

CAPACITY BUILDING



FIRST NATIONS FINANCIAL CODE TOOLBOX

**ABORIGINAL FINANCIAL
OFFICERS ASSOCIATION OF BC
FINANCIAL MANAGEMENT AND
ACCOUNTABILITY PROJECT**

FEBRUARY 2004

Aboriginal Financial Officers Association of BC
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INTRODUCTION

Once the key elements of governance are in place and function efficiently, attention to maintaining high standards becomes important. This chapter was designed specifically to assist financial managers become aware of the need for capacity building in their work with First Nations.

What is capacity building? Simply put... it is building competencies, relationships and models. Why do we need capacity building? To improve job performance and efficiencies. Every First Nation wants to be assured that their staff and members have the knowledge and skills that reflect the financial management environment and challenges that each faces. The competencies capture the shift from the financial manager being primarily a scorekeeper to an expanded role of providing advice and leadership on all financial activities. This becomes important as financial management of First Nations becomes more complex due to self-government initiatives, economic development and new partnerships.

Provincial Level

At the provincial level, AFOABC exists to provide support to its membership in capacity building in a number of ways:

1. Training and Development Conferences

AFOABC hosts 3-4 training conferences or events per year. They serve to inform and train members in matters related to administrative and financial management. In conference planning, core competencies are used as guides to develop workshops and training sessions. (see Appendix A for a Financial Officer Self-Assessment Workbook)

2. Aboriginal Financial Manager Certificate Program

The Aboriginal Financial Management Certificate Program is an innovative part-time 18-credit program offered by Capilano College on behalf of AFOABC. This program offers students working in the finance offices of First Nations an opportunity to improve their skills in financial management and administration. Students are trained in basic and intermediate accounting, computer applications, Aboriginal and business law, strategic management and leadership and communications. This program is offered when student demand and sufficient funds are available.

National Level

At national level, AFOA Canada is the professional organization responsible for certification of First Nations financial managers and setting high standards for Aboriginal financial management. Competency Standards for Aboriginal financial management have been established. These standards are the basis for development of curriculum used in granting credits

towards the Aboriginal Financial Manager Program certificate, diploma, and the professional designation. They are also used in assessment of practical experience and the professional CAFM exam.

COMPETENCY MODEL

WHAT IS COMPETENCY MODELING?

Competency modeling is the process of identifying the key responsibilities in a specific job function and the observable outcomes and behaviours that can be expected at the learning, full performance and superior performance levels.

Competency modeling enables practitioners, peers, clients and supervisors to reach consensus on skills, motives, attitudes and other personal characteristics that differentiate superior from average performers.

CURRENT STATE

Research undertaken by the Aboriginal Financial Officers Association has identified professional competencies that are and will be essential for First Nations Financial Managers. They include:

- | | |
|------------------------------------|--------------------------------------|
| 1. Aboriginal History & Cultures | 7. Management Information Systems |
| 2. Communication & Personal Skills | 8. Economics |
| 3. Financial Accounting | 9. Law |
| 4. Management Accounting | 10. Quantitative Methods |
| 5. Computer Applications | 11. Strategy & Decision Making |
| 6. Financial Management | 12. Aboriginal Human & Fiscal Issues |

The knowledge and skills reflect the financial management environment and challenges that face Aboriginal organizations and each Financial Manager. They reflect the Financial Managers' roles and responsibilities in an interactive environment and the requirement to maintain broad-based management skills and knowledge.

THE NEED FOR MODELING

The development of a validated model would add a much-needed visual dimension to the current listing of Financial Manager competencies. Most importantly, the process would enable Aboriginal Financial Officers Association members to reach consensus on the observable outcomes and behaviours associated with superior level performance by Financial Managers. Consensus on this subject will be vital in establishing a course of action to improve the financial management capacity in every First Nations community. The modeling process would also identify and document 'best practices' in the role of the Financial Manager that could then be shared with all First Nations communities.

APPLICATIONS AND BENEFITS

A Financial Manager competency model would provide a visual reference of the specific attributes at three distinct levels of performance and would be used in a variety of applications including:

1. Serving as a base for curriculum development;
2. Identifying and measuring work experience requirements;
3. Developing continuing professional development services;
4. Conducting guided assessments to identify professional development needs;
5. Recruiting and selecting;
6. Providing a source of best practices to support governance initiatives and sound financial management;
7. Conducting performance appraisals; and
8. Providing Compensation Analysis.

ABORIGINAL FINANCIAL MANAGEMENT STANDARDS

At the national level, Aboriginal financial management experts were involved in establishing the competencies, setting standards and developing policies for the program and the certification process. CAFM certification is based on these standards and policies. Each candidate for the professional designation is evaluated using the competency standards.

The AFOA Canada Aboriginal Financial Management program will enhance competencies to help individuals' efforts in financial management. The AFOA focuses on competencies that are, and will be essential for a professional active in Aboriginal financial management. Competencies have been grouped into core domains of knowledge and skills with a listing of key sub-domains. These are useful in a variety of ways:

1. Serving as a base for the development of curriculum for the Aboriginal Financial Management;
2. Preparing for the Certified Aboriginal Financial Manager Professional examination ;
3. Identifying and measuring practical work experience requirements;
4. Developing continuing professional development services; and
5. Conducting a self-assessment to identify areas requiring professional development in recruitment, selection, performance management and evaluation.

The competencies are general and pertinent to all types of Aboriginal organizations.

AFOA CANADA NATIONAL COMPETENCY STANDARDS

The Aboriginal community is engaged in the development of organizations and is looking to be successful in its efforts. Financial management and its effective application is a key and “must” factor for organizations desiring to be successful. The Aboriginal Finance Officers Association of Canada (AFOA) plays a key role in effective financial management and in developing successful organizations. AFOA is committed to excellence in expanding financial management capacity for aboriginal organizations in Canada. It takes a leadership role in aboriginal financial management activities by developing and promoting quality standards, practices, research, certification and professional development to expand capacity for members and Aboriginal organizations. The AFOA has developed national competency standards in Aboriginal financial management to support efforts to develop capacity.

Research undertaken by AFOA has identified professional competencies that are and will be essential for Aboriginal financial managers. The competencies are the knowledge, skills and attitudes that have been identified as critical for a financial manager to provide efficient and effective financial management.

These competencies have been grouped into core domains of knowledge and skills with a listing of key sub-domains for each. They reflect the financial managers' roles and responsibilities in an

interactive environment and requirement to maintain broad-based management skills and knowledge. The competencies are general and therefore pertinent to all types of aboriginal organizations.

The Aboriginal Finance Officers Association offers a professional certification program which leads to the Certified Aboriginal Financial Manager (CAFM) designation. The certification process utilizes these competencies to establish the practical experience requirement and the CAFM national examination. The competencies are also useful in serving as a base for the development of curriculum to support the Aboriginal Financial Management Program:

1. Developing continuing professional development services;
2. Conducting self-assessments to identify areas requiring professional development;
3. Recruiting and selecting; and
4. Assisting with performance management and evaluation.

The Core Competency Domains for a Certified Aboriginal Financial Manager are:	
<ol style="list-style-type: none"> 1. ABORIGINAL HISTORY & CULTURES 2. COMMUNICATION & PERSONAL SKILLS 3. FINANCIAL ACCOUNTING 4. MANAGEMENT ACCOUNTING 5. COMPUTER APPLICATIONS 6. FINANCIAL MANAGEMENT 	<ol style="list-style-type: none"> 7. MANAGEMENT INFORMATION SYSTEMS 8. ECONOMICS 9. LAW 10. QUANTITATIVE METHODS 11. STRATEGY & DECISION MAKING 12. ABORIGINAL HUMAN & FISCAL ISSUES
<p>1. <u>ABORIGINAL HISTORY & CULTURES</u></p> <p>Historical and contemporary relationships Aboriginal People and communities Ethical standards and spirituality Organizational structures and stakeholders Decision-making and accountability Social interactions Economic activity</p>	<p>2. <u>COMMUNICATION & PERSONAL SKILLS</u></p> <p>Oral and written communication techniques Facilitation and interviewing techniques Coaching/mentoring and training techniques Developing networks and relationships Conflict/dispute resolution Negotiation techniques Problem solving skills Creative and innovative approaches Leadership techniques Knowing self and organization limits Organization and time management Stress management and difficult decisions Business and individual ethics Team player and building Diplomacy, discretion, and confidentiality Tolerance, positive thinking, and patience Loyalty/dependability/conviction Dedication to community development Continuous learning and career management</p>

