



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

SECNAVINST 12400.5C
ASN (FM&C) : NFMC
17 November 2000

SECNAV INSTRUCTION 12400.5C

From: Secretary of the Navy

Subj: DEPARTMENT OF THE NAVY CIVILIAN FINANCIAL MANAGEMENT
CAREER PROGRAM

Ref: (a) DOD Directive 1430.2 of 13 Jun 1981 (NOTAL)
(b) SECNAVINST 12410.22A of 16 Aug 1989 (NOTAL)
(c) SECNAVINST 5430.7M of 21 Dec 1998 (NOTAL)

Encl: (1) ASN (FM&C) - Sponsored Development and Training
(2) Department of the Navy Centralized Financial
Management Trainee Program
(3) Financial Management Series Core Competencies

1. Purpose. To implement reference (a) within the Department of the Navy (DON), and to detail responsibilities for management of the DON Civilian Financial Management Career Program per references (b) and (c). This is a complete revision and should be read in its entirety.

2. Cancellation. SECNAVINST 12400.5B.

3. Policy. It is the Assistant Secretary of the Navy (Financial Management and Comptroller) (ASN (FM&C)) policy that the DON civilian financial management workforce continuously improve its knowledge, skills, and abilities to be able to achieve current and future mission requirements. The Department of the Navy Civilian Financial Management Career Program provides the framework for the continued development and preparation of the workforce. Career development in DON requires both individual initiatives in career planning activities and organizational commitment to support employee development. The ASN (FM&C) recognizes the responsibility of both the individual and the organization in the continuous development of a quality financial management workforce.

17 November 2000

4. Coverage

a. The DON Civilian Financial Management Career Program is applicable to all employees in the clerical, technical, administrative, and professional positions in the GS-500 series. This career program also applies to employees who perform 50 percent or more of their duties in direct support of financial management operations, such as those in the GS-343 series. This career program is applicable within all offices of the Secretariat and DON major claimants.

b. While this career program is applicable to positions and personnel in DON comptroller organizations, it recognizes that GS-500 series personnel are also assigned to acquisition workforce positions in Program Executive Offices (PEO), Program Management Offices (PMO), and Direct Reporting Program Managers (DRPM). While those positions have mandated requirements, the framework for career development in financial management is applicable.

c. The program is structured by career levels, which are guides. Grade structure and responsibility levels may vary between major claimants and field activities.

(1) Paraprofessionals - Employees in the clerical and technician series which require competence in one or more financial management systems or subsystems.

(2) Entry Level - Employees in the professional and administrative series in grades GS-5 through GS-9. These employees participate in developmental programs and assignments to gain experience and education in the fundamentals of the various aspects of financial management.

(3) Intermediate Level - Employees who display competence in one or more technical specialties at the GS-9 through GS-12 levels. Supervisory positions may occur at this level based upon organizational composition.

(4) Senior/Managerial - Employees who have management or technical responsibility for a significant portion of a major program at the GS-13 through GS-15 level and career Senior Executive Service.

17 November 2000

5. Objectives. The objectives of the program are to:

- a. Raise and maintain the level of professionalism and expertise of financial management employees.
- b. Support the recruitment, training, career development and recognition of a civilian financial management workforce that is ready for the future of DON financial management.
- c. Support competitive and equal opportunities for nomination and selection for positions, training, education, and career development assignments for all DON civilian financial management employees without regard to race, color, sex, religion, national origin, age, disability, or any other non-merit factor.

6. Responsibilities

a. (ASN(FM&C)). The ASN(FM&C) is the functional chief of the Civilian Financial Management Career Program (CFMCP) and has these responsibilities:

- (1) Provide technical leadership and policy guidance.
- (2) Establish long-term goals for the Career Program.
- (3) Establish minimum training requirements for positions covered by the Career Program.
- (4) Convene the DON Financial Management Career Program Planning Board and provide direction to Career Program Executives in the implementation of this instruction.
- (5) Manage the DON Financial Management Training Program.
- (6) Manage the DON Centralized Financial Management Trainee Program (CFMTP).
- (7) Manage the Secretary of the Navy (SECNAV) Civilian Financial Management Fellowship Program.
- (8) Act as Executive Agent of the Department of Defense (DoD) Graduate Level Financial Management Program (GLFMP).

SECNAVINST 12400.5C

17 November 2000

(9) Support DON-wide competitive opportunities for financial management employees.

b. Major Claimants. The DON major claimants are designated as Career Program Executives with the following responsibilities:

(1) Organize and direct program operations in support of financial management career development.

(2) Encourage and monitor the use of DON-wide financial management career development programs in their respective activities and organizations.

c. Financial Management Career Program Planning Board. Composed of senior financial managers (military and/or civilian) who are designated by the major claimants to speak authoritatively for the command's financial management personnel and financial management career development interests. The Principal Deputy Assistant Secretary of the Navy (Financial Management and Comptroller) (PDASN(FM&C)) is the Chairperson. The Board shall:

(1) Review career program operations to ensure the needs of the financial management workforce are being addressed.

(2) Review education and training programs and courses to ensure DON financial management training needs are satisfied.

(3) Review and recommend alterations to the DON Financial Management Training Program courses, operations, and procedures. Designate subject matter experts, as needed, to provide DON financial management expertise in the development, review, and presentation of financial management programs, courses, workshops, and other training opportunities.

(4) Review and recommend alterations to the DON Centralized Financial Management Trainee Program operation and procedures.

(5) Review the DON Civilian Financial Management Career Program and provide all recommendations for change and improvement to the ASN(FM&C).

(6) Meet at least annually, or at the request of any Board member or the Chairperson, to consider the review of courses and programs and to recommend changes to the ASN(FM&C).

d. Director, Naval Financial Management Career Center (NFMC) reports to the PDASN(FM&C) and provides DON-wide implementation of the policies and programs of the ASN(FM&C) concerning financial management career development.

(1) Provide financial management career program management advice to the ASN(FM&C), Career Program Executives, and Career Program Planning Board.

(2) Provide educational services support in the development and implementation of the financial management career program and related initiatives.

(3) Identify and recommend solutions to financial management workforce issues.

(4) Identify and recommend program changes.

(5) Coordinate the design, development, implementation, and evaluation of the education and training elements of the career program.

(6) Coordinate with career program offices in the Department of Defense, the military departments, Department of Defense Agencies, and other DON career programs.

(7) Manage the DON Centralized Financial Management Trainee Program, DON Financial Management Training Program, the SECNAV Civilian Fellowship in Financial Management, and the DoD Graduate Level Financial Management Program.

e. Deputy Assistant Secretary of the Navy (Civilian Personnel and Equal Employment Opportunity)

(1) Ensure financial management career program compliance with DON civilian personnel policies as they relate to civilian career programs and DON Equal Employment Opportunity.

(2) Provide personnel management policy interpretation and guidance.

(3) Provide support for the implementation of the civilian financial management career program within the DON.

7. Action. Addressees will ensure that the policy and procedures outlined in this instruction are implemented.

SECNAVINST 12400.5C

17 November 2000

8. Report and Forms

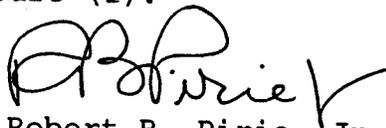
a. The reporting requirement contained in this instruction is exempt from reports control by SECNAVINST 5214.2B.

b. SECNAV 12400/1 (Rev. 8-98), Department of Defense Graduate Level Financial Management Program Application Form, is provided in Appendix G to Enclosure (1) or is available from the Naval Financial Management Career Center.

c. SECNAV 12400/2 (Rev. 1-98), Navy Working Capital Fund Professional Managers Course (ProCap Course) Nomination Form, is provided in Appendix E to Enclosure (1) or is available from the Naval Financial Management Career Center.

d. NAVSO 12410/66 (10-88), Summary Request for Support for Long-Term Training, is provided in Appendix F to Enclosure (1) or is available from the Naval Financial Management Career Center.

e. NAVSO 12410/67 (10-88), Individual Development Plan, S/N 0104-LF-004-5200; and DD 1556 (3-87), Request, Authorization, Agreement, Certification of Training and Reimbursements, S/N 0102-LF-001-5562 are available from the Navy supply system per CD-ROM NAVSUP Pub 600 (NLL). NAVSO 12410/67 (10-88) is also provided in Appendix F to Enclosure (1).



Robert B. Pirie, Jr.
Under Secretary of the Navy

Distribution:

SNDL A6 (CMC) (Codes RF, RFR, only)
21A1 (CINCLANTFLT)
21A2 (CINCPACFLT)
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17 November 2000

DEPARTMENT OF THE NAVY
CIVILIAN FINANCIAL MANAGEMENT CAREER PROGRAM

TABLE OF CONTENTS

ENCLOSURE (1)	ASN(FM&C) SPONSORED DEVELOPMENT AND TRAINING
Appendix A	ASN(FM&C) Courses and Programs
Appendix B	Navy Practical Comptrollership Course
Appendix C	Marine Corps Practical Comptrollership Course
Appendix D	Professional Military Comptroller School
Appendix E	Navy Working Capital Fund Professional Managers Course
Appendix F	Secretary of the Navy Civilian Fellowship Program in Financial Management
Appendix G	Department of Defense Graduate Level Financial Management Program
Appendix H	Additional Training Resources
Appendix I	Rotational Training Assignments and Mentoring
Appendix J	Professional Certification
ENCLOSURE (2)	DEPARTMENT OF THE NAVY CENTRALIZED FINANCIAL MANAGEMENT TRAINEE PROGRAM
ENCLOSURE (3)	FINANCIAL MANAGEMENT SERIES CORE COMPETENCIES
Appendix A	Accountant Series
Appendix B	Accountant Series Training Matrix
Appendix C	Financial Manager Series
Appendix D	Financial Manager Series Training Matrix

Enclosure (1)

17 November 2000

ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT & COMPROLLER) - SPONSORED DEVELOPMENT AND TRAINING

1. The civilian financial management workforce in the DON plays a significant role in supporting the total mission of the DON. The development and preparation of this workforce must occur at all echelons and in all organizations to ensure the quality performance of the tasks of the Department of the Navy financial management workforce. Career development is an integral part of any successful organization.
2. The financial management workforce continues to have an increasingly complex mission. A knowledgeable and trained workforce is essential. This workforce must use a variety of tools and processes to ensure a balanced financial operation for the DON. The financial management community, at all echelons of the DON, must lead in the efficient development, dissemination, and use of credible information, analyses, and recommendations.
3. Working in partnership with other DON personnel, the financial managers identify and offer solutions to management issues. The financial management community formulates policies and processes to promote effective and efficient accomplishment of the overall DON mission. To ensure a high level of readiness in the future, the financial management community must actively encourage and support the recruitment, training, career development and recognition of an integrated military and civilian financial management workforce.
4. Management requirements and employee career goals can best be met with a structure which provides guidance to develop employee professionalism and permits initiative on the part of the employee and manager. This career program provides the framework for the enhancement of DON financial management professionalism. In considering the development of an individual employee in a financial management position maximum use must be made of developmental efforts which can be provided at an acceptable cost. Self-development, informal on-the-job training, organizational rotational assignments, and tuition assistance for on and off-duty education and training will play a part in the developmental process.

Enclosure (1)

SECNAVINST 12400.5C

17 November 2000

5. The Naval Financial Management Career Center (NFMC) provides career guidance and developmental assistance to DON management. NFMC staff can recommend a variety of options.

a. NFMC offers no cost entry-level financial management training for the DON and provides many centrally funded mid-level developmental opportunities.

b. The DON Civilian Leadership Development Program (SECNAVINST 12410.24) and the Defense Leadership and Management Program (DOD Directive 1430.16 of 11 April 1997 (NOTAL)) are programs to further the development and professionalism of the workforce.

c. Local DON employee development centers, the U.S. Department of Agriculture Graduate School, the Department of the Treasury Center for Applied Financial Management, the Defense Finance and Accounting Service, the Defense Resources Management Institute, and many private vendors of training are all sources for providing a planned training and career development program within a DON organization.

