>Fundamentals of Federal Budgeting http://www.graduateschool.edu Learn about the major phases and steps involved in the Federal budget process and learn to estimate workload, personnel needs and costs.</p> <p>Introduction to Federal Budgeting http://www.graduateschool.edu Receive a solid foundation in the Federal budget process.</p> <p>Principles of Department of the Navy (DON) Budgeting http://www.finance.hq.navy.mil Understand the principles of DON budgeting.</p>	<p>Entry-level courses plus:</p> <p>Appropriations Law Seminar http://www.managementconcepts.com Understand sources of appropriations law; how an office gets “money” and what happens to funds at the end of the year; flexibilities and limitations in the use of appropriations; what to do when more than one appropriation or fund is available; what constitutes a legal obligation; criteria for recording obligations, including contracts, salaries, and grants, and more.</p> <p>Budget Formulation http://www.graduateschool.edu Master the skills necessary to build an accurate and defensible budget compliant with the Office of Management and Budget's (OMB) strict standards.</p> <p>Defense Working Capital Funds http://www.graduateschool.edu Learn about the goals, roles, and activities of working capital funds (WCF) and how they function in the Federal Government.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Budget Justification and Presentation http://www.graduateschool.edu Get a strong foundation in the principles of effective budget justification and presentation, focusing on analysis of budget submissions and preparation of narrative descriptions.</p> <p>Budget Justification: Effective Preparation and Submission http://www.managementconcepts.com Designed for budget resource professionals, program managers, program support personnel, involved in justifying or defending budget requests. This is an important course for those who need to support their budgeting efforts with skillful writing.</p> <p>Planning, Programming, Budgeting, and Execution (PPBE) http://www.graduateschool.edu Explore the interrelationships of the budget cycle, the acquisition process and the mission planning of the Department of Defense (DoD).</p> <p>Planning, Programming, Budgeting, and Execution and Budget Exhibits http://www.dau.mil Learn to identify the inter-relationship between PPBE and the defense acquisition system.</p>

		<p>PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution http://www.managementconcepts.com</p> <p>Covers the essential elements, procedures, and rules governing the development of budgets within the Department of DoD; explains the roles and relationships of the building blocks of the Planning, Programming, Budgeting, and Execution (PPBE) process.</p>
Budgeting		
Department Head/ Program Manager/ Supervisor	Program Manager/ 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
N/A	<p>American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) http://www.asmc.org Promotes education, training, and professional development in all aspects of military comptrollership.</p> <p>Certified Defense Financial Manager (CDFM) http://www.asmc.org ASMC is the non-profit educational and professional organization for persons, military and civilian, involved in the overall field of military comptrollership. ASMC promotes the education and training of its members, and supports the development and advancement of the profession of military comptrollership. The society sponsors research, provides professional programs to keep members abreast of current issues and encourages the exchange of techniques and approaches.</p> <p>Certified Government Financial Manager (CGFM) http://www.agacgfm.org The CGFM measures a wide range of knowledge and skills</p>	<p>1st Level Supervisor courses plus:</p> <p>Management’s Responsibility for Internal Control (OMB Circular A-123) http://www.graduateschool.edu Learn and follow the requirements of the Federal Manager’s Financial Integrity Act and OMB’s Implementing Circular A-123.</p> <p>The Legislative Process: Working with Congress http://www.managementconcepts.com Learn about the legislative process and congressional leaders and types of committees; the various forms of legislative action; the three-step process for enacting the Federal budget, including reconciliation instructions, spending allocations, and mandatory and annual funding, complying with requirements for legislative initiatives, lobbying, and liaisons.</p>

