

Navy Acquisition Business Financial Management (BUS-FM) Competency Model				
Proficiency Stages	Entry	Journeyman	Advanced	Expert
Proficiency Descriptions	The Entry stage applies to BUS-FMs who are beginning their professional career with less than two years of work experience or are new to their organization. Expected knowledge includes basic understanding of Financial Management (FM) principles such as financial management terms, processes, and techniques. Also required are understanding and importance of FM policies, regulations and organizational strategic goals. Personnel are junior members of a larger team, assists in performing analysis and require direct supervision.	The Journeyman stage applies to BUS-FMs who have two years minimum experience, in DoN and/or DoD FM. Expected knowledge includes application of FM processes and techniques. Also required is the demonstrated ability to use of FM policies, regulations and meeting personal objectives that support organizational strategic goals. Personnel generally work independently, performing analysis and providing recommendation with limited direct supervision.	The Advanced stage applies to BUS-FMs who have minimum five years, long term experience, in DoN and/or DoD FM. Expected knowledge includes advanced understanding and fluent application of BUS-BFM processes and techniques, as well as the ability to assist and lead others in the field. Demonstrates leadership skills in interpreting FM policies and regulations and application of organizational strategic goals. Personnel work independently, perform independent analysis and problem solving, with minimal supervision and are often leaders or senior members of teams.	The Expert stage applies to BUS-FMs who have minimum eight years, extensive experience, in DoN and/or DoD FM. Expected knowledge includes 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. Personnel are leaders of teams, interpret analysis in final decision making, and are expert knowledge resources in their field.
Technical Core BUS-FM Competencies	Technical 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 and responsibilities that an employee should perform as he or she increases capability within a competency.			
Budget Execution	The knowledge and understanding of Federal Financial Management Regulations, Policies, and Procedures needed to effectively execute funds appropriated by Congress. The ability to utilize sound fiscal judgment obtained from financial and business training to ensure funds are executed within the purpose, time, and amount authorized. Ensure required competencies are acquired to facilitate sound conceptual execution of resources provided.			
	<ul style="list-style-type: none"> Basic ability to interpret information on a funding document Basic knowledge of appropriated funds, use of funds and funds flow from Headquarter organization to the executing activity level Basic knowledge of budget and /or project execution Understand and support development of budget estimates/spend plans Basic knowledge of the relationship of budget execution processes to PPBE Ability to provide financial acumen, customer service, accountability, process management, and procedural and regulatory compliance management Ability to support the reconciliation process with problem disbursements Working knowledge of financial transactions to ensure programmatic obligations and expenditures are within targets Provide basic assistance with Procurement Initiation documents (Contracts) to include types (cost and fixed) 	<ul style="list-style-type: none"> Apply budget execution processes as it relates to the PPBE system with limited assistance Apply competent skills in analyzing funds flow from HQ to echelons III and IV activities to ensure effective and appropriate usage Apply sound financial acumen in commands concepts and processes of funds management and execution with minimal guidance Ability to solve funds issues and reconciliation problems associated with funds disbursement Knowledge of budget and financial analysis techniques. Working knowledge of Financial Management Regulation (FMR) volumes as related to execution of the budget and the ability to interpret basic execution guidance. Develops plan of action to mitigate deviation from plan Knowledge of Triannual review validation Detailed knowledge of applicable financial systems and databases to effectively track program execution Intermediate knowledge of financial transactions and program spend plans to ensure programmatic obligations and expenditures are meeting or exceeding benchmarks and the ability to resolve any issues mitigating meeting the benchmarks. Ability to interpret information of financial transactions (i.e. funding document, contracts) Ability to clearly articulate the status of program funds to a wide group of individuals to include subordinates, peers, and leadership with the ability to recommend and implement alternative solutions General knowledge of procurement and contracting documentation required to execute contracts 	<ul style="list-style-type: none"> Comprehensive knowledge of the budget execution process including its relationship to PPBE as well as in-depth knowledge of funds flow from Congress to SYSCOMs to Programs to Activities Intricate Knowledge of financial management systems and methods of tracking budget execution sufficient to monitor funds usage in accordance with DoD, DoN, and