DoD Financial Management Workforce Development

Office of the Under Secretary of Defense (Comptroller)

Ms. Glenda Scheiner
Director, Human Capital & Resource Management
OUSD(C)

Dr. Pamela Clay
Senior FM Workforce Development Specialist
Financial Workforce Management
OUSD(C)
Agenda

- Financial Management Community Organizational Structure
- Workforce Policy
- Strategic Workforce Planning
- Professional Development
- Training
FM Workforce Policy
- Certification Policy
- Strategic Workforce Planning Policy
- USD(C) Awards Policy

Strategic Workforce Planning
- Workforce Demographics
- Strategic Workforce Plan
- Competency Development
- Competency Alignment
- Competency Gap Analysis
- Workforce Metrics & Analytics

Professional Development
- FM Certification Program
- FM Career Roadmaps
- Test-based Certifications
- FM Experiential Programs
- Leadership Programs
- USD(C) Awards
- Support DoD FM Schools

FM Training
- FM Online
- FM myLearn
- Learning Management System
- Web-based Courses
- C2C Alignment
- Governing Body/Tiger Team
- Certification Training Tools and Resources

GOVERNANCE Structure
- Senior FM Leadership Group
- OFCM
- CFCMs
- Governing Body

FM STRATEGIC WORKFORCE PLAN

WELL-TRAINED CAPABLE FM WORKFORCE
Championing a strong and capable Financial Management Workforce:
The DoD & OUSD(C) Organizational Structure
Organizational Structure

Under Secretary of Defense (Comptroller)

Michael J. McCord
Acting Principal Deputy Under Secretary Of Defense (Comptroller)
John Roth

Sr. Mil. Asst. to the USD(C)
Col Carol Yannerella, USAF
Mil. Asst. to the PDUSD(C)
Lt Col Trey Meadows

Director, DCAA
Anita Bales

Director, DFAS
Teri McKay

Deputy Comptroller (Budget & Appropriations Affairs)
Roy Phillips

Asst. Deputy Comptroller (Program/Budget)
Mary Tompkey

Director, Military Personnel & Construction
Anne McAndrew

Director, Investment
Roberto Rodriguez

Deputy Comptroller (Program/Budget)
John Roth

Director, Revolving Funds
Gretchen Anderson

Director, Operations
Monique Dilworth

Director, Program & Financial Control
John Graveen

Deputy Chief Financial Officer (DCFO)
Mark Easton

Assistant Deputy Chief Financial Officer
JoAnn Boutelle

Director, Business Integration
Andrew Morgan

Director, Accounting & Finance Policy
Donjette Gilmore

Director, Financial Improvement & Audit Readiness
Alaleh Jenkins

Director, Resource Issues
Sandra Richardson

Director, Human Capital & Resource Management
Glenda Scheiner
HUMAN CAPITAL AND RESOURCE MANAGEMENT (HCRM)
Comprised of two divisions: Financial Workforce Management and Management & Administration. Have responsibility for DoD-wide FM professional development and oversight of OUSD(C)’s internal management and administration functions including: resource management, contracts, facilities, personnel, correspondence and IT.

Director
Human Capital & Resource Management
Glenda Scheiner, SES

Executive Assistant
Yevette Brown

Financial Workforce Management Division
Dr. Pamela Clay
Tracy Gifford
Kellie O’Mara-Gordon

Management and Administrative Division

Resource Management
Teresa Kowalczyk

Human Capital
Kathleen Patterson

Executive Services
Larry Hottot

Contracts / Information Technology
Gene Covey

Civilians 24
Contractors 21
Total: 45
DoD Financial Management is Aligned with Higher-Level Strategic Goals

Quadrennial Defense Review Report (QDR)
February 2014
Strategic Goals

Rebalance in today’s fiscal environment

DoD Strategic Management Plan
FY 2014-2015

Business Priorities

Strengthen DoD Financial Management
Strengthen DoD Acquisition Processes
Optimize DoD Personnel Readiness Posture
Build Agile and Secure Information Capabilities

DoD Financial Management is Aligned with Higher-Level Strategic Goals

Quadrennial Defense Review Report (QDR)
February 2014
Strategic Goals

Rebalance in today’s fiscal environment

DoD Strategic Management Plan
FY 2014-2015

Business Priorities

Strengthen DoD Financial Management
Strengthen DoD Acquisition Processes
Optimize DoD Personnel Readiness Posture
Build Agile and Secure Information Capabilities

OUSD(C) Strategic Management Plan
FY 2011-2017
Strategic Management Goals

Champion a strong and capable financial management workforce
Acquire resources necessary to meet national defense objectives
Ensure the legal, effective, and efficient use of DoD resources
DoD Financial Management is Aligned with Higher-Level Strategic Goals

Changes Affecting Everyone

Desired Outcomes

OUSD(C) Strategic Management Plan
FY 2011-2017

Strategic Management Goals

Champion a strong and capable financial management workforce

Acquire resources necessary to meet national defense objectives

Ensure the legal, effective, and efficient use of DoD resources

Emerging FM Certification Program

Downward Pressure on DoD Top Line

Demands for Financial Auditability

The Right Skill Sets and Career Framework

Getting More out of the Program to Support Mission

Confidence in Public Stewardship and Improved Efficiency

Strategy to Budget to Execution – Knowing DoD Strategic Cascade is the Start of Knowing How You Fit in
**GOVERNANCE Structure**