	<p>that a professional needs to succeed in the Federal Government financial environment, or to meet the unique challenges faced by state and local Government financial managers.</p> <p>Financial Management of Business Operations in Government http://www.managementconcepts.com Experienced Federal accountants, financial managers, operational managers, and budget analysts who are involved in or wish to understand the financial management aspects of working capital funds, revolving funds, franchise funds, and reimbursable activities.</p> <p>Financial Management of Defense Working Capital Funds http://www.managementconcepts.com Financial, program, and functional managers of customer and support organizations who need a detailed understanding of Defense Working Capital Fund (DWCF) policies, procedures, concepts, and terms.</p> <p>Manager's Internal Control (MIC) Program Training for Managers http://www.fmo.navy.mil The purpose of this course is to provide DON managers with a foundation for understanding internal controls and the DON MIC.</p> <p>Practical Comptrollership Course (PCC) http://www.nps.edu Designed for individuals (civilian and military) who are either incumbent or about to report to responsible positions in financial management at</p>	
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	<p>the major command, sub-command or shore activity level.</p> <p>Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.</p>	
Computer Skills and Applications		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Microsoft® Access® (Introduction) http://www.graduateschool.edu Learn basic database management concepts: identifying database components, creating database tables, and managing those tables through the use of queries and filters.</p> <p>Microsoft® Excel® (Introduction) http://www.graduateschool.edu Discover this software application that offers three distinct processes for managing data: spreadsheet, database, and graphing. The primary feature, spreadsheet, is a number-crunching tool allowing for sophisticated calculations such as budgets, finances, inventories, or any task that is numerically oriented.</p> <p>Microsoft® Outlook® (Introduction) http://www.onlc.com Learn to send e-mails, schedule appointments and meetings, and create contacts, tasks, and notes.</p> <p>Microsoft® PowerPoint® (Introduction) http://www.graduateschool.edu Explore the functions of PowerPoint to develop dynamic slide shows for effective</p>	<p>Entry-level courses plus:</p> <p>Microsoft Access (Intermediate) http://www.graduateschool.edu Build upon basic database concepts and develop multiple database relationships. Learn advanced properties of forms, reports, and queries. Create and modify charts, create filters, join tables in queries, and work with input masks.</p> <p>Microsoft Excel (Intermediate) http://www.graduateschool.edu Build on the skills found in the Excel Introduction course or upgrade your Excel knowledge. Learn more advanced concepts such as working with data ranges, linking multiple workbooks, and saving spreadsheets as Web pages.</p> <p>Microsoft Outlook (Level 2) http://www.onlc.com Customize your Outlook environment.</p> <p>Microsoft PowerPoint (Intermediate) http://www.graduateschool.edu</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Microsoft Access Advanced Applications Development http://www.graduateschool.edu Build on the intermediate database concepts of Microsoft Access. Advanced controls such as the Performance Analyzer, combo boxes, and dialog boxes. Other content includes macro development, custom switchboards, and the use of utilities such as the database splitter and the linked table manager.</p> <p>Microsoft Excel (Advanced) http://www.graduateschool.edu Explore the advanced database management features using the analysis components to budget and manage financial expenses including templates, lists, macros, and audit tools.</p> <p>Microsoft Outlook (Level 3) http://www.onlc.com Build on the e-mail and calendaring skills to personalize e-mail, organize Outlook items, manage Outlook data files, share and link contacts, etc.</p> <p>Microsoft PowerPoint (Beyond the Basics) http://www.onlc.com</p>

<p>presentations.</p>	<p>Go beyond the basics of presentations and learn professional style enhancements to slide shows. Customized color schemes, special animations, effective transitions, picture files, sound and video clips, hyperlinks, and action buttons.</p> <p>Total Workforce Management Services (TWMS) https://twms.nmci.navy.mil Contains all Navy records for military and civilian personnel records come from authoritative databases.</p>	<p>Learn to enhance presentations with features that will transform basic presentations into a powerful means of communication.</p>
Disbursing		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Corporate Cash Management http://www.tregistry.com Learn the nuts-and-bolts on new cash management responsibilities; for new employees or for those looking for a great refresher.</p> <p>Effective Communication with Customers http://www.graduateschool.edu Learn the basics of effective communication to help you deliver superior customer service by successfully interacting with internal and external customers.</p> <p>Reimbursable Agreements http://www.graduateschool.edu Some of the most complicated and perplexing appropriated-funds issues involve performing and paying for products and services produced and consumed between Government agencies.</p> <p>The Prompt Payment Act and Voucher Examination http://www.managementconcepts.com Learn to prepare, exam, and certify Federal contract and vendor payments.</p>	<p>Entry-level courses plus:</p> <p>Manager's Internal Control (MIC) Program Training for Coordinators http://www.fmo.navy.mil Get an overview of the DON MIC Program. It is designed for MIC coordinators and alternates with management control responsibilities for their units in the DON.</p> <p>Purchase Card Training https://www.navsup.navy.mil The Department of the Navy Consolidated Card Program Management Division (CCPMD), within the Naval Supply Systems Command (NAVSUP) Corporate Operations division is responsible for the Navy's financial card programs. As the Component Manager for purchase, travel and fuel cards, CCPMD provides their customers with program policy, metrics, training products, assistance with day-to-day operations, and continuous improvement of tools and products.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Assessing Financial-Related Activities and Controls http://www.graduateschool.edu Develop the necessary knowledge and skills to help you evaluate financial-related activities and controls on a "systems-procedure" and "results-outcome" basis in accordance with auditing and management control standards.</p>