activity guidance Advanced Knowledge and ability to employ government and commercial best-practice methods, practices, and procedures for financial and economic management and analysis Analytical conceptual knowledge of Triannual review validation and how to incorporate processes to improve reuse rate of funds Complete understanding of procurement and contracting documentation required to execute contracts Comprehensive knowledge and understanding of Financial Management Regulations, Policies and Procedures applicable to the program affiliated 	<ul style="list-style-type: none"> Expert knowledge of budget execution processes and procedures Master in the ability to influence people and processes associated with budget execution Overall analytical knowledge of the rules and processes to identify funding sources to solve funding issues, while ensuring compliance with applicable laws and regulations Strong ability to interpret key financial guidance to apply processes and principles within the agency or program under budget execution High level business acumen abilities to recommend reprogramming actions to solve funding issues. Presents and explains execution plan to Comptroller and higher levels Strong ability to anticipate problems (i.e. fund issue or reconciliation) and recommends corrective actions and future strategies Superior Team lead ability to work across Navy organizations to develop cross-SYSCOM best business practices as it relates to budget execution Master in communications ability to develop and defend execution strategy to Echelon I and Comptroller organizations Expertly and adeptly apply concepts and solutions using sound financial management in applying interpretations of the Financial Management Regulations, Policies, and Procedures applicable to the program
Financial System Functionalities	The comprehensive understanding of financial systems and their functionalities. Knowledge of reporting capabilities and ability to utilize financial data to provide programmatic and financial recommendations to stakeholders.			
	<ul style="list-style-type: none"> Basic knowledge of financial systems and reporting requirements/capabilities Ability to comprehend and provide basic financial data reports using financial management systems, with guidance Knowledge and ability to use financial information management systems and tools to monitor and control financial execution and extract meaningful funding metrics 	<ul style="list-style-type: none"> General knowledge of financial systems and reporting requirements/capabilities Ability to understand and provide financial data reports using financial management systems with minimal guidance Understanding of relationships between various system transactions, various systems, and reports Ability to identify minor system problems 	<ul style="list-style-type: none"> Working knowledge of financial systems, data derived from system, and reporting requirements/capabilities Ability to efficiently generate both routine and non-routine reports and transactions Ability to navigate within financial systems to obtain financial information that crosses numerous Comptroller disciplines Ability to utilize disparate information within and across financial management systems Ability to generate ad hoc reports and understands the limitations of the financial data contained in the report and recognize when data is incomplete or missing Ability to advise customers of issues and limitations related to a financial system Ability to develop business rules that ensures efficiencies within financial systems Ability to train other personnel on use of a financial system Ability to identify more complex system problems and develop business rules that ensure efficiencies within financial systems 	<ul style="list-style-type: none"> Expert knowledge of higher level financial systems Serves as the subject matter expert in financial systems and reporting/capabilities Ability to independently assess the accuracy/integrity of the financial data pulled from the system Ability to provide recommendations on system and business processes and reporting Ability to influence people and processes to achieve better reporting Ability to anticipate reporting needs of customers and is able to provide complex ad-hoc reports Ability to answer higher level questions if data is not translating properly between systems and troubleshoot financial system issues Ability to train other personnel on use of a financial system Ability to understand in-depth how financial systems relates to other organizations and DoD data requirements

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Accounting Principles and Policies	<p>The knowledge and understanding of both budgetary and proprietary Financial Accounting principles and polices associated with DoN funding appropriations. The ability to apply sound DoD accounting practices using the most current accepted principles and policies established. Ensure the requisite competencies are acquired to enable proper usage of accepted accounting principles, policies, and procedures are adhered.</p>			