Senior FM Leadership Group
- OFCM
- CFCMs
- Governing Body

**FM Workforce Policy**
- Certification Policy
- Strategic Workforce Planning Policy
- USD(C) Awards Policy

**Strategic Workforce Planning**
- Workforce Demographics
- Strategic Workforce Plan
- Competency Development
- Competency Alignment
- Competency Gap Analysis
- Workforce Metrics & Analytics

**Professional Development**
- Workforce Demographics
- FM Certification Program
- FM Career Roadmaps
- Test-based Certifications
- FM Experiential Programs
- Leadership Programs
- USD(C) Awards
- Support DoD FM Schools

**FM Training**
- FM Online
- FM myLearn
- Learning Management System
- Web-based Courses
- C2C Alignment
- Governing Body/Tiger Team
- Certification Training Tools and Resources

---

**FM STRATEGIC WORKFORCE PLAN**

**WELL-TRAINED CAPABLE FM WORKFORCE**
• **DoD FM Certification Program Policy**
  — The National Defense Authorization Act for Fiscal Year 2012 (Public Law 112-81) provided the Secretary of Defense with the Authority to Prescribe Professional Certification and Credentialing Standards
  — November 2013 – Number DoDI 1300.26 Operations of the DoD FM Certification Program published

• **Strategic Workforce Planning Policy**

• **CY2014 USD(C) Annual Awards**
  — DoD Financial Management Regulation, DOD 7000.14-R, Volume 1, Chapter 6
GOVERNANCE Structure
Senior FM Leadership Group
OFCM
CFCMs
Governing Body

Strategic Workforce Planning
- Workforce Demographics
- Strategic Workforce Plan
- Competency Development
- Competency Alignment
- Competency Gap Analysis
- Workforce Metrics & Analytics

Professional Development
- FM Certification Program
- FM Career Roadmaps
- Test-based Certifications
- FM Experiential Programs
- Leadership Programs
- USD(C) Awards
- Support DoD FM Schools

FM Training
- FM Online
- FM myLearn
- Learning Management System
- Web-based Courses
- C2C Alignment
- Governing Body/Tiger Team
- Certification Training Tools and Resources

FM Workforce Policy
- Certification Policy
- Strategic Workforce Planning Policy
- USD(C) Awards Policy
Key Civilian Demographics:

Education Levels
- Less than a Bachelor's Degree – 45%
- Bachelor's Degree – 38%
- Master's Degree – 17%
- Doctorate Degree – 0.12%

Career Levels
- GS 01-08/Equivalent – 21%
- GS 09-12/Equivalent – 46%
- GS 13-15/Equivalent – 33%

Age Distribution
- 29 and Under – 9%
- 30-39 – 19%
- 40-49 – 26%
- Over 65 – 3%

Retirement Eligibility
- Currently Eligible to Retire – 14%
- Eligible to Retire Next Year – 4%
- Eligible to Retire in Two to Five Years – 15%
## DoD and 05XX OS SES Distribution by Component

<table>
<thead>
<tr>
<th>Component</th>
<th>Total DoD SES</th>
<th>05XX OS SES</th>
<th>05XX OS SES as a % of Total DoD SES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>274</td>
<td>20</td>
<td>7.3%</td>
</tr>
<tr>
<td>DoN</td>
<td>307</td>
<td>22</td>
<td>7.2%</td>
</tr>
<tr>
<td>AF</td>
<td>181</td>
<td>17</td>
<td>9.4%</td>
</tr>
<tr>
<td>DoD AGY/ACT</td>
<td>457</td>
<td>71</td>
<td>15.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1219</strong></td>
<td><strong>130</strong></td>
<td><strong>10.7%</strong></td>
</tr>
</tbody>
</table>

## 05XX SES Distribution by Occupational Series (OS)

<table>
<thead>
<tr>
<th>Component</th>
<th>Total 05XX OS SES</th>
<th>0501</th>
<th>0505</th>
<th>0510</th>
<th>0511</th>
<th>0560</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>20</td>
<td>3</td>
<td>8</td>
<td>0</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>DoN</td>
<td>22</td>
<td>4</td>
<td>13</td>
<td>1</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>AF</td>
<td>17</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>DoD AGY/ACT</td>
<td>71</td>
<td>13</td>
<td>9</td>
<td>11</td>
<td>23</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>26</strong></td>
<td><strong>34</strong></td>
<td><strong>12</strong></td>
<td><strong>36</strong></td>
<td><strong>22</strong></td>
</tr>
</tbody>
</table>

Data Source: CMIS data as of 2/28/15
## DoD SES Retirement Eligibility by Component

<table>
<thead>
<tr>
<th>Component</th>
<th>Total DoD SES</th>
<th>DoD SES Eligible to Retire</th>
<th>% DoD SES Eligible to Retire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>274</td>
<td>101</td>
<td>36.9%</td>
</tr>
<tr>
<td>DoN</td>
<td>307</td>
<td>122</td>
<td>39.7%</td>
</tr>
<tr>
<td>AF</td>
<td>181</td>
<td>56</td>
<td>30.9%</td>
</tr>
<tr>
<td>DoD AGY/ACT</td>
<td>457</td>
<td>160</td>
<td>35.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1219</strong></td>
<td><strong>439</strong></td>
<td><strong>36.0%</strong></td>
</tr>
</tbody>
</table>