Financial Planning and Analysis		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Analyzing Profit or Fee http://www.dau.mil Learn the approach and the guidelines for developing a reasonable profit or fee position.</p> <p>Business Analysis: Introduction to Requirements Analysis http://golearn.gov Gain a foundational knowledge base of business analysis information so you can effectively put principles to work at your own organization.</p> <p>Business Analysis: Overview http://www.graduateschool.edu Develop a firm foundation in the principles and practices of business analysis - the critical process of identifying business improvement needs and developing projects to satisfy those needs.</p> <p>Cost Risk Analysis Introduction http://www.dau.mil The Cost Risk Analysis Introduction module provides the foundation for an understanding of risk management as it relates to cost estimation.</p> <p>Financial Management (FM) 101 http://www.finance.hq.navy.mil Learn the budget and funding process and identify the roles and responsibilities of key members within the Department of Defense (DoD), DON, and legislative and other executive branches of the Government. This course will also provide an overview of fiscal laws governing funds administration.</p> <p>Forecasting Techniques http://www.dau.mil Explore various forecasting techniques and approaches for a foundational knowledge of forecasting.</p> <p>Fundamentals of Cost Analysis http://www.dau.mil Learn the policies and</p>	<p>Entry-level courses plus:</p> <p>Applied Cost Analysis http://www.dau.mil Explore techniques for using Excel and other computer applications to analyze data, develop cost-estimating relationships, and create supporting documentation.</p> <p>Baseline Maintenance http://www.dau.mil Learn the concepts associated with performance measurement baseline maintenance.</p> <p>Certification of Competency in Business Analysis (CCBA) http://www.theiiba.org Certification of Competency in Business Analysis (CCBA) is a stepping stone to obtaining the Certified Business Analysis Professional (CBAP) designation and provides recognition for individuals who have business analysis experience but don't yet meet the requirements for the CBAP designation.</p> <p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the data shapes the results and reliability of the management study or audit.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Budget Analysis Workshop http://www.graduateschool.edu Designed for employees who need to develop analytical skills in analyzing budgets. Learn how to relate goals, objectives, and priorities to program resource performance; develop meaningful workload, efficiency, and effectiveness measures.</p> <p>Certified Business Analysis Professional (CBAP) http://www.theiiba.org The Certified Business Analysis Professional (CBAP) is a designation awarded to candidates who have successfully demonstrated their expertise in this field.</p> <p>Certified Business Analysis Professional Exam Preparation http://www.theiiba.org Gain the broad picture of business analysis necessary for answering situational questions on the CBAP exam.</p> <p>Certified Defense Financial Manager (CDFM) http://www.asmcconline.org ASMC is the non-profit educational and professional organization for persons, military and civilian, involved in the overall field of military comptrollership. ASMC promotes the education and training of its members, and supports the development and advancement of the profession of military comptrollership. The society sponsors research, provides professional programs to keep members abreast of current issues and encourages the exchange of techniques and</p>

<p>techniques that are used for the preparation of system cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating.</p> <p>Introduction to Earned Value Management http://www.dau.mil Learn the basics of earned value management (EVM) as it relates to acquisition program management.</p> <p>Management Analysis: Overview http://www.graduateschool.edu Receive a solid foundation in management analysis techniques. This course is designed to enable employees who work closely with experienced management analysts to provide more effective assistance.</p> <p>Software Cost Estimating http://www.dau.mil The Software Cost Estimating module provides an overview of DoD’s policy, guidance, and application of software cost estimating, and it enables the business or program manager to determine if an estimate is realistic and defensible.</p>	<p>Economic Analysis for Decision Making (EADM) http://www.dau.mil Learn to conduct economic analyses, with a focus on formulating an objective; examining assumptions, constraints, and alternatives; identifying and comparing costs and benefits; and performing final analysis and documentation.</p> <p>Estimate at Completion http://www.dau.mil Learn the process for computing an estimate at completion range when given earned value management data.</p> <p>Facilities Capital Cost of Money http://www.dau.mil Learn to recognize elements affecting facilities capital cost of money, identify the steps to calculate the facilities capital cost of money (using DD Form 1861), and calculate facilities capital cost of money.</p> <p>Forecasting Techniques http://www.dau.mil Learn the development and application of cost-analysis techniques and estimate interpretation.</p> <p>Management Analysis: Planning http://www.graduateschool.edu Explore topics such as planning a system using the functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal and applying the weighted ranking technique in decision making.</p> <p>Requirements Analysis and Documentation http://www.graduateschool.edu Develop skills in business process analysis, object-</p>	<p>approaches.</p> <p>Certified Government Financial Manager (CGFM) http://www.agacgfm.org The CGFM measures a wide range of knowledge and skills that a professional needs to succeed in the Federal Government financial environment, or to meet the unique challenges faced by state and local Government financial managers.</p> <p>Conducting Quality Analysis for Decision Support http://www.graduateschool.edu Gain insight on the conceptual overview of how to think and make decisions about conducting your work and specific suggestions and examples of how to use analytical techniques more effectively.</p> <p>Earned Value and Financial Management Reports http://www.dau.mil Review the most common DoD data reports associated with earned value management, cost estimating, and financial management.</p> <p>Federal Financial Management Certificate Program (FFMCP) http://www.managementconcepts.com This program is a comprehensive process for professional development designed to enhance and accelerate career growth for accountants, auditors, budget analysts, and financial managers.</p> <p>Federal Financial Management System Requirements http://www.managementconcepts.com Designed for anyone who must be familiar with the functions and capabilities of financial systems, and the Federal requirements that mandate the acquisition and implementation</p>
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	<p>oriented analysis and structured analysis to meet the needs of your project.</p> <p>Standard Labor Data Collection and Distribution Application (SLDCADA) Training https://www.sldcada.disa.mil Provides the capability to track civilian, military, and contractor hours against job order numbers and type hour codes for financial and pay purposes.</p> <p>Understanding Federal Financial Statements http://www.graduateschool.edu Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>of those systems.</p> <p>Financial Reporting and Reconciliation http://www.fms.treas.gov Learn and understand the Federal financial accounting and reporting.</p> <p>Management Analysis: Data Gathering http://www.graduateschool.edu This course provides the participant with both an overview and examples of the most frequently used data-collection tools and identifies those specific situations that are amenable to those tools and approaches.</p> <p>Requirements Communication, Solution Assessment, and Validation http://www.graduateschool.edu Become proficient in the last two phases of the business analysis requirements cycle by mastering requirements communication and implementation.</p> <p>Requirements Planning, Elicitation, and Management http://www.graduateschool.edu Become proficient in planning and managing the requirements process of business analysis.</p> <p>Spend Analysis Strategies http://www.dau.mil The Spend Analysis Strategies module describes one of several tools DoD and the Federal Government are using to gain critical insights into the procurement history and spend patterns for purchased goods and services.</p>
Financial Rules and Regulations		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Foundations of Government Property http://www.dau.mil Learn financial accounting and</p>	<p>Entry-level courses plus: Appropriations Law for Business Operations in Government</p>	<p>Advanced (Journeyman) level courses plus: Advanced Appropriations Law Seminar</p>