	<ul style="list-style-type: none"> Basic knowledge of accounting principles and concepts, and able to apply accounting procedures and techniques to basic job tasks as required by the FMR (Financial Management Regulations) and the Generally Accepted Government Auditing Standards (GAGAS) often referred to as the "Yellow Book" Basic concept of budgetary and/or proprietary accounting in the transaction of goods or sales in the in reimbursable or direct cite categories Basic knowledge of accounting systems and subsystems. Knowledge of funds usage and directives pertaining to appropriations Ability to review financial transactions including maintaining and reconciling accounts through liquidation. Understanding of the integrated processes used to account for the receipt and use of budgetary authority Ability to review financial transactions to ensure the availability of funds 	<ul style="list-style-type: none"> Understanding of general accounting procedures and processes in the FMR and GAGAS Understanding in use of accounting systems and subsystems Understanding of using budgetary and proprietary accounting information with some analysis and solution proposals. Ability to use sound decision-making process to update, review, or determine the accuracy/reliability of accounting data pertaining to costs for outputs and responsibility segments Understanding of the laws, regulations, and directives pertaining to appropriations, funds usage, and overall program planning and development Understanding of how to research and resolve accounting discrepancies with minimal guidance 	<ul style="list-style-type: none"> Working knowledge of general accounting procedures and processes contained in the FMR and GAGAS Intimate and detailed knowledge of accounting systems and subsystems Comprehensive knowledge of how to use budgetary and proprietary accounting information to analyze issues and provide solutions at a high degree of efficiency Detailed knowledge of the laws, regulations, and various directives pertaining to appropriations, funds usage, and overall program planning and development. Systematic knowledge with the ability to identify attributes of the U. S. Standard General Ledger (SGL) accounts to specific agencies SGL accounts and analyze key accounting events Ability to research and resolve accounting discrepancies with sound accounting principles and policies Comprehensive working knowledge of financial reports leading to auditable financial statements, business process standardization and the Financial Improvement Program (FIP) 	<ul style="list-style-type: none"> Expert knowledge of the use of general accounting procedures and processes (GAGAS) Highly skilled at identifying, conceptualizing and/or analyzing accounting issues and recommending alternative strategies to accounting and business processes Expertly apply knowledge of accounting principles and other financial policies and procedures to local and national mission. Expert knowledge in the ability to identify attributes of the U. S. (SGL) Standard General Ledger accounts to specific agencies SGL accounts analyze key accounting events and use SGL crosswalks to advice on specific financial reports Detailed Working knowledge of financial reports leading to auditable financial statements, business process standardization and the Financial Improvement Program (FIP)
Fiscal Law & Policies	<p>The understanding of the body of law that governs the availability and use of federal funds. Knowledge of the process by which Government expenditures are authorized and funded as well as differentiates between the major types of appropriations and their uses.</p>			
	<ul style="list-style-type: none"> Basic knowledge and understanding of DoD procurement regulations, appropriations law and fiscal policy as they apply to multi-year acquisition programs Basic knowledge of DoD appropriation and ability to execute different types of funding (Investment and Maintenance) 	<ul style="list-style-type: none"> General knowledge of appropriations and financial rules and regulations and ability to articulate more complex language associated with rulings and decisions General knowledge of appropriation law and fiscal policy and ability to apply consistently with funding policies, processes and regulations Ability to differentiate between funding document types, governing directives and policies for consistent and correct application Knowledge of anti-deficiency and misappropriation violations 	<ul style="list-style-type: none"> Ability to apply financial policy to all levels of work and able to apply and interpret rules, regulations and directives to make both budget formulation and execution recommendations Advanced understanding and fluent application of budget processes and techniques, as well as the ability to assist and lead others Ability to ensure the use of proper appropriations and provides recommendations to avoid Anti-deficiency Act and misappropriation violations 	<ul style="list-style-type: none"> Serves as the subject matter expert in appropriation law and fiscal policy. Demonstrates leadership skills in interpreting budget policies and regulations to influence outcomes Ability to provide management and interpretation of the laws, regulations, and various directives pertaining to appropriations, funds usage, and overall program planning and development Ability to apply financial policy to all levels of work. Expert knowledge includes advanced synthesis and application of complex budgeting concepts and techniques, as well as strategic knowledge and influence of financial processes Routinely provides policy guidance to customers and co-workers and recommends one or more solutions or course of actions. Ability to develop guidance, policy and business rules to support organizational goals and objectives Interprets analysis in final decision making