Data Source: CMIS data as of 2/28/15

## 05XX OS SES Retirement Eligibility by Component

<table>
<thead>
<tr>
<th>Component</th>
<th>Total 05XX OS SES</th>
<th>05XX OS SES Eligible to Retire</th>
<th>% 05XX SES Eligible to Retire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>20</td>
<td>6</td>
<td>30.0%</td>
</tr>
<tr>
<td>DoN</td>
<td>22</td>
<td>11</td>
<td>50%</td>
</tr>
<tr>
<td>AF</td>
<td>17</td>
<td>7</td>
<td>41.2%</td>
</tr>
<tr>
<td>DoD AGY/ACT</td>
<td>71</td>
<td>29</td>
<td>40.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>53</strong></td>
<td><strong>40.8%</strong></td>
</tr>
</tbody>
</table>

## 05XX OS SES Retirement Eligibility by Occupational Series

<table>
<thead>
<tr>
<th>05XX OS</th>
<th>Total 05XX OS SES</th>
<th>05XX OS SES Eligible to Retire</th>
<th>% 05XX SES Eligible to Retire</th>
</tr>
</thead>
<tbody>
<tr>
<td>0501</td>
<td>26</td>
<td>8</td>
<td>30.8%</td>
</tr>
<tr>
<td>0505</td>
<td>34</td>
<td>14</td>
<td>41.2%</td>
</tr>
<tr>
<td>0510</td>
<td>12</td>
<td>4</td>
<td>33.3%</td>
</tr>
<tr>
<td>0511</td>
<td>36</td>
<td>15</td>
<td>41.7%</td>
</tr>
<tr>
<td>0560</td>
<td>22</td>
<td>12</td>
<td>54.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>130</strong></td>
<td><strong>53</strong></td>
<td><strong>40.8%</strong></td>
</tr>
</tbody>
</table>
FY14-19 Strategic Workforce Plan
- Delivered to Congress 30 Sept
- Working on FY16 plan

Competencies
- DoD FM Enterprise-wide Competencies
- Competency refresh slated for FY16
- Defense Competency Skills Gap Assessment
- Round One (Four Mission Critical Occupation Series) Results:
  - No significant gaps in mission critical occupations 501, 510, and 560
  - Small gaps in 511 series (Audit Reporting, Decision Support-Audit Execution, Audit Planning and Management)
- Round Two – Completed!
  - Focused on the nine non-mission critical occupational series

FM Occupational Series
- Released civilian FM career roadmaps for 13 occupational series; available via FM Online
- Aligned Civilian and military occupational series/specialties to FM competencies; available on FM myLearn

https://fmonline.ousdc.osd.mil/
There are 23 DoD FM competencies
- 17 of the 23 apply to the DoD FM Certification Program

<table>
<thead>
<tr>
<th>Accounting Analysis</th>
<th>Fundamentals &amp; Operations of Accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Concepts, Policies &amp; Principles</td>
<td>Fundamentals &amp; Operations of Budget</td>
</tr>
<tr>
<td>Advanced Financial Management</td>
<td>Fundamentals &amp; Operations of Finance</td>
</tr>
<tr>
<td>Budget Execution</td>
<td>Audit Planning &amp; Management</td>
</tr>
<tr>
<td>Budget Formulation, Justification &amp; Presentation</td>
<td>Audit Reporting</td>
</tr>
<tr>
<td>Commercial Pay Concepts, Policies &amp; Principles</td>
<td>Decision Support - Audit Execution</td>
</tr>
<tr>
<td>Decision Support</td>
<td>Financial Management &amp; Reporting Analysis</td>
</tr>
<tr>
<td>Financial Management Analysis</td>
<td>Financial Stewardship</td>
</tr>
<tr>
<td>Financial Management Systems</td>
<td></td>
</tr>
</tbody>
</table>

https://fmonline.ousdc.osd.mil/
## DoD FM Competencies
- 23 FM Competencies identified in November 2011
- 15 FM competencies aligned to the Mission Critical Occupations assessed April-May 2014
- DCPAS’s Defense Competency Assessment Tool (DCAT) validated the 15 competencies assessed
- Remaining 8 competencies aligned to the 9 non-MCOs assessed April 6-May 1, 2015. Overall response rate was 21%. Results expected in June 2015

## GAPS
- Four small gaps in the Auditing occupational series were identified in DCAT assessment of Mission Critical Occupations
  - Audit Reporting
  - Decision Support - Audit Execution
  - Audit Planning and Management
  - Audit Concepts, Policies, and Principles
- 62% of DoD auditors are in DCAA
- DCAA has developed a gap closure plan
- Remediation underway

### FY 2015 Goal:
Assess non-MCOs and explore methodology for assessing military competencies

### FY 2015 Goal:
FM Competency refresh scheduled for November 2015; MCOs to be reassessed in FY 15

---

### DoD FM Enterprise-wide Competency Assessment

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>Mission Critical Occupation (MCO) Series And DCAT Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Financial Management Analysis</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>2 Decision Support</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>3 Financial Concepts, Policies and Principles</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>4 Financial Stewardship</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>5 Financial Management Systems</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>6 Financial Reporting</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>7 Accounting Analysis</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>8 Accounting Concepts, Policies, and Principles</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>9 Audit Reporting</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>10 Decision Support - Audit Execution</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>11 Audit Planning and Management</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>12 Audit Concepts, Policies, and Principles</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>13 Budget Formulation, Justification and Presentation</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>14 Budget Concepts, Policies and Principles</td>
<td>501 510 511 560</td>
</tr>
<tr>
<td>15 Budget Execution</td>
<td>501 510 511 560</td>
</tr>
</tbody>
</table>