<p>property management of Government property.</p> <p>General Financial http://www.fms.treas.gov Learn and understand the financial management and related topics of interest to the Federal financial community.</p> <p>Government-wide Commercial Purchase Card http://www.graduateschool.edu Learn the rules and regulations of the purchase card program and avoid losing this convenient and efficient micro-purchasing method.</p> <p>Introduction to Financial Management http://www.graduateschool.edu Gain an understanding of the fundamentals in the laws, critical concepts, procedures and policies involved with sound financial management. Get a comprehensive overview of the significant aspects of financial management.</p>	<p>http://www.managementconcepts.com Learn how to apply key financial and legal principles of Government interagency transactions; differentiate between services that may or may not be performed as interagency transactions; describe and apply revolving fund characteristics, pricing, and other related issues.</p> <p>Appropriations Law Seminar http://www.managementconcepts.com Understand sources of appropriations law; how an office gets “money” and what happens to funds at the end of the year; flexibilities and limitations in the use of appropriations; what to do when more than one appropriation or fund is available; what constitutes a legal obligation; criteria for recording obligations, including contracts, salaries, and grants, and more.</p> <p>Federal Accounting Standards http://www.graduateschool.edu Learn the standards, including the latest changes from the Federal Accounting Standards Board; explore related statutory requirements of the Chief Financial Officers (CFOs) Act, the Government Management Reform Act and related legislation.</p> <p>Federal Financial Management Certificate Program (FFMCP) http://www.managementconcepts.com This program is a comprehensive process for professional development designed to enhance and accelerate career growth for accountants, auditors, budget analysts, and</p>	<p>http://www.graduateschool.edu Expand your knowledge and skills by engaging in in-depth discussions of the significant legal issues facing Federal financial managers; for example, contracts that cross fiscal years.</p> <p>Federal Appropriations Law http://www.graduateschool.edu Gain a solid foundation of Federal Government appropriations law using the Government Accountability Office (GAO) Principles of Appropriations Law (Red Book), Volumes I and II.</p> <p>Federal Appropriations Law Update http://www.graduateschool.edu Get up-to-date on the most recent changes in appropriations law. Maintain expertise in the field of Federal appropriations.</p> <p>Financial Management of Defense Working Capital Funds http://www.managementconcepts.com Gain a detailed understanding of Defense Working Capital Fund (DWCF) policies, procedures, concepts, and terms.</p> <p>Principles of Appropriations Law Training: An Orientation to Federal Fiscal Law http://www.gao.gov Topics addressed include availability of appropriations as to purpose, amount and time, the necessary expense rule, the Antideficiency Act, augmentation, the bona fide needs rule, and multiyear contracting.</p> <p>The Antideficiency Act http://www.managementconcepts.com Learn about misapplication of purpose and appropriation principles, which leads to ADA violations including improper</p>
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	<p>financial managers.</p> <p>Travel Regulations for Defense Agencies, JTR – Vol. 2 (PCS/TDY) http://www.graduateschool.edu</p> <p>Explore the current regulations and rules of travel for all civilian personnel subject to the Joint Travel Regulations, which are similar to Travel Regulations for Non-Defense Agencies, FTR (FINC7103D) but tailored to allowances for DoD civilian employees.</p> <p>Travel Regulations for Non-Defense Agencies, FTR http://www.graduateschool.edu</p> <p>Learn from expert faculty how Federal civilian Government employees (non-DoD) avoid costly mistakes, adhere to current Federal travel regulations, and save agency money on travel and relocation expenses.</p>	<p>acceptance of gifts and travel benefits, and illegal augmentations to an appropriation.</p>
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Financial Systems and Reporting		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Business Analysis: Introduction to Requirements Analysis http://golearn.gov Gain a foundational knowledge base of business analysis information so you can effectively put principles to work at your own organization.</p> <p>Defense Travel System (DTS) Training Courses http://www.defensetravel.dod.mil Learn the tools and modules associated with the Defense Travel System (DTS).</p> <p>Management Analysis: Overview http://www.graduateschool.edu Receive a solid foundation in management analysis techniques. This course is designed to enable employees who work closely with</p>	<p>Entry-level courses plus:</p> <p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the data shapes the results and reliability of the management study or audit.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>Management Analysis:</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Federal Financial Management System Requirements http://www.managementconcepts.com Designed for anyone who must be familiar with the functions and capabilities of financial systems, and the Federal requirements that mandate the acquisition and implementation of those systems.</p> <p>Financial Reporting and Reconciliation http://www.fms.treas.gov Learn and understand the Federal financial accounting and reporting.</p> <p>Management Analysis: Data Gathering</p>

