

# Financial Management Competency Model

GS-0501 Financial Administration and Program

GS-0510 Accounting

GS-0511 Auditing

GS-0525 Accounting Technician

GS-0560 Budget Analysis

U.S. Department of the Interior

Office of Human Capital

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# Financial Management Competency Model

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## Financial Management Competency Model

### **Financial Management Competency Model Study Summary**

The DOI Office of Human Capital (OHC) conducted a revalidation study of the U.S. Office of Personnel Management's (OPM) Government-wide Financial Management competency model study (published 2009). The goal of this study is to identify the critical competencies and tasks for successful performance of financial management work across the Department. The occupations included in the study were:

- GS-0501 Financial Administration and Program
- GS-0510 Accounting
- GS-0511 Auditing
- GS-0525 Accounting Technician
- GS-0560 Budget Analysis

The review involved financial management subject matter experts (SMEs) from throughout the Department. These SMEs reviewed the tasks and competencies from the previous OPM competency model and provided feedback to ensure the tasks and competencies were up-to-date and accurately depict the work performed and the knowledge, skills, and abilities needed to successfully perform the work in the above occupational series. These SMEs also set required proficiency levels for the competencies at multiple grade levels within the series.

The results of this study establish a common set of financial management tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development. This work provides DOI with current, validated information that can be used to ensure its financial management workforce has the tools to meet future challenges.

**Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.**

## Financial Management Competency Model

**Table 1A: General Competencies by Grade<sup>1</sup>**

### GS-0501 Financial Administration and Program

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0501 occupational series at the grade levels listed below.

GS-5	GS-7	GS-9	GS-11
<ul style="list-style-type: none"> <li>• <i>Attention to Detail</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Teamwork</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Resilience</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence*</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Resilience</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Creative Thinking</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Influencing/Negotiating</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Organizational Awareness</i></li> <li>• <i>Partnering</i></li> <li>• <i>Planning and Evaluating</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Resilience</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Strategic Thinking</i></li> <li>• <i>Teaching Others</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>
GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Creative Thinking</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Creative Thinking</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Creative Thinking</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Creative Thinking</i></li> </ul>

<sup>1</sup> Italics represent the lowest grade at which the competency appears.

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<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Influencing/ Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• <i>Project Management</i></li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Influencing/ Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Project Management</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Decision Making</li> <li>• <i>External Awareness</i></li> <li>• Flexibility</li> <li>• Influencing/ Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Project Management</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Decision Making</li> <li>• <i>External Awareness</i></li> <li>• Flexibility</li> <li>• Influencing/ Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Project Management</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>
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## Financial Management Competency Model

**Table 1B: General Competencies by Grade**

### GS-0510 Accounting

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0510 occupational series at the grade levels listed below.

GS-9	GS-11	GS-12
<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Planning and Evaluating</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Resilience</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• <i>Creative Thinking</i></li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• <i>Organizational Awareness</i></li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• <i>Teaching Others</i></li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>
GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• <i>Influencing/Negotiating</i></li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• <i>Partnering</i></li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Influencing/Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• Influencing/Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> </ul>

## Financial Management Competency Model

<ul style="list-style-type: none"><li>• Planning and Evaluating</li><li>• Problem Solving</li><li>• <i>Project Management</i></li><li>• Reasoning</li><li>• Resilience</li><li>• Self-Management</li><li>• <i>Strategic Thinking</i></li><li>• Teaching Others</li><li>• Teamwork</li><li>• Technical Competence</li><li>• Writing</li></ul>	<ul style="list-style-type: none"><li>• Planning and Evaluating</li><li>• Problem Solving</li><li>• Project Management</li><li>• Reasoning</li><li>• Resilience</li><li>• Self-Management</li><li>• Strategic Thinking</li><li>• Teaching Others</li><li>• Teamwork</li><li>• Technical Competence</li><li>• Writing</li></ul>	<ul style="list-style-type: none"><li>• Planning and Evaluating</li><li>• Problem Solving</li><li>• Project Management</li><li>• Reasoning</li><li>• Resilience</li><li>• Self-Management</li><li>• Strategic Thinking</li><li>• Teaching Others</li><li>• Teamwork</li><li>• Technical Competence</li><li>• Writing</li></ul>
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## Financial Management Competency Model

**Table 1C: General Competencies by Grade**

### GS-0511 Auditing

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0511 occupational series at the grade levels listed below.

GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Creative Thinking</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Planning and Evaluating</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Teaching Others</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• <i>Influencing/ Negotiating</i></li> <li>• <i>Information Management</i></li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• <i>Organizational Awareness</i></li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Self-Management</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• <i>Influencing/ Negotiating</i></li> <li>• <i>Information Management</i></li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• <i>Organizational Awareness</i></li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• <i>Project Management</i></li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> <li>• <i>Influencing/ Negotiating</i></li> <li>• <i>Information Management</i></li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• <i>Organizational Awareness</i></li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• <i>Project Management</i></li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>



## Financial Management Competency Model

**Table 1D: General Competencies by Grade**

### **GS-0525 Accounting Technician**

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0525 occupational series at the grade levels listed below.