### Scoring Criteria:
- **Green**: No Gap – Minimum Gap
- **Yellow**: Noticeable Gap
- **Red**: Small Gap Identified
- **White**: Competency Not Aligned To Occupational Series; Not Assessed
GOVERNANCE Structure
Senior FM Leadership Group
OFCM
CFCMs
Governing Body

Professional Development
- FM Certification Program
- FM Career Roadmaps
- Test-based Certifications
- FM Experiential Programs
- Leadership Programs
- USD(C) Awards
- Support DoD FM Schools

FM Workforce Policy
- Certification Policy
- Strategic Workforce Planning Policy
- USD(C) Awards Policy

Strategic Workforce Planning
- Workforce Demographics
- Strategic Workforce Plan
- Competency Development
- Competency Alignment
- Competency Gap Analysis
- Workforce Metrics & Analytics

FM Training
- FM Online
- FM myLearn
- Learning Management System
- Web-based Courses
- C2C Alignment
- Governing Body/Tiger Team
- Certification Training Tools and Resources

FM STRATEGIC WORKFORCE PLAN
WELL-TRAINED CAPABLE FM WORKFORCE
Establish a framework to guide DoD FM professional development

Intent is to make a good FM workforce even better!
- Establish a mechanism to encourage key training in:
  - Audit Readiness
  - Decision Support/Analysis
- Encourage career broadening and leadership
- Transition to a more analytic orientation
- Ensure financial management workforce has knowledge, skills, and abilities necessary to achieve auditable financial statements

Develop a course-based rather than test-based certification
- Based on FM and Leadership competencies
FM Certification: Requirements

- **DoD FM Certification Requirements**
  - Training in FM & Leadership Competencies (course-based)
  - Other Required Courses
  - FM Experience / DoD FM Experience
  - Developmental Assignment (Level 3)
  - Continuing Education and Training (CET)

- **System of Record is the DoD FM Learning Management System**

Find these tools @ FM Online

https://fmonline.ousdc.osd.mil/
DoD FM Certification: Where we are today...

- Implementation complete
  - Active Components Implemented in FY14
  - Guard/Reserve Implementation on 27 March

Now it’s time to earn your DFMCP

The FM Certification Team will help you get there!

https://fmonline.ousdc.osd.mil/
Completed Certifications to Date

As of May 19, 2015

4,382 FM members completed certification
~8.2% of FM Workforce
### FM Career Paths

**Example, 501 Occupational Series**

#### DoD Enterprise-wide FM Civilian Career Path

**510 Accounting**

<table>
<thead>
<tr>
<th>Developmental (GS 1-3)</th>
<th>Journeyman (GS 4-13)</th>
<th>Export (GS 14 &amp; Above)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Management Systems</strong></td>
<td><strong>Financial Stewardship</strong></td>
<td><strong>Accounting Concepts, Policies &amp; Principles</strong></td>
</tr>
<tr>
<td><strong>Decision Support</strong></td>
<td><strong>Budget Execution</strong></td>
<td><strong>Financial Reporting</strong></td>
</tr>
<tr>
<td><strong>Financial Management Analysis</strong></td>
<td><strong>Fundamentals &amp; Operations of Alternate Track</strong></td>
<td><strong>Advanced Financial Management</strong></td>
</tr>
<tr>
<td><strong>Other Required Competencies</strong></td>
<td><strong>Advanced Financial Management</strong></td>
<td><strong>Concepts, Policies &amp; Principles of Alternate Track</strong></td>
</tr>
<tr>
<td><strong>Leadership Competencies</strong></td>
<td><strong>Leadership Skills</strong></td>
<td><strong>Leadership Skills</strong></td>
</tr>
<tr>
<td><strong>Leadership Competencies</strong></td>
<td><strong>Leadership Skills</strong></td>
<td><strong>Leadership Skills</strong></td>
</tr>
<tr>
<td><strong>Leadership Competencies</strong></td>
<td><strong>Leadership Skills</strong></td>
<td><strong>Leadership Skills</strong></td>
</tr>
<tr>
<td><strong>Leadership Competencies</strong></td>
<td><strong>Leadership Skills</strong></td>
<td><strong>Leadership Skills</strong></td>
</tr>
</tbody>
</table>

### OCCUPATIONAL COMPETENCIES

**LEAD THEMSELVES**
- Flexibility
- Integrity/Honesty
- Mission Orientation
- Interpersonal Skills
- Decision-Making
- Intrapreneurial
- DoD Missions and Culture

**LEAD TEAM/PROJECTS**
- Team Building
- Accountability
- Oral Communication
- Budget Formulation and Justification
- Advanced Financial Management
- Concepts, Policies & Principles of Alternate Track

**LEAD PEOPLE**
- Human Capital Management
- Leveraging Diversity
- Conflict Management
- DoD Corporate Perspective
- National Security Foundation

**EXPERIENCE**
- Develop technical proficiency
- Gain entry-level experience in primary discipline
- Seek experience at mid-level
- Build technical depth and seek breadth
- Seek experience at strategic level (e.g., GS 15-17)
- Seek senior level assignments
- Gain supervisory experience in primary discipline
- Gain experience in an additional alternate FM discipline

