BUDGET/PROGRAM ANALYST
COMPETENCY FRAMEWORK AND CAREER ROADMAP

**NOTES:**
* For 500 series BUS-FMs, DoD Financial Management Certification is also required.
** For Foreign Military Sales (FMS) BUS-FMs, International Affairs Certification is also required.
TECHNICAL CORE COMPETENCIES

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.

Fiscal Law & Policies
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.

Audit Readiness
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.

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 acquisition phases and decision milestones. Key activities are performed during each acquisition phase to provide for informed decision making and synchronize acquisition planning documents with financial planning and budgeting products in each of the PPBE phases.

Financial Reporting
The understanding and support of Acquisition Reporting, Financial Statements, Audit Readiness reporting, Execution Status, and Reports extracted from FM systems.

Financial Systems 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.

Accounting Principles and Policies
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.

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.

Budget Formulation
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).

LEADERSHIP & BUSINESS ACUMEN COMPETENCIES

LEAD SELF
• Flexibility
• Computer Literacy
• Integrity/Honesty
• Customer Service
• Interpersonal Skills
• Oral/Written Communication
• Mission Orientation
• Cooperative
• Professionalism
• Dependability
• Self-initiative

LEAD TEAMS/PROJECTS/PEOPLE
• Team Building
• Critical Thinking
• Influencing/Negotiating
• Leveraging Diversity
• Conflict Management
• Creativity and Innovation
• Developing Others/Mentorship
• Managing Customer Relationships
• Process Management
• Risk Management
• Situational Leadership
• Active Learning
• Resilience
• Accountability

LEAD ORGANIZATIONS/PROGRAMS
• Partnering
• Leadership
• Change Management
• Human Capital Management
• Employee Performance Management
• Resource Management
• Technical Credibility
• Technology Management

LEAD THE INSTITUTION
• Vision
• External Awareness
• Strategic Thinking
• Political Savvy
• Global Perspective
• Mission
• Accomplishment

Executive Core Qualifications:
• Lead People
• Lead Change
• Business Acumen
• Building Coalitions
• Results Driven
• Enterprise-Wide Perspective