Budget Formulation	<p>The understanding of front-end process by which a specified budget is developed, justified, and defended. Budget formulation includes the Program Objectives Memorandum (POM) output, presentation of budget materials, and Congressional briefings to Professional Staff Members (PSM).</p>			
	<ul style="list-style-type: none"> Basic knowledge of the formulation of a budget and the relationship to PPBE Assist in preparing budget request materials (exhibits) Knowledge of the difference between the three budget cycles (DoN, OSD, PB) Understanding the Congressional enactment process Knowledge of the Resource Management Decision (RMD) process Familiar with purpose, time and amount rules for developing budget requests Knowledge of basic contracting types (Cost and Fixed) Knowledge of the four basic methods used for cost estimating Knowledge of the Program Objectives Memorandum (POM) process and how it translates to the formulation process 	<ul style="list-style-type: none"> General knowledge of formulating a budget and the relationship it has to the PPBE process with minimal guidance Ability to prepare budget exhibits with minimal guidance ensuring program plans are executable, justifiable, and defensible In-depth understanding of the three budget cycles each Fiscal Year Ability to produce each budget for comptroller review, with minimal discrepancies Ability to provide input for Congressional briefings to professional staff members that support the PB submission Ability to verbally, and in writing, defend the programs position with minimum guidance Ability to research the Financial Management Regulation (FMR), Federal Acquisition Regulation (FAR)/Defense FAR to present policy that supports decisions In-depth understanding of contract types and potential impact on funding decisions Ability to determine proper cost estimating methods consistent with the phase of the program Understanding of escalation indices and the ability to apply indices to budget materials Knowledge of the POM process and how it translates to the formulation process 	<ul style="list-style-type: none"> Subject matter expert in the formulation of a budget and the relationship to the overall DoD budget Ability to prepare budget exhibits independently ensuring program plans are executable, justifiable, and defensible Knowledge of budget elements such as labor, non labor and working capital fund purchases and contractor support services in the importance of properly reflecting these categories in budget submissions Ability to anticipate requirements for various budget cycles and correctly time events for updates, changes, and corrections Ability to develop program inputs to Congressional briefs, hearings and testimony Ability to prepare Defense Acquisition Executive Summary (DAES) and the Selected Acquisition Report (SAR) Ability to provide input for narrative justifications regarding program business and financial issues, questions, marks, reclaims, and impact statements Interprets and applies policy, and guidance from higher headquarters during the formulation process Ability to assist in the development of contract strategies based on knowledge of contract types and their impact on budget formulation Ability to translate cost models and cost analysis into defensible budget exhibits Ability to train and mentor personnel on all aspects of budget formulation 	<ul style="list-style-type: none"> Expert knowledge of budget formulation processes, policy, and guidance. Mentor, train and lead others in the application of these processes during formulation Expert in the preparation and review of budget exhibits and related materials ensuring the application of all appropriate rules and financial regulations Ability to interpret policy, determine proper timing , and anticipate cause/effect of changes to the outcome of the budget review process and to recommend changes to senior management on budget issues Represent the Budget Submitting Office (BSO) at higher level budget reviews and meetings Ability to prepare responses to higher authority regarding program and financial impacts, to include reclama statements and positions, current year status and budget year financial plans, and phasing plan deviations Lead the FM staff in the development of all impacts statements, marks, reclaims, and questions for the record related to the formulation process Represent the BSO in the defense of program positions Subject matter expert on applying FAR/DFAR, FMR, and other policy and guidance in the development of formulation material Leads team in development of effective contract strategies to ensure cost effective measures are considered during budget formulation Ability to present and defend the rational used in determining specific cost models and to translate cost models and cost analysis into defensible budget exhibits Ability to influence people and processes. Serves as the lead for assigned areas, reviews budget exhibits or summary budget documentation prepared by personnel to ensure compliance with DoD direction

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Financial Reporting	The understanding and support of Acquisition Reporting, Financial Statements, Audit Readiness reporting, Execution Status, and Reports extracted from FM systems.			