GS-5	GS-7	GS-9
<ul style="list-style-type: none"><li>• <i>Attention to Detail</i></li><li>• <i>Customer Service</i></li><li>• <i>Integrity/Honesty</i></li><li>• <i>Interpersonal Skills</i></li><li>• <i>Teamwork</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Attention to Detail</i></li><li>• <i>Customer Service</i></li><li>• <i>Flexibility</i></li><li>• <i>Information Management</i></li><li>• <i>Integrity/Honesty</i></li><li>• <i>Interpersonal Skills</i></li><li>• <i>Problem Solving</i></li><li>• <i>Reasoning</i></li><li>• <i>Teamwork</i></li><li>• <i>Technical Competence</i></li><li>• <i>Writing</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Accountability</i></li><li>• <i>Attention to Detail</i></li><li>• <i>Customer Service</i></li><li>• <i>Decision Making</i></li><li>• <i>Flexibility</i></li><li>• <i>Information Management</i></li><li>• <i>Integrity/Honesty</i></li><li>• <i>Interpersonal Skills</i></li><li>• <i>Oral Communication</i></li><li>• <i>Planning and Evaluating</i></li><li>• <i>Problem Solving</i></li><li>• <i>Reasoning</i></li><li>• <i>Resilience</i></li><li>• <i>Self-Management</i></li><li>• <i>Teamwork</i></li><li>• <i>Technical Competence</i></li><li>• <i>Writing</i></li></ul>

## Financial Management Competency Model

**Table 1E: General Competencies by Grade**

### GS-0560 Budget Analysis

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the GS-0560 occupational series at the grade levels listed below.

GS-5	GS-7	GS-9	GS-11
<ul style="list-style-type: none"> <li>• <i>Attention to Detail</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Teamwork</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Attention to Detail</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Compliance</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Planning and Evaluating</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Resilience</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Compliance</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Information Management</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Planning and Evaluating</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Resilience</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Teamwork</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Writing</i></li> </ul>
GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Compliance</i></li> <li>• <i>Creative Thinking</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Influencing/Negotiating</i></li> <li>• <i>Information Management</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Compliance</i></li> <li>• <i>Creative Thinking</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Influencing/Negotiating</i></li> <li>• <i>Information Management</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Compliance</i></li> <li>• <i>Creative Thinking</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Influencing/Negotiating</i></li> <li>• <i>Information Management</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• <i>Attention to Detail</i></li> <li>• <i>Compliance</i></li> <li>• <i>Creative Thinking</i></li> <li>• <i>Customer Service</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Flexibility</i></li> <li>• <i>Influencing/Negotiating</i></li> <li>• <i>Information Management</i></li> </ul>

## Financial Management Competency Model

<ul style="list-style-type: none"> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• <i>Partnering</i></li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• <i>Strategic Thinking</i></li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• <i>Legal, Government and Jurisprudence</i></li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Legal, Government and Jurisprudence</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Legal, Government and Jurisprudence</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Strategic Thinking</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>
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## Financial Management Competency Model

**Table 2: Required Proficiency Levels by Grade Level**

Proficiency Level Scale Definitions		
Proficiency Level	General Competencies	Technical Competencies
5 = Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive expert understanding of concepts and processes</li> </ul>
4 = Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
3 = Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
2 = Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>
1 = Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>

## Financial Management Competency Model

### GS-0501 Financial Administration and Program

<b>Table 2A: Required Proficiency Levels of General Competencies</b>								
	<b>GS-5</b>	<b>GS-7</b>	<b>GS-9</b>	<b>GS-11</b>	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Accountability	2	3	4	4	5	5	5	5
Attention to Detail	3	3	4	4	5	5	5	5
Creative Thinking	1	2	2	3	3	4	4	5
Customer Service	3	3	4	4	4	5	5	5
Decision Making	2	3	3	4	4	4	5	5
External Awareness	1	1	2	2	2	3	4	5
Flexibility	2	3	3	4	4	4	5	5
Influencing/Negotiating	1	1	2	3	3	4	5	5
Information Management	2	3	3	4	4	5	5	5
Integrity/Honesty	3	4	4	5	5	5	5	5
Interpersonal Skills	3	3	4	4	4	5	5	5
Oral Communication	2	3	3	4	4	4	5	5
Organizational Awareness	1	1	2	3	3	4	5	5
Partnering	1	1	2	3	3	4	5	5
Planning and Evaluating	1	1	2	3	3	4	5	5
Problem Solving	2	3	3	4	4	5	5	5
Project Management	1	1	2	2	3	4	5	5
Reasoning	2	3	3	4	4	5	5	5
Resilience	2	3	3	4	4	5	5	5
Self-Management	2	3	3	4	4	5	5	5
Strategic Thinking	1	1	2	3	3	4	4	5
Teaching Others	1	2	2	3	3	4	4	5
Teamwork	3	3	4	4	4	5	5	5
Technical Competence	2	3	4	4	5	5	5	5
Writing	2	3	3	4	4	5	5	5