**EDUCATION & TRAINING**
- Basic FM technical schools
- Primary developmental education (e.g., Acquisition Training)
- Basic leadership training (e.g., OCETL)
- Intermediate FM training (e.g., DFMIS, Army Computrizer Course - Syracuse)
- Intermediate developmental education (e.g., Intermediate Staff College & Fellowship)
- Intermediate leadership training (e.g., ESL, CPM Management Development Seminar)
- Acquisition Level I (if applicable)
- Pursue at least one FM-related test-based certification

**DFMCIP Level 1**
- DFMCIP Level 2
- DFMCIP Level 3

**FM-related Associate’s Degree**
- FM-related Bachelor’s Degree
- FM-related Master’s Degree
## DoD Recognized Test-based FM Certifications

<table>
<thead>
<tr>
<th>Accredited Business Accountant (ABA)</th>
<th>Certified Government Financial Manager (CGFM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accredited in Business Valuation (ABV)</td>
<td>Certified in Financial Forensics (CFF)</td>
</tr>
<tr>
<td>Certified Accounts Payable Professional (CAPP)</td>
<td>Certified Information Systems Auditor (CISA)</td>
</tr>
<tr>
<td>Certified Business Manager (CBM)</td>
<td>Certified Internal Auditor (CIA)</td>
</tr>
<tr>
<td>Certified Cost Estimator/Analyst (CCE/A)</td>
<td>Certified Management Accountant (CMA)</td>
</tr>
<tr>
<td>Certified Cost Professional (CCP)</td>
<td>Certified Payroll Professional (CPP)</td>
</tr>
<tr>
<td>Certified Defense Financial Manager (CDFM)</td>
<td>Certified Public Accountant (CPA)</td>
</tr>
<tr>
<td>Certified Forensic Accountant (Cr.FA)</td>
<td>Certified Quality Auditor (CQA)</td>
</tr>
<tr>
<td>Certified Fraud Examiner (CFE)</td>
<td>Certified Treasury Professional (CTP)</td>
</tr>
<tr>
<td>Certified Government Audit Professional (CGAP)</td>
<td>Forensic Certified Public Accountant</td>
</tr>
</tbody>
</table>

[https://fmonline.ousdc.osd.mil/](https://fmonline.ousdc.osd.mil/)
FM Experiential & Leadership Programs

• FM Experience (examples)
  • Seek experience at field level
  • Gain entry-level experience in primary discipline
  • Seek experience at MAJCOM, MACOM, BSO, COCOM, Agency level
  • Gain experience in alternate FM discipline
  • Seek experience at strategic level (HQ, OSD, Joint Staff, etc)
  • Gain experience in an additional alternate FM discipline

• Defense Civilian Emerging Leader Program
  – In-residence leadership course – 5 modules focused on leadership development
  – FY14 Cohort (24 participants) graduated on 19 September
  – FY15 Cohort includes 28 Participants

• CY2014 USD(C) Annual Awards
  – ~100 submissions were considered
  – Awards will be presented at National PDI
<table>
<thead>
<tr>
<th>Mission</th>
<th>CFO Academy</th>
<th>Defense Resource Management Institute (DRMI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare middle-level to senior-level members of the government financial management community for senior 21st Century management and leadership responsibilities.</td>
<td></td>
<td>Enhance the effective allocation and use of scarce resources in defense organizations by developing participants’ analytical decision-making skills. Conduct resources management courses that enhance the understanding, competence, and capabilities of U.S. military and civilian personnel.</td>
</tr>
</tbody>
</table>
| **Curriculum Information** | • Professional Development  
  — DoD FM Certification Courses  
  — CFO Leadership Certificate Program  
  — Focused Workshops  
  • Graduate Education  
  — Courses  
  — Master of Science, Government Information Leadership, Financial Management Leadership Concentration  
  — Transfer to Partner Universities | • Resource Management Courses, examples:  
  — Defense Resources Management Course  
  — Multi-Criteria Decision Making  
  — Budget Preparation, Execution and Accountability  
  — Performance Management & Budgeting  
  — Human Capital RM  
  • Mobile Courses  
  • Workshops  
  • Seminars |
| Website Address | http://www.ndu.edu/iCollege/pcs/pcs_cfo_academy.html | http://www.nps.edu/drmi/ |
| Target Population | Middle-level to senior-level members of the government financial management community | Military officers of all services and senior civilian officials of the United States and 162 other countries |
**FM Workforce Policy**
- Certification Policy
- Strategic Workforce Planning Policy
- USD(C) Awards Policy

**Strategic Workforce Planning**
- Workforce Demographics
- Strategic Workforce Plan
- Competency Development
- Competency Alignment
- Competency Gap Analysis
- Workforce Metrics & Analytics

**Professional Development**
- FM Certification Program
- FM Career Roadmaps
- Test-based Certifications
- FM Experiential Programs
- Leadership Programs
- USD(C) Awards
- Support DoD FM Schools

**FM Training**
- FM Online
- FM myLearn
- Learning Management System
- Web-based Courses
- C2C Alignment
- Governing Body/Tiger Team
- Certification Training Tools and Resources

---

**FM STRATEGIC WORKFORCE PLAN**

**WELL-TRAINED CAPABLE FM WORKFORCE**
Three Key Websites

**FM Online**
- One stop shop for DoD FM-related News
  - Announcements (new courses, policy, awards)
  - Senior Leader Messaging
  - Links to FM myLearn

