

## Air Force FM Competency Crosswalk

SAF/FM OCCUPATIONAL COMPETENCIES	DOD COMPETENCIES	IDP COMPETENCY SKILL SETS
Financial Operations	Commercial Pay Concepts, Policies & Principles Payroll Concepts, Policies & Principles Fundamentals & Operations of Mil/Civ Pay	16 Skill Sets
Accounting	Accounting Analysis Accounting Concepts, Policies & Principles Financial Reporting Fundamentals & Operations of Accounting	24 Skill Sets
Budget Formulation & Execution	Budget Concepts, Policies & Principles Fundamentals & Operations of Budget Budget Formulation, Justification & Presentation Budget Execution	41 Skill Sets
Financial Governance	Advanced Financial Management Financial Concepts, Policies & Principles	23 Skill Sets
Program Control	Decision Support Financial Stewardship Financial Management Systems Fundamentals & Operations of Finance	15 Skill Sets
Cost Estimation	Financial Management Analysis Financial Management & Reporting Analysis	28 Skill Sets
Financial Analysis	Financial Management Analysis Financial Management & Reporting Analysis	15 Skill Sets

\* Crosswalk utilizes 19 DoD competencies (excludes 4 competencies specific to Audit)

## Introducing: Financial Management Competencies

As stated in the National Defense Authorization Act (NDAA), the DoD must: “provide a financial management workforce competency plan that includes performance objectives, milestones, responsible officials, and the needed resources”.

Congress tasked the Office of the Under Secretary of Defense (Comptroller) to identify and define FM skill-based competencies, to align those competencies to occupational series, and to establish a DoD FM Certification program. The Department of Defense (DoD) Financial Management (FM) Certification Program will rely on **23 distinct FM occupational competencies**. This shift to competency-based education, training, and evaluation is intended to help you **plan more deliberately** for development and succeed in your career aspirations.

### Linking Competencies to Development

To help you understand these 23 competencies, the crosswalk on the reverse side bridges the existing seven AF FM competencies with the emerging DoD competencies, then maps these to a competency-based Individual Development Plan (IDP).

Moving from left to right, the seven AF FM competencies on the left align to multiple DoD competencies on the right. Competencies listed horizontally (↔) within the DoD competencies column correspond to specific AF FM competencies. As you focus your career within a particular competency, you may wish to incorporate other competencies to tailor your development plan to fit your needs. For example, to be good at Budget Formulation and Execution, you might also seek to expand your knowledge of some Accounting and Financial Governance competencies. The four vertical (⬇) competencies within the DoD competencies column signify competencies that are applicable to all seven AF FM competencies. These are Decision Support, Financial Stewardship, Financial Management Systems, and Fundamentals & Operations of Finance.

In the final right-hand column, the competencies then link to specific skill sets for you to incorporate in your Individual Development Plan. Skill sets provide continued learning milestones for you to focus on when you are not engaged in formal education and training. You can use these skill sets to track your progress in the competency areas most relevant to your preferred career path. The skill sets are outlined in detail in the Individual Development Plan, printed in the [SAF/FM Force Development Primer](#). Understanding this crosswalk and working with your supervisor to develop your own competency-based Individual Development Plan is the first step in defining what a successful financial management career means to you!