# Financial Management Competency Model

## GS-0510 Accounting

<b>Table 2B: Required Proficiency Levels of General Competencies</b>						
	<b>GS-9</b>	<b>GS-11</b>	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Accountability	4	4	5	5	5	5
Attention to Detail	4	4	5	5	5	5
Creative Thinking	2	2	3	4	4	5
Customer Service	4	4	5	5	5	5
Decision Making	3	4	4	5	5	5
Flexibility	3	4	4	5	5	5
Influencing/Negotiating	2	2	2	3	4	5
Information Management	3	4	4	5	5	5
Integrity/Honesty	4	5	5	5	5	5
Interpersonal Skills	4	4	4	5	5	5
Oral Communication	3	4	4	5	5	5
Organizational Awareness	2	2	3	4	5	5
Partnering	1	2	2	3	4	5
Planning and Evaluating	3	3	4	4	5	5
Problem Solving	3	4	4	5	5	5
Project Management	2	2	2	3	4	5
Reasoning	3	4	4	5	5	5
Resilience	3	4	4	5	5	5
Self-Management	3	4	4	5	5	5
Strategic Thinking	1	2	2	3	4	5
Teaching Others	2	2	3	4	5	5
Teamwork	4	4	5	5	5	5
Technical Competence	3	4	5	5	5	5
Writing	3	4	4	5	5	5

# Financial Management Competency Model

## GS-0511 Auditing

<b>Table 2C: Required Proficiency Levels of General Competencies</b>				
	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Accountability	4	5	5	5
Attention to Detail	4	5	5	5
Creative Thinking	4	4	5	5
Customer Service	4	5	5	5
Decision Making	4	5	5	5
Flexibility	4	5	5	5
Influencing/Negotiating	2	3	4	5
Information Management	2	3	4	5
Integrity/Honesty	5	5	5	5
Interpersonal Skills	4	5	5	5
Oral Communication	4	5	5	5
Organizational Awareness	2	3	4	5
Planning and Evaluating	3	4	5	5
Problem Solving	4	5	5	5
Project Management	2	2	3	4
Reasoning	4	5	5	5
Resilience	2	3	4	4
Self-Management	4	5	5	5
Teaching Others	3	4	4	5
Teamwork	4	5	5	5
Technical Competence	5	5	5	5
Writing	4	4	5	5

## Financial Management Competency Model

### GS-0525 Accounting Technician

<b>Table 2D: Required Proficiency Levels of General Competencies</b>			
	<b>GS-5</b>	<b>GS-7</b>	<b>GS-9</b>
Accountability	2	2	3
Attention to Detail	3	3	4
Customer Service	3	3	4
Decision Making	1	2	3
Flexibility	2	3	3
Information Management	2	3	3
Integrity/Honesty	3	4	4
Interpersonal Skills	3	3	4
Oral Communication	2	2	3
Planning and Evaluation	2	2	3
Problem Solving	2	3	3
Reasoning	2	3	3
Resilience	2	2	3
Self-Management	2	2	3
Teamwork	3	3	4
Technical Competence	2	3	3
Writing	2	3	3



## Financial Management Competency Model

### GS-0560 Budget Analysis

<b>Table 2E: Required Proficiency Levels of General Competencies</b>								
	<b>GS-5</b>	<b>GS-7</b>	<b>GS-9</b>	<b>GS-11</b>	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Accountability	2	2	3	4	4	5	5	5
Attention to Detail	3	3	4	4	4	5	5	5
Compliance	1	2	3	3	4	4	5	5
Creative Thinking	1	1	2	2	3	3	4	5
Customer Service	3	3	4	4	4	5	5	5
Decision Making	2	2	3	3	4	4	5	5
Flexibility	2	3	3	4	4	4	5	5
Influencing/Negotiating	1	1	2	2	3	3	4	5
Information Management	2	3	3	3	4	4	5	5
Integrity/Honesty	3	4	4	5	5	5	5	5
Interpersonal Skills	3	3	4	4	4	5	5	5
Legal, Government and Jurisprudence	1	1	1	2	2	3	4	5
Oral Communication	2	2	3	3	4	4	5	5
Organizational Awareness	1	1	2	2	3	4	4	5
Partnering	1	1	2	2	3	3	4	5
Planning and Evaluating	1	2	3	3	4	4	5	5
Problem Solving	2	3	3	4	4	5	5	5
Reasoning	2	3	3	4	4	5	5	5
Resilience	2	2	3	3	4	4	5	5
Self-Management	2	2	3	3	4	4	5	5
Strategic Thinking	1	1	2	2	3	4	4	5
Teamwork	3	3	4	4	4	5	5	5
Technical Competence	1	2	3	4	5	5	5	5
Writing	2	3	3	4	4	5	5	5

## Financial Management Competency Model

**Table 3: Behavioral Examples for Competencies**

Competency Name	Definitions
<b>Accountability</b>	<p><b>Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.</b></p> <ul style="list-style-type: none"> <li>• <i>Takes responsibility for results and work products</i></li> <li>• <i>Ensures work is completed on time and at the level of quality required</i></li> <li>• <i>Understands the rules and regulations of the work performed and ensures compliance with them</i></li> <li>• <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i></li> </ul>
<b>Attention to Detail</b>	<p><b>Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets the standards for the quality of the work completed for the organization</i></li> <li>• <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i></li> <li>• <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i></li> <li>• <i>Independently completes thorough and accurate work</i></li> </ul>
<b>Compliance</b>	<p><b>Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.</b></p> <ul style="list-style-type: none"> <li>• <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i></li> <li>• <i>Demonstrates the ability to search for and find appropriate rules or regulations</i></li> <li>• <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i></li> </ul>
<b>Creative Thinking</b>	<p><b>Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</b></p> <ul style="list-style-type: none"> <li>• <i>Creates a work environment that encourages creative thinking and innovation</i></li> <li>• <i>Explores new ideas, methodologies, and alternatives to reach outcomes</i></li> <li>• <i>Introduces new concepts or strategies that significantly improve or revise the way work is performed</i></li> <li>• <i>Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches</i></li> <li>• <i>Combines ideas in unique ways or makes connections between disparate ideas</i></li> </ul>
<b>Customer Service</b>	<p><b>Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.</b></p> <ul style="list-style-type: none"> <li>• <i>Commits to serving the public and understands their advisory role</i></li> <li>• <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i></li> <li>• <i>Understands diverse customer groups, their perspectives, issues and needs</i></li> </ul>