	<ul style="list-style-type: none"> Basic knowledge of various financial reports and the purpose of each, to include all financial statement reporting Basic knowledge of acquisition reporting requirements such as Defense Acquisition Executive Summary (DAES) and Selected Acquisition Report (SAR) Basic knowledge of execution status reporting and explanation requirements for variances 	<ul style="list-style-type: none"> Knowledge of various financial reports and ability to provide input into the development, to include all financial statement reporting Knowledge of acquisition reporting requirements such as Defense Acquisition Executive Summary (DAES) and Selected Acquisition Report (SAR) and ability to provide input Knowledge of execution status reporting and explanation requirements for variances Knowledge of Command Assessments, Managers' Internal Control Program (MICP) and Financial Improvement and Audit Readiness Programs (FIAR) Ability to assist in reviewing and editing financial reports leading to certified and auditable financial statements, and to recommend corrective actions 	<ul style="list-style-type: none"> Advanced knowledge of various financial reports and ability to provide analysis on data reported Advanced knowledge of acquisition reporting requirements and ability to provide analysis of data Ability to efficiently generate both routine and non-routine reports, charts, and graphs Ability to navigate within financial systems to obtain financial information that crosses numerous FM disciplines Ability to utilize disparate information within and across financial management systems Ability to comprehend business and financial data collection techniques Ability to develop program inputs to DAES and SAR. Advanced knowledge of Command Assessments, Managers' Internal Control Program (MICP) and Financial Improvement and 	<ul style="list-style-type: none"> Expert knowledge of various different financial reports and able to provide expert analysis on data reported Expert knowledge of acquisition reporting requirements and able to provide expert analysis of data Ability to lead and mentor others to generate both routine and non-routine reports, charts, and graphs Expert ability to navigate within financial systems to obtain financial information that crosses numerous FM disciplines Expert ability to comprehend business and financial data collection techniques Expert knowledge of Command Assessments, Managers' Internal Control Program (MICP) and Financial Improvement and Audit Readiness Program (FIAR) Ability to influence people and processes to achieve better reporting
Financial & Economic Analysis	The ability to forecast, analyze, reconcile and recommend strategies utilizing programmatic and financial data to provide sound advice in accordance with fiscal policies and regulations.			
	<ul style="list-style-type: none"> Basic knowledge of financial analysis, to include, identifying the stages of encumbrance, plan to actual comparisons, and other statistical methods sufficient to assist in the preparation of periodic status reports and to provide basic analysis Basic knowledge of how performance measures support organizational goals Knowledge of the existence of performance measures such as obligation/expenditure benchmarks for various appropriations, cash levels, unobligated balances, etc. Ability to assist in researching and analyzing issues to support acquisition program goals 	<ul style="list-style-type: none"> Knowledge of predictive and trend analyses, and plan-to-actual comparative analyses to identify assets/shortfalls/buying power as well as analytical stages of encumbrance, and other statistical methods Basic knowledge of financial analysis, forecasting, and planning sufficient to ensure forecasts, plans, and strategies are consistent with DoD-wide goals and strategic initiatives Basic knowledge and understanding of the concepts, principles and methods appropriate to cost and economic analysis, and the relationship to acquisition and support strategies Ability to assist in defining financial goals and contingency plans and provide support to senior management Ability to utilize performance measure to support organizational goals and their impacts Ability to utilize performance measures to validate program funds usage to include obligation/expenditure benchmarks Ability to analyze and recommend adjustments to plans in response to funding reductions and deferrals, emerging requirements, and cost growth or saving Ability to perform financial reconciliations, resolve financial discrepancies and analyze outputs to detect deviations from proposed budget plan, with little supervision 	<ul style="list-style-type: none"> Advanced knowledge of predictive and trend analyses to aid decision makers Ability to perform