<p>experienced management analysts to provide more effective assistance.</p>	<p>Planning http://www.graduateschool.edu Explore topics such as planning a system using the functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal and applying the weighted ranking technique in decision making.</p> <p>Managers' Internal Control (MIC) Program Training for Coordinators http://www.fmo.navy.mil An overview of the DON MIC Program designed for MIC coordinators and alternates with management control responsibilities for their units in the DON.</p> <p>Standard Labor Data Collection and Distribution Application (SLDCADA) Training https://www.sldcada.disa.mil Provides the capability to track civilian, military, and contractor hours against job order numbers and type hour codes for financial and pay purposes.</p> <p>Total Workforce Management Services (TWMS) https://twms.nmci.navy.mil Contains all Navy records for military and civilian personnel records come from authoritative databases.</p> <p>Understanding Federal Financial Statements http://www.graduateschool.edu Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>http://www.graduateschool.edu This course provides the participant with both an overview and examples of the most frequently used data-collection tools and identifies those specific situations that are amenable to those tools and approaches.</p>
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APPENDIX E

Leadership Training Opportunities by Competency

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Leadership Training Opportunities by Competency

Financial Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
<p>Advanced Audit Report Writing for Supervisors http://www.graduateschool.edu Learn how to write "high-impact" objectives that produce high-impact executive summaries with a focus on quality outcomes.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.</p> <p>Effective Audit Supervision http://www.graduateschool.edu Learn how to set performance expectations and how to match staff capabilities with audit tasks.</p> <p>Ethical Decision-Making for Financial Managers http://www.managementconcepts.com Gain knowledge of the Federal Code of Ethics and other relevant legislation; ethical standards for financial managers and others in the public sector; analysis of ethical decision making; the Reasonable Person Rule; importance of an ethical code of conduct for the public workplace; do's and don'ts of ethics in the Federal workplace.</p> <p>Financial Management of Business Operations in Government http://www.amanet.org Experienced Federal accountants, financial managers, operational managers, and budget analysts who are involved in or wish to understand the</p>	<p>Department Head courses plus:</p> <p>Budget Preparation, Execution, and Accountability Course http://www.nps.edu Examine the preparation, execution, and accountability of defense budgets.</p> <p>Business Financial Management Integration into Programs http://www.dau.mil Learn what makes a program cost estimate realistic and defensible using policies and practices.</p> <p>Conducting Quality Analysis for Decision Support http://www.graduateschool.edu Gain insight on the conceptual overview of how to think and make decisions about conducting your work and specific suggestions and examples of how to use analytical techniques more effectively.</p> <p>Defense Financial Management Course (DFMC) http://www.au.af.mil Designed primarily to develop decision support skill sets to include critical thinking, analysis, advisory responsibilities, strategic orientation, leadership, and conflict resolution. Secondary focus is to broaden awareness of the multi-faceted financial management community.</p> <p>Enhanced Defense Financial Management Training Course http://www.managementconcepts.com Learn from leading Defense financial managers who bring</p>	<p>1st Level Supervisor courses plus:</p> <p>Chief Financial Officer (CFO) Leadership Certificate http://www.ndu.edu A strategic leadership curriculum that is dynamic and relevant to the evolving needs of the Government financial management community, including personnel who work in accounting and finance, budget formulation and execution, cost analysis, auditing, and resource management.</p> <p>Defense Decision Support Course (DDSC) http://www.au.af.mil The course defines Decision Support, introduces a Decision Support Model, describes various analysis tools and techniques (both qualitative and quantitative), and allows students limited practice in putting the concepts into action through practical exercises.</p> <p>Earned Value and Financial Management Reports http://www.dau.mil Review the most common DoD data reports associated with earned value management, cost estimating, and financial management.</p> <p>Management's Responsibility for Internal Control (OMB Circular A-123) http://www.graduateschool.edu Learn and follow the requirements of the Federal Manager's Financial Integrity Act and OMB's Implementing Circular A-123.</p> <p>The Legislative Process:</p>