**FM myLearn**
- E-catalog of all FM-related DoD education & training mapped to FM Certification requirements
  - Registration information
  - Course descriptions
  - Eligibility requirements

**FM LMS**
- System of record for the DoD FM Certification Program
  - Complete the three-step process
  - Document achievements
  - Submit certification for supervisor approval

https://fmonline.ousdc.osd.mil/
Professional Development & Training

• FM myLearn e-catalog contains ~2,200 FM & Leadership courses

• OUSD(C) Course Development Summary
  – Provides capability to achieve all required FM certification training on-line
  – As of 12 May 15, OUSD(C) and DoD SMEs have developed 56 web-based courses
  – 13 more new courses are planned for development in FY15
    – Provides capability to achieve all required FM certification training on-line
  – Over ~125,500 OUSD(C) course completions to date
<table>
<thead>
<tr>
<th>#</th>
<th>Cert Level</th>
<th>FM myLearn Course #</th>
<th>Course Title</th>
<th>Hrs</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>FMF1554</td>
<td>DoD FM 101 - Accounting</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>FMF1559</td>
<td>DoD FM 101 - Acquisition/Contracting</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>FMF1557</td>
<td>DoD FM 101 - Audit Readiness (FIAR 101)*</td>
<td>3.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>FMF1564</td>
<td>DoD FM 101 - Auditing</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
<td>FMF1556</td>
<td>DoD FM 101 - Budget</td>
<td>3.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>6</td>
<td>1</td>
<td>FMF1560</td>
<td>DoD FM 101 - Cost Analysis</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>7</td>
<td>1</td>
<td>FMF1565</td>
<td>DoD FM 101 - Decision Support</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>FMF1562</td>
<td>DoD FM 101 - Ethics</td>
<td>1.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>9</td>
<td>1</td>
<td>FMF1555</td>
<td>DoD FM 101 - Finance</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>10</td>
<td>1</td>
<td>FMF1558</td>
<td>DoD FM 101 - Fiscal Law</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>11</td>
<td>1</td>
<td>FMF1561</td>
<td>DoD FM 101 - Introduction to DoD</td>
<td>1.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>12</td>
<td>1</td>
<td>FMF1563</td>
<td>DoD FM 101 - PPBE</td>
<td>2.0</td>
<td>DoD FM 101</td>
</tr>
<tr>
<td>13</td>
<td>1</td>
<td>FMF3644</td>
<td>Fundamentals &amp; Operations of Accounting</td>
<td>5.0</td>
<td>Fundamentals &amp; Operations of Accounting</td>
</tr>
<tr>
<td>14</td>
<td>1</td>
<td>FMF6235</td>
<td>DoD Introduction to Defense Working Capital Funds (NEW!)</td>
<td>3.0</td>
<td>Fundamentals and Operations of Finance</td>
</tr>
<tr>
<td>15</td>
<td>1</td>
<td>FMF6632</td>
<td>The Basics of Making Payments (NEW!)</td>
<td>3.0</td>
<td>Fundamentals and Operations of Finance</td>
</tr>
<tr>
<td>16</td>
<td>1</td>
<td>FMF6543</td>
<td>DoD Introduction to Fundamentals and Operations of Budget (NEW!)</td>
<td>3.0</td>
<td>Fundamentals and Operations of Budget</td>
</tr>
<tr>
<td>17</td>
<td>1</td>
<td>FMF6599</td>
<td>DoD Basic Fundamentals and Operations of Budget (NEW!)</td>
<td>3.0</td>
<td>Fundamentals and Operations of Budget</td>
</tr>
<tr>
<td>18</td>
<td>1</td>
<td>FMF6630</td>
<td>DoD Introduction to Fundamentals and Operations of Military Pay (NEW!)</td>
<td>3.0</td>
<td>Fundamentals and Operations of Mil/Civ Pay</td>
</tr>
<tr>
<td>19</td>
<td>1</td>
<td>FMF6632</td>
<td>Decision Support Basics (NEW!)</td>
<td>4.0</td>
<td>Decision Support</td>
</tr>
<tr>
<td>20</td>
<td>1</td>
<td>FMF6631</td>
<td>DoD Introduction to Fundamentals and Operations of Civilian Pay (NEW!)</td>
<td>3.0</td>
<td>Fundamentals and Operations of Mil/Civ Pay</td>
</tr>
<tr>
<td>#</td>
<td>Cert Level</td>
<td>FM myLearn Course #</td>
<td>Course Title</td>
<td>Hrs</td>
<td>Requirement</td>
</tr>
<tr>
<td>----</td>
<td>------------</td>
<td>---------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>21</td>
<td>2</td>
<td>FMF3085</td>
<td>Audit Readiness (FIAR 201)</td>
<td>3.0</td>
<td>Audit Readiness Level 2</td>
</tr>
<tr>
<td>22</td>
<td>2</td>
<td>FMF3123</td>
<td>Ethics for Supervisors (Ethics 201)</td>
<td>3.0</td>
<td>Ethics Level 2</td>
</tr>
<tr>
<td>23</td>
<td>2</td>
<td>FMF3122</td>
<td>Fiscal Law 201</td>
<td>3.0</td>
<td>Fiscal Law Level 2</td>
</tr>
<tr>
<td>24</td>
<td>2</td>
<td>FMF3829</td>
<td>Accounting Concepts, Policies and Principles</td>
<td>4.0</td>
<td>Accounting Concepts, Policies and Principles</td>
</tr>
<tr>
<td>25</td>
<td>2</td>
<td>FMF3211</td>
<td>DoD Accounting Analysis Fundamentals</td>