high level data analysis using prescribed tools, and to organize information for additional analysis Ability to provide authoritative commentary to higher levels on business information and performance Advanced knowledge of financial analysis, stages of encumbrance, research, forecasting, and planning sufficient to produce financial information and support decision making Detailed knowledge of performance measures as they relate to DoD objectives and ability to recommend alternative courses of action should performance measures not be on target Ability to modify standard practices and adapt techniques to approach a variety of programmatic problems and issues Ability to prepare responses and make presentations to higher authority regarding program and financial impacts, including reclama statements Knowledge of work measurement, capacity analysis, aggregate planning, resource allocation and leveling, time series analysis and budgeting, earned value management, statistical process analysis and optimization, demand forecasting and other financial aspects of strategic planning 	<ul style="list-style-type: none"> Expert knowledge of and ability to refine and use predictive, trend and plan-to-actual comparative analysis to make organizational-level decisions or change business strategies Expert knowledge of financial analysis, research, forecasting, and planning sufficient to produce financial information and make decisions Skilled at using analytical reasoning to identify, analyze, and resolve problems Ability to support business & financial activities of increasing complexity and expanded responsibility concerning policy and program implications High degree of skill in identifying and/or analyzing business financial issues and developing alternative strategies (by synthesizing information from various disciplines such as EVM, PPBS, and cost estimating) to resolve conflicting goals Provides in-depth management decision analysis to executive leadership including ROI calculations, BCAs, Forecasts and Projections
Acquisition Planning	The knowledge of the DoD 5000 Instruction and its governance and interaction with Decision Support Systems (PPBE process, JCIDS, and DAMS). Acquisition Planning is event driven and consists of various milestones. Key activities are performed during each milestone to provide for informed decision making and are consistent with PPBE phases.			
	<ul style="list-style-type: none"> Basic understanding of the relationship between DoD 5000 Acquisition Regulations and the PPBE budget process Basic understanding of the role of acquisition milestones in the development of program budgets Basic understanding of the role of various contract types and their effect on planning Basic understanding of schedule impacts on program planning Basic understanding of project management methodologies and reporting 	<ul style="list-style-type: none"> Understanding of the concepts and interactions between DoD Acquisition and PPBE during the planning and execution processes Ability to work in a team environment and contribute financial advice during the planning and execution processes Understanding the relationship of milestones and other acquisition events based on cost, schedule, and performance Working knowledge of the various types of contracts and their effect on cost and schedule during R&D and Procurement phases Understanding of the timing and interactions of schedule events and their effect on financial planning activities Knowledge of project management methodologies and reporting 	<ul style="list-style-type: none"> Ability to apply financial rules and regulations into acquisition schedule and budget planning to ensure the creation of defensible budgets Act as the IPT FM subject matter expert (SME) to the team providing advice and guidance in ensuring the integration of financial rules and regulations into the development of the program schedule Ability to use the program planning events and milestone process to recommend schedule adjustments and develop accurate acquisition and financial plans Ability to advise on various contract types during the planning process depending on the risk (i.e. cost Plus vs. award Fee) Ability to influence events on the program schedule by applying financial policy and regulations Functional knowledge of project management concepts, tools, and interdependencies 	<ul style="list-style-type: none"> Expert knowledge in understanding the interactions between cost, schedule and performance requirements in acquisition planning and the skill to plan or apply corrective action to ensure executability Ability to lead an IPT and to train or influence others in the development of program schedules Ability to diagnose problems and provide corrective actions to ensure program executability Expertise in developing and adjusting the program schedule by using cost, schedule and performance lead times, and programmatic events and to use the data to develop accurate financial plans based on realistic schedules SME for advising senior leadership on the benefits and risks (ie. execution, cost risk, etc) of each type of contract during the planning process Expertise in applying schedule and financial guidance and briefing to senior leadership