	plan
<p><u>3. FINANCIAL ACCOUNTING</u></p> <p>Accounting concepts, principles, and standards Transaction recording Preparing financial statements and reports Accounting for merchandising activities Internal control Inventories Capital assets Current and long-term liabilities Accounting for partnerships and corporations Cash flow and statement of changes in financial position Accounting for income Revenue and expense recognition Interest concepts of future and present value Cash and receivables Investments Shareholders' equity Partnership equity Leases Accounting for income tax Pensions Financial statement analysis Fund accounting</p>	<p><u>4. MANAGEMENT ACCOUNTING</u></p> <p>Basic concepts of management accounting Job-order costing Process costing Cost behaviour and cost-volume-profit analysis Variable, absorption, and activity-based costing Budgeting and control Standard costs for materials, labour, and variable overhead Flexible budgets and overhead analysis Relevant costs for decision making and inventory management Pricing and trends in management accounting Quality and continuous improvement Benchmarking best practices and performance indicators Preparing results based reports</p>
<p><u>5. COMPUTER APPLICATIONS</u></p> <p>Computer operating systems Computer applications: reports and correspondence Computer applications: spreadsheets Computer applications: accounting programs Computer applications: relational databases Scanning and Internet Maintain currency in computer technology</p>	<p><u>6. FINANCIAL MANAGEMENT</u></p> <p>Introduction to corporate finance Financial environment Security valuation: risk-free assets Determinants of interest rates Security valuation: risk-adjusted discount rates Strategic decisions: capital budgeting and cash flow estimation Strategic decisions: capital budgeting evaluation criteria Strategic decisions: the cost of capital Operating decisions: working capital management Financial planning</p>

<p><u>7. MANAGEMENT INFORMATION SYSTEMS</u></p> <p>Introduction to information systems Foundations of computer systems File and database organization Networks and telecommunications Systems development process Designing information systems solutions Systems security and controls Information systems and knowledge workers Artificial intelligence Information systems and management</p>	<p><u>8. ECONOMICS</u></p> <p>Introduction to the study of economics Elasticity and price regulation Production costs Market structures: competition and monopoly Monopolistic competition and oligopoly Introduction to macroeconomics and economic indicators Expenditure decisions Money, banking, and interest rates Unemployment and inflation The global environment</p>
<p><u>9. LAW</u></p> <p>Introduction to the Canadian legal system Tort law and professional liability The contractual relationship Interpreting the contract Special contracts: sales Special contracts: insurance and employment Debtor and creditor relations Business organizations: agency and partnership Business organizations: corporations <i>The Indian Act</i> Aboriginal Title and treaties First Nations' self government powers Taxation rules and First Nations</p>	<p><u>10. QUANTATIVE METHODS</u></p> <p>Introduction to statistics Fundamentals of probability Probability distributions Sampling and sampling distributions Statistical estimation Hypothesis testing Regression and correlation Multiple regression, index numbers and time series Statistical decision theory Linear programming</p>
<p><u>11. STRATEGY & DECISION MAKING</u></p> <p>The strategic management process Setting direction and selecting strategy Strategy implementation and financial plans Monitoring and evaluation Reporting and accountability Linking business cases to strategy Components of a business case Problem solving processes Defining the problem Establishing decision criteria Identifying and evaluating alternatives</p>	<p><u>12. ABORIGINAL HUMAN AND FISCAL ISSUES</u></p> <p>Analyzing work loads and staffing requirements Developing job descriptions and salary scales Hiring, orienting and training staff Using consultants Setting work plans and delegation Evaluating performance Managing staff benefits Developing relationships with council, committees, and external stakeholders</p>

<p>Financial evaluation techniques Making a choice Implementation Providing advice on business, treaty/self government issues, alternative policy issues and compliance issues</p>	<p>Organizing and running meetings Managing change processes Building consensus Identifying and developing financial opportunities Developing strategic alliances and partnerships Monitoring challenges in aboriginal fiscal relations Tax-exempt status and avoidance Negotiating and managing funding arrangements Special reporting requirements Aboriginal accounting standards Aboriginal financial management best practices Accountability requirements</p>
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STANDARDS FOR ETHICAL CONDUCT FOR CAFM

Ethical Professionals should be governed by two basic concepts:

1. They must be competent.

This means they must know the competencies for their area of practice, and they must be able to apply the competencies successfully.

2. They must have integrity.

This means they must have a keen sense of responsibility to their client or employer and to their profession and the public, and they must retain that sense of independence that will enable them to exercise their professional judgment without restriction or bias.

In order to comply with these two basic concepts the following Standards of Ethical Conduct apply to the Certified Aboriginal Financial Managers (CAFM) members of the Aboriginal Financial Officers Association of Canada (AFOA). These standards serve to enhance confidence in the integrity and service of the CAFM. These Standards are not in any order of priority; rather they are to be used as required by the specifics of each situation.

1. Responsibilities To Individuals

- (a) Be exemplary, courteous and tactful in all interactions;
- (b) Ensure the communication of rights, responsibilities and information to foster informed decision-making;
- (c) Respect the customs and beliefs of others, consistent with the mission of the organization;
- (d) Respect the confidentiality of information, unless it is in the public interest or required by law to divulge information; and
- (e) Promote competence and integrity with individuals associated with the organization.

2. Responsibilities To The Organization

- (a) Strive to provide quality services;
- (b) Communicate truthfully and avoid misleading or raising unreasonable expectations in others; and
- (c) Use sound management practices and ethical use of resources.

3. Responsibilities To Community and Society

- (a) Serve the public interest in an ethical fashion and consider the effects of decisions on the community and society;
- (b) Abide by the laws of government and foster an environment where fairness applies and discrimination, harassment or abuse of any sort is opposed; and

- (c) Contribute to improving the climate for aboriginal financial management.

4. **Responsibilities To The Profession**

- (a) Develop and maintain competence in aboriginal financial management and practice within one's abilities;
- (b) Support AFOA in its efforts to enhance the profession of aboriginal financial management;
- (c) Practice with honesty, integrity, respect, and good faith;
- (d) Assist others to develop competence in aboriginal financial management and practice ethically; and
- (e) Understand these Standards and report to AFOA when there are reasonable grounds to believe a member has violated these Standards.

5. **Conflict of Interest**

- (a) Conflict of interest exists when the CAFM uses position, authority or privileged information to:
 - (i) obtain an improper benefit, directly or indirectly, or
 - (ii) obtain an improper benefit for a friend, relative or associate, or
 - (iii) make decisions that will negatively affect the organization.
- (b) The CAFM shall:
 - (i) Conduct all relationships in a way that assures those affected that decisions are not compromised by a conflict of interest
 - (ii) Disclose to the appropriate authority any direct or indirect personal or financial interest, or appointment or election which might create a conflict of interest
 - (iii) Neither accept nor offer personal gifts or benefits with the expectation or appearance of influencing a decision, and
 - (iv) Refrain from using CAFM membership and credentials to promote or endorse commercial products or services where it would be perceived as an endorsement by CAFM.

Certified Aboriginal Financial Managers are members of the Aboriginal Financial Officers Association of Canada and are required to comply with the Standards of Ethical Conduct and the administration thereof. Failure to comply may be cause for termination of membership in the Aboriginal Financial Officers Association of Canada.

AFOA CANADA CERTIFICATION STANDARDS

The requirements for admission to Certified Aboriginal Financial Manager status are:

1. Completion of the Aboriginal Financial Management program requirements
2. Minimum of two years full time practical work experience gained in an Aboriginal financial management environment and verified by two sponsors
3. Successful completion of the professional exam, and
4. Signed agreement to abide by the Standards of Ethical Conduct

or

A member may apply for one of the following special arrangements for obtaining the Certified Aboriginal Financial Manager designation:

1. For AFOA members with a Certified General Accountant, Certified Management Accountant, or Chartered Accountant professional accounting designation in good standing
2. Meet the practical experience requirement, and
3. Sign an agreement to abide by the Standards of Ethical Conduct.

For AFOA members with more than 10 years experience in aboriginal financial management:

1. Successful approval of a portfolio assessment that demonstrates knowledge and skills in aboriginal financial management, and
2. Sign an agreement to abide by the Standards of Ethical Conduct.