## Financial Management Competency Model

	<ul style="list-style-type: none"> <li>• <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i></li> <li>• <i>Identifies and develops metrics to assess customer service satisfaction</i></li> <li>• <i>Continuously improves products and services</i></li> <li>• <i>Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits</i></li> </ul>
<b>Decision Making</b>	<p><b>Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.</b></p> <ul style="list-style-type: none"> <li>• <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i></li> <li>• <i>Weighs the pros and cons of potential decisions before choosing which actions to take</i></li> <li>• <i>Commits to determining the best alternatives and evaluating their impact on work products</i></li> <li>• <i>Uses sound methodology in reaching conclusions</i></li> </ul>
<b>External Awareness</b>	<p><b>Identifies and understands economic, political, and social trends that affect the organization.</b></p> <ul style="list-style-type: none"> <li>• <i>Stays abreast of current events</i></li> <li>• <i>Monitors trends and identifies ways in which they may affect work processes or decisions</i></li> <li>• <i>Understands how the organization is situated within the economic, political, or social landscapes</i></li> <li>• <i>Identifies potential external influences or influencers on the organization</i></li> </ul>
<b>Flexibility</b>	<p><b>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</b></p> <ul style="list-style-type: none"> <li>• <i>Effectively adjusts strategies or course of action in response to changing conditions</i></li> <li>• <i>Makes quality decisions when faced with ambiguous situations</i></li> <li>• <i>Is willing to incorporate new information into decision making process</i></li> <li>• <i>Adapts behavior to overcome challenges</i></li> </ul>
<b>Influencing/Negotiating</b>	<p><b>Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.</b></p> <ul style="list-style-type: none"> <li>• <i>Persuades and influences parties to cooperate and accept recommendations</i></li> <li>• <i>Explains and clarifies perspectives of an issue and its impact on all parties</i></li> <li>• <i>Negotiates to achieve consensus through changed opinion, attitude or behavior</i></li> <li>• <i>Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups</i></li> <li>• <i>Understands all sides of an issue and its impact on all parties involved</i></li> <li>• <i>Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</i></li> </ul>

## Financial Management Competency Model

<b>Information Management</b>	<b>Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.</b> <ul style="list-style-type: none"> <li>• <i>Demonstrates an understanding of where and how data or other information are maintained</i></li> <li>• <i>Shows familiarity with the information management systems of the organization</i></li> <li>• <i>Effectively searches for and finds appropriate information to address the needs of a project</i></li> <li>• <i>Uses discretion when handling sensitive content</i></li> </ul>
<b>Integrity/Honesty</b>	<b>Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.</b> <ul style="list-style-type: none"> <li>• <i>Takes pride in exhibiting personal and organizational integrity and honesty</i></li> <li>• <i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i></li> <li>• <i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i></li> </ul>
<b>Interpersonal Skills</b>	<b>Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.</b> <ul style="list-style-type: none"> <li>• <i>Shows respect for the values and ideas of others, even when not agreeing with them</i></li> <li>• <i>Empathizes with the concerns of others</i></li> <li>• <i>Demonstrates tact and courtesy when interacting with associates</i></li> <li>• <i>Is proactive in defusing arguments among peers</i></li> <li>• <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i></li> <li>• <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i></li> </ul>
<b>Legal, Government and Jurisprudence</b>	<b>Knowledge of the laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.</b> <ul style="list-style-type: none"> <li>• <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i></li> <li>• <i>Demonstrates the ability to search for and find appropriate rules or regulations</i></li> <li>• <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i></li> </ul>
<b>Oral Communication</b>	<b>Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.</b> <ul style="list-style-type: none"> <li>• <i>Speaks honestly, effectively and with integrity</i></li> <li>• <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i></li> <li>• <i>Effectively uses various communication channels, including meetings, presentations and briefings</i></li> <li>• <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i></li> </ul>

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	<ul style="list-style-type: none"> <li>• <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i></li> <li>• <i>Acts as an effective facilitator in group or team settings</i></li> </ul>
<b>Organizational Awareness</b>	<p><b>Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i></li> <li>• <i>Understands how decisions or actions of one organizational component may affect other components</i></li> <li>• <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i></li> <li>• <i>Shows familiarity with the rules and regulations of the organization</i></li> </ul>
<b>Partnering</b>	<p><b>Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates an understanding of interrelationships, roles, and responsibilities within the organization</i></li> <li>• <i>Develops and maintains professional relationships</i></li> <li>• <i>Is aware of organizational and programmatic goals and seeks avenues to mutually enhance goal achievement</i></li> <li>• <i>Identifies opportunities for collaboration across organization units</i></li> </ul>
<b>Planning and Evaluating</b>	<p><b>Organizes work, sets priorities, and determines resources requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets difficult but obtainable goals, benchmarks, or milestones</i></li> <li>• <i>Determines resources required for successful completion of work and works with others to procure these resources</i></li> <li>• <i>Collaborates effectively with other components of the organization</i></li> <li>• <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i></li> <li>• <i>Ensures a clear and appropriate division of labor among team members</i></li> </ul>
<b>Problem Solving</b>	<p><b>Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.</b></p> <ul style="list-style-type: none"> <li>• <i>Examines problems and solutions with a long-term perspective</i></li> <li>• <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i></li> <li>• <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i></li> <li>• <i>Uses logic to resolve complex, unique, or unusual problems</i></li> <li>• <i>Consistently anticipates challenges that are not obvious to others</i></li> <li>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Formulates recommendations for the best course of action to address problems</i></li> </ul>
<b>Project Management</b>	<p><b>Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.</b></p>