<p>financial management aspects of working capital funds, revolving funds, franchise funds, and reimbursable activities.</p> <p>Fixed Asset Accounting http://www.amanet.org Learn to maximize their bottom line by discovering everything they need to know about their fixed assets.</p> <p>Fundamentals of Finance and Accounting for Nonfinancial Managers http://www.amanet.org Learn to be financial savvy and be held accountable for the bottom line.</p> <p>Managers' Internal Control (MIC) Program Training for Managers http://www.fmo.navy.mil Provide DON managers with a foundation for understanding internal controls and the DON MIC.</p> <p>Performance Budgeting Seminar https://www.leadership.opm.gov Discover how to align budgets, financial management and performance can lead to improved organizational effectiveness and productivity.</p>	<p>practical experience to the classroom and apply it to the latest developments in Defense financial management.</p> <p>Enhanced Defense Financial Management Training Course (EDFMTC) http://www.asmconline.org The EDFM Training Course is a five-day, intensive financial management review course taught in three modules.</p> <p>Facilities Capital Cost of Money http://www.dau.mil Learn to recognize elements affecting facilities capital cost of money, identify the steps to calculate the facilities capital cost of money (using DD Form 1861), and calculate facilities capital cost of money.</p> <p>Federal Budgetary Policies and Processes https://www.leadership.opm.gov Gain insight into the Federal budget process.</p> <p>Financial Management of Defense Working Capital Funds http://www.managementconcepts.com Gain a detailed understanding of Defense Working Capital Fund (DWCF) policies, procedures, concepts, and terms.</p> <p>Managerial Cost Accounting http://www.managementconcepts.com As a Federal financial manager, learn all about providing the support analysis required for performance-based budgeting and for updating, reviewing, or determining the accuracy and reliability of accounting data pertaining to cost of outputs and responsibility segments.</p> <p>Practical Comptrollership Course (PCC) http://www.nps.edu</p>	<p>Working with Congress http://www.managementconcepts.com Learn about the legislative process and congressional leaders and types of committees; the various forms of legislative action; the three-step process for enacting the Federal budget, including reconciliation instructions, spending allocations, and mandatory and annual funding, complying with requirements for legislative initiatives, lobbying, and liaisons.</p>
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	Designed for individuals (civilian and military) who are either incumbent or about to report to responsible positions in financial management at the major command, sub-command or shore activity level.	
Leadership		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Army Civilian Education System (CES) Basic Course (BC) http://cpol.army.mil Designed for civilian leaders who exercise direct leadership to effectively care for teams. Focuses on basic education in leadership and counseling fundamentals, interpersonal skills, and self-awareness.</p> <p>Conflict Resolution Skills https://www.leadership.opm.gov Effective approaches to handling difficult people or circumstances.</p> <p>Critical Thinking http://www.amanet.org Master and apply critical thinking skills to make better business decisions.</p> <p>High-Impact Decision Making http://www.amanet.org Decide crucial matters with clarity and confidence.</p> <p>Interpersonal Skills for Managers http://www.amanet.org Improve your communication skills and every aspect of your work relationships.</p> <p>Interpersonal Skills: Developing Effective Relationships http://www.managementconcepts.com Increase productivity and become more successful on the job by Improve the quality</p>	<p>Department Head courses plus:</p> <p>Advanced Leadership Communication Strategies http://www.amanet.org Learn superior leadership communication skills and the ability to adapt them to constantly changing circumstances.</p> <p>Army Civilian Education System (CES) Intermediate Course (IC) http://cpol.army.mil Designed for supervisory or managerial positions – focuses on planning and team building.</p> <p>Crisis Leadership Workshop https://www.leadership.opm.gov Plan for and respond to unexpected challenges.</p> <p>Decision Making http://www.managementconcepts.com Identify and apply strategies to manage decision making.</p> <p>Developing Executive Leadership http://www.amanet.org Deepen your self-awareness with executive leadership training and empower your staff to improve performance.</p> <p>Facilitation Skills for Leaders https://www.leadership.opm.gov Learn time-tested facilitation skills to develop and maintain effective group processes and</p>	<p>1st Level Supervisor courses plus:</p> <p>Army Civilian Education System (CES) Advanced Course (AC) http://cpol.army.mil Designed for supervisory or managerial positions.</p> <p>Defense Senior Leader Development Program (DSLDP) (multiple sources) http://www.cpms.osd.mil Designed to develop future civilian leaders by enabling them to assume broader responsibility in an increasingly complex environment; gain an Enterprise-wide perspective needed to lead organizations and programs, and achieve results in the Joint interagency, and multi-national environments.</p> <p>Developing Employees http://www.dau.mil Gain strategies for maximizing return on management, growing competent employees, and keeping star performers.</p> <p>Executive Development Seminar: Leading Change https://www.leadership.opm.gov Enhance your ability to communicate and interact positively with constituencies. Identify and plan for internal and external politics that impact your vision, mission, and organization.</p>