For AFOA members with more than 5 years experience in aboriginal financial management:.

- Successful completion of the professional exam, and
- Sign an agreement to abide by the *Standards of Ethical Conduct*.

The following is additional information for members applying for the Certified Aboriginal Financial Manager professional designation through the special arrangement provision.

Arrangement 1

Send a letter requesting admission to the Certified Aboriginal Financial Manager membership status. The letter should indicate your agreement to abide by the Standards of Ethical Conduct and include proof of your membership in good standing with the CICA, CGA or CMA, a completed Record of Practical Work Experience form and an application processing fee of \$100.00.

Arrangement 2

Send a letter requesting admission to the Certified Aboriginal Financial Manager membership status. The letter should indicate your agreement to abide by the Standards of Ethical Conduct, a completed Portfolio Guide and Workbook and an application-processing fee of \$250.00. Information recorded in the Portfolio Guide and Workbook is used to assess your knowledge and

skills in aboriginal financial management. An electronic copy of the Portfolio Guide and Workbook can be obtained by contacting the office.

Arrangement 3

Send a letter requesting permission to challenge the Certified Aboriginal Financial Manager Examination. The letter should indicate your agreement to abide by the Standards of Ethical Conduct, include a completed Record of Practical Work Experience form, an application processing fee of \$100.00 and the exam fee of \$300.00

APPENDIX “A” – FINANCIAL OFFICER ASSESSMENT WORKBOOK

Background

This workbook is designed to assist Financial Officers in developing their professional competencies and is based on the 2002 Financial Officer Competency Model. The model was developed by Aboriginal Financial Officers Association BC members and illustrates the different outcomes and behaviours that can be observed at the learning stage, full performance and superior performance levels in the following competency areas:

Community Aboriginal History and Culture	Communications and Interpersonal Skills
Law	Financial Accounting
Financial Management	Management Accounting
Computer Applications	Management Information Systems
Economics	Strategy and Decision Making
Quantitative Methods	Fiscal Management Issues
Aboriginal Human Resource Management	

The workbook provides the individual with an opportunity to assess current abilities and develop a plan to improve competencies. The workbook requires the active participation of the Financial Officer and the Band Manager. Remember to communicate openly and honestly when discussing your assessments and when working together to create and implement the competency development plan.

Good Luck.

Getting Started

1. Ensure confidentiality and privacy during each step of the process.
2. Familiarize yourself with the competency categories on the assessments and identify which categories are most relevant to current performance expectations.
3. Arrange a time and place to meet and discuss the completed assessments.

Step One – Complete the Assessments

1. Allow about one hour to complete your assessment; one hour for the Manager, and one hour for the Financial Officer.
2. You can mark statements in any of the columns in each competency category.
3. Mark only the statements that you think are accurate in terms of the current approach to the job.

Step Two – Discussing the Results

1. After completing your assessment, meet at the pre-arranged time and place.
2. Allow about an hour for this initial discussion. If more time is required, another meeting should be arranged to complete the remaining portions of the workbook.
3. Talk about how it felt to complete the assessment and identify any area that caused you concern.
4. Compare the marked statements in each competency category and where needed, discuss any examples needed to clarify why particular statements were marked.
5. Highlight any statements that are marked in the Learning Stage column, as these are often competency development priorities.

Step Three – Creating the Development Plan

1. Review the assessments and identify the priorities for competency development. These priorities will depend on performance expectations and the current role and responsibilities of the Financial Officer.
2. For each competency category, identify one or two specific actions that will help the Financial Officer move from the Learning Stage to Full Performance or from Full Performance to Superior Performance.

3. Ensure that each development action is achievable, given the available time and resources.
4. Prioritize the development actions to ensure that the most important items receive immediate attention.
5. Competency development actions can include training, attending seminars or workshops, work experience, coaching, mentoring, home study or formal education.
6. Establish a time frame for the development actions to be completed. Try to keep completion of the actions within a twelve-month period.
7. Establish a budget for the development actions where necessary.
8. Determine an appropriate follow up date when you will meet again to discuss the progress that has been made in improving the specific competency.

Step Four – Supporting the Development Plan

1. Remember that competency is a result of a combination of confidence and practice. Competency development in some categories may take more time than in others because of the opportunity or need to increase proficiency.
2. Do not wait for the follow up date to discuss progress on the development plan. Casual conversations often do much to reinforce positive change or identify skill development issues that are causing concern.

Step Five – Follow Up

1. Meet on the agreed dates.
2. Review the overall development plan and highlight the actions that have been successful. Reinforce improvements by talking openly about positive changes in results, skills or behaviour.
3. Identify any incomplete development actions and set new priorities for follow up.
4. Re-examine the original assessments to identify any new areas where competencies could be improved.
5. Keep going. Engage in life-long learning and promote competency development with all staff.

FINANCIAL OFFICER SELF-ASSESSMENT

Name: _____

Date: ____/____/____

Background

This self-assessment workbook is based on the Financial Officer Competency Model. The competency model was developed with the input of Aboriginal Financial Officers Association members and provides a guide to the outcomes that are normally associated with job performance at the learning stage, full performance or superior performance level. Each of the 13 competency categories is important to the successful fulfillment of the Financial Officer's role and is part of the CAFM curriculum. You may find certain competency categories to be more relevant to your current role than others.

Competency Categories

1. Community Aboriginal History and Culture
2. Communications and Interpersonal Skills
3. Financial Accounting
4. Financial Management
5. Management Accounting
6. Computer Applications
7. Management Information Systems
8. Economics
9. Law
10. Quantitative Methods
11. Strategy and Decision Making
12. Fiscal Management Issues
13. Aboriginal Human Resource Management

How to Use this Assessment

1. This workbook is designed to assist you in determining a course of action to further develop your own knowledge and skills in 13 competency areas.
2. Advise your Band Manager that you are going to complete the workbook and arrange a time when you can meet to discuss the results.
3. Allow yourself about an hour to complete this workbook.
4. Using the templates provided on each page, mark any statement in any of the learning, full performance and superior performance columns that you feel is an accurate description of your current approach to your job.
5. Be honest with yourself and mark only the statements that you are sure of.
6. After completing the workbook, meet with your manager and discuss the results and complete the competency development plan for any category that you both feel is important to your skill development.
7. Make sure that the action plan you establish is realistic, given the time and resources available to you for the next six to twelve months.
8. If there are training needs that cannot be met locally, please identify these needs to the Aboriginal Financial Officers Association. This information will be of value in the design and presentation of our workshops or seminars.