6. Appendices A through G of this enclosure list and describe training and education programs offered by the ASN(FM&C) through NFMC. These include entry level financial management courses, mid-level financial management programs, and graduate education programs.

7. Appendix H of this enclosure lists sources of financial management training within the Federal government. This list is intended to aid in the search for appropriate training from other sources and is not intended to be totally comprehensive.

8. Enclosure (3) provides core competencies for financial managers and accountants. The core competencies can be used in the preparation of individual development plans and career counseling. Major commands and field activities may make adjustments to the core competencies to accommodate local financial operations. These matrices are a result of financial management focus groups and departmental reviews, and the model established by the Joint Financial Management Improvement Program (JFMIP).

SECNAVINST 12400.5C
17 November 2000

9. While career development and training can be accomplished without the expenditure of funds there is still the need to obtain training from outside sources. The funding of formal training and education is often prevented by the failure to plan for it. It is recommended that as a minimum, the equivalent of 2 percent of the financial management organization's labor authorization be budgeted annually to support formal training and education of its civilian financial management personnel.

ASN (FM&C) COURSES AND PROGRAMS

Entry Level Courses

1. These courses are designed to provide entry level training for financial personnel. Courses are offered as self-study and classroom instruction by qualified instructors and subject matter experts (SMEs), for DON personnel in financial management series in grades GS-5 through GS-11 and military personnel in the financial management community.

a. Eligibility Requirements:

Civilian Grade:	GS-5 through GS-11
Enlisted:	In Financial Management
Officer:	In Financial Management
Civilian Occupation:	GS-500/GS-343 Series

b. Locations and Length of Course: Throughout DON. Three days in a classroom.

c. Costs: No cost to the activity.

d. Schedule: Announced annually.

2. The three entry level courses are:

a. Introduction to Navy Financial and Managerial Accounting: This course provides an overview of managing appropriated funds in the DON. Its purpose is to introduce a broad view of financial management, and to understand the type of funding data required to advance organizational goals. The course includes organizational characteristics and processes; managerial and allotment accounting policies; issues, processes, and reporting of appropriation accounting; and fleet accounting.

17 November 2000

b. Principles of Navy Budgeting: This course provides an overview of the policies and procedures used to develop budgets in the DON as it relates to the Planning, Programming, and Budgeting System (PPBS) cycle. The purpose of the course is to provide DON personnel general and detailed information on Navy budget procedures. The textbook provides several exercises to allow practice of procedures.

c. Introduction to the Navy Working Capital Fund (NWCF): This course discusses the major concepts and processes involved in the NWCF and introduces the financial operations of Navy and Marine Corps activities. The purpose is to provide participants with a basic understanding of the NWCF, its criteria, processes and role in the budgeting process, and policies that influence the NWCF.

NAVY PRACTICAL COMPTROLLERSHIP COURSE

1. The Navy Practical Comptrollership Course (PCC) is a 2-week (9 classroom days) course offered six times per fiscal year hosted by the Naval Postgraduate School. All facets of comptrollership are included: accounting, budgeting, planning, auditing, and management evaluation and performance. PCC is specifically designed for individuals (civilian and military) who are either incumbent or about to report to responsible positions in financial management at the major claimant, sub-claimant or shore activity level. The course features disciplines involved in financial management positions. Emphasis is placed on the real-world Navy setting and on acquisition of skills and knowledge that will be directly applicable to the student's job.

a. Eligibility Requirements. Civilian (GS-9 through GS/GM-13, or equivalent pay plan) and military (O-2 and above) financial managers. Request for waivers of the grade/rank or series/sub-specialty requirements will be considered on a case-by-case basis. Full justification must accompany the nomination form.

b. Locations and Length of Course. Naval Postgraduate School, Monterey, CA, and an alternate location one time each fiscal year. Two weeks (9 classroom days).

c. Costs. Course costs are financed through the NFMC. Travel and per diem costs are funded by the nominating activity.

d. Course Schedule and Nomination Deadlines. Course schedule and nomination deadline dates will be announced in July each year via NFMC letter.

2. The nomination form to be used for the Navy Practical Comptrollership Course (PCC) is DD 1556 (Request, Authorization, Agreement, and Certification of Training and Reimbursement). Activities should send nominations to the major claimant for endorsement. The major claimants should submit nominations to the Naval Financial Management Career Center (NFMC), Attn: NFMC-12, 153 Ellyson Avenue, Suite A, Pensacola, FL 32508-5245.

SECNAVINST 12400.5C

17 November 2000

As a minimum, the following blocks on the form MUST be completed (underlined information must be typed in block as shown):

- Applicant's Name: LAST, FIRST, MIDDLE INITIAL
- Social Security Number must appear on the copies sent to the Quota Holder and NFMC
- Home Address of Nominee, NOT emergency address
- Home Telephone Number of Nominee
- Position Level/Supervisor Position Code
- NOMINEE's Office Telephone (commercial and DSN), NOT TRAINING OFFICE numbers
- Continuous Federal Service
- Position Title
- Pay Plan/Series/Grade/Rank
- Education Level
- Name and Address of Training Source: Naval Financial Management Career Center, 153 Ellyson Avenue, Suite A, Pensacola, FL 32508-5245
- Location of Training: Naval Postgraduate School, Monterey, CA
- Subject Area Identifier: 42750
- Course Title
- Offering (such as, 99A, 99B, etc.)
- Training Period

MARINE CORPS PRACTICAL COMPTROLLERSHIP COURSE

1. The Marine Corps Practical Comptrollership Course (MCPCC) provides civilian personnel and Marine Corps officers demonstrating the capability to assume senior comptrollership responsibilities with unique hands-on comptroller skills. The one-week course includes lectures and case studies related to Marine Corps financial and resource management, including SABRS (Standard Accounting, Budgeting, and Reporting System), Program Objectives Memorandum, Budget submissions, procedures, formulation, documentation, defense, intra-command fund allocation strategies, Fleet marine Force financial management in deployed/garrison scenarios and introductions to Marine Corps Headquarters and USMC organizations."

a. Eligibility Requirements. Civilian GS-9 through GS/GM-13 (or equivalent pay plan) and military (chief warrant officer through major) assigned or enroute to a financial management billet.

b. Locations and Length of Courses. Naval Postgraduate School, Monterey, CA. One week (5 classroom days).

c. Course Schedule and Nomination Deadline. Courses are conducted during the March/April time frame. Course dates and request for nominations are announced by message at least 60 days prior to course start dates. Selections are made based on the number of available class seats, billet held and seniority of the command.

2. Marine Corps activities may obtain course information from Headquarters, U.S. Marine Corps (RF), Washington, DC 20380-1775.

17 November 2000

PROFESSIONAL MILITARY COMPTROLLER SCHOOL

1. The Professional Military Comptroller School (PMCS) is a tri-service school located at the Air University Center for Professional Development, Maxwell Air Force Base, Alabama. PMCS is a 6-week program conducted five times a year. The school contributes to the professional development of military and civilian officials who serve, or have been selected to serve, as comptrollers or other key financial management officials within an organization. It also contributes to the development of financial management expertise of military and civilian officials who are assigned to functional areas outside of a comptroller organization.

a. Scope. The PMCS represents a broad general educational effort. The curriculum has been designed to provide students with:

- (1) An understanding of financial controls operating within the Federal government.
- (2) Legal basis and responsibilities of the comptroller.
- (3) Major aspects of the U.S. economic system.
- (4) Influences that affect financial policies and the environment in which the comptroller must function.
- (5) Capabilities, potentialities, and limitations of computer and information systems as management tools.
- (6) Analytical tools, techniques, and methods that can be used to facilitate management decisions.
- (7) The financial management aspects of the defense acquisition process.
- (8) Underlying accounting theories, principles, and concepts upon which financially based systems have been developed.
- (9) Contemporary management theories and concepts.

(10) Purpose, objectives and features of systems which have been developed to manage national security resources.

b. Eligibility Requirements

(1) Commissioned officers (O-4 and above) and civilian employees (GS-12 and above or equivalent pay plan). O-3s and GS-11s may be accepted on an exception basis--full justification for waiver must accompany the nomination form. Waivers will only be granted to O-3s occupying or enroute to an O-4 or above billet or O-3s and GS-11s holding the position of comptroller, deputy comptroller, accounting officer, budget officer, or senior auditor.

(2) Actual or anticipated assignment as comptroller; deputy comptroller; head of branch, division, or directorate on the comptroller staff; and others outside the comptroller fields who are responsible for resource and associated fund management.

(3) Military nominees must have at least 1 year of active duty remaining in financial management after completing PMCS. Civilians must have at least 3 years remaining in government service after completing PMCS.

(4) SECRET security clearance. Both DD 1556 and subsequent travel orders must reflect security clearance.

(5) Nominating officials shall carefully screen all candidates to ensure that they are high-potential employees and that completion of the PMCS will contribute to their job performance and career development.

c. Academic Credit. The number of credit hours recommended by the American Council on Education is: 19 Semester Hours Upper Division Baccalaureate in Business Administration (including Financial Management), 3 Semester Graduate Hours in Financial and Economic Analysis and 3 Semester Graduate Hours in Organizational Management.

d. Housing. All DON military and civilian PMCS students must stay in the Air University Visiting Officer's Quarters (VOQ). The living on base requirement is due to the educational nature of the PMCS, which requires considerable out of school interaction among fellow students and frequent access to the Air University Library to complete assigned projects. Additionally, funds available to support DON quotas preclude students staying off base. ASN(FM&C) will approve only those nominees who have agreed to stay in the Air University VOQ.

e. Costs. Funding for student travel and per diem is provided from central funds held by the NFMC; however, officers attending PMCS while on Permanent Change of Station (PCS) orders will be funded by the Navy Personnel Command or Headquarters, Marine Corps, as appropriate.

f. Course Schedule and Nomination Deadlines. Course schedule and nomination deadline dates will be announced in July each year via NFMC letter.

2. The nomination form to be used for the Professional Military Comptroller School (PMCS) is DD 1556 (Request, Authorization, Agreement, and Certification of Training and Reimbursement). Activities should send nominations to the major claimant for endorsement. The major claimants should submit nominations to the Naval Financial Management Career Center (NFMC), Attn: NFMC-12, 153 Ellyson Avenue, Suite A, Pensacola, FL 32508-5245. As a minimum, the following blocks on the form MUST be completed (underlined information must be typed in block as shown):

- Applicant's Name: LAST, FIRST, MIDDLE INITIAL
- Social Security Number--must appear on the copies sent to the Quota Holder and NFMC
- Organization UIC
- Home Address of Nominee, NOT emergency address
- Home Telephone Number of Nominee
- Position Level/Supervisor Position Code
- NOMINEE's Organization Mailing Address--include Nominee's Office Code, NOT TRAINING OFFICE
- NOMINEE's Office Telephone (commercial and DSN(AUTOVON), NOT TRAINING OFFICE numbers
- Continuous Federal Service
- Position Title

SECNAVINST 12400.5C

17 November 2000

- Pay Plan/Series/Grade/Rank
- Education Level
- Name and Address of Training Source: Naval Financial Management Career Center, 153 Ellyson Avenue, Suite A, Pensacola, FL 32508-5245
- Location of Training: Maxwell Air Force Base, AL
- Subject Area Identifier: 42780
- Course Title
- Offering (such as, 99A, 99B, etc.)
- Training Period
- Security Clearance (nominee must have at least a SECRET clearance).