## Financial Management Competency Model

	<ul style="list-style-type: none"> <li>• <i>Schedules and keeps track of major project milestones and persons responsible</i></li> <li>• <i>Communicates with various stakeholders to ensure that projects stay on time and on budget</i></li> <li>• <i>Identifies and plans for external and internal barriers to project delivery</i></li> <li>• <i>Delegates work to team members as necessary and ensures completion of work</i></li> </ul>
<b>Reasoning</b>	<p><b>Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.</b></p> <ul style="list-style-type: none"> <li>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Uses logic to determine relationships among information in order to reach conclusions</i></li> <li>• <i>Makes appropriate inferences from data, rules, or other information</i></li> </ul>
<b>Resilience</b>	<p><b>Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.</b></p> <ul style="list-style-type: none"> <li>• <i>Achieves desired results in face of adversity</i></li> <li>• <i>Overcomes barriers to accomplish goals</i></li> <li>• <i>Stays positive in spite of setbacks</i></li> <li>• <i>Works successfully in high pressure environments</i></li> </ul>
<b>Self-Management</b>	<p><b>Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met.</i></li> <li>• <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i></li> <li>• <i>Takes initiative and seeks out new or additional responsibilities and tasks</i></li> <li>• <i>Completes work and meets objectives with minimal supervisory intervention</i></li> </ul>
<b>Strategic Thinking</b>	<p><b>Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy; examines policy issues and strategic planning with a long-term perspective; determines objectives and sets priorities; anticipates potential threats or opportunities.</b></p> <ul style="list-style-type: none"> <li>• <i>Is aware of organizational and programmatic goals and seeks creative avenues to enhance goal achievement</i></li> <li>• <i>Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance.</i></li> <li>• <i>Incorporates new processes and procedures into annual plans.</i></li> <li>• <i>Identifies potential opportunities and barriers facing the organization's objectives and priorities</i></li> <li>• <i>Provides advice and guidance to resolve, implement or manage program or policy issues that involve areas of uncertainty in approach or methodology.</i></li> <li>• <i>Streamlines operations for maximum efficiency, automation and effectiveness where appropriate.</i></li> </ul>
<b>Teaching Others</b>	<p><b>Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.</b></p> <ul style="list-style-type: none"> <li>• <i>Provides instruction and feedback to others</i></li> </ul>

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	<ul style="list-style-type: none"><li>• <i>Acts as a mentor to others</i></li><li>• <i>Determines areas for improvement and training for others</i></li><li>• <i>Tutors others in the performance of tasks</i></li></ul>
<b>Teamwork</b>	<b>Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.</b> <ul style="list-style-type: none"><li>• <i>Volunteers to assist associates with projects</i></li><li>• <i>Commits to working toward team or group goals</i></li><li>• <i>Displays team pride and empowers team pride among other group members</i></li><li>• <i>Works effectively in group settings in order to achieve team objectives</i></li></ul>
<b>Writing</b>	<b>Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.</b> <ul style="list-style-type: none"><li>• <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i></li><li>• <i>Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</i></li><li>• <i>Proofreads and edits the writing of others</i></li><li>• <i>Effectively explains complex technical material to a non-technical audience</i></li><li>• <i>Uses correct grammar, punctuation, and spelling</i></li><li>• <i>Writes in an organized fashion that is easy to understand</i></li></ul>

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**Table 4: General Competencies by Assessment Tool**

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Compliance	Low	High	Low	Low
Creative Thinking	Low	High	Medium	Medium
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Information Management	Low	Medium	Medium	Medium

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	Medium	Medium	Low
Attention to Detail	Low	Low	Low	High
Compliance	High	Low	Medium	Medium
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	Low	High	High
Decision Making	Low	Low	High	High
External Awareness	Medium	Low	Low	Medium
Flexibility	Low	High	Medium	High
Influencing/ Negotiating	Low	Medium	Medium	Medium
Information Management	Medium	Low	Medium	High

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Integrity/Honesty	Low	High	Medium	Low



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Interpersonal Skills	Low	High	Low	Low
Legal, Government and Jurisprudence	Medium	High	Low	Low
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Low	High	Medium	Low
Planning and Evaluating	Low	High	Medium	Low
Problem Solving	Low	High	Medium	High
Project Management	Medium	High	Medium	Low
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Strategic Thinking	Low	High	Medium	Low
Teaching Others	Low	High	Medium	Low
Teamwork	Low	High	Medium	Low
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium
Legal, Government and Jurisprudence	High	Low	Medium	Medium
Oral Communication	Low	Low	Low	High
Organizational Awareness	Medium	Low	Low	Low
Partnering	Low	Medium	High	Medium
Planning and Evaluating	Medium	Medium	Low	High
Problem Solving	Low	Low	Medium	High

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Project Management	Low	Low	High	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Strategic Thinking	Low	Low	Medium	Medium
Teaching Others	Low	Medium	Medium	High
Teamwork	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

## Financial Management Competency Model

### Appendix A: Financial Management General Competencies

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Attention to Detail	Is thorough when performing work and conscientious about attention to detail.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.
Decision Making	Makes sound, well-informed and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
External Awareness	Identifies and understands economic, political, and social context that affect the organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

## Financial Management Competency Model

Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Legal, Government and Jurisprudence	Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Planning and Evaluating	Organizes work, sets priorities, and determines resources requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.