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Community/Communities Aboriginal History and Culture</p> <ul style="list-style-type: none"> • Historical and contemporary relationships • Ethical standards and spirituality • Organizational structures and stakeholders • Community leadership structure • Decision-making and accountability • Community protocols • Respecting community values • Social Interactions • Aboriginal culture 	<p>ف I have a limited understanding of the values and protocols of this community.</p> <p>ف I need to appreciate the impact of community events, traditions or ceremonies on accounting timelines.</p> <p>ف I am completing an orientation process to improve my knowledge of community history and culture.</p> <p>ف I am establishing working relationships with office staff and community members</p> <p>ف At times I bypass established procedures or policy for some people because of their family connection.</p> <p>ف I need to keep my opinions to myself if asked to support specific candidates during elections.</p>	<p>ف I adjust my work priorities in response to community events, traditions or ceremonies.</p> <p>ف I understand and respect the traditions, protocols and values of the community.</p> <p>ف I appreciate the history and culture of the community.</p> <p>ف I respect confidentiality in family relationships when discussing business issues.</p> <p>ف I treat everyone in the community equally regardless of their family connection.</p> <p>ف I support the need for community financial accountability.</p> <p>ف I keep my opinions to myself if asked to support a specific candidate during elections.</p> <p>ف My financial transactions are ethical at all times.</p> <p>ف I work within and respect the community leadership structure.</p>	<p>ف I am constantly improving my awareness and understanding of the local language, traditions, history and culture.</p> <p>ف I do not allow my personal relationships to interfere with required business practices.</p> <p>ف I encourage financial accountability and ethical practices from Chief and Council and Band Administration.</p> <p>ف I show good timing in discussing difficult financial management issues while respecting the leadership role of Chief and Council.</p> <p>ف I have an open door policy to discuss personal financial matters in confidence.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Management Accounting</p> <ul style="list-style-type: none"> • Cost Accounting • Job-order costing • Ethical Considerations • Process costing • Cost behaviour and cost-volume-profit analysis • Variable, absorption, and activity-based costing • Budgeting and control • Standard costs for materials, labour and overhead • Flexible budgets and overhead analysis • Relevant costs for decision making and inventory management • Pricing and trends in management accounting • Benchmarking best practices & performance indicators • Preparing results based reports 	<p>ف I have limited or no practical experience with cost accounting.</p> <p>ف I roll over last years budget.</p> <p>ف I may not question project proposals in terms of real direct and indirect costs that may occur.</p> <p>ف I still require experience in setting up an accounting process for joint ventures.</p> <p>ف I need to work more closely with the Finance Committee in budget forecasting and adjustments.</p> <p>ف I am working to improve budgeting and budget control for the Finance Department.</p>	<p>ف I have some practical experience in cost accounting</p> <p>ف I engage in forecasting and adjusting budgets with the Finance Committee at least once a year.</p> <p>ف I can set up the accounting process for joint ventures or partnerships as required.</p> <p>ف I am fully able to interpret variance analysis issues.</p> <p>ف I challenge program managers on hard cost issues such as absorbing administrative overhead for projects or programs.</p> <p>ف I ask questions and challenge assumptions of the full cost of a programs or new ventures (i.e. direct and indirect costs).</p> <p>ف I have effective budgeting and budget control for the Finance Department.</p>	<p>ف I am well versed in effective cost accounting because of past personal experiences.</p> <p>ف I complete quarterly budget revisions with the Finance Committee to attain better utilization of available funding.</p> <p>ف I can recognize and explain true mandatory employment costs.</p> <p>ف I am building the capacity of others to understand the true costs of proposed projects or new business ventures.</p> <p>ف I am improving the ability of other managers to manage their own budgets.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Communications and Inter-personal Skills</p> <ul style="list-style-type: none"> • Choice of communications method • Understanding your audience • Executive Summaries for Chief and Council • Relationship building with council, committees, and external stakeholders • Visual based communication • Facilitating meetings • Letter and report writing • Interviewing • Developing effective relationships • Conflict resolution • Budget presentations with Chief and Council • Negotiating • Diplomacy, discretion, and confidentiality • Organizing and conducting meetings 	<p>ف I am developing an effective working relationship with Chief and Council.</p> <p>ف I need to be better informed of the wants, needs and priorities of the community.</p> <p>ف I do not ensure that the listener/ audience fully understands the information I am presenting.</p> <p>ف I feel intimidated by Chief and Council and program managers when presenting negative messages.</p> <p>ف My presentations on community financial status are too detailed for most listeners.</p> <p>ف I need more confidence to speak in front of large groups.</p> <p>ف I avoid situations where conflict may occur.</p> <p>ف I require assistance in preparing financial summaries.</p>	<p>ف My visual presentations are well prepared using presentation software, overheads, flipcharts or handouts and I leave plenty of time for discussion.</p> <p>ف My letters and reports are well organized, concise and easy to understand.</p> <p>ف I am confident when speaking in front of Chief and Council on financial management issues.</p> <p>ف I can recognize situations where conflict will probably occur and take appropriate action.</p> <p>ف I am confident that I can communicate with everyone on his/her level.</p> <p>ف I simplify or summarize financial information to help others who have limited financial knowledge.</p> <p>ف I provide relevant and meaningful monthly/quarterly financial reports for Chief and Council.</p> <p>ف I provide financial information needed to resolve conflicts without getting emotionally involved.</p>	<p>ف I always explain financial information in terms that make sense to the listener.</p> <p>ف I do not overwhelm the audience or reader with needless detail.</p> <p>ف I am extremely patient with the listener or audience regardless of their level of accounting knowledge.</p> <p>ف I never lose my temper in front of others.</p> <p>ف I have the confidence to bring difficult or controversial financial matters to the attention of Chief and Council and program managers.</p> <p>ف I ensure that Chief and Council are always aware of the complete financial status of the community.</p> <p>ف I willingly share my best communications methods with others.</p> <p>ف I consistently choose the most appropriate method and timing for communications.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Financial Accounting</p> <ul style="list-style-type: none"> Accounting concepts, principles, and standards Transaction recording according to GAAP Fund Accounting Preparing financial statements and reports Merchandise accounting Internal control Inventories Capital assets Current and long-term liabilities Accounting for partnerships and corporations Cash flow & statement of changes in financial position Accounting for income Revenue and expense recognition Interest concepts of future and present value Cash and receivables Investments Shareholders' equity Partnership equity Accounting for income tax Pensions Financial statement analysis Fund accounting 	<p>ف I do not fully appreciate the 'big picture' in terms of how the accounts relate to each other.</p> <p>ف All accounts are reconciled.</p> <p>ف I have a limited ability to judge value of contracted accounting services.</p> <p>ف I sometimes do not meet required reporting deadlines.</p> <p>ف I have limited experience in applying items such as accounting for partnerships, partnership equity and interest concepts.</p> <p>ف I use GAAP in all financial transactions.</p> <p>ف I still have limited experience in certain aspects of financial accounting.</p> <p>ف I am still learning the overall community financial picture.</p> <p>ف I am not fully prepared for the arrival of auditors.</p>	<p>ف I obtain good value for expenditures when using Chartered Accounting firms.</p> <p>ف I assist community members in completing income tax returns.</p> <p>ف I consistently meet all reporting deadlines.</p> <p>ف All capital projects in our community are identifiable on an individual basis.</p> <p>ف I use GAAP in all financial transactions.</p> <p>ف I am well prepared for the yearly audit with minimum disruption in the routine accounting processes.</p> <p>ف I maintain control over financial transactions through good working relationships with program managers.</p> <p>ف I prepare cash flow statements or other reports for Chief and Council efficiently.</p> <p>ف I alert the Band Manager or Chief and Council to sudden changes in financial position.</p>	<p>ف I have created a service to assist community members who are filing income tax returns.</p> <p>ف I obtain the maximum benefit from available program funding.</p> <p>ف All department managers are held accountable for all expenditures.</p> <p>ف We achieve an unqualified audit without recommendations.</p> <p>ف I do not have to juggle funds at the end of the year to meet expenditures for a particular program.</p> <p>ف I show leadership in the development and implementation of a Community Financial Code.</p> <p>ف I know that all parts of the organization are proactively managing their finances within established budgets.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Computer Applications</p> <ul style="list-style-type: none"> • Computer operating systems • Computer applications: reports and correspondence • Software: spreadsheets, data bases and accounting programs • Internet and e-mail • Maintaining currency in computer technology 	<p>ف I use of most features of database, spreadsheet and accounting software efficiently.</p> <p>ف I become involved in hardware and software problem solving by volunteering or by default.</p> <p>ف My e-mail messages are too long or too short or need a phone call to clarify.</p> <p>ف I frequently need to use computer manuals or 'help' features to find solutions to basic problems.</p> <p>ف I have limited experience using different accounting software programs.</p> <p>ف I am becoming aware of the limitations and capabilities of the current office hardware and software.</p> <p>ف I hesitate to call in a computer service technician when needed.</p>	<p>ف I can efficiently use all the features of database, spreadsheet, accounting and word processing software.</p> <p>ف I use e-mail effectively.</p> <p>ف I use the internet effectively for on-line information searches, sourcing potential suppliers and getting price quotes.</p> <p>ف I separate needs and wants regarding upgrades to hardware and software.</p> <p>ف I encourage preventative maintenance to extend the life of the system components.</p> <p>ف I oversee basic computer maintenance when using computer service technicians.</p> <p>ف I keep up to date on major hardware and software developments.</p> <p>ف I provide assistance in solving software problems.</p>	<p>ف I am always asked to be involved in hardware and software purchasing decisions.</p> <p>ف I obtain the maximum value for system expenditures.</p> <p>ف I can analyze which operating system,, hardware or software is most appropriate for the situation.</p> <p>ف I can clearly explain the differences, advantages and disadvantages between different operating systems.</p> <p>ف I encourage others to take a long-term view on systems requirements.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Financial Management</p> <ul style="list-style-type: none"> • Financial environment • Banking • Loans • Insurance • Security valuation: risk-free assets • Determinants of interest rates • Security valuation: risk-adjusted discount rates • Strategic decisions: capital budgeting and cash flow estimation • Strategic decisions: capital budgeting evaluation criteria • Strategic decisions: the cost of capital • Operating decisions: working capital management • Financial planning 	<p>ف I am establishing good personal relationships with local financial institutions.</p> <p>ف I conduct limited or no research into comparative loan rates at banks or other financial institutions.</p> <p>ف I follow the status quo with our relationships with banks or insurance agencies.</p> <p>ف I may not get best value for rates being charged.</p> <p>ف I only focus on a twelve-month cash flow.</p> <p>ف I provide Chief and Council with cash flow estimates only when asked.</p>	<p>ف I have good personal working relationships with local financial institutions and insurance agents.</p> <p>ف I am proactive in providing Chief and Council with cash flow projections on a regular basis.</p> <p>ف I negotiate insurance and loan rates to attain the best dollar value.</p> <p>ف I conduct research into comparative loan rates at banks or other financial institutions.</p> <p>ف My purchasing decisions include a combination of price, reputation and working relationship.</p> <p>ف I participate in long term community financial planning.</p> <p>ف I encourage new Chief and Council to continue to support established financial policies and procedures.</p>	<p>ف I have frequent contact with local financial institutions to maintain good working relationships.</p> <p>ف I enable community members to understand capital management issues.</p> <p>ف I consider the political ramifications, goodwill and trust in selecting financial institutions.</p> <p>ف I anticipate financial and management issues such that there is positive growth through effective planning and risk management.</p> <p>ف I encourage strategic planning in regards to immediate and long-term cash flow levels.</p> <p>ف I actively encourage new Chief and Council to continue to support or improve established financial policies and procedures.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Economics</p> <ul style="list-style-type: none"> • Price elasticity and regulation • Market structures and pricing • Applying economic reasoning to decision making and forecasting • Supply and demand • Macroeconomics and economic indicators • Expenditure decisions • Money, banking, and interest rates • Unemployment and inflation • Awareness of the impact of global economic issues on your organization or community. 	<p>ف I need to improve my ability to recognize the potential impact of economic trends on our community.</p> <p>ف I understand and can discuss fundamental economic principles.</p> <p>ف I hesitate to challenge the profitability of current community enterprises.</p> <p>ف I am unsure of my role in clarifying or challenging business expenditure decisions.</p> <p>ف I have limited experience in cost/benefit analysis or applying economic reasoning in decision making or forecasting.</p> <p>ف I have a limited understanding of interest rates, money markets and current return on investments.</p>	<p>ف I maintain an awareness of economic trends that may impact our community and community business interests.</p> <p>ف I participate in discussions with the local municipality regarding cost sharing projects.</p> <p>□</p> <p>ف I provide assistance to others with cost/benefit analysis for economic development proposals.</p> <p>ف I am able to explain key economic theories to community members in a practical manner.</p> <p>ف I maintain an up to date knowledge of interest rates, money markets and current return on investments.</p> <p>ف I help to identify and analyze economic development opportunities.</p> <p>ف I apply economic reasoning and cost benefit analysis in decision making and forecasting.</p> <p>ف I challenge the profitability of current community enterprises where appropriate and bring the analysis to the attention of Chief and Council.</p>	<p>ف I am proactive in working with the Band Manager and Chief and Council to identify potentially profitable economic development projects.</p> <p>ف I do not let a negative financial status impede my personal initiative to find and explore potential economic development activities.</p> <p>ف I encourage others to use cost/benefit analysis and sound economic reasoning when considering new programs, proposals and projects.</p> <p>ف My advice is always asked for on economic development proposals or new programs.</p> <p>ف I am able to provide appropriate and timely advice on maximizing return on our investments.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Management Information Systems</p> <ul style="list-style-type: none"> • Computer based information systems • The systems development life-cycle • Identifying and understanding end user needs • Managing accounting information • Presenting information to Chief and Council • File and database organization • System security and control 	<p>ف I accept that there are multiple databases with little or no integration.</p> <p>ف I appreciate the need for the consolidation of databases but have yet to bring forward solutions to the Band Manager or Chief and Council.</p> <p>ف I do not fully understand the information needs of all end-users in our community.</p> <p>ف I am still working with an information management system that is inefficient and may not meet the needs of end-users.</p> <p>ف I cannot ensure the completeness, security or accuracy of all accounting information.</p> <p>ف I need to be better prepared when presenting financial information to Chief and Council.</p>	<p>ف I have documented the information and data management protocols and procedures for the accounting department and communicated these to others.</p> <p>ف I support actions to consolidate databases between each department.</p> <p>ف I fully understand and respond to the accounting information needs of end-users.</p> <p>ف The information management system for the Accounting Department functions effectively.</p> <p>ف All accounting information is complete, accurate and secure.</p> <p>ف I often assist in the documentation of information management rules and protocols.</p> <p>ف I encourage others to safeguard their important information/ data.</p> <p>ف I can provide any required accounting information with ease and confidence</p>	<p>ف I am asked to coordinate computer user groups in the community to stabilize system rules, protocols and procedures.</p> <p>ف I actively encourage the documentation and consistent application of information system rules and protocols for the entire organization.</p> <p>ف I can clearly explain and demonstrate the benefits of an integrated database.</p> <p>ف I show leadership in the coordination of databases and information systems using a realistic time frame and budget.</p> <p>ف I influence others to move toward systems integration as a part of the overall strategic plan for the community.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
Law <ul style="list-style-type: none"> • Contract Administration • Employment contracts • Tort law • Professional liability • Contracts • Insurance • Insurance contracts • Leases – land, shared leases • Debtor and creditor relations • Types of business organizations sole proprietorships, partnerships and corporations. • The Indian Act • Aboriginal Title and Treaties • First Nations' self government powers • Taxation rules and First Nations 	<p>ف I am becoming familiar with the status of existing contracts with suppliers, business partners and contractors.</p> <p>ف I sometimes attempt to negotiate contracts without the involvement of program managers.</p> <p>ف I have a limited understanding of First Nations governance powers and legislation specific to First Nations.</p> <p>ف I need to become more familiar with First Nations taxation issues.</p> <p>ف I need to gain experience in contract administration.</p> <p>ف I avoid talking with creditors or debtors to the Band to establish payment arrangements.</p> <p>ف I understand the key elements of contract and employment law.</p> <p>ف I contact legal counsel too hastily for their opinion.</p>	<p>ف I support the need for accurate, written contracts to obtain value for expenditures or to mitigate community liability.</p> <p>ف I often provide assistance to program managers on financial terms and conditions when they are negotiating contracts.</p> <p>ف I am familiar with current legislation specific to First Nations and understand First Nations taxation issues.</p> <p>ف I can explain the advantages and disadvantages of various types of business entities.</p> <p>ف I can apply the principles of contract and employment law appropriately and support compliance with terms and conditions of contracts.</p> <p>ف I know when it is important to consult with legal counsel to obtain a legal opinion.</p> <p>ف I understand the stages of the treaty negotiation process.</p> <p>ف I maintain frequent contact with creditors and</p>	<p>ف I do not revert to negotiating contracts myself in the absence of program managers.</p> <p>ف I have a thorough understanding of First Nations taxation issues including GST collection options.</p> <p>ف I have a good knowledge of legislation affecting First Nations.</p> <p>ف I encourage caution when entering into contracts with regard to internal administration costs.</p> <p>ف I have a broad understanding of each stage of the treaty negotiation process.</p> <p>ف I recognize my personal limitations when discussing legal issues and seek appropriate legal advice in time.</p>