<p>of working relationships with peers, employees, supervisors, customers, and others.</p> <p>Introduction to Supervision http://www.graduateschool.edu Learn the basics of coaching, delegation, communication, and motivation.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials: Motivating Employees http://www.golearn.gov Develop an understanding of why motivating strategies are important as a leader and practical techniques for encouraging motivation among employees in your organization.</p> <p>Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p>Leading with Emotional Intelligence http://www.amanet.org Learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader.</p> <p>Management Skills for New Managers http://www.amanet.org Gain crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team synergy and drive bottom-line performance.</p>	<p>optimize the contributions of others.</p> <p>Facilitator Workshop http://www.graduateschool.edu Learn how to facilitate complex human interactions in group settings.</p> <p>Improving Employee Performance http://www.graduateschool.edu Learn to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff.</p> <p>Leadership Development Program (LDP) http://www.ccl.org Designed to offer mid-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.</p> <p>Leading People http://www.graduateschool.edu Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization.</p> <p>Mastering Employee Performance Conversations</p>	<p>Harvard University Program for Senior Executive Fellows http://ksgexecprogram.harvard.edu Learn to improve problem solving, strategic analysis, persuasion, and negotiation skills.</p> <p>Industrial College of the Armed Forces http://www.ndu.edu/icaf Focus on broad-based national security decision making for senior policymakers in a dynamic world environment with emphasize on postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leading Change http://www.graduateschool.edu Gain the knowledge and skills to help shape your future organization and explore tools for understanding and facilitating change and strategies for managing and shaping change.</p> <p>Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.</p> <p>Management Development Seminar I: Leading from the Middle</p>
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<p>Management Skills for New Supervisors http://www.amanet.org Develop the crucial management tools to help fully lead and motivate your team to higher productivity.</p> <p>Stress Management in the Workplace http://www.worklifebalance.com Learn stress management tools that are unmatched in the measured results they will produce for you and your organization.</p> <p>Supervisory Development Seminar Week 1: Fundamentals https://www.leadership.opm.gov Learn the "nuts and bolts" of frontline supervision and give you the tools you need to transition successfully into the supervisory role.</p> <p>Team Development Seminar Week 1: Team Building https://www.leadership.opm.gov Develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams - including the types, uses, and interpersonal dynamics of teams.</p> <p>Time Management for Supervisors http://www.graduateschool.edu Learn new organization habits and become a more effective manager. Learn to spend your time now, how to work smarter, and how to make every minute productive.</p>	<p>http://www.managementconcepts.com Learn to use various communication approaches to reach shared understanding of expectations and deliver performance-focused feedback.</p> <p>Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.</p> <p>Negotiating Techniques http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.</p> <p>Negotiation Skills http://www.managementconcepts.com Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty negotiations.</p> <p>Persuading Others http://www.dau.mil Master the art and science behind successful persuasion.</p> <p>Supervisory Development Seminar Week 2: Learning to Lead https://www.leadership.opm.gov Develop a deeper understanding of conflict resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well as the behavior of your direct reports.</p>	<p>https://www.leadership.opm.gov Learn to think critically and develop your communication skills as a manager.</p> <p>Management Development Seminar II: Leading Organizations https://www.leadership.opm.gov Gain a systems understanding of managing organizations.</p> <p>Negotiating to Win http://www.amanet.org Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p> <p>Resiliency Advantage https://www.leadership.opm.gov Develop the five levels of resiliency, learn how to be flexible and thrive during times of constant change and increase the adaptability of your workforce.</p> <p>Senior Executive Service (SES) Developmental Program http://www.graduateschool.edu Enhance executive competencies at the SES and GS-14/15 levels.</p> <p>Strategic Agility and Resilience: Embracing Change to Drive Growth http://www.amanet.org Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership.</p> <p>Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p> <p>The DoD Executive Leadership Development Program (ELDP)</p>
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		http://www.cpms.osd.mil Increase your understanding and appreciation for today's war-fighters.
Personnel Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
<p>Coaching http://www.golearn.gov Learn how to strengthen your coaching skills by using a four-step process to facilitate professional growth of the employees you coach.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.</p> <p>EEO in the Federal Sector http://www.graduateschool.edu Understand the basics of EEO laws as they affect Federal employment. Learn about theories of discrimination, Federal sector EEO process, techniques for identifying and avoiding workplace discrimination, harassment and retaliation, and responsibilities for affirmative employment in the Federal sector.</p> <p>Introduction to Human Resource Management for Supervisors http://www.graduateschool.edu Overview of human resource management issues, including staffing, classification, pay administration, employee labor relations, employee relations, and EEO.</p>	<p>Department Head courses plus:</p> <p>Coaching and Mentoring for Excellence https://www.leadership.opm.gov v Maximize employee development and performance.</p> <p>EEO for Supervisors and Managers http://www.graduateschool.edu Gain and understand diversity issues presented in the workplace and how to implement management's role in the EEO program, how to prevent sexual harassment, EEO complaint process, special emphasis programs, etc.</p> <p>Federal Position Management http://www.graduateschool.edu Discover how to use position management tools, techniques, and methods to develop the "most efficient organization."</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p>	<p>1st Level Supervisor courses plus:</p> <p>Coaching: A Strategic Tool for Effective Leadership https://www.leadership.opm.gov v Maximize employee development and performance.</p> <p>Developing Customer-Focused Organizations https://www.leadership.opm.gov v Focus on critical customer-service tactics and explore the vital skills of planning, implementing, and sustaining strategic change to better manage citizen engagement.</p> <p>Hiring Reform for Managers https://www.leadership.opm.gov v Understand the hiring process and ensure new employees have a "successful transition into Federal service."</p> <p>Leaders Growing Leaders https://www.leadership.opm.gov v Build your organization by developing leaders at every level.</p> <p>Leading Across Generations https://www.leadership.opm.gov v Learn to use generational differences to improve the workplace and increase productivity.</p> <p>Strategic HR Management https://www.leadership.opm.gov v Learn how to use OPM's Federal Human Capital</p>