## Financial Management Competency Model

Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Self-Management	Sets well-defined and realistic goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

## Financial Management Competency Model

### Financial Management Technical Competencies<sup>2</sup>

Accounting Operations	Knowledge of general ledger accounting and the control/subsidiary account relationships and reconciliation techniques, including accounts receivable, accounts payable, and disbursing officer's accountability.
Appropriations Law	Knowledge of the principles, practices, trends, and applications of Federal appropriations law, including the bona fide needs rule, the Anti-deficiency Act, and continuing resolutions.
Audit Reporting	Knowledge of the principles, practices, and techniques used to report audit findings (criteria, condition, cause, effect, and recommendation).
Auditing	Knowledge of generally accepted auditing standards and procedures for conducting financial and compliance, economy and efficiency, and program audits.
Budget Administration	Knowledge of the principles and practices of budget administration and analysis; including preparing, justifying, reporting on, and executing the budget; and the relationships among program, budget, accounting, and reporting systems.
Business Process Reengineering	Knowledge of methods, metrics, tools, and techniques of Business Process Reengineering.
Capital Planning and Investment Assessment	Knowledge of the principles and methods of capital investment analysis or business case analysis, including return on investment analysis
Contracting/Procurement	Knowledge of various types of contracts, techniques for contracting or procurement, contract negotiation and administration.
Control of Funds	Knowledge of the principles, procedures, and requirements for maintaining control and accountability of obligations and expenditures for all appropriations and fund accounts (for example, revolving,

<sup>2</sup> Includes competencies identified for any financial management positions – not specific to a particular occupational series.

## Financial Management Competency Model

	non-appropriated, multiyear, and single-year appropriations).
Cost Accounting	Knowledge of the principles, procedures, and methods of cost accounting, including the use of historical cost, market value, or present value to measure cost; methods for assigning cost to accounting periods; and cost allocation, cost accrual, depreciation, and unit cost.
Cost Estimation and Analysis	Knowledge of the principles, practices, and methods used to determine, estimate, and analyze costs, including determining life cycle costs, application of cost models, and evaluation of cost realism.
Cost-Benefit Analysis	Knowledge of the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits.
Data Management	Knowledge of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data archiving, and data standardization processes.
Decision Support	Knowledge of decision support theories, methods, and tools for identifying, synthesizing, representing, and evaluating the important aspects of a decision situation and prescribing the recommended course for decision makers and other stakeholders.
Federal Funds Processing	Knowledge of methods and procedures for processing direct and reimbursable program funds (for example, automatic and funded reimbursements, interagency agreements, transfer appropriations), grants, loans, and credit programs.
Financial Analysis	Knowledge of the principles, methods, and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluating key financial indicators, trends, and historical data.

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Financial Systems	Knowledge of the standards, architecture, and specifications of automated financial systems, including source documents, system flows, system interfaces, and related internal controls.
Internal Controls	Knowledge of the principles, methods, and techniques for establishing internal control activities (for example, authorizations, verifications, reconciliations), monitoring their use, and evaluating their performance (for example, identification of material weaknesses or significant deficiencies).
Performance Measurement	Knowledge of the principles and methods for evaluating program or organizational performance against strategic goals using financial and nonfinancial measures, including identification of evaluation factors (for example, workload, personnel requirements), metrics, and outcomes.
Principles of Accounting	Knowledge of generally accepted accounting principles, standards, and practices (for example, double entry accounting, accrual accounting), including the full accounting cycle and the preparation of work sheets, financial statements, ledgers, and journals.
Principles of Finance	Knowledge of the basic principles, practices, and methods of financial management to include requisitions, apportionments, allotments, investments, fiscal management, activity reporting, and fiscal year guidelines.
Risk Management	Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences.



## Financial Management Competency Model

### Appendix B

#### Financial Management Study Tasks by Functional Areas

##### Accounting, Finance, and Budget

1	Determines rents, rates, costs, or fees to charge others.
2	Assesses duties, taxes, or other monies owed to the organization.
3	Arranges payment plans for monies owed to the organization.
4	Collects monies (for example, taxes, fees, money owed).
5	Authorizes or schedules payment of monies.
6	Processes or records financial transactions or information.
7	Prepares vouchers or other routine financial documents.
8	Performs various account servicing duties (for example, monitors accounts, adjusts delinquent loan accounts, administers trust funds).
9	Analyzes or interprets financial information.
10	Counsels or advises others on financial matters.
11	Identifies accounting errors and reconciles accounts or other financial records.
12	Prepares complex financial statements or reports.
13	Develops short- or long-term financing plans or identifies funding sources.
14	Forecasts money, material, or staffing needs.
15	Prepares budget or cost estimates for own organization or for projects or activities.
16	Prepares budget requests or justifications for funding.
17	Presents budget estimates or requests to higher management, OMB, or Congress.
18	Reviews and approves, disapproves, or adjusts funding requests.
19	Performs budget administration duties.
20	Monitors budgets, including expenditures or cash flow.
21	Analyzes accounting issues or problems and recommends solutions.
22	Examines and interprets accounting records.
23	Identifies financial business processes for reengineering.
24	Maintains general ledgers in a manual or automated accounting system.
25	Designs or modifies organizational cost management techniques or strategies.
26	Identifies and addresses weaknesses in financial systems to alleviate improper payments.
27	Assures the accuracy of data by performing quality control checks.
28	Compiles and summarizes financial data for basic expenses or services (for example, salaries, supplies, maintenance, rent).