		debtors to the Band to establish payment arrangements.	
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Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Strategy and Decision Making</p> <ul style="list-style-type: none"> • Providing input to strategic plans • Thinking strategically • Setting direction and planning within financial operations • Strategy implementation and financial plans • Encouraging strategic planning • Business case analysis • Problem/ issue identification • Effective decision making • Financial evaluation techniques • Building consensus • Implementing and evaluating solutions • Providing advice on business, treaties, self government, policy and compliance issues 	<p>ف I have a limited ability to provide meaningful input into the strategic planning process for our community.</p> <p>ف I tend to make quick decisions where more thought, time and information are required.</p> <p>ف I focus on a twelve-month cash flow rather than on the long term.</p> <p>ف I need to establish or finalize a work plan for the accounting department.</p> <p>ف I react to symptoms of a problem rather than investigate the real cause of the problem.</p> <p>ف I rely on consensus decision-making and am not experienced with alternative problem solving and decision making methods.</p> <p>ف I hesitate to ask for a business case analysis from program managers for new projects or ventures.</p>	<p>ف I patiently listen to others and consider all options before making decisions and do not jump to conclusions.</p> <p>ف I suggest that program managers develop a business case analysis for new projects.</p> <p>ف I encourage others to develop long-term community plans.</p> <p>ف The current work plan for the Finance Department supports the community strategic plan.</p> <p>ف I seek all required information and opinions before making a decision.</p> <p>ف I provide timely and accurate financial information for decision makers.</p> <p>ف I monitor and adjust the financial management portion of the strategic plan during its implementation.</p> <p>ف I separate financial decisions from political decisions where appropriate.</p>	<p>ف I am always asked for advice and input on the financial aspects of the community strategic plan.</p> <p>ف I ensure that required policies for financial strategy decisions are in place to support the overall strategic plan.</p> <p>ف Chief and Council rely on me for up to date and accurate information on the financial performance of the community</p> <p>ف I effectively use a variety of problem solving and decision making methods and successfully implement solutions.</p> <p>ف Program managers routinely develop a business case analysis for new programs or projects.</p>

Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Aboriginal Human Resource Issues</p> <ul style="list-style-type: none"> Analyzing work loads and staffing requirements Developing job descriptions and salary scales Recruitment and hiring Orientation programs Training Career planning for staff Establishing performance goals Evaluating performance Salary and benefit administration Team building Coaching/mentoring and training Managing change 	<p>ف I have limited experience in training and supervising financial staff in accounting procedures.</p> <p>ف I still need to ensure that the financial staff understands their role, responsibilities and personal accountabilities.</p> <p>ف I feel uncomfortable in confronting staff on attendance or performance issues.</p> <p>ف I do not conduct regular performance appraisals with the financial staff.</p> <p>ف I frequently have to seek advice on human resource management issues including hiring financial staff.</p> <p>ف The financial staff does not seek my advice in their career planning.</p> <p>ف I need to base training needs for financial staff on current or future required performance.</p>	<p>ف I assist financial staff in developing their career plans and identifying their training and development needs.</p> <p>ف All financial staff understand their role, responsibilities and personal accountabilities through effective orientation and performance planning.</p> <p>ف Each member of the financial staff appreciates that every job is important to the success of the accounting process.</p> <p>ف I can delegate accounting activities to staff with confidence.</p> <p>ف Salary and benefit administration is accurate and efficient.</p> <p>ف I participate in the development and documentation of human resource management policy and procedures.</p> <p>ف I participate in the hiring process for other departments when requested. □</p> <p>ف I provide specific,</p>	<p>ف The financial staff provides a role model for effective and efficient teamwork.</p> <p>ف I show leadership in addressing community human resource management priorities.</p> <p>ف I am recognized as a good mentor and trainer and encourage financial staff in life-long learning.</p> <p>ف I ensure the development of community capacity in financial management by hiring from within and providing the required training and encouragement to learn.</p> <p>ف I encourage other managers to hire from within the community whenever appropriate.</p> <p>ف There is low turnover in financial section due to high job satisfaction</p> <p>ف I show leadership in the development, documentation and implementation of human resource management policy and procedure.</p>

		meaningful performance feedback to all financial staff on a regular basis.	ف I encourage others to be consistent and open in their human resource management decisions.
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Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
Fiscal Management Issues <ul style="list-style-type: none"> Identifying and developing financial opportunities Developing strategic alliances and partnerships Monitoring challenges in aboriginal fiscal relations Tax-exempt status Negotiating and managing funding arrangements Special reporting requirements - Aboriginal accounting standards Identifying and following Aboriginal financial management best practices Accountability requirements 	<p>ف I have a limited number of personal relationships or alliances with potential business partners.</p> <p>ف I am developing an understanding of the differences and the advantages or disadvantages of different funding arrangements.</p> <p>ف I play a minor role in the negotiation of funding arrangements.</p> <p>ف I am developing an awareness of First Nations taxation issues.</p> <p>ف I am seeking information and advice on best practices for Aboriginal financial management.</p> <p>ف I need to learn more about sources of program funding.</p>	<p>ف I have a thorough understanding of the terms and conditions of the funding arrangement currently in place.</p> <p>ف I use and share my best practices in Aboriginal financial management.</p> <p>ف I have a network of potential economic development partners.</p> <p>ف I am able to identify taxation issues as they arise and take appropriate action including calling in outside expertise.</p> <p>ف I work closely with others to meet the reporting requirements for funded programs.</p> <p>ف I support or suggest actions to improve financial accountability in our community.</p>	<p>ف I document and willingly share my best practices in financial management.</p> <p>ف I have a broad knowledge of available sources of funding.</p> <p>ف I have a detailed knowledge of the differences and advantages and disadvantages of each type of funding agreement.</p> <p>ف I focus on developing new business relationships as our community becomes more economically independent.</p> <p>ف I am able to provide accurate advice on taxation issues when our community is considering new partnerships or joint ventures.</p> <p>ف I am able to effectively apply taxation principles in specific circumstances.</p> <p>ف I maintain a personal awareness of proposed changes to funding arrangements.</p> <p>ف I actively promote</p>

			policy and procedure to improve financial accountability in our community.
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Financial Officer Self-Assessment

Competency	Learning Stage	Full Performance	Superior Performance
Quantitative Methods <ul style="list-style-type: none"> • Probability distributions • Probability of occurrence • Sampling • Statistical estimation • Hypothesis testing • Regression and correlation • Statistical decision theory 	<p>ف I have limited practical experience with the application of quantitative methods.</p> <p>ف I require more training in quantitative methods.</p> <p>ف I can apply basic statistical information in decision-making.</p>	<p>ف I am able to apply aspects of quantitative methods in decision-making.</p> <p>ف I apply statistical analysis effectively to support or challenge assumptions in decision-making.</p> <p>ف I do not overwhelm decision makers through the introduction of statistical information.</p> <p>ف I use spreadsheet programs effectively to manipulate survey data.</p>	<p>ف I regularly incorporate statistical analysis or probability of occurrence in planning or decision making.</p> <p>ف I encourage others to use appropriate quantitative methods when developing business cases or proposals.</p> <p>ف I can use computer statistical software packages with ease and confidence.</p> <p>ف I can assist others in the design and implementation of surveys.</p>

MANAGER'S ASSESSMENT

Background

This assessment is based on the Financial Officer Competency Model. The competency model was developed with the input of Aboriginal Financial Officers Association members and provides a guide to the outcomes that are normally associated with job performance at the learning stage, full performance or superior performance level. Each of the 13 competency categories is important to the successful fulfillment of the Financial Officer's role and is part of the CAFM curriculum. You may find certain competency categories to be more relevant to the Financial Officer's current role than others.

Competency Categories

1. Community Aboriginal History and Culture
2. Communications and Interpersonal Skills
3. Financial Accounting
4. Financial Management
5. Management Accounting
6. Computer Applications
7. Management Information Systems
8. Economics
9. Law
10. Quantitative Methods
11. Strategy and Decision Making
12. Fiscal Management Issues
13. Aboriginal Human Resource Management

How to Use this Manager's Assessment

1. This assessment is designed to assist you in identifying competency development actions for the Financial Officer.
2. Allow yourself about an hour to complete the assessment.
3. In each competency category, mark any statement in any of the learning, full performance and superior performance columns that you feel is an accurate description of the Financial Officers' approach to the job.
4. Be honest and mark only the statements that you are sure of.
5. After completing the workbook, meet with the Financial Officer to discuss the results.
6. Complete the competency development plan that includes actions that you both feel are important to competency development.
7. Make sure the plan is realistic, given the time and resources available to you.
8. Work with the Financial Officer to complete each development action and meet on the follow up date to discuss his/her progress.
9. If there are development needs that cannot be met locally, please identify these needs to the Aboriginal Financial Officers Association. This information will be of value in the design and presentation of workshops or seminars.

Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Community Aboriginal History and Culture</p> <ul style="list-style-type: none"> • Historical and contemporary relationships • Ethical standards and spirituality • Organizational structures and stakeholders • Community leadership structure • Decision-making and accountability • Community protocols • Respecting community values • Social Interactions • Aboriginal culture 	<p>The Financial Officer:</p> <p>ف Has a limited understanding of the values and protocols of this community.</p> <p>ف Needs to appreciate the impact of community events, traditions or ceremonies on accounting timelines.</p> <p>ف Is completing an orientation process to improve my knowledge of community history and culture.</p> <p>ف Is establishing effective working relationships with office staff and community members</p> <p>ف At times bypasses established procedures or policy for some people because of their family connection.</p> <p>ف Does not withhold his/her opinions if asked to support a specific candidate during an election.</p>	<p>ف Adjusts work priorities in response to community events, traditions or ceremonies.</p> <p>ف Understands and respects the traditions, protocols and values of the community.</p> <p>ف Appreciates the history and culture of the community.</p> <p>ف Respects confidentiality in family relationships when discussing business issues.</p> <p>ف Treats everyone in the community equally regardless of their family connection.</p> <p>ف Supports the need for community financial accountability.</p> <p>ف Withholds opinions if asked to support a specific candidate during an election.</p>	<p>ف Is constantly improving his/her awareness and understanding of local language, traditions, history and culture.</p> <p>ف Does not allow personal relationships to interfere with required business practices.</p> <p>ف Encourages financial accountability and ethical practices from Chief and Council and Band Administration.</p> <p>ف Shows good timing in discussing difficult financial management issues while respecting the leadership role of Chief and Council.</p> <p>ف Has an open door policy to discuss personal financial matters in confidence.</p>

		<p>ﻑ Uses financial transactions that are ethical at all times.</p> <p>ﻑ Works within and respects the community leadership structure.</p>	
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Management Accounting</p> <ul style="list-style-type: none"> • Cost Accounting • Job-order costing • Ethical Considerations • Process costing • Cost behaviour and cost-volume-profit analysis • Variable, absorption, and activity-based costing • Budgeting and control • Standard costs for materials, labour and overhead • Flexible budgets and overhead analysis • Relevant costs for decision making and inventory management • Pricing and trends in management accounting • Benchmarking best practices & performance indicators • Preparing results based reports 	<p>The Financial Officer:</p> <p>ﻑ Has limited or no practical experience with cost accounting.</p> <p>ﻑ Rolls over last year's budget.</p> <p>ﻑ May not question project proposals in terms of real direct and indirect costs that may occur.</p> <p>ﻑ Still requires experience in setting up an accounting process for joint ventures.</p> <p>ﻑ Needs to work more closely with the Finance Committee in budget forecasting and adjustments.</p> <p>ﻑ Is working to improve budgeting and budget control for the Finance Department.</p>	<p>ﻑ Has some practical experience in cost accounting.</p> <p>ﻑ Engages in forecasting and adjusting budgets with the Finance Committee at least once a year.</p> <p>ﻑ Can set up the accounting process for joint ventures or partnerships as required.</p> <p>ﻑ Is fully able to interpret variance analysis issues.</p> <p>ﻑ Challenges program managers on hard cost issues such as absorbing administrative overhead for projects or programs.</p> <p>ﻑ Asks questions and challenges assumptions of the full cost of a programs or new ventures (i.e. direct and indirect costs).</p> <p>ﻑ Has effective budgeting and budget control for the Finance Department.</p>	<p>ﻑ Is well versed in effective cost accounting because of past personal experiences.</p> <p>ﻑ Completes quarterly budget revisions with the Finance Committee to attain better utilization of available funding.</p> <p>ﻑ Can recognize and explain true mandatory employment costs.</p> <p>ﻑ Is building the capacity of others to understand the true costs of proposed projects or new business ventures.</p> <p>ﻑ Is improving the ability of other managers to manage their own budgets.</p>

Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Communications and Inter-personal Skills</p> <ul style="list-style-type: none"> • Choice of communications method • Understanding your audience • Executive Summaries for Chief and Council • Relationship building with Council, committees, and external stakeholders • Visual based communication • Facilitating meetings • Letter and report writing • Interviewing • Developing effective relationships • Conflict resolution • Budget presentations with Chief and Council • Negotiating • Diplomacy, discretion, and confidentiality • Organizing and conducting meetings 	<p>The Financial Officer:</p> <p>ف Is developing an effective working relationship with Chief and Council.</p> <p>ف Needs to be better informed of the wants, needs and priorities of the community.</p> <p>ف Does not ensure that the listener/ audience fully understands the information he/she is presenting.</p> <p>ف Appears intimidated by Chief and Council and program managers when presenting negative messages.</p> <p>ف Presentations on community financial status are too detailed for most listeners.</p> <p>ف Needs more confidence to speak in front of large groups.</p>	<p>ف Makes presentations that are well-prepared using presentation software, overheads, flipcharts or handouts and leaves plenty of time for discussion.</p> <p>ف Writes letters and reports that are well organized, concise and easy to understand.</p> <p>ف Is confident when speaking in front of Chief and Council on financial management issues.</p> <p>ف Can recognize situations where conflict will probably occur and takes appropriate action.</p> <p>ف Is confident that he/she can communicate with everyone on their level.</p> <p>ف Simplifies or summarizes financial information to help others with limited financial</p>	<p>ف Always explains financial information in terms that make sense to the listener.</p> <p>ف Never overwhelms the audience or reader with needless detail.</p> <p>ف Is extremely patient with the listener or audience regardless of their level of accounting knowledge.</p> <p>ف Never loses his/her temper in front of others.</p> <p>ف Has the confidence to bring difficult or controversial financial matters to the attention of Chief and Council and program managers.</p> <p>ف Ensures that Chief and Council are always aware of the complete financial status of the community.</p> <p>ف Willingly shares his/her</p>

	<p>ف Avoids situations where conflict may occur.</p> <p>ف Requires assistance in preparing financial summaries.</p>	<p>knowledge.</p> <p>ف Provides relevant and meaningful monthly/quarterly financial reports to Chief and Council.</p> <p>ف Provides financial information to help resolve conflicts without getting emotionally involved.</p>	<p>best communications methods with others.</p> <p>ف Consistently chooses the most appropriate method and timing for communications.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Financial Accounting</p> <ul style="list-style-type: none"> Accounting concepts, principles, and standards Transaction recording according to GAAP Fund Accounting Preparing financial statements and reports Merchandise accounting Internal control Inventories Capital assets Current and long-term liabilities Accounting for partnerships and corporations Cash flow and statement of changes in financial position Accounting for income Revenue and expense recognition Interest concepts of future and present 	<p>The Financial Officer:</p> <p>ف Does not fully appreciate the 'big picture' in terms of how the accounts relate to each other.</p> <p>ف Reconciles all accounts.</p> <p>ف Has a limited ability to judge value of contracted accounting services.</p> <p>ف Sometimes does not meet required reporting deadlines.</p> <p>ف Has limited experience in applying items such as accounting for partnerships, partnership equity and interest concepts.</p> <p>ف Uses GAAP in all financial transactions.</p> <p>ف Still has limited experience in certain aspects of financial accounting.</p>	<p>ف Obtains good value for expenditures when using contracted accounting services.</p> <p>ف Assists community members in completing income tax returns.</p> <p>ف Consistently meets all reporting deadlines.</p> <p>ف Ensures that capital projects are identifiable on an individual basis.</p> <p>ف Uses GAAP in all financial transactions.</p> <p>ف Is well prepared for the yearly audit with minimum disruption to routine accounting processes.</p> <p>ف Maintains control over financial transactions through good working relationships with program managers.</p>	<p>ف Has created a service to assist community members who are filing income tax returns.</p> <p>ف Obtains the maximum benefit from available program funding.</p> <p>ف Holds all department managers accountable for all expenditures.</p> <p>ف Achieves an unqualified audit without recommendations.</p> <p>ف Does not have to juggle funds at the end of the year to meet expenditures for a particular program.</p> <p>ف Shows leadership in the development and implementation of a Community Financial Code.</p> <p>ف Has all parts of the organization proactively</p>