NAVY WORKING CAPITAL FUND PROFESSIONAL MANAGERS COURSE

1. The Navy Working Capital Fund Professional Managers Course (ProCAP) provides managers from NWCF activities with problem solving skills in the management of NWCF operations. The course engages a seminar format consisting of 3 academic days of lecture, case studies, and analyses of activities' financial and operating statements. Concepts covered include cost accounting, cost center, overhead rates, acceleration, orders, billing, A-11 budget, material management, procurement, and financial and cost control.

a. Eligibility Requirements. Civilian (GS-9 and above, or equivalent pay plan) and equivalent military ranks who are working in positions at Navy or Marine Corps NWCF activities.

b. Locations and Length of Course. The ProCap course is a 40-hour course conducted twice annually in various geographic locations.

c. Course Schedule and Nomination Deadlines. Course schedules and nomination deadline dates will be announced by NFMC.

2. The nomination form to be used for the ProCap course is provided as page 2 of this attachment. Interested employees should submit the completed application to Director, Naval Financial Management Career Center, Attn: NFMC-13, 153 Ellyson Avenue, Suite A, Pensacola, FL 32508-5245.

NAVY WORKING CAPITAL FUND PROFESSIONAL MANAGERS COURSE (ProCAP)

NOMINATION FORM

Name: _____

SSN: _____ Code: _____ GS or Equivalent Grade Level/Rank _____

Series and Job Title: _____

Statement: I have had 1+ years of NWCF experience: _____ Yes _____ No If "NO" please briefly describe your financial management experience and your justification for a waiver of the one year experience requirement.

Activity: _____ PLAD/Short Title: _____

Street Address or PO Box: _____

City, State, & 10-digit Zip Code: _____

Office Phone (DSN & Commercial): _____

Office Fax (DSN & Commercial): _____

E-mail Address: _____

Home Phone (will only be used by the Course Coordinator for last minute changes and will not be retained in files after the class): _____

Who completed this nomination form?

_____ Self

_____ Other Name: _____ Code: _____ Title: _____

Office Phone (DSN & Commercial): _____

Office Fax (DSN & Commercial): _____

E-mail Address: _____

Please list any special accommodations needed (Interpreter, reader, etc): _____

You, or the person who nominated you will be notified when the ProCAP Course becomes available. At that time, you may withdraw the nomination, substitute another person, or accept space in the class. If you accept space in the class, a DD form 1556 is required prior to the scheduled class date (there is no cost for the course).

Training Source: Naval Financial Management Career Center
153 Ellyson Avenue, Suite A
Pensacola, FL 32508-5245

Send this form to: Bonnie F. Lewis, Course Coordinator
Fax: DSN 922-3903 or (850)452-3903

Questions? DSN 922-3962 or (850)452-3962
Lewis.bonnie@nfmcc.navy.mil or nfmcc@nfmcc.navy.mil

Privacy Act Statement: Under the authority of Title 5, USC 301, Departmental Regulations and E.O. 9397, personal information is requested to screen applicants for the NWCF Professional Managers Course. Social Security Numbers will be used for record identification only. Information is used to contact course attendees during and after regular work hours regarding administrative changes. Furnishing the information is voluntary, however, failure to do so may prevent full consideration of the application.

**SECRETARY OF THE NAVY
CIVILIAN FELLOWSHIP PROGRAM IN FINANCIAL MANAGEMENT**

1. The Secretary of the Navy (SECNAV) Civilian Fellowship Program in Financial Management provides an opportunity for high-potential employees to participate in an intensive program of advanced study in the area of financial management for 1 academic year (two consecutive semesters or three consecutive quarters) at the graduate level.

a. Eligibility Criteria. Each nominee should demonstrate a high degree of professional competence for advancement in the Financial Management career field. Specifically, they must:

(1) Be a professional financial management employee with career tenure.

(2) Have reached a career stage where the skills required necessitate a comprehensive/accelerated, full-time program of study.

(3) Have a minimum of 3 years of civilian service in financial management within the DON.

(4) Be accepted by a graduate program as a student in good standing at an accredited college or university for a full-time program of study.

b. Selection. Fellowship awards are based on the recommendations of a panel composed of senior-level financial managers within the DON.

c. Costs. Tuition, fees and books are centrally funded.

d. Employer Responsibilities

(1) A command appraisal citing the soundness of the position currently occupied by each nominee relative to reductions in force must accompany each nomination.

17 November 2000

(2) The nominating activity funds the Fellowship awards salary during the academic year of study. Employee replacement costs are not included in the Fellowship.

(3) The nominating activity should verify that the proposed training, added to the amount of previously funded government training through non-government facilities, does not exceed 2 years in the current 10-year period of service.

e. Nominee Responsibility. Fellowship awardees are required to sign a written agreement of obligated service in advance of training. This agreement specifies that the employee will continue in service for a period equivalent to three times the length of training. If an employee voluntarily leaves government service before the end of the obligated period, the employee must pay the government the amount of expenses incurred in connection with this training.

f. Program Announcement and Nomination Deadline. NFMC distributes an annual letter to solicit nominations and provide specific nomination deadline dates. Completed nomination packages may be submitted not later than May each year.

g. Format for Nomination. Privacy Act Statement: Application for Enrollment in the SECNAV Civilian Fellowship Program in Financial Management.

Under the authority of Title 5, U.S.C. 301, Departmental Regulations and E.O. 9397, personal information regarding your work experience and education is requested in order to screen applicants for the Secretary of the Navy Civilian Fellowship Program in Financial Management. Social Security Numbers will be used for record identification only. Information is used to contact course attendees regarding administrative changes and to input data into a training database that monitors and tracks employee selections, non-selections, and training. Furnishing the information is voluntary, however failure to do so may prevent full consideration of the application.

2. The following information must be included in the nomination package for the SECNAV Civilian Fellowship Program in Financial Management:

a. Identifying information:

- (1) Name.
- (2) Resident or post office address.
- (3) Home telephone.
- (4) Employing activity (complete address).
- (5) Position title, code, grade, and series.
- (6) Social Security Number.
- (7) Office telephone number (DSN and commercial).

b. Statement of employment experience, to include:

- (1) Number of years of Federal Service (identify military service, if included).
- (2) Number of years in present position.
- (3) Total number of years with DON as a civilian.
- (4) Brief description of present duties and responsibilities.
- (5) Chronological resumes of employment experience (prior to present position). Include any military service.
- (6) Name and code of immediate supervisor.

c. Statement of educational background:

- (1) Previous college education (names of universities or colleges attended, dates attended, degrees conferred, and grade point average).

17 November 2000

(2) Honors and other special recognition received.

(3) Relevant training taken on own time; on government time subsequent to beginning Federal Service. Indicate which part the government and which part by the nominee supported.

d. Comments on significant professional/civic activities and/or organizations:

(1) Academic awards commendations.

(2) Professional society leadership, awards, commendations, recognition.

(3) Civic leadership, commendations, recognition.

(4) Brief description of published articles or other publications.

e. Data on selected educational institution:

(1) Name and location of selected institution.

(2) Training period (indicate beginning and ending dates).

(3) Reason(s) for selecting this particular institution.

(4) Program of study (list courses and alternatives, if appropriate). Show relationship between the program of study and position responsibilities.

f. Training objectives:

(1) Give training objectives in terms of mission requirements.

(2) Give justification for long-term, full-time training in lieu of after-hours, part-time or short-term training. Provide other options considered and give reasons why they were not taken.

(3) Show relationship between this training and the nominee's Individual Development Plan (IDP) (NAVSO 12410/67)..

g. Identification of proposed application of training on employee's return to duty.

h. Attachments to the nomination:

(1) Copy of applicant's Individual Development Plan (IDP) (see pages 7 and 8 of appendix F).

(2) Copies of all undergraduate and graduate transcripts for course work completed to date.

(3) Copy of applicant's current performance evaluation with rating.

(4) Other.

INDIVIDUAL DEVELOPMENT PLAN

(Instructions on Reverse)

1. EMPLOYEE'S NAME

2. SOCIAL SECURITY NUMBER

PRIVACY ACT STATEMENT

General - This Information is provided pursuant to Public Law 93 - 570 (Privacy Act of 1974).
Authority - Government Employees Training Act of 1958 (U.S. Code, Title 5, sec. 4101 to 4118).
Purpose and Uses - The information on this form is used in the administration of the Federal Training Program. The purpose of this form is to document the nomination of trainees and completion of training, and it serves as the principal repository of personal, fiscal and administrative information about trainees and the programs in which they participate. The form becomes a part of the permanent employment record of participants in training programs and is included in the Government's Personnel Data File.
Effects of Nondisclosure - Personal information provided on this form is given on a voluntary basis. Failure to provide this information, however, may result in ineligibility for participation in training programs.

3. CURRENT POSITION TITLE, SERIES AND GRADE

4. ORGANIZATION

5. DEVELOPMENTAL EXPERIENCES NEEDED FOR (Check One)

- a. MORE EFFECTIVE PERFORMANCE IN PRESENT OR FUTURE POSITION (S)
 b. NO FURTHER CAREER DEVELOPMENT DESIRED / NEEDED AT PRESENT TIME

6. DEVELOPMENTAL OBJECTIVES / GOALS

a. SHORT RUN (Forthcoming Year)

b. LONG RUN (Following Three Years)

7. METHOD OF ACCOMPLISHMENT OF OBJECTIVES / GOALS

a. DEVELOPMENTAL ASSIGNMENTS
(Include scheduled dates and facilities)

b. FORMAL TRAINING
(Include scheduled dates and facilities)

c. OTHER ACTIVITIES
(Include scheduled dates and describe activities)

8. REMARKS

9. EMPLOYEE'S SIGNATURE (IDP concurred in by employee)

Date

10. Supervisor's Signature (IDP concurred in by supervisor)

Date

INSTRUCTIONS FOR PREPARING INDIVIDUAL DEVELOPMENT PLAN

- 1. EMPLOYEE'S NAME:** Enter your full name.
- 2. SOCIAL SECURITY NUMBER:** Enter your social security number.
- 3. CURRENT POSITION TITLE, SERIES AND GRADE:** Enter title of position, occupational series and grade; e.g., Director, Programs and Plans Division, GM - 301-13.
- 4. ORGANIZATION:** Enter name of organization, office code and complete address.
- 5. DEVELOPMENTAL EXPERIENCES NEEDED FOR:** Check appropriate block.
- 6. DEVELOPMENTAL OBJECTIVES / GOALS:** Enter your career goals; specify position titles and grades. Short Run (forthcoming year) - Long Run (following three years).
- 7. METHOD OF ACCOMPLISHMENT OF OBJECTIVES / GOALS:**
 - a. DEVELOPMENTAL ASSIGNMENTS:** Include scheduled dates and facilities, e. g., three - month detail to Navy Comptroller Office (1 July through 30 September 1988).
 - b. FORMAL TRAINING:** Include scheduled dates and facilities, e. g., two - week OPM Seminar on the Federal Budget Cycle (7 - 18 November 1988).
 - c. OTHER ACTIVITIES:** Include scheduled dates and describe activities, e.g., supplemental readings including OMB issuances, Departmental Budget, and Budget of the United States (5 - 16 December 1988).
- 8. REMARKS:** Use this space for miscellaneous information; add additional sheets if needed.
- 9. EMPLOYEE'S SIGNATURE AND DATE:** Sign and date this form. Your signature indicates that you are concurring with this IDP.
- 10. SUPERVISOR'S SIGNATURE AND DATE:** Sign and date this form. Your signature indicates that you are concurring with the employee's IDP.

INSTRUCTIONS FOR COMPLETING PART I OF NAVSO 12410/66

Appropriation Account. Indicate "O&M,N" or "RDT&E,N" to reflect the appropriation account of the organizational component which supports the activity at which the trainee is employed.

Column (1) - Enter the name of the trainee.

Column (2) - Enter series and grade of the trainee.

Column (3) - Enter the trainee's number of years of federal civil service.

Column (4) - Enter the training period of the trainee, e.g., 9/12/88 - 6/9/89

Column (5) - Enter days for which trainee will be paid while in training status and travel status (compute on basis of a five-day week). Annual leave taken enroute will be excluded. If training period spans two fiscal years, enter only the number of days applicable to the ensuing fiscal year.

Column (6) - Enter the name and address of the training facility. Do not abbreviate the name of the facility.