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29	Confirms accuracy of payment requests from the financial management system.
30	Determines if the organization has been reimbursed for services/products provided.
31	Coordinates with officials receiving funding to ensure proper accountability controls are in place.
32	Maintains proper relationship between proprietary and budgetary transactions and general ledger accounts.
33	Develops and applies fund controls and internal policies for administrative control of funds.
34	Examines financial or budget reports for unusual trends (for example, abnormal increases or decreases).
35	Develops and manages interagency agreements (for example, memorandum of understanding (MOU), Joint Project Agreement, Economy Act agreement).
36	Administers Government travel card and purchase card programs.
37	Advises management on financial or strategic planning matters affecting the organization.
38	Administers the funds control functions of budgeting.
39	Assesses effects of new requirements on the budget.
40	Consults with managers to ensure program changes are reflected in budget adjustments.
41	Recommends budget adjustments (for example, reprogramming of funds between object classes or appropriations).
42	Conducts line item and/or cost element analyses of assigned operating budget(s).
43	Conducts on-site budgetary assessments to ensure accountability.
44	Develops budget justification to support funding requests.
45	Formulates and monitors annual and long-range budget forecasts and plans.
46	Ensures performance measures support the strategic plan and budget.
47	Identifies appropriations for specific programs within broader programs, including items for emergency funds.
48	Records budgetary entries in the U.S. Standard General Ledger (for example, warrants, appropriations, allotments).
49	Reviews and coordinates submission of requests for out-of-cycle funding.
50	Reviews and confirms allocation methodologies and availability of resources.
51	Tracks and analyzes budget performance using established schedules and analytical methods or tools.
52	Identifies the appropriate budgeting strategies for a variety of situations.

## Financial Management Competency Model

53	Assists management with establishing and managing their budgets.
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### Auditing

54	Conducts financial audits.
55	Conducts attestation examinations in accordance with Generally Accepted Government Auditing Standards.
56	Determines compliance with accounting and auditing requirements or other applicable government regulation.
57	Prepares the audit plan for an assigned area.
58	Examines the financial records of either government agencies, or entities supplying goods and services to the government agencies under flexibly priced contracts.
59	Conducts special examinations, such as claims, collateral requests, or areas for potential fraud.
60	Develops action plans to correct deficiencies found in financial audits.
61	Works with agency components to implement corrective actions based on audit findings.
62	Determines appropriate level of internal controls.
63	Conducts internal control reviews of financial systems.
64	Monitors and manages systems of internal controls.
65	Conducts security or compliance inspections.
66	Interviews persons to elicit sensitive information or information they are reluctant to volunteer.

### Computer Systems

67	Uses computer systems or applications to access, create, edit, print, send, retrieve, or manipulate data, files, or other information.
68	Develops or maintains complex or large-scale computerized databases.
69	Processes or analyzes data using computer systems or applications.
70	Evaluates automated systems to ensure they are applied as designed or meet operational requirements.
71	Identifies methods for automating work processes.
72	Coordinates changes to financial systems to ensure accuracy.
73	Evaluates and recommends alternatives for various automated financial systems.
74	Assesses the costs, benefits, and risks of technology and automated business processes.

### Customer Service

75	Determines appropriate products or services for clients or customers.
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## Financial Management Competency Model

76	Directs individuals, problems, questions, or complaints to the proper person or place.
77	Asks customers for suggestions or feedback on the performance of products or services.
78	Modifies products or services based on suggestions or feedback from customers.
79	Counsels or provides guidance to individuals with specific needs (for example, financial planning assistance, audit counseling).
80	Resolves customer problems with Government credit card accounts, travel authorizations, or travel vouchers.
81	Implements change management plans for financial programs.

### **Decision Making, Problem Solving, and Negotiation**

82	Reviews and analyzes forms, applications, documents, or other information to make determinations (for example, authorization, eligibility, approval, or denial).
83	Evaluates individuals or organizations to award contracts or grants.
84	Recommends improvements or solutions to problems or determines appropriate actions.
85	Gives official approval or disapproval for actions, requests, or recommendations.
86	Makes improvements, solves problems, or takes corrective action when problems arise.
87	Negotiates with others to reach an agreement, settlement, compliance, or a solution.
88	Persuades others to take a particular course of action or to accept findings, recommendations, changes, or alternative viewpoints.
89	Evaluates policies and procedures related to various financial activities of the organization.
90	Reviews and evaluates business cases for conformance with appropriate standards.
91	Evaluates agency functions and activities being considered for conversion to contract operations, and vice-versa.
92	Reviews and analyzes agency-wide trends to forecast future requirements.

