

BUS-FM Competency Framework Major Dimensions and Developmental Levels

The BUS-FM Competency Framework is defined by three major dimensions:

- **Technical Experience & Core BUS-FM Competencies** outlines the types of functional knowledge, skills, and abilities that an individual should exhibit for his or her job. It also captures the experiences, tasks, responsibilities and Enterprise Perspective that an employee should perform as he or she increases capability within a competency.
- **Leadership Development & Business Acumen** outlines individual and organizational competencies that are important for the effective performance of employees, supervisors, managers, and executives. Also recommends leadership training and professional development that can maximize productivity, shape a positive culture, and promote harmony in the workplace.
- **Training, Certification & Education** provides the required DAWIA training levels, combined with the recommended educational certifications and degrees, that enhance an employee's overall personal and professional development.

Proficiency Levels:

- **Entry:** The most basic development level - applying basic principles and methodologies.
- **Journeyman:** Applying more complex principles, but often with supervision.
- **Advanced:** Operating independently and often guiding others through application.
- **Expert:** Sought out for information and consultation with respect to a particular area.

BUS-FM Value Proposition

- **We are** the Department of Navy's Business-Financial Management (BUS-FM) Competency (including Budget/Program Analysts and Earned Value Analysts).
- **We provide** business and financial management expertise, experience and knowledge to support program missions and fulfill stakeholder requirements throughout the Planning, Programming, Budgeting & Execution (PPBE) process.
- **We enable** Department of Navy Acquisition programs to meet mission objectives more effectively, efficiently, and for less cost by applying a deep understanding of our core business competencies combined with a broad application of the DoD Acquisition process.

Competency Framework Benefits

- **Provides a comprehensive understanding** of the breadth of capability of the organization's BUS-FM workforce.
- **Facilitates supervisory discussions** for creating tailored Individual Development Plans (IDP) to help close developmental gaps between the expectations of the organization and the capabilities of the individual and determine annual training requirements.
- **Provides a framework and attributes** to consider when developing career goals and aspirations.
- **Provides guidance** on the types of knowledge, skills, and experiences required for an individual to mature their technical capabilities and advance their careers.
- **Enables career mobility opportunities** between programs or SYSCOMS because of standard competencies and experiences.



Competency Framework and Career Roadmap for the Business-Financial Management (BUS-FM) Workforce



ASN (RD&A) National Competency for Business Financial Management

<http://acquisition.navy.mil/busfm>



BUDGET/PROGRAM ANALYST

Competency Framework and Career Roadmap

	ENTRY	JOURNEYMAN	ADVANCED	EXPERT
Proficiency Levels	Intern New Hire Analyst	Project Lead Integrated Product Team (IPT)/ Team Participant	BUS-FM Program Lead Supervisor IPT Leads	Manager/Supervisor BUS-FM Executive Office/HQ Lead DAWIA Career Field Manager Competency Manager
Career Progression				
Technical Experience & Core Competencies	<p>Less than 2 years experience or new to organization. Basic knowledge of Financial Management (FM) principles Understands FM policies, regulations and organizational strategic goals. Junior members of a larger team, assists in performing analysis and require direct supervision.</p>	<p>Two years minimum experience, in DoN and/or DoD FM. Application of FM processes and techniques. Demonstrates use of FM policies, regulations and meeting personal objectives that support organizational strategic goals. Works independently, performing analysis and providing recommendation with limited direct supervision.</p>	<p>Minimum five years experience in DoN and/or DoD FM. Advanced knowledge and fluent application of FM processes and techniques Demonstrates leadership skills in interpreting FM policies and regulations and application of organizational strategic goals. Perform independent analysis and problem solving with minimal supervision. Leaders or senior members of teams.</p>	<p>Minimum eight years, extensive experience, in DoN and/or DoD. Advanced synthesis and application of complex FM concepts and techniques, as well as strategic knowledge and influence of financial processes. Demonstrates leadership skills in interpreting FM policies and regulations to influence outcomes and defines organizational strategic goals. Leaders of teams, interpret analysis in final decision making, and are advanced knowledge resources in their field.</p>
ACQUISITION PLANNING FISCAL LAW & POLICIES BUDGET FORMULATION ACCOUNTING PRINCIPLES & POLICIES AUDIT READINESS				
FINANCIAL & ECONOMIC ANALYSIS BUDGET EXECUTION FINANCIAL SYSTEMS FUNCTIONALITIES FINANCIAL REPORTING				
Leadership Development & Business Acumen	Continual Learning Flexibility Communication Critical Thinking Stress Tolerance Dependability Attention to Detail Professionalism Customer Focus Initiative Interpersonal Dynamics Cooperation / Teamwork	Situational Leadership Accountability Creativity and Innovation Instructing Process Management Active Learning Conflict Management Risk Management Technology Management Monitoring Decisive Problem Solving Team Building Managing Customer Relationships	Change Management Leadership Technical Credibility Resilience Leveraging Diversity Entrepreneurship Resource Management Human Capital Management Employee Performance Management Mentorship/Developing Others	External Awareness Vision Influencing/Negotiating Partnering Strategic Thinking Political Savvy Mission Accomplishment
Required DAWIA Training, Recommended Certification & Education	BUS-FM Level I*	BUS-FM Level II*	BUS-FM Level III*	BUS-FM Level III*
	Associate's/Bachelor's	Bachelor's/ Master's		Bachelor's/ Master's/Doctorate
	CDFM	CDFM /CDFM (A)		

*NOTE: For 500 series BUS-FMs, DoD Financial Management Certification is also required