Column (7) - Enter the estimate of costs as obtained from the academic institution. Limit to the ensuing fiscal year. Enter costs to the nearest ten dollars.

Column (8) through (10) - Travel, transportation of dependents, transportation/storage of household goods, per diem are subject to Volume 2 of the Joint Travel Regulations and Volume 2, Chapter 2, Section VI of the NAVCOMPT Manual. In estimating travel, transportation, and per diem (items 8, 9, and 10) decision should first be made as to whether temporary duty or change of station is involved. Estimate cost chargeable to the ensuing fiscal year only, and enter costs to the nearest ten dollars.

Column (11) - Enter the total of columns (7) through (10).

NOTE: It is of paramount importance for activities to recognize that most long-term training will span two fiscal years; for example, a program beginning in academic year 1988 will commence in fiscal year 1988 and end in fiscal year 1989. This multi fiscal year spending must be reflected in separate forms for each fiscal year.

DEPARTMENT OF DEFENSE
GRADUATE LEVEL FINANCIAL MANAGEMENT PROGRAM

1. The DoD Graduate Level Financial Management Program (GLFMP) provides DoD civilian financial management personnel within the Washington, DC, metropolitan area the opportunity to participate in a fully funded graduate education program. The GLFMP offers graduate courses in public financial management after duty hours over a 2-3 year period under contract by an accredited university. Applicants must be endorsed by their chain of command and have demonstrated a desire to increase their educational expertise in areas related to DoD financial management.

a. Eligibility

(1) GS-9 and above.

(2) A Bachelor's degree earned at an accredited college or university.

(3) A cumulative Grade Point Average (GPA) of 3.00 for the last 60 semester hours of work completed in an undergraduate degree program is recommended. A lower GPA will be accepted (minimum 2.50) if on-the-job performance, background and interest are sufficiently strong and if the nominee possesses a high potential.

(4) Strongly endorsed and recommended by the immediate supervisor and commanding officer.

(5) A minimum of 1 year of continuous government service.

(6) Must have submitted official transcripts from all universities and colleges attended before the final selection is made.

(7) Must have completed a selection interview by appropriate DoD coordinators.

b. Length. Two-three years. All courses are taken after hours following the "normal" working day.

c. Location of training. Courses will be conducted in government spaces.

17 November 2000

d. Curriculum. All core courses are individualized by the University to meet the needs of the DoD and the selected participants. Courses may embrace subjects such as:

- Research Methods in Public Administration
- Managing Government Contracts
- Survey of Public Administration
- Microcomputer Workshop
- Governmental Budgeting
- Program Evaluation
- Organizational Behavior
- Economics for Public Management
- American Public Finance
- Quantitative Methods in Public Management
- Computers and Government Management Information Systems
- Public Policy Analysis
- Public Personnel Management

NOTE: Nominees should be advised that some courses require a significant background in basic statistics/mathematics.

e. Program Requirements. As with any high caliber graduate level program, all students are required to maintain not less than a "B" grade point average (a GPA of 3.0 out of a possible 4.0). All participants are expected to complete all group assignments, written papers, individual reports and projects, oral presentations, statistical problems and assignments, reading assignments and other homework assigned within the time limits established by the University professor or official. The student is expected to complete the majority of the course requirements during his/her own available spare time. Universities often implement attendance policies. In such cases, students must adhere to the university's policy regarding allowable number of absences per course.

f. Selection. All candidates will be selected in accordance with DON merit procedures. Final selection of participants will be made by the Principal Deputy Assistant Secretary of the Navy (Financial Management and Comptroller) (PDASN(FM&C)) or the ASN(FM&C). All nominating activities are to ensure that those nominated for this program are individuals possessing a high potential to assume more complex responsibilities and who are willing to voluntarily devote considerable time to complete the program. All nominees will be interviewed by the ASN(FM&C) representatives prior to final selection.

g. Costs. All tuition and book costs for DON students will be centrally funded by NFMC.

h. Degree. A degree is incidental to the goal of this program; however, a Master's degree will be granted by the University to those individuals who successfully complete the program and meet all University requirements.

i. Supervisor Cooperation. Due to the job-related nature of this program, students and especially their immediate supervisors must understand that the selected participant must spend a certain amount of time on the job completing course requirements; i.e., collecting data in the "real world" office setting, defining and discussing managerial problems with superiors, subordinates and peers, etc. Only through this joint cooperative process can the maximum benefits of the program be obtained for both the DON and the individual.

j. Program Announcement and Nomination Deadline. NFMC letters will be distributed annually to solicit nominations and provide specific nomination deadline dates. Completed nomination packages may be submitted not later than August each year.

2. The application form for the Department of Defense Graduate Level Financial Management Program is provided in the subsequent pages of this enclosure. Interested employees should submit the completed application, along with the most current annual performance appraisal, to the Director, Naval Financial Management Career Center, Attn: NFMC-12, 153 Ellyson Avenue, Suite A, Pensacola, FL 32508-5245.

A completed application must contain:

- Letter(s) of endorsement via the chain of command (major claimant).
- Application must be completed and signed by the proposed participant and the immediate supervisor.
- Copy of most recent annual performance appraisal.
- Official transcripts from all universities and colleges attended.

SECNAVINST 12400.5C

17 November 2000

DEPARTMENT OF DEFENSE
GRADUATE LEVEL FINANCIAL MANAGEMENT PROGRAM

APPLICATION FORM

NAME OF APPLICANT (LAST, FIRST, MI)	
HOME ADDRESS	
HOME TELEPHONE	
OFFICE TELEPHONE	
JOB TITLE	
PRESENT SERIES/GRADE	
ACTIVITY TITLE	
NORMAL WORK HOURS (FROM/TO)	
NAME OF IMMEDIATE SUPERVISOR	
OFFICE ADDRESS	

SECNAV 12400/1 (Rev. 8-98)

REASON(S) FOR APPLYING FOR THIS PROGRAM:

PERSONAL CAREER GOALS:

1. In 3 years:

2. In 5 years:

EDUCATION: (List all colleges attended and submit official transcripts for all college work.)

COLLEGE	YEARS ATTENDED	DEGREE (INCLUDE GRADUATE CREDITS IF APPLICABLE)	MAJOR FIELD

Have you completed an undergraduate or graduate course in basic statistics or quantitative methods? Yes ___ No ___ If so, what was your grade? _____

SECNAVINST 12400.5C

17 November 2000

DESCRIBE SPECIFICALLY, DETAILS OF FIELD(S) OF EDUCATIONAL SPECILAIZATION, INCLUDING ANY THESIS SUBJECTS, INDIVIDUAL RESEARCH PROJECTS AND PUBLICATIONS:

Percentile attained in graduating class: _____
(e.g., top 5%, upper 10%, etc., estimate if not known)

Grade-point average achieved during Junior and Senior years of undergraduate study: _____
(3.0 out of a possible 4.0 is required)

List Honors, Scholarships, etc., received:

Extracurricular activities as undergraduate, graduate:

AGENCY/COMPANY	DATES		TITLE OF POSITION
	FROM	TO	

In most current positions, if other than the 500 series, indicate the percentage of time spent in support of financial management functions: _____%

SECNAV 12400/1 (Rev. 8-98)

List membership and offices held in scientific, professional, and civic organizations:

List and date any Honorary Awards including Performance Awards: (e.g., Quality Within-Grade Increase, Specific Accomplishment Awards, etc.)

PRIVACY ACT DISCLOSURE STATEMENT:

Application for Enrollment in the DoD Graduate Level Financial Management Program.

Under the authority of Title 5, U.S.C. 301, Departmental Regulations and Executive Order 9397, personal information regarding your work experience and education is requested in order to evaluate your individual application for enrollment in the DoD Graduate Level Financial Management Program. If selected for the program, you consent to the release of the application information to the University for their review and to facilitate the development of a program suited to your specific developmental needs and those of the Department of the Navy. Any personal information that you may provide will be protected as to its confidentiality by DON and the University officials under the policies, procedures and safeguards adopted pursuant to the Privacy Act of 1974. Completion of this application form is entirely voluntary; however, failure to provide the required information may result in an inability to process this application.

SIGNATURE OF APPLICANT DATE

SOCIAL SECURITY NUMBER

SIGNATURE OF IMMEDIATE SUPERVISOR/MANAGER DATE

ADDITIONAL TRAINING RESOURCES

Listed below are some recommended resources for training, which have been used within the financial management community. Most of the providers are reimbursable sources. Included with this list is a brief description of the type of courses/services provided by each vendor. Regional offices have been included for your convenience. This list is not meant to be inclusive.

1. **United States Office of Personnel Management (OPM)
Management Development Centers:**

EASTERN MANAGEMENT DEVELOPMENT CENTER (EMDC)
101 Lowe Drive
Shepherdstown, WV 25443

WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC)
3151 South Vaughn Way, Suite 300
Aurora, CO 80014-3513 (Denver Metropolitan area)

OPM's Management Development Centers provide courses and seminars which emphasize a core curriculum for leadership and management development; public policy and contemporary government issues seminars; leadership and management assessment programs; supervisory and team leader institutes and the Federal Executive Institute. Additional courses are added annually on an as needed basis.

2. **Graduate School, United States Department of
Agriculture (USDA) Training Centers:**

NATIONAL CAPITAL TRAINING CENTER
Graduate School, USDA
1400 Wilson Blvd., Room 1000
Arlington, VA 22209-2312

NATIONAL CAPITAL TRAINING CENTER, WASHINGTON DC
Graduate School, USDA
600 Maryland Ave. SW, Room 122
Washington, DC 20024-2520

NORTHEAST TRAINING CENTER
Graduate School, USDA
801 Arch Street, 4th Floor
Philadelphia, PA 19107-2487

SECNAVINST 12400.5C

17 November 2000

SOUTHEAST TRAINING CENTER

Graduate School, USDA
75 Spring Street, SW, Suite 940
Atlanta, GA 30303-3109

MIDWEST TRAINING CENTER

Graduate School, USDA
230 S. Dearborn Street, 30th Floor
Chicago, IL 60604-1687

SOUTHWEST TRAINING CENTER

Graduate School, USDA
1100 Commerce Street, Room 4F25
Dallas, TX 75242-0495

WESTERN TRAINING CENTER

Graduate School, USDA
120 Howard Street, Suite 780
San Francisco, CA 94105-1615

PACIFIC TRAINING CENTER

Graduate School, USDA
Pioneer Plaza, 900 Fort St. Mall, Suite 1540
Honolulu, HI 96813-3721

NATIONAL INDEPENDENT STUDY CENTER

Graduate School, USDA
PO Box 25167
Denver, CO 80225-0167

CENTER FOR APPLIED TECHNOLOGY

Denver, CO
1-800-787-9074
(Specialized computer training)

The Graduate School, USDA, provides a variety of courses to assist individuals to improve their job performance and to pursue lifelong learning. The Graduate School, USDA has more than 1,500 courses designed to meet professional development and personal enrichment needs. Twenty-six of these courses are in government financial management topics. Classroom-based courses are available in approximately 90 cities throughout the U.S. Distance education and self-study programs create virtual classrooms through the mail, over the Internet, and through videoconferencing and other technology. Courses can be customized to meet the customers needs.

3. **THE CENTER FOR APPLIED FINANCIAL MANAGEMENT**

Financial Management Service
Department of the Treasury
1990 K Street NW, Suite 300
Washington, DC 20006

The Center for Applied Financial Management (The Center) is a source for financial management advice, assistance and training. Courses presented by The Center range from short courses through conferences, seminars, and workshops. These courses are targeted toward the Federal financial management workforce at all levels.

4. **DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)**

Headquarters Human Resources
Crystal Mall 3, Room 308
1931 Jefferson Davis Hwy
Arlington, VA 22240-5291

DFAS provides training in Defense accounting and financial management systems. Activities may obtain quotas in courses being offered in the local area or contract with DFAS for the course to be offered at their location.