<td>4.0</td>
<td>Accounting Analysis</td>
</tr>
<tr>
<td>26</td>
<td>2</td>
<td>FMF3079</td>
<td>Budget Execution Process</td>
<td>2.0</td>
<td>Budget Execution</td>
</tr>
<tr>
<td>27</td>
<td>2</td>
<td>FMF3215</td>
<td>Manager’s Internal Control Program (MICP) Basic Awareness</td>
<td>2.0</td>
<td>Audit Concepts, Policies, and Principles</td>
</tr>
<tr>
<td>28</td>
<td>2</td>
<td>FMF3214</td>
<td>Manager’s Internal Control Program (MICP) for Senior Stakeholders</td>
<td>2.0</td>
<td>Audit Concepts, Policies, and Principles</td>
</tr>
<tr>
<td>29</td>
<td>2</td>
<td>FMF3212</td>
<td>Principles of Budgeting</td>
<td>4.0</td>
<td>Budget Execution</td>
</tr>
<tr>
<td>30</td>
<td>2</td>
<td>FMF3088</td>
<td>Principles of Civilian Payroll</td>
<td>4.0</td>
<td>Payroll Concepts, Policies, and Principles</td>
</tr>
<tr>
<td>31</td>
<td>2</td>
<td>FMF3213</td>
<td>Principles of Commercial Pay</td>
<td>4.0</td>
<td>Commercial Pay Concepts, Policies, and Principles</td>
</tr>
<tr>
<td>32</td>
<td>2</td>
<td>FMF4495</td>
<td>Intermediate Decision Support</td>
<td>4.0</td>
<td>Decision Support</td>
</tr>
<tr>
<td>33</td>
<td>2</td>
<td>FMF4778</td>
<td>Intermediate Financial Management Systems</td>
<td>4.0</td>
<td>Financial Management Systems</td>
</tr>
<tr>
<td>34</td>
<td>2</td>
<td>FMF4835</td>
<td>Intermediate Budget Formulation, Justification &amp; Presentation</td>
<td>4.0</td>
<td>Budget Formulation, Justification &amp; Presentation</td>
</tr>
<tr>
<td>35</td>
<td>2</td>
<td>FMF5255</td>
<td>Intermediate Financial Management Analysis</td>
<td>4.0</td>
<td>Financial Management Analysis</td>
</tr>
<tr>
<td>38</td>
<td>2</td>
<td>FMF5995</td>
<td>DoD Intermediate Accounting Principles (NEW!)</td>
<td>3.0</td>
<td>Accounting Concepts, Policies, and Principles</td>
</tr>
<tr>
<td>39</td>
<td>2</td>
<td>FMF6055</td>
<td>Revolving Funds and Internal Controls (NEW!)</td>
<td>3.0</td>
<td>Financial Concepts, Policies, and Principles</td>
</tr>
<tr>
<td>40</td>
<td>2</td>
<td>FMF6699</td>
<td>The Core Financial Management System (NEW!)</td>
<td>4.0</td>
<td>Financial Management Systems</td>
</tr>
<tr>
<td>#</td>
<td>Cert Level</td>
<td>FM myLearn Course #</td>
<td>Course Title</td>
<td>Hrs</td>
<td>Requirement</td>
</tr>
<tr>
<td>---</td>
<td>------------</td>
<td>---------------------</td>
<td>--------------</td>
<td>-----</td>
<td>-------------</td>
</tr>
<tr>
<td>41</td>
<td>3</td>
<td>FMF3086</td>
<td>Audit Readiness (FIAR 301)*</td>
<td>3.5</td>
<td>Audit Readiness Level 3</td>
</tr>
<tr>
<td>42</td>
<td>3</td>
<td>FMF3121</td>
<td>Ethics for Senior Management (Ethics 301)</td>
<td>3.0</td>
<td>Ethics Level 3</td>
</tr>
<tr>
<td>43</td>
<td>3</td>
<td>FMF1539</td>
<td>Fiscal Law Refresh Course (a DoN course)*</td>
<td>4.5</td>
<td>Fiscal Law Level 3</td>
</tr>
<tr>
<td>44</td>
<td>3</td>
<td>FMF3080</td>
<td>Budget Formulation, Justification, and Presentation</td>
<td>4.0</td>
<td>Budget Formulation, Justification, &amp; Presentation</td>
</tr>
<tr>
<td>45</td>
<td>3</td>
<td>FMF3076</td>
<td>Budget Execution for Leaders</td>
<td>4.0</td>
<td>Budget Execution</td>
</tr>
<tr>
<td>46</td>
<td>3</td>
<td>FMF3082</td>
<td>Enterprise Architecture</td>
<td>4.0</td>
<td>Financial Management Systems</td>
</tr>
<tr>
<td>47</td>
<td>3</td>
<td>FMF3210</td>
<td>Principles of DoD Financial Management Analysis</td>
<td>4.0</td>
<td>Financial Management Analysis</td>
</tr>
<tr>
<td>49</td>
<td>3</td>
<td>FMF3564</td>
<td>Advanced Principles of DoD Budget Execution</td>
<td>4.5</td>
<td>Budget Execution</td>
</tr>
<tr>
<td>50</td>
<td>3</td>
<td>FMF4069</td>
<td>Budget Concepts, Policies, and Principles</td>
<td>2.5</td>
<td>Budget Formulation, Justification &amp; Presentation</td>
</tr>
<tr>
<td>51</td>
<td>3</td>
<td>FMF4496</td>
<td>Decision Support for Leaders</td>
<td>4.0</td>
<td>Decision Support</td>
</tr>
<tr>
<td>52</td>
<td>3</td>
<td>FMF6095</td>
<td>Defense Business Systems Decision Support (NEW!)</td>
<td>2.0</td>
<td>Decision Support</td>
</tr>
<tr>
<td>53</td>
<td>3</td>
<td>FMF6597</td>
<td>Financial Statement Analysis for Leaders (NEW!)</td>
<td>4.0</td>
<td>Accounting Analysis</td>
</tr>
<tr>
<td>54</td>
<td>3</td>
<td>FMF6670</td>
<td>DoD Advanced Financial Management for Leaders (NEW!)</td>
<td>4.0</td>
<td>Advanced Financial Management</td>
</tr>
<tr>
<td>55</td>
<td>3</td>
<td>FMF6676</td>
<td>Auditable Journal Vouchers (NEW!)</td>
<td>2.0</td>
<td>Accounting Analysis</td>
</tr>
<tr>
<td>56</td>
<td>3</td>
<td>FMF6716</td>
<td>Risk and Risk Management (NEW!)</td>
<td>4.0</td>
<td>Decision Support</td>
</tr>
</tbody>
</table>
### Occupational Series & Competency Overview