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Audit Readiness	<p>The understanding of all policies and concepts associated with establishing and maintaining internal controls in accordance with DoD guidance. Also provides analysis and support to auditing activities such as documentation retention, substantive control testing, and business process improvement.</p>			
	<ul style="list-style-type: none"> Basic knowledge of DoD audit initiatives such as Managers' Internal Control Program (MICP) and the Financial Improvement and Audit Readiness Programs (FIAR) to include a basic understanding of internal controls, FIAR priorities and strategies Familiarity with OMB Circular A-123 Appendix A, Government Auditing Standards (yellow book), the CFO Act of 1990, the Government Management and Reform Act of 1994, Federal Manager Financial Integrity Act of 1982 (FMFIA), and the Federal Financial Management Improvement Act (FFMIA) 	<ul style="list-style-type: none"> Knowledge of audit ready initiatives and ability to apply concepts to every day activities Ability to support MICP and FIAR tasks of gathering sample documentation Ability to support internal control and substantive control testing with aid of auditing personnel Ability to implement management internal controls to ensure audit compliance 	<ul style="list-style-type: none"> Working knowledge of internal control and audit readiness requirements Ability to provides strategic input into the development of auditable financial processes, which include key internal controls identified by Office of Financial Operations (FMO) Ability to direct internal actions associated with substantive control testing Ability to implement management internal controls to ensure audit compliance and analysis ineffective controls 	<ul style="list-style-type: none"> Expert knowledge of internal control and audit readiness requirements Ability to coordinate with senior leadership and stakeholders to address complex audit requests affecting the Acquisition programs Serves as the lead for implementation of corrective actions and ability to lead the organization through implementation of auditable business processes Liaises with organizations performing an audit and directs internal actions associated with substantive control testing
Leadership & Professional Development	<p>Leadership & Professional Development outlines individual and organizational competencies that are important for the effective performance of employees, supervisors, managers, and executives. The list of competencies includes the use of the Office of Personnel Management (OPM) leadership competencies.</p>			
	<ul style="list-style-type: none"> Continual Learning Cooperation/Teamwork Critical Thinking Customer Focus Communication Professionalism Flexibility Dependability Initiative Stress Tolerance Attention to Detail Interpersonal Dynamics 	<ul style="list-style-type: none"> Accountability Creativity and Innovation Decisive Problem Solving Process Management Risk Management Situational Leadership Team Building Monitoring Instructing Conflict Management Technology Management Active Learning Managing Customer Relationships 	<ul style="list-style-type: none"> Leadership Change Management Mentorship/Developing Others Entrepreneurship Human Capital Management Employee Performance Management Leveraging Diversity Resilience Resource Management Technical Credibility 	<ul style="list-style-type: none"> External Awareness Influencing/Negotiating Mission Accomplishment Partnering Political Savvy Strategic Thinking Vision
Certifications &	<p>This dimension outlines required and recommended certifications identified in the BUS-FM community.</p>			
Required	DAWIA BUS-FM Level I Certification	DAWIA BUS-FM Level II Certification	DAWIA BUS-FM Level III Certification	DAWIA BUS-FM Level III Certification
Recommended	Certified Defense Financial Manager (CDFM)	Certified Defense Financial Manager (CDFM) CDFM - Acquisition (CDFM-A)	Certified Defense Financial Manager (CDFM) CDFM - Acquisition (CDFM-A)	Certified Defense Financial Manager (CDFM) CDFM - Acquisition (CDFM-A)
Formal Education	<p>This dimension suggests higher education degrees for enhancement to employee development and training.</p>			
Degree	Associate's/Bachelor's	Bachelor's/Master's	Bachelor's/Master's	Bachelor's/Master's/Doctorate