5. **DEFENSE RESOURCES MANAGEMENT INSTITUTE (DRMI)**

1522 Cunningham Road, Room 106
Naval Postgraduate School
Monterey, CA 93943-5201

DRMI conducts the Defense Resources Management Course and other courses designed to develop an understanding and appreciation of the concepts, techniques, and decision-making skills related to defense resources management.

ROTATIONAL TRAINING ASSIGNMENTS AND MENTORING

1. Rotational training assignments and mentoring programs provide the organization with internal methods to increase the capabilities of a financial management organization. At the same time they allow the employee to develop new skills, improve current skills, and obtain a cohesive understanding of all aspects of the financial management operation.
2. Rotational development assignments provide the organization with an internal means to create a work force with experience in a variety of necessary tasks and skills. They provide the employee with additional experience that is useful to the organization and to the individual's career.
 - a. Management can formalize such assignments through preparation of individual development plans that identify objectives, and duration of time that employees work in different areas of the financial operation. It can be done less formally through periodically surveying the work force and supervisors to determine interest in working in other areas of financial management. The final decision belongs to management.
 - b. Rotational training assignments are on-the-job (OJT) training assignments. This is the primary type of training and development that employees receive. It is typically presented at the work site in a one-on-one situation. Examples of OJT include job swaps and work assignments for various periods of time into other areas of the financial organization.
3. Mentoring pairs an experienced member of the organization with a less experienced person to foster the latter's career development and growth. A mentor facilitates the employee's professional growth by sharing knowledge, skills, and insights that have been learned through the years. These opportunities should be related directly to the job or to the participant's overall developmental goals. The focus of mentoring is on providing opportunities for the mentored person to learn and develop specific competencies.
 - a. There are three approaches to mentoring--supervisory/managerial mentoring, informal mentoring, and formal mentoring. The objective of any mentoring activity is to improve present job skills and abilities of junior employees, thereby increasing their productivity and potential for positions of greater responsibility.

SECNAVINST 12400.5C

17 November 2000

(1) Supervisory/managerial mentoring is accomplished by systematically providing a variety of work assignments, work experiences, and coaching to subordinates for the purpose of fostering their professional growth. This should be a normal outcome of the supervisor/employee relationship and the supervisor's role in the organization.

(2) Informal mentoring is the unplanned pairings and interactions that occur among experienced and less experienced individuals. The arrangement is informal. Pairs meet and focus on interpersonal skill development and on helping the less experienced person succeed.

(3) Formal mentoring is the structured pairing of an experienced person with a less experienced one. The basis of the relationship is organizational commitment. Planned or formal mentoring focuses primarily on the organization's goals that increase employee development, retention, morale, and productivity.

b. A supervisor/manager should not be in a formal mentoring relationship with an immediate subordinate. The supervisor/manager's role in formal mentoring is that of a supporter of the mentoring activity.

4. There are many roles that the mentor assumes in the relationship. The roles utilized are dependent upon the needs of the less experienced person. The most used roles are: teacher, guide, counselor, motivator, sponsor, coach, advisor, referral agent, role model, and "door-opener".

5. A mentor's characteristics include: the ability to make objective selections, knowledge of the organization, technical competence, and the desire to assist in the growth and success of others. A mentor volunteers time to help the novice, uses motivational and influencing skills, is patient, has excellent interpersonal and communication skills, and is supportive of the novice's objectives and aspirations.

6. A novice employee is an achiever who is motivated to seek opportunities. Mentored persons must take responsibility for their own career growth and development.

a. Novices are responsible for the following actions:

(1) Seek out a mentor who is willing to assist in the mentoring process.

(2) Determine the areas of improvement needed to advance their career potential.

(3) Develop specific goals that include appropriate time frames, that are results-oriented, that are relevant to DON financial management, and are attainable. Prepare an individual development plan.

(4) Maintain professional conduct and communications with the mentor and first line supervisor throughout the mentoring relationship.

b. In addition to the above enumerated responsibilities, novices must be prepared for assignments, work to achieve results, be flexible, take the initiative, follow through on commitments, communicate with all those involved, and build solid working relationships.

6. The mentoring process requires the mentor and novice to work together to reach specific goals and to provide each other with sufficient feedback to ensure goals are reached. The success of this partnership depends on both parties understanding the expectations of each other.

7. Mentoring benefits the mentor, the novice and the organization. The mentor gains the satisfaction of helping to develop financial management talent and enhancing the success of others. The novice benefits from the guidance, experience, and knowledge of the mentor. Benefits received by the organization from mentoring activities include: enhancement of skills at all levels of the organization and development of high caliber individuals to meet long-term staffing needs of the DON.

PROFESSIONAL CERTIFICATION

1. Certification is an occupational designation issued by an organization that provides a confirmation of an individual's knowledge in a specified occupation or occupational specialty. Certification is also the process an individual goes through to obtain such an occupational designation. Certification implies an assurance that an individual possesses a specific knowledge or skill level pertaining to an occupation. Certification programs for financial managers have four objectives:

- To establish financial management as a recognized profession by identifying the competencies required by the profession, the underlying body of knowledge and a course of study by which such knowledge is acquired.
- To establish an objective measure of an individual's knowledge and competence in the field of financial management.
- To encourage higher educational standards in financial management fields.
- To encourage continued professional development.

2. Test based professional certification is a training tool for increasing the competency of financial management professionals in the Department of the Navy. Through the preparation for test based certification, an increased level of competence and professionalism may be obtained. Test based certification is encouraged for all applicable 500 series personnel. Training to prepare for these examinations can be obtained from college level business, finance, statistics and accounting courses and commercial test preparation providers. Many of the certification sponsors provide a list of resources for self-study preparation. Upon award of a certification additional training will be required to fulfill the continuing professional education standards of each certificate. Some of the professional certifications appropriate for federal financial management personnel are listed below.

a. The Certified Public Accountant (CPA) is obtained by taking a Uniform CPA examination and meeting the requirements for education, and experience in each state. This examination is prepared by the American Institute of Certified Public Accountants and tests the candidate's technical knowledge in accounting theory and practice, business law and auditing.

17 November 2000

b. The Institute of Management Accountants (IMA) sponsors two test-based certification credentials—the Certified Management Accountant (CMA) and Certified in Financial Management (CFM). The test consists of five parts which test the candidate's knowledge of economics and business finance, organization and behavior; accounting, tax, auditing, and government reporting; internal and external reporting; decision analysis and information systems. The CFM candidate must pass all parts of the examination and satisfy the experience requirement. Part 2 of the examination is different for the two certifications. Part 2 of the CMA tests financial accounting and reporting; part 2 of the CFM tests corporate financial management.

c. The Certified Internal Auditor (CIA) examination is designed to measure the technical competence of the candidate and is administered by the Institute of Internal Auditors (IIA). This four-part examination tests the candidate's knowledge in internal auditing process; internal audit skills; management control and information technology; and the audit environment. Candidates must meet specific experience and education requirements established by the IIA.

d. The Association of Government Accountants (AGA) sponsors the Certified Government Financial Manager (CGFM) certificate. The test for this credential is broad based to cover the whole field of government financial management. The three-part test measures a wide range of knowledge and skills that a professional needs to succeed in the government financial environment. AGA provides a list of topics that are covered by the tests and a list of study resource materials to prepare for the examination.

e. The Certified Defense Financial Manager Certification (CDFM) is sponsored by the American Society of Military Comptrollers (ASMC). The three modules test the candidate's knowledge and skills in the resource management environment, accounting, finance, budget, cost analysis and fiscal law. ASMC provides a list of reference materials that can be used to prepare for the test and the U.S. Department of Agriculture Graduate School sponsors a preparatory course.

2. Financial management personnel are encouraged to develop a comprehensive training plan to be utilized with established competencies and test based certification. Annually all members of the professional financial management workforce should assess their training, education and professional development needs jointly with their supervisors and lay out an individual development plan (IDP) to accomplish the desired results in a cost effective manner. Continuing Professional Education (CPE) courses are encouraged.

3. Certification by itself is not a basis for promotion, nor is certification a requirement for promotion. However, certification can be an additional positive selection factor. Individuals should initiate action at their discretion to apply for certification.

**DEPARTMENT OF THE NAVY CENTRALIZED
FINANCIAL MANAGEMENT TRAINEE PROGRAM**

1. The goal of the Centralized Financial Management Trainee Program (CFMTP) is to ensure a continuous flow of highly qualified, college-caliber employees into the DON's civilian financial management work force to meet future succession planning requirements. The ASN(FM&C) strives to ensure that adequate human resources are available on a continuous basis to meet the demands of a large, complex, financial management organization. It is the intent of the ASN(FM&C) to systematically train and develop high potential civilian financial management personnel for the future of the DON.
2. The CFMTP provides centralized recruitment, funding, employment, and management of a trainee work force in the GS-500 series. The CFMTP is a structured developmental program with emphasis on cross-series training and work experience, a broad range of work assignments, and academic training. Selected applicants are hired for the CFMTP by the Naval Financial Management Career Center. These entry-level employees begin employment at the GS-7 pay grade. The trainee may be promoted to the next pay grade after 1 year of successful performance. At the successful completion of the CFMTP the employee is reassigned to the DON homeport activity and is again eligible for promotion.
3. The NFMC provides the resources to fund personnel, travel, and training costs. DON activities participating in the program must project the availability of a target position upon successful completion of the 2 years of training, prepare an individual development plan (IDP), provide supervision, training, and placement for assigned trainees.
4. The responsibilities for the CFMTP are embedded throughout the DON.
 - a. The ASN(FM&C) provides technical leadership and policy guidance.
 - b. Career Program Executives serve as CFMTP program administrators for activities in their respective chain of command. Specifically they are responsible to:

SECNAVINST 12400.5C

17 November 2000

(1) Issue necessary implementing directives concerning the CFMTP.

(2) Evaluate the effectiveness of the CFMTP.

(3) Recommend revisions to policy and procedures.

(4) Participate in the selection and placement of CFMTP participants.

(5) Conduct an annual survey, at the request of the Naval Financial Management Career Center, of subordinate activities to determine the requirements for CFMTP personnel. Prioritize command requirements.

(6) Identify a functional area point of contact.

(7) Participate in the management of the CFMTP at the homeport activities to ensure effective use and development of trainees.

(8) Participate in the placement of program graduates at the homeport activities.

c. Homeport activities are Navy and Marine Corps offices requesting a trainee, providing developmental assignments, supervision and placement of trainees upon program completion.

(1) The homeport activity determines the number and series of personnel needed to be trained to fill anticipated vacancies. Prior to answering the annual survey, the activity must evaluate its ability to provide comprehensive cross-series training, supervision, meaningful training assignments, and trainee placement in a target position at the activity at the end of the training program.

(2) The homeport activity prepares an individual development plan (IDP), schedules academic training, schedules rotational work assignments, schedules assignments to other activities, supervises the trainee, completes performance appraisals, counsels the trainee, and prepares personnel and other documents in accordance with the current year Centralized Financial Management Trainee Procedures Manual.

(3) The homeport activity maintains regular contact with the CFMTP manager at the Naval Financial Management Career Center and provides reports and information needed in the development of the CFMTP trainee.

d. The Director, NFMCC manages the Centralized Financial Management Trainee Program and will:

(1) Formulate policy concerning the operation of the CFMTP and recommend changes to the DON Financial Management Career Program Planning Board and the ASN(FM&C).

(2) Recruit, interview, and hire CFMTP trainees. Manage the recruitment and selection process to ensure sufficient high quality candidates for selection into the program.

(3) Execute the policies, procedures, and budget of the CFMTP.

(4) Annually publish an operating procedures manual that describes the specific processes and procedures used in the operation of the CFMTP.

(5) Review trainee performance appraisals and initiate action when necessary.

(6) Provide communication with trainees and activity points of contact on a regular basis.

(7) Conduct staff review visits to each activity.

(8) Monitor progress of the trainees and their completion of the IDP.