<table>
<thead>
<tr>
<th>Competency</th>
<th>Direct</th>
<th>General</th>
<th>Broad</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Administration/MCO Series 0501</td>
<td>WBC Hrs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FM &amp; Reptng Analysis</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adv Financial Mgmt</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial CP&amp;P</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Mgmt Analysis</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundamentals &amp; Op. of Finance</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting/MCO Series 0510</td>
<td>WBC Hrs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Analysis</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting CP&amp;P</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund &amp; Ops of Acctng</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Mgmt Systems</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Readiness</td>
<td>6.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision Support</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Stewardship</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Law</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Accounting</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Acquisition/Contracting</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Audit Readiness (FIAR 101)</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Auditing</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Budget</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Cost Analysis</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Decision Support</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Ethics</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Finance</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Fiscal Law</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Introduction to DoD</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - PPBE</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73.5</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auditing/MCO Series 0511</td>
<td>WBC Hrs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit CP&amp;P</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Planning &amp; Mgmt</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Reporting</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Mgmt Systems</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Readiness</td>
<td>6.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision Support</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Stewardship</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Law</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Accounting</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Acquisition/Contracting</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Audit Readiness (FIAR 101)</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Auditing</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Budget</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Cost Analysis</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Decision Support</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Ethics</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Finance</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Fiscal Law</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Introduction to DoD</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - PPBE</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73.5</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Analysis/ MCO 0560</td>
<td>WBC Hrs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget CP&amp;P</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Execution</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Form, Justn &amp; Pres</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Mgmt Analysis</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Mgmt Systems</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit Readiness</td>
<td>6.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision Support</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Stewardship</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiscal Law</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Accounting</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Acquisition/Contracting</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Audit Readiness (FIAR 101)</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Auditing</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Budget</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Cost Analysis</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Decision Support</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Ethics</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Finance</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Fiscal Law</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - Introduction to DoD</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DoD FM 101 - PPBE</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73.5</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total** | **201.5** | **201.5** | **201.5** | **201.5**

---

**Hours for competency highlighted in yellow will be completed by the end of Q4**
Keep your DFMCP current by accruing a certain number of Continuing Education and Training credits every two years.

The number of CETs required is based on your level:

- FM Certification Level 1 – 40 CETs
- FM Certification Level 2 – 60 CETs
- FM Certification Level 3 – 80 CETs

CETs must be recorded in the FM LMS – see the job aid “How to Record CETs in the DoD FM LMS” for step-by-step instructions.
Quarterly Newsletter
Certification Update
Lessons Learned
Best Practices

Practical Exercise
Follow “Kelly,” a GS-14 through each step of certification

Competencies & Proficiency Levels
Defines each of the 17 FM competencies and provides examples at each Proficiency Level.

Frequently Asked Questions
Compilation of over 100 questions, organized by category

DoD FM Certification Handbook
Program background & overview
Detailed requirement descriptions
Checklist to get started

Overview and Training Videos
Video series introducing key elements of program

FM myLearn
E-catalog of FM courses aligned to FM and leadership competencies.

LMS Job Aids
Provide step-by-step instructions for all FM LMS tasks.

Requirements Datasheets
Outline requirements for each level

Learning History Worksheets (LHW)
Organize your prior training using these worksheets

DAWIA/FM Certification LHWs
Pre-populated with acquisition courses helping you focus

LMS User Quick Start Guide
Outlines the Three-step Process for achieving certification using the FM LMS

http://ow.ly/sZfDv
• Know your FM Community Organizational Structure
• Be familiar with FM workforce policy
• Understand how you and your organization fit into Strategic Workforce Planning
• Manage your professional development
• Know how to access FM training