		Assessment and Accountability Framework (HCAAF) to plan, guide, and measure your human capital efforts.
Program Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Installation Logistics Management http://www.almc.army.mil Coverage includes all functional areas of logistics responsibilities, practices, and problems at all levels of the organization to develop and increase effectiveness in logistics support at the Installation.</p> <p>Program Management Tools http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Program Manager's Course http://www.dau.mil Strengthen the analytical, critical thinking and decision making skills of potential leaders of major defense acquisition programs and program support organizations.</p> <p>Program Manager's Skills http://www.dau.mil Learn skills needed for handling key programmatic issues.</p> <p>Project Communications Management http://www.graduateschool.edu Learn the tools and techniques that project teams can use to build an effective communications plan.</p> <p>Project Management http://www.golearn.gov Learn how to use the tools and techniques of basic</p>	<p>Department Head courses plus:</p> <p>American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) http://www.asmcconline.org Promotes education, training, and professional development in all aspects of military comptrollership.</p> <p>Data Analysis and Modeling Techniques http://www.managementconcepts.com Improve analytical skills and refine approach to analyzing data for decision making.</p> <p>Evaluating and Presenting Analysis Results http://www.managementconcepts.com Learn to effectively communicate the implications of analysis results.</p> <p>Lean and Six Sigma http://www.golearn.gov Learn this data-driven improvement philosophy that views all activities within an organization as processes whose inputs can be controlled to effect significant improvements in process outputs.</p> <p>Program Management Office Course, Part A http://www.dau.mil Learn key program management office knowledge and skills.</p> <p>Program Management Tools Course, Part I</p>	<p>1st Level Supervisor courses plus:</p> <p>Comprehensive Contracting Officer Technical Representative (COTR) Workshop http://www.graduateschool.edu Master the position of COTR or contracting officer representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).</p> <p>Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, GAO, and industry leaders; tailored sessions on contemporary topics and issues.</p> <p>Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.</p> <p>Program Management Office Course, Part B http://www.dau.mil Become effective leaders in a program office by honing analysis, synthesis, and evaluative skills.</p>

<p>project management.</p> <p>Project Management Principles https://www.leadership.opm.gov Learn and apply key concepts about managing a project.</p> <p>Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p>	<p>http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles.</p> <p>Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.</p>	<p>Program Management Tools Course, Part II http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p>
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Strategic Management

Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Strategic Management http://www.graduateschool.edu Understand and obtain practice in interpreting strategic management concepts, processes, and procedures.</p> <p>Strategic Planning http://www.amanet.org Develop the best strategic planning to support your company's goals.</p> <p>Strategic Planning for Government Organizations http://www.graduateschool.edu Establish a solid framework with strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to meet your organization's challenges.</p> <p>Strategic Sourcing http://www.graduateschool.edu Learn to build a comprehensive strategic</p>	<p>Department Head courses plus:</p> <p>Strategic Execution: Getting It Done http://www.amanet.org Learn the skills to develop a flexible and achievable blueprint to execute your strategic plan.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p> <p>Strategic Leadership http://www.ndu.edu Focus on broad-based national security decision making for senior policymakers in a dynamic world environment.</p> <p>Strategic Planning and Performance Measurement</p>	<p>1st Level Supervisor courses plus:</p> <p>Center for Global Leadership Series: Leadership for a Global Society https://www.leadership.opm.gov Lead your organization in an interconnected world.</p> <p>Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p>Continuity of Operations Planning (COOP) http://www.fema.gov Learn to build a comprehensive and viable COOP program that an organization needs to continue essential operations following a disaster.</p> <p>Leading Strategically: From Vision to Performance https://www.leadership.opm.gov</p>

<p>sourcing plan to transform your organization.</p>	<p>http://www.managementconcepts.com Learn how to set performance goals and objectives and how strategic planning impacts the organization and the individual.</p>	<p>Lean practical skills for leaders in rapidly changing environments.</p>
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