(9) Review, modify, or approve individual development plans.

(10) Provide career counseling to the trainees.

(11) Review and approve personnel actions.

(12) Provide an orientation for all new trainees.

(13) Inform DON major commands of trainee performance.

SECNAVINST 12400.5C

17 November 2000

(14) Perform all functions of an employing activity for the trainees of the CFMTP.

e. Chief of Naval Education and Training

(1) Provide financial management support for the formulation and execution of the budget of the CFMTP.

(2) Provide budgetary guidance to the Director, Naval Financial Management Career Center to assist in the execution of the mission of the CFMTP.

FINANCIAL MANAGEMENT SERIES CORE COMPETENCIES

1. The competency matrices that follow this introduction are the core competencies for the Department of the Navy financial management community. There are two sets of core competencies, one for the accountant positions and the other for the remainder of financial management positions. The competencies are structured by organizational level. The purpose of the core competencies is to emphasize and highlight the knowledge, skills and abilities that financial management personnel should develop to perform their duties effectively. The matrices should be used by careerists and DON management as a framework for developing financial management abilities and skills. They represent a continuum of development beginning with the competency framework published by the Joint Financial Management Improvement Program (JFMIP) for the entire federal government and progressing to those modified competencies used at the local activity.
2. To gain maximum benefit from the competency matrices that have been developed, it is recommended that each command use these matrices when developing their training plans and individual development plans. The matrices identify activities and training that form a framework for developing each of the competencies. The activities and training events identified should be viewed as a framework or guide with which to enhance development. Every competency may not apply to every position due to the variation in position descriptions among commands. The matrices should be modified by the individual commands to meet the requirements needed for competent work at their particular echelon.
3. Managers can use the core competencies to establish minimum requirements for merit promotion announcements and hiring standards for positions in the 500 series. These requirements should reflect the level of competency and the training and experience necessary to have achieved the level required by the position. This framework will provide a continuum of education, training and experiential assignments which build progressively upon one another to ensure quality, continuity and relevance of professional development.

ACCOUNTANT GS-510

CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)		OBJECTIVES	COURSES: (See Training Matrix) DEVELOPMENTAL ACTIVITIES
1	<p>Mandatory education for an Accountant.</p> <p>Generally accepted accounting principles and concepts.</p>	<p>Field, Basic, HQ, Basic: Knowledge of general accounting principles and concepts.</p> <p>Obtain general understanding of accounting practices, principles, operations, and procedures.</p> <p>Field, Intermediate, HQ, Intermediate: Acquire knowledge of the different methods and applications of accounting including accrual, obligation, and cost methods.</p> <p>Field, Advanced, HQ, Advanced: Analyze, interpret, and apply existing, new, or revised accounting principles and concepts to make accounting reports accurate and comply with requirements.</p>	<p>Courses leading to a degree (e.g., BS, MBA, etc.) Creditable semester hour courses in areas such as: Accounting Principles; Intermediate, Advanced Accounting; Cost Accounting; Managerial Accounting; Business Law; Auditing; Business Statistics; Government Accounting; Systems Accounting; Finance.</p> <p>Work Experience/Activities:</p> <ul style="list-style-type: none"> -Conferences/Seminars -Current Professional Literature -Join and Participate in professional organizations -DoD and/or DoD components training courses in accounting and finance -Publish articles -Presentations -Serve on panels and committees -Issue relevant guidance -Complete certification program desirable (e.g., CPA, CMA, CIA, CGFM, CDFM) -Apply GAAP to specific financial events
	<p>Federal accounting principles and concepts and standards, including cost accounting.</p>	<p>Field, Basic, HQ, Basic: Acquire knowledge of Federal accounting principles and concepts.</p> <p>Field, Intermediate, HQ, Intermediate: Assess impacts on DoD/DON policies, systems and procedures and provide substantive analysis and recommendations.</p> <p>Field, Advanced, HQ, Advanced: Analyze Federal legislation, policies, and systems and provide management with substantive analysis and recommendations.</p>	<ul style="list-style-type: none"> -Analyze proposed DoD/DON policies and/or guidance and develop appropriate implementation plans and changes to local policies and procedures. -Review new/revised Federal legislation, policies, and/or guidance and develop appropriate implementation plans and changes to local policies and procedures. -Gain familiarity with the Federal Financial Management System (FFMS). -Financial Accounting Standards Board (FASB) -Government Accounting Standards Board (GASB)

	<p>DON accounting policies and procedures</p> <p><i>JFMIP Accountant: Objectives 1,2, 6.</i></p>	<p>Field, Basic, HQ, Basic: Acquire knowledge of and apply DON accounting policies and procedures.</p> <p>Demonstrate proficiency with accounting procedures in daily work.</p> <p>Field, Intermediate, HQ, Intermediate: Develop, implement, maintain and document accounting and finance procedures.</p>	<p>Accounting and finance policy Standard accounting codes and entries Accounting and financial management reports DoD financial management regulations Assisting in developing guidance and SOPs and/or appropriate course Interfaces with logistics, procurement, personnel Job Order/Project Order Cost Accounting Process Accounting Hybrid Cost Accounting Activity-based Accounting</p>
2	<p>Federal financial management statements and reports.</p>	<p>All Levels: Acquire knowledge of Federal financial reporting.</p> <p>Identify the DON requirements of Federal financial statements and reports.</p> <p>Interpret financial statements and reports as they relate to DON organizations, policies, procedures and systems.</p>	<p><u>Work Experience/Activities:</u></p> <p>Preparation and/or analysis of financial statements and reports.</p>
	<p>DoD/DON, financial statements, and/or financial management reports.</p> <p><i>JFMIP Accountant: Objectives: 3.</i></p>	<p>Prepare and analyze reports in areas of assigned responsibilities.</p> <p>Apply the necessary segments of DoD/DON's financial statements and financial management reports as assigned.</p> <p>Provide input as applicable for overall DON financial management statements and reports.</p>	<p><u>Work Experience/Activities:</u></p> <p>Work experience supplemented with appropriate training (e.g., CFO, SF 133, 2108, 1307).</p>
3	<p>Mission and functions, organizational structure of the DON, its major components and departments/offices.</p> <p>Mission and functions of Federal government agencies, e.g., Treasury, OMB, OPM, GAO.</p> <p><i>JFMIP Accountant: Objectives: 5.</i></p>	<p>All Levels: Acquire knowledge of DON's organizational structure, mission, functions, and major components.</p> <p>Define the roles and missions of the appropriate components of the Federal government and how they interface with DON.</p>	<p><u>Work Experience/Activities:</u></p> <p>Exposure to key directives and publications issued by Treasury, OMB, OPM, GAO, DFAS, and DON.</p> <p>Details to or projects requiring interaction with other DON agencies.</p>

17 November 2000

<p>8</p>	<p>Audits and Formal Reviews.</p> <p><i>JFMIP Accountant: Objectives: 8.</i></p>	<p>Field, Basic, HQ, Basic: Acquire knowledge of DON audit practices, including preparation for audits, working with auditors, commenting on audit reports, and developing corrective action plans, and developing responses to audit reports.</p>	<p><u>Work Experience/Activities:</u></p> <p>Basic financial audits; Auditing standards GAO reports; Compliance reviews FMFIA; Internal controls reviews Financial statement audit reviews Rotational assignment to internal review/ agency Inspector General offices.</p>
<p>9</p>	<p>Performance measures and analysis.</p> <p><i>JFMIP Accountant: Objectives: 17.</i></p>	<p>Field, Basic, HQ, Basic: Acquire knowledge of DON requirements.</p> <p>Review uses and possible application of performance measurements, particularly in relation to the Government Performance and Results Act.</p> <p>Field, Intermediate HQ, Intermediate: Demonstrate how performance measurement can be integrated into the accounting process.</p> <p>Field, Advanced, HQ, Advanced: Define, analyze, and prepare explanatory data and information of the planning and execution of strategic plans required by the GPRA including specific performance measures that describe success or failure in quantifiable terms.</p>	<p><u>Work Experience/Activities:</u></p> <p>Projects involving analysis of performance data.</p> <p>Serve on committees to develop/review performance measures and indicators.</p> <p>Participate in agency planning meetings.</p>
<p>10</p>	<p>Current accounting issues and state-of-the-art developments in resources management field; areas outside of the budget which have financial importance to the programs of the agency.</p> <p><i>JFMIP Accountant: Objectives: 15.</i></p>	<p>All Levels: Ability to explain importance and impact of specific accounting issues to high-level officials</p>	<p>Courses: Relevant Graduate-level courses Continuing education in the accounting field</p> <p><u>Work Experience/Activities:</u></p> <p>Interacting with peers and customers</p> <p>Participating in and attendance at professional seminars/symposia</p>

<p>11</p>	<p>Agency business practices and processes including productivity improvement.</p> <p><i>JFMIP Accountant: Objectives: 21.</i></p>	<p>Field, Basic, HQ, Basic: Acquire knowledge of principles and practices related to DON business practices and processes.</p> <p>Field, Intermediate, HQ, Intermediate: Understand process for reviewing and reengineering business practices.</p> <p>Knowledge of business practices as they relate to the financial system(s).</p> <p>Field, Advanced, HQ, Advanced: Apply principles and process of business practices to include: Procurement policies and procedures Property management Travel Budget concepts Cost Control Management controls Fiscal procedures Performance measurements Customer service</p>	<p><u>Work Experience/Activities:</u></p> <p>Reengineering Team Rotation assignments Business process reengineering initiatives Participation in industry interest group meetings</p>
<p>12</p>	<p>DFAS Financial Management System(s); automated data systems development, documentation, and data administration policies, concepts, tools, and standards.</p> <p>Financial System Functionalities</p> <p><i>JFMIP Accountant: Objectives: 23, 24.</i></p>	<p>Field, Basic, HQ, Basic: General understanding of the fundamentals of DFAS Financial Management System(s).</p> <p>Acquire knowledge of automated data systems development, documentation, and data administration policies, concepts, tools, and standards.</p> <p>Field, Intermediate, HQ, Intermediate: Apply operational applications such as: Data Structure, Query Reports; Problem solving; Integration with other systems; Integration with other applications.</p> <p>Field, Advanced, HQ, Advanced: Exposure to the development or modification of financial systems including determining DFAS requirements (User requirements; testing; training; system reconciliation; system design).</p> <p>Knowledge of the general functionality of DON financial systems and their interfaces with other systems.</p>	<p><u>Work Experience/Activities:</u></p> <p>Use the Financial Management System in daily work activities (Inputs, Outputs and Controls).</p> <p>Rotational assignments that include systems development.</p>

Accountant - Training Course Matrix

SECNAVINST 12400.5C

17 November 2000

CORE COMPETENCIES		Accounting Principles	Advanced Accounting	Appropriations Law	Audited Financial Statements	Auditing	Budgetary Accounting	Business Law	Business Statistics	Cash Management	CFO ACT	CIO ACT	Congressional Operations	Contract Management	Cost Accounting	Cost/Benefit Analysis	Credit Reform	Debt Management	Finance Concepts	Financial & Managerial Accounting	Financial Systems Design
1	Mandatory Education for Accountant. General, Federal and DON Accounting Concepts, Principles & Practices,	•	•	•		•		•							•	•			•	•	
2	Financial Mgt, Statements & Reports: Federal and DON				•					•	•									•	
3	Mission and Functions																				
4	Management Controls (Internal Controls)																				
5	Public Laws, Executive Orders, Regulations, Directives			•							•	•	•								
6	Basic Budgeting and Program Concepts						•														
7	Federal Procurement, Contract Management													•							
8	Audits and Formal Reviews																				
9	Performance Measures and Analysis								•												
10	Current Accounting Issues																				
11	Agency Business Practices																•	•			
12	DFAS Financial Management Systems											•									•