### **Laws, Regulations, Policies, Standards, and Procedures**

93	Acquires and maintains a working knowledge of relevant laws, regulations, policies, standards, or procedures.
94	Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.
95	Develops, amends, or revises laws, regulations, policies, standards, or procedures.

## Financial Management Competency Model

96	Implements new or revised laws, regulations, policies, standards, or procedures.
97	Evaluates the impact (for example, costs or benefits) of changes to laws, regulations, policies, standards, or procedures.
98	Explains or provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.
99	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
100	Obtains necessary documentation, certification, or approval in support of actions (for example, obtains clearances or power of attorney).
101	Analyzes and presents recommendations on legislative, regulatory, program, and budget proposals.
102	Prepares guidelines or procedural instructions for implementing new initiatives or systems.
103	Determines need for new or revised internal instructions, operating policies, and guidelines concerning financial and budget programs.
104	Develops financial policy, guidance, memoranda, and instructions.

### **Manages Information**

105	Develops filing, record, or information tracking systems.
106	Collects, compiles, and organizes information.
107	Classifies or catalogs information, documents, or other items into meaningful groups.
108	Monitors, maintains, or updates data, records, or other information.
109	Searches for and extracts information from files, documents, reports, publications, recordings, or other materials.
110	Records information.
111	Codes or decodes information or data.
112	Develops methods or materials to disseminate information.
113	Questions, interviews, or confers with others to obtain or verify information.
114	Conducts evaluations, examinations, or other fact finding studies to obtain or verify information.
115	Designs or conducts analytical studies, cost-benefit analyses, or other research.
116	Analyzes or interprets data or other information.
117	Creates tables, charts, graphs, or diagrams to organize or show information.
118	Reviews reports, documents, records, data, or other materials to verify completeness, correctness, consistency, compliance, or authenticity.
119	Processes forms, records, documents, or other materials.

## Financial Management Competency Model

120	Verifies accuracy of data and reconciles errors or inconsistencies.
121	Analyzes supporting documentation to determine if additional data is needed to support conclusions.
122	Develops knowledge sharing systems (for example, work aids, technical papers).

### Mathematics and Statistics

123	Uses prescribed formulas, schedules, tables, or procedures to calculate or check values or numbers.
124	Gathers and verifies statistical data needed for formulation and presentation of alternative budget estimates.
125	Performs special studies requiring the analysis of both cost and qualitative data.

### Program Management

126	Promotes the establishment or use of organizational programs or practices.
127	Develops, modifies, or provides input on plans, goals, or objectives for projects, programs, systems, or operations.
128	Establishes organizational strategies, goals, objectives, or priorities.
129	Ensures that activities, services, or products reflect organizational goals and objectives.
130	Implements operational, program, or project plans to meet objectives.
131	Determines resource requirements (for example, staffing, funding, equipment) based on program or project objectives or operational needs.
132	Allocates resources based on program or project objectives or operational requirements.
133	Implements, monitors, or maintains internal control systems to ensure protection against fraud, waste, and mismanagement.
134	Monitors programs, projects, operations, or activities.
135	Tracks the progress of work (for example, requisitions, vouchers) through an established system.
136	Manages, leads, or administers programs, projects, operations, or activities.
137	Monitors contracts (includes administering, extending, modifying, or terminating contracts).
138	Evaluates the efficiency or effectiveness of organizational programs, projects, or operations.
139	Provides technical advice in subject matter area to others.
140	Analyzes costs, revenues, financial commitments, and obligations.

## Financial Management Competency Model

141	Analyzes workflow processes to determine the impact on workforce productivity.
142	Develops performance metrics for measuring organizational objectives.
143	Assesses program or functional area risks, threats, and vulnerabilities.
144	Performs cost/benefit analyses of proposed expenditures.
145	Prepares contingency plans based on program objectives and the availability of funds.

### Technical and Specialized Duties

146	Reviews others' work (for example, peers, subordinates, contractors).
147	Monitors others' work.
148	Schedules meetings, appointments, activities, etc. (for example, schedules interviews, training sessions, workgroup meetings).
149	Reviews and provides feedback on the content of complex information (for example, research or contract proposals, financial, technical, or management reports).
150	Keeps abreast of latest technology, information, research, etc., to maintain knowledge in field of expertise (for example, reads trade journals, participates in professional/technical associations).
151	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
152	Uses models or theoretical approaches in field of expertise (for example, mathematical or engineering models, economic or accounting theories).

### Written and Oral Communication

153	Reads charts, graphs, diagrams, or tables.
154	Composes complex correspondence or other written work (for example, manuals, books, management or technical reports, research or contract proposals).
155	Provides or disseminates information orally (for example, responds to inquiries concerning claims status, provides job information).
156	Provides or disseminates information in writing (for example, responds to questions concerning loan applications or to congressional inquiries).
157	Discusses results, problems, plans, suggestions, terms, or conditions with others.
158	Issues publications such as forms, orders, standards, or guidelines.
159	Reviews and updates publications or reports as needed.

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160	Translates occupation-specific terminology (for example, computer, legal, or medical terminology) into language that is easily understood.
161	Participates in or represents the organization or clients at briefings, meetings, or conferences.
162	Serves on panels, committees, or task forces as a representative for the organization on technical or professional issues.
163	Facilitates group sessions (for example, group feedback sessions, focus groups).