Accountant - Training Course Matrix

CORE COMPETENCIES		Funds Control	Fundamentals of Government Procurement	Fundamentals of Federal Financial Statements	General Ledgers & General Ledger Accounting	Government Accounting	GMRA	GPRA	Intermediate Accounting	Internal Controls	Inventory Accounting	Liabilities	Mgmt Accountability & Control	NonAppropriated Fund Accounting	Operations Research	Performance Measurement	PPBS	Public Finance	Reimbursable Accounting	Statistics	Systems Accounting
1	Mandatory Education for Accountant. General, Federal, and DON Accounting Concepts, Principles & Practices		•	•	•	•			•	•	•	•		•					•		•
2	Financial Mgt Statements & Reports: Federal and DON																				
	Federal Statements & Reports																				
	DON Statements & Reports																				
3	Mission and Functions																				
4	Management Controls (Internal Controls)									•			•		•						•
5	Public Laws, Executive Orders, Regulations, Directives						•	•													•
6	Basic Budgeting and Program concepts																•				
7	Federal procurement, contract management																				
8	Audits and Formal Reviews									•											
9	Performance Measures and Analysis						•	•								•		•	•	•	•
10	Current Accounting Issues															•		•	•	•	•
11	Agency Business Practices										•				•			•			•
12	DFAS Financial Management Systems	•																•			•

FINANCIAL MANAGER

	CORE COMPETENCIES (Knowledge of, Ability to Use, or Skill in Using)	OBJECTIVES	COURSES: (See Training Matrix) DEVELOPMENTAL ACTIVITIES
1	<p>Knowledge of the basic mission(s) and function(s) of the Navy/Marine Corps; the applicable legislative, administrative, regulatory requirements and Navy/Marine Corps business practices that define resource management functions and their impact on external organizations and Navy/Marine Corps operations.</p> <p>(Covers JFMIP FM objectives 1,6,8,19; BA objectives 6,10,11,13,14,16; Accountant objectives 5,11,15, 16)</p>	<p>Field, Basic, HQ, Basic: Define roles and missions of organizations as necessary to carry out requirements.</p> <p>Field, Intermediate, HQ, Intermediate: As above, and identify, interpret and apply higher level policies and regulations, including the Navy's Budget Guidance Manual, the DOD Financial Management Regulation (FMR), and applicable Congressional report language and law. Define roles and missions of Navy/Marine Corps and component organizations as necessary to carry out requirements. Identify requirements of major program and support areas.</p> <p>Field, Advanced, HQ, Advanced: As above, and identify and interpret planning requirements of major legislative and administrative programs.</p>	<p>Work Experience: Developing strategic and operational plans. Advocating Navy/Marine Corps and organizational positions. Managing distinct program area. Developing and instituting performance measures. Providing feedback to customers. Establishing and/or communicating program goals, objectives, and milestones for new or existing programs, including resource requirements. Providing reports to Navy/Marine Corps management. Responding to phone/written inquiries regarding Navy/Marine Corps from public, Congress, other agencies, and other organizations. Representing Navy/Marine Corps before outside organizations. Providing oral information or issuing correspondence to OSD/OMB and or Congress. Preparing or delivering testimony on behalf of Navy/Marine Corps. Auditing Navy/Marine Corps programs. Participating in Navy/Marine Corps planning meetings.</p>
2	<p>Basic Federal budget, accounting and program concepts, principles, techniques and terminology, specifically PPBS procedures and processes. Navy/Marine Corps budget principles and procedures and the Navy/Marine Corps financial management and budget formulation system. Sound basis in general analysis tools. Good business practices.</p>	<p>Field, Basic: Understand basic budget, cost elements of organization, record current status, and prepare data exhibits to reflect accurately, e.g., depreciate and record assets. Prepare accurate status of funds reports. Compute impact of current price escalation and identify uncontrollable increases/decreases. Field, Intermediate: As above, and use current data to estimate future requirements, understand impact, and be able to translate to budget requirements. Estimate year-end spending. Justify current prices and program changes. Describe Navy/Marine Corps role in PPBS. Identify major events of process,</p>	<p>Work Experience: Conduct research into Navy/Marine Corps financial status. Support budget requests/proposals. Preparing organizational budget submission. Dealing with competing requirements for declining resources. Managing organization's procurement procedures and processes. Managing distinct program area. Establishing, presenting and/or communicating program goals, objectives, and milestones for new or existing programs, including resource requirements. Assessing program performance.</p>

17 November 2000

	<p>(Covers JFMIP FM objectives-none; BA objectives 1,7,8,9,11,15; Accountant objectives 3,9)</p>	<p>and general schedule, including POM build, budget submission to ASN(FM&C) and OSD, PDM, PBD review and Congressional budget. Field, Advanced: As above, and forecast potential difficulties, and prepare alternative solutions to achieve objectives. Develop necessary strategy. Prepare budget exhibits to justify necessary changes. Understand the roles and functions of the various Navy/Marine Corps and OSD organizations within the PPBS process. Identify key players critical to organization's role in PPBS. Be able to identify potential PPBS issues and assess PPBS decisions on program/area of responsibility. HQ, Basic: As above, and determine if pricing accurate. Describe Navy/Marine Corps role in PPBS. Identify major events of process, and general schedule. HQ, Intermediate: As above for Field, Intermediate, and be able to determine if budget accurately reflects current data, future requirements, is adequate to support program objectives and be able to defend. Highlight problems to management. HQ, Advanced: As above for Field, Advanced, and be able to provide alternative solutions to better defend budget. Interface with key players to organization's role in PPBS; prepare and implement alternative solutions necessary to react to PPBS decisions.</p>	<p>Identifying weaknesses and developing improvement plans. Auditing Navy/Marine Corps program areas, including financial management review. Details or rotations through various financial offices, including program management offices, responsible offices, claimants, field activities, and headquarters. Study program regulations and operations, internal Navy/Marine Corps budget policies and procedures, and authorizing statutes.</p>
		<p>Intermediate and Advanced, all activities: Provide sound advice to Navy/Marine Corps officials on budget policies and procedures. Prepare budget narratives to Budget Submitting Office, ASN(FM&C), OSD/OMB and/or Congress. Review, edit and consolidate budget exhibits into documents that support the Navy/Marine Corps objectives. Prepare reclaims/appeals to budget marks, PBDs, Congressional adjustments to support objectives. Identify and interpret Federal Financial systems requirements from the Treasury Department, OMB, and OSD.</p>	

<p>3</p>	<p>Navy/Marine Corps budget execution, including fund allocation and fund control, Navy/Marine Corps budget operations and processes and how obligations and expenditures are incurred for assigned program areas.</p> <p>(Covers JFMIP FM objective 7; BA objectives 2,3, 5,6,7,8,9,13,14,16 Accountant objectives 17)</p>	<p>Field, Basic, HQ, Basic: Understand basic funding documents and identify potential violations of law and funding policy requires knowledge of appropriation/fund structure and characteristics. Be able to determine if funding documents and budget exhibits identify correct use of appropriations. Tracks documents through accounting system for purpose of determining funding/execution status. Prepare accurate status of funds reports.</p> <p>Field, Intermediate, HQ, Intermediate: As above, and be able to identify solutions to resolve potential funding violations. Monitors use of funds to determine potential assets, shortfalls, and recommend solutions. Identify appropriate funding documents for specified work or services, and be able to process these and understand the applicable regulations and funding source and authority. Operates funds control system. Identify the implications of issuing and removing funds to the next lower level organization.</p> <p>Field, Advanced, HQ, Advanced: As above, and exercise stewardship of organization's funds and implement internal control system to preclude funding violations. Ability to identify process improvements. Provides advice and recommendations on spending actions to maximize organization's objectives within existing policies and laws. Provide options for maximizing resources in complex operating environments.</p> <p>All levels: Identify statutory and regulatory requirements associated with budget execution (including Legislative limitations, ceilings, floors, earmarks, and special interest items). Understand the concepts and techniques of cross-servicing, outsourcing and franchising as they relate to the organization's needs.</p> <p>The following are examples of the objectives covered above: Explain the various types of appropriations, their period of availability, their uses and restrictions placed on the various appropriations. Describe funds control and identify internal policies that ensure administrative control of funds and</p>	<p>Work Experience: Dealing with competing requirements for declining resources. Managing organization's budget execution. Managing organization's procurement procedures and processes. Managing distinct program area. Establishing, presenting and/or communicating program goals, objectives, and milestones for new or existing programs, including resource requirements. Assessing program performance. Identifying weaknesses in program execution and developing improvement plans. Auditing execution of Navy/Marine Corps programs, including financial management review. Planning for and managing plant property, and equipment. Study program regulations and operations, internal Navy/Marine Corps budget policies and procedures, and authorizing statutes. Review legal constraints on prior year and current year budget execution. Studying contracting procedures, reimbursable/direct procurement, MOU instruments, and inter-agency support agreements. Details or rotations through various financial offices, including program management offices, responsible offices, claimants, field activities, and headquarters. Studying the allocation and funds distribution procedures and processes at all levels. Monitoring funds' execution status by tracking obligations/expenditures through the accounting system.</p>
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		<p>funds accountability. Recognize and be able to comply with the applicable restrictions that apply to fund allocations and funding documents, including compliance with program scope changes and appropriate funds availability status. Explain the stages of execution and the appropriate accounting procedures (commitment, obligations, expenditure, etc.) and execution documents relative to the work required/to be accomplished.</p> <p>Knowledge of reprogramming rules and procedures.</p>	
4	<p>Ability to acquire and administer financial information.</p> <p>Ability to establish and administer management controls to provide information to and acquire information from appropriate systems and to disseminate that information to appropriate users.</p> <p>(Covers JFMIP FM objectives 10; BA objectives 4; Accountant objectives 4, 12)</p>	<p>Field, Basic, HQ, Basic: Identify sources of financial information and prepare reports/exhibits using information.</p> <p>Field, Intermediate, HQ, Intermediate: As above, and describe the capabilities of the systems in which the information is gathered, stored, and generated. Identify potential users of specific information. Highlight reporting requirements mandating inclusion of specific information. Describe pre-programmed and routine reports from key systems.</p> <p>Field, Advanced, HQ, Advanced: As above, and determine effectiveness of management controls, and recommend changes to improve controls as necessary. Use financial information to forecast future expectations, and propose alternative to achieve organization's objectives.</p>	<p>Work Experience:</p> <p>Dealing with competing requirements for declining resources.</p> <p>Instituting financial management controls and conducting reviews.</p> <p>Installing and supporting financial management information systems.</p> <p>Planning for and managing plant property, and equipment.</p> <p>Managing organization's procurement procedures and processes.</p> <p>Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</p>
5	<p>Detailed knowledge of assigned program/account areas.</p> <p>(Covers JFMIP FM objectives 12; BA objectives 12; Accountant objectives -none)</p>	<p>Field, Basic, HQ, Basic: Identify primary legislative, regulatory and administrative requirements pertaining to assigned programs. Understand the applicable appropriations/funds for assigned programs, and when/how these are to be used. Know where information regarding current status of assigned programs resides, and how to access it.</p> <p>Field, Intermediate, HQ,</p>	<p>Work Experience:</p> <p>Managing distinct areas of assigned programs.</p> <p>Developing and instituting performance measures for assigned programs.</p> <p>Providing feedback to customers regarding assigned programs.</p> <p>Establishing and communicating program goals, objectives and milestones for assigned programs, including resource requirements. Assessing program performance for assigned programs.</p>
		<p>Intermediate: As above, and interpret and apply authoritative guidance and establish procedures to ensure compliance and consistency within assigned program/account areas. Identify customer needs and modify procedures to meet those needs within organization's policies and regulations.</p>	<p>Developing solutions to specific problems within assigned programs.</p> <p>Identifying weaknesses and developing improvement plans for assigned programs.</p> <p>Evaluating effective management controls for assigned programs.</p> <p>Re-engineering key organizational processes for assigned programs.</p> <p>Managing processes for applying</p>

		<p>Field, Advanced, HQ Advanced: As above, and provide guidance to establish procedures, policies to ensure compliance and consistency within program/account areas. Able to implement change to current procedures to improve the process.</p>	<p>technology into workflow of assigned programs. Auditing assigned Navy/Marine Corps program areas. Rotational assignments to applicable offices associated with assigned programs.</p>
6	<p>Strategic planning process, and ability to apply to particular field (accounting, auditing, budget and/or financial management). Set and measure appropriate performance goals.</p> <p>(Covers JFMIP FM objectives 2, 8, 9; BA objectives-none; Accountant objectives 18)</p>	<p>Field, Basic, HQ, Basic: Track organization's performance. Field, Intermediate, HQ, Intermediate: As above, and identify major steps of effective planning and resource projection processes. Identify potential linkages between planning and budgeting. Describe types of information needed for strategic planning. Identify potential benefits of performance measurement and cost accounting to strategic management process. Field, Advanced, HQ, Advanced: As above and identify types of performance measures and what level of information they provide to decision makers. Describe methods for evaluating programs with diverse customer base.</p> <p>Describe strategies for implementing cost accounting for strengthening resource management. Develop and implement new and/or revised performance measures.</p>	<p>Work Experience: Developing strategic & operational plans. Advocating organizational positions. Managing organizations or distinct program area. Participating in planning meetings. Dealing with competing requirements for declining resources. Instituting management controls and conducting reviews. Developing and evaluating effective management controls. Planning for and managing plant, property, and equipment. Presenting and communicating program goals, objectives, and accomplishments, including resource requirements.</p> <p>Developing and instituting performance measures. Responding and implementing changes to accommodate customer feedback. Identifying weaknesses and developing improvement plans. Reengineering key organizational processes. Managing processes for applying technology into workflow.</p>
7	<p>Ability to identify problems and potential concerns, develop creative and innovative solutions to complex financial, budget and program issues that increase program effectiveness and customer service while decreasing/maintaining unit cost.</p> <p>(Covers JFMIP FM objectives 3-5,13, 14; BA objectives 15,17,18; Accountant objectives-none)</p>	<p>Field, Basic, HQ, Basic: Identify problem-solving methods and techniques, such as brain-storming and re-invention exercises. Identify problems and potential concerns/violations. Field, Intermediate, HQ, Intermediate: As above, and identify best practices in leveraging funds and using available funding mechanisms. Resolve problems within existing constraints. Identify opportunities for business practice improvements enhanced by improved financial systems. Identify functional and technical requirements for major financial system components. Make reasonable and coherent recommendations to change current processes to resolve problem. Describe models for decision making and maximizing group strengths. Field, Advanced, HQ, Advanced: As above and solve problems using appropriate problem-solving methods</p>	<p>Work Experience: Rotating to an organization with central responsibility for finance, budget and program management policies. Participating in inter-agency meetings, workgroups and professional organizations. Resolving conflicts. Rotating through or gaining background in other (relevant) program areas. Designing and implementing major financial systems. Developing detailed specifications for financial system components. Developing financial system strategic plans. Evaluating system development plans. Developing budget justifications for major system implementations. Participating in system acquisition process from RFP, bench marking, testing and implementation. Managing financial systems operations.</p>

17 November 2000

		and techniques. Identify managerial and personal characteristics in the context of impact on operations. Design complex financial system components and interfaces. Prepare and present comprehensive analysis of competing alternatives to obtain product and/or resources using analytical tools to compare costs and benefits. Identify key issues and potential barriers to effectiveness and propose solutions.	Ranking requirements to determine funding priorities. Negotiating with external auditors on program and/or financially related audits.
8	<p>Ability to advocate positions, communicate information and present ideas and instruction both orally and in writing to internal and external groups. Ability to generate understanding and support from higher-level management.</p> <p>(Covers JFMIP FM objectives 20, 23; BA objectives 18; Accountant objectives 24, 25, 27, 28)</p>	<p>Field, Basic, HQ, Basic: Explain methods and techniques for organizing information in a coherent and logical manner. Gain experience speaking in front of groups and in impromptu settings. Identify proper grammar and acceptable sentence structure for business writing. Prepare written correspondence. Identify chain of command and distinguish organization support for various decisions.</p> <p>Field, Intermediate, HQ, Intermediate: As above, and explain key principles of effective communication and rhetorical analysis.</p> <p>Prepare and present a briefing. Review and edit written correspondence. Prepare budget narrative for budget exhibits.</p> <p>Field, Advanced, HQ, Advanced: Describe various techniques for keeping management informed and interested in organization's performance. Advise decision makers of budget impact on specific projects and long-term planning. Present recommendations and/or conclusions to management. Make convincing presentations on controversial subjects at internal Navy/Marine Corps, OSD/OMB, professional, inter-agency or public meetings. Draft and edit internal policy statements.</p>	<p>Work Experience: Serving on intra-Navy/Marine Corps workgroups. Providing reports to Navy/Marine Corps management. Supporting budget requests/proposals. Responding to phone/written inquiries from public, Congress, other agencies, and other organizations. Briefing managers outside chain on organization's activities/plans. Preparing or delivering testimony. Representing Navy/Marine Corps before outside organizations. Preparing written correspondence.</p>
9	<p>Ability to identify key internal and external contacts and maintain the appropriate personal networks in support of the organization's information needs and interests.</p>	<p>Field, Basic, HQ, Basic: Identify key personnel within immediate organization, and at next higher organizational level. Maintain contacts necessary to perform current job.</p> <p>Field, Intermediate, HQ, Intermediate: As above, and identify key contacts within the Navy/Marine Corps, the Congress and the private</p>	<p>Work Experience: Working with program offices. Serving on intra-Navy/Marine Corps workgroups. Providing reports to Navy/Marine Corps management. Supporting budget requests/proposals. Responding to phone/written inquiries from public, Congress, other agencies, and other organizations.</p>

	(Covers JFMIP FM objectives 21; BA objectives 11; Accountant objectives-none)	sector. Identify and apply techniques for maintaining personal networks. Field, Advanced, HQ, Advanced: As above, and develop an expansive professional network with other organizational units, and identify the internal and external policies that impact the work of the organization. Understand and use experts appropriately. Keep informed about key political, economic and administrative factors affecting the Navy/Marine Corps.	Briefing managers outside chain on organization's activities/plans. Preparing responses for central agencies. Participate in professional financial organizations. Preparing or delivering testimony. Representing Navy/Marine Corps before outside organizations.
10	Ability to work well on teams and in support of common objectives among groups. (Covers FM objectives 22; BA objectives-none; Accountant objectives 24,25)	Field, Basic, HQ, Basic: Participate on working group, PAT or IPT which resolves problem being reviewed. Recognize others' viewpoints, and treat them with respect. Field, Intermediate HQ, Intermediate: As above, and work effectively with higher-level managers, peers and subordinates to implement new/controversial program/initiative. Field, Advanced, HQ, Advanced: As above, and lead working group, PAT or IPT which resolves problem being reviewed. Identify personal strengths and weaknesses and adjust performance to maximize beneficial results. Provide an assessment of the impacts of various personal styles as they relate to effectiveness in group situations.	Work Experience: Negotiate a large or significant agreement between organizations. Working with program offices. Serving on intra-Navy/Marine Corps workgroups. Providing reports to Navy/Marine Corps management. Supporting budget requests/proposals. Briefing managers outside chain on organization's activities/plans. Serving on intra-Navy/Marine Corps workgroups. Responding to inquiries from public, Congress, other agencies, and other organizations. Preparing or delivering testimony. Participate in exercises designed to underscore group dynamics and personal effectiveness.
11	Personal Computer Applications (Covers JFMIP FM objectives-none; BA objectives 19; Accountant objectives 19, 20)	All levels: Perform work activities using word processing, spreadsheets, network software. Integrate new application software into work activities.	Work experience supplemented with appropriate courses.

Financial Manager - Training Course Matrix

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17 November 2000

	CORE COMPETENCIES	Federal Budget Process	PPBS	Budget Planning	Budget Execution	Funds Control	Federal Accounting	Budget Formulation	Federal Auditing Standards	Cash Management	Federal Asset Management	Performance-based Budgeting	Program Evaluation	Congressional Operations	Internal Controls	GPRA	GMRA	Navy Working Capital Fund	FMFIA/FFMIA	CFD Act	CID Act	Prim. Off. Appropriations Law
1	Basic Mission, Legis. Rqmts.	X	X	X			X	X	X	X			X		X	X	X	X	X	X		X
2	Budget & Acctg Tech	X	X	X	X		X	X	X	X	X		X		X	X	X	X	X	X		X
3	Execution & Funds Control	X	X	X	X	X	X		X	X	X	X		X				X	X	X	X	X
4	Understand Fin. Documents	X	X	X	X	X	X	X	X	X	X			X	X			X	X	X	X	X
5	Detailed Knowledge															X	X	X	X	X	X	X
6	Strategic Planning	X	X	X	X	X	X	X	X	X	X	X	X	X								X
7	Identify & Solve Problems											X	X			X	X	X	X	X		X
8	Persuade at all Levels												X		X							
9	Int. & Ext Networks														X							
10	Teamwork														X							
11	Personal Computer Usage	Applicable Software Courses																				

	CORE COMPETENCIES	Fundamentals of Govt Procurement	Management Accountability & Control	Management & Program Analysis	Basic Leadership	Federal Financial Management	Statistics	Strategic Planning	Reengineering Technique & Proposal	Credit Reform	Performance Measurement	Economic Analysis	Quantitative Mathematics	Capital Programming Guide	Management Integrity	Business Administration	Operations Research	Regression Analysis	Problem-solving / Decision-making	Cost/Benefit Analysis	Managerial Cost Accounting	Contract Management
1	Basic Mission, Legis. Rqmts.	X		X		X																
2	Budget & Acctg Tech			X		X								X								
3	Execution & Funds Control		X	X		X	X					X	X		X	X	X	X				
4	Understand Fin. Documents		X	X		X			X	X		X	X		X	X	X	X	X	X	X	X
5	Detailed Knowledge	X					X							X	X	X			X			X
6	Strategic Planning	X			X	X		X	X		X	X	X		X	X				X	X	
7	Identify & Solve Problems	X			X	X		X			X		X		X		X	X	X	X	X	X
8	Persuade at all Levels				X			X				X	X		X	X	X	X	X	X		
9	Int. & Ext Networks				X			X							X	X						
10	Teamwork				X			X	X						X	X						

17 November 2000

Financial Manager - Training Course Matrix

	CORE COMPETENCIES	Creative Thinking	Public administration	Organizational Behavior	Public Finance	Managerial Economics	Finance Concepts	Effective Writing & Editing	Listening	Treasury Operations	Networking	Conflict Management	Briefing Techniques	Negotiating Skills	Dealing with the Press	Customer Orientation/TDM	Interpersonal Skills	Basic Communication Skills	Effective Meetings	Risk Analysis	Team Building	
1	Basic Mission, Legis. Rqmts						X			X												
2	Budget & Acctg Tech						X			X												
3	Execution & Funds Control	X	X		X	X	X			X						X				X		
4	Understand Fin. Documents	X			X	X	X			X												
5	Detailed Knowledge																				X	
6	Strategic Planning	X	X	X	X	X	X			X						X				X		
7	Identify & Solve Problems	X	X										X	X		X				X		
8	Persuade at all Levels	X	X	X				X	X		X	X	X	X	X	X	X	X	X			X
9	Int. & Ext Networks		X	X					X		X	X	X		X	X	X					X
10	Teamwork	X	X	X					X		X	X	X		X	X	X					X
11	Personal Computer Usage	X	X	X					X		X	X	X		X	X	X	X	X			X

Courses such as Practical Comptrollership, Professional Military Comptroller School, and Financial Management Fellowship are not listed, since applicable knowledge for all the core competencies, with the possible exception of personal computer software, should be resident in these courses of study. Similarly, ADP courses, including ADP security, and PC software are not listed. These should be taken, as appropriate to the individual position/computer system.