<p>value</p> <ul style="list-style-type: none"> • Cash and receivables • Investments • Shareholders' equity • Partnership equity • Accounting for income tax • Pensions • Financial statement analysis Fund accounting 	<p>ف Is still learning the overall community financial picture.</p> <p>ف Is not fully prepared for the arrival of auditors.</p>	<p>ف Prepares cash flow statements or other reports for Chief and Council efficiently.</p> <p>ف Alerts Chief and Council or myself to sudden changes in financial position.</p>	<p>managing their finances within established budgets.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Computer Applications</p> <ul style="list-style-type: none"> • Computer operating systems • Computer applications: reports and correspondence • Software: spreadsheets, data bases and accounting programs • Internet and e-mail • Maintaining currency in computer technology 	<p>The Financial Officer:</p> <p>ف Uses most features of database, spreadsheet and accounting software efficiently.</p> <p>ف Becomes involved in hardware and software problem solving by volunteering or by default.</p> <p>ف Writes e-mail messages that are too long or too short or need a phone call to clarify.</p> <p>ف Frequently needs to use computer manuals or 'help' features to find solutions to basic problems.</p> <p>ف Has limited experience using different accounting software programs.</p> <p>ف Is becoming aware of the limitations and capabilities of the current</p>	<p>ف Can efficiently use of all features of database, spreadsheet, accounting and word processing software</p> <p>ف Uses e-mail effectively.</p> <p>ف Uses the internet effectively for on-line information searches, sourcing potential suppliers and getting price quotes.</p> <p>ف Separates needs and wants regarding upgrades to hardware and software.</p> <p>ف Encourages preventative maintenance to extend the life of the system components.</p> <p>ف Oversees basic computer maintenance when using computer service technicians.</p>	<p>ف Is always asked to be involved in hardware and software purchasing decisions.</p> <p>ف Obtains the maximum value for system expenditures.</p> <p>ف Can analyze which operating system, hardware or software is most appropriate for the situation.</p> <p>ف Can clearly explain the differences, advantages and disadvantages between different operating systems.</p> <p>ف Encourages others to take a long-term view on systems requirements.</p>

	office hardware and software. ﻓﻪ Hesitates to call in a computer service technician when needed.	ﻓﻪ Keeps up to date on major hardware and software developments. ﻓﻪ Provides assistance in solving software problems.	
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
Financial Management <ul style="list-style-type: none"> • Financial environment • Banking • Loans • Insurance • Security valuation: risk-free assets • Determinants of interest rates • Security valuation: risk-adjusted discount rates • Strategic decisions: capital budgeting and cash flow estimation • Strategic decisions: capital budgeting evaluation criteria • Strategic decisions: the cost of capital • Operating decisions: working capital management • Financial planning 	<p>The Financial Officer:</p> <p>ﻓﻪ Is establishing good personal relationships with local financial institutions.</p> <p>ﻓﻪ Conducts limited or no research into comparative loan rates at banks or other financial institutions.</p> <p>ﻓﻪ Follows the status quo with our relationships with banks or insurance agencies.</p> <p>ﻓﻪ May not get best value for rates being charged.</p> <p>ﻓﻪ Is focused only on a twelve-month cash flow.</p> <p>ﻓﻪ Provides Chief and Council with cash flow estimates only when asked.</p>	<p>ﻓﻪ Has good personal working relationships with local financial institutions and insurance agents.</p> <p>ﻓﻪ Is proactive in providing Chief and Council with cash flow projections on a regular basis.</p> <p>ﻓﻪ Negotiates insurance and loan rates to attain the best value for expenditures.</p> <p>ﻓﻪ Conducts research into comparative loan rates at banks or other financial institutions.</p> <p>ﻓﻪ Ensures that purchasing decisions include a combination of price, reputation and working relationship.</p> <p>ﻓﻪ Participates in long</p>	<p>ﻓﻪ Has frequent contact with local financial institutions to maintain good working relationships.</p> <p>ﻓﻪ Enables community members to understand capital management issues.</p> <p>ﻓﻪ Considers the political ramifications, goodwill and trust in selecting financial institutions.</p> <p>ﻓﻪ Anticipates financial and management issues such that there is positive growth through effective planning and risk management.</p> <p>ﻓﻪ Encourages strategic planning in regard to immediate and long-term future cash flow levels.</p>

		<p>term community financial planning.</p> <p>ف Encourages new Chief and Council to continue to support established financial policies and procedures.</p>	<p>ف Actively encourages new Chief and Council to continue to support or improve established financial policies and procedures.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Economics</p> <ul style="list-style-type: none"> • Price elasticity and regulation • Market structures and pricing • Applying economic reasoning to decision making and forecasting • Supply and demand • Macroeconomics and economic indicators • Expenditure decisions • Money, banking, and interest rates • Unemployment and inflation • Awareness of the impact of global economic issues on your organization or community. 	<p>The Financial Officer:</p> <p>ف Needs to improve his/her ability to recognize the potential impact of economic trends on our community.</p> <p>ف Understands and can discuss fundamental economic principles.</p> <p>ف Hesitates to challenge the profitability of current community enterprises.</p> <p>ف Is unsure of his/her role in clarifying or challenging business expenditure decisions.</p> <p>ف Has limited experience in cost/benefit analysis or applying economic reasoning in decision making or forecasting.</p> <p>ف Has a limited understanding of interest</p>	<p>ف Maintains an awareness of economic trends that may impact our community and community business interests.</p> <p>ف Participates in discussions with the local municipality regarding cost sharing projects.</p> <p>ف Provides assistance to others with cost/benefit analysis for economic development proposals.</p> <p>ف Is able to explain key economic theories to community members in a practical manner.</p> <p>ف Maintains an up to date knowledge of interest rates, money markets and current return on investments.</p>	<p>ف Is proactive in working with Chief and Council and myself to identify potentially profitable economic development projects.</p> <p>ف Does not let negative financial status impede his/her personal initiative to find and explore potential economic development activities.</p> <p>ف Encourages others to use cost/benefit analysis and sound economic reasoning when considering new programs, proposals and projects.</p> <p>ف Is always able to advise on economic development proposals or new programs.</p> <p>ف Is able to provide</p>

	rates, money markets and current return on investments.	<p>ﻓﻪ Helps to identify and analyze economic development opportunities.</p> <p>ﻓﻪ Applies economic reasoning and cost benefit analysis in decision making and forecasting.</p> <p>ﻓﻪ Challenges the profitability of current community enterprises where appropriate and bring the analysis to the attention of Chief and Council.</p>	appropriate and timely advice on maximizing return on our investments.
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Management Information Systems</p> <ul style="list-style-type: none"> • Computer based information systems • The systems development life-cycle • Identifying and understanding end user needs • Managing accounting information • Presenting information to Chief and Council • File and database organization • System security and control 	<p>The Financial Officer:</p> <p>ﻓﻪ Accepts that there are multiple databases with little or no integration.</p> <p>ﻓﻪ Appreciates the need for the consolidation of databases but has yet to bring forward solutions to Chief and Council or myself.</p> <p>ﻓﻪ Does not fully understand the information needs of all end-users in our community.</p> <p>ﻓﻪ Is still working with an information management system that is inefficient and may not meet the needs of end-users.</p> <p>ﻓﻪ Cannot ensure the completeness, security or accuracy of all accounting information.</p>	<p>ﻓﻪ Has documented information and data management protocols and procedures for the accounting department and has communicated these to others.</p> <p>ﻓﻪ Supports actions to consolidate databases between each department.</p> <p>ﻓﻪ Fully understands and responds to the accounting information needs of end-users.</p> <p>ﻓﻪ Ensures that the information management system for the Accounting Department functions effectively.</p> <p>ﻓﻪ Ensures that all accounting information is complete, accurate and</p>	<p>ﻓﻪ Is asked to coordinate computer user groups in the community to stabilize system rules, protocols and procedures.</p> <p>ﻓﻪ Actively encourages the documentation and consistent application of information system rules and protocols for the entire organization.</p> <p>ﻓﻪ Can clearly explain and demonstrate the benefits of an integrated database to others.</p> <p>ﻓﻪ Shows leadership in the coordination of databases and information systems using a realistic time frame and budget.</p> <p>ﻓﻪ Influences others to move toward systems</p>

	<p>ف Needs to be better prepared when presenting financial information to Chief and Council.</p>	<p>secure.</p> <p>ف Often assists in the documentation of information management rules and protocols.</p> <p>ف Encourages others to safeguard their important information or data.</p> <p>ف Can provide any required accounting information with ease and confidence</p>	<p>integration as a part of the overall strategic plan for the community.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Law</p> <p>Contract Administration Employment contracts Tort law Professional liability Contracts Insurance Insurance contracts Leases – land, shared leases Debtor and creditor relations Types of business organizations - sole proprietorships, partnerships and corporations. The Indian Act Aboriginal Title and Treaties First Nations' self government powers Taxation rules and First Nations</p>	<p>The Financial Officer:</p> <p>ف Is becoming familiar with the status of existing contracts with suppliers, business partners, contractors, etc.</p> <p>ف Sometimes attempts to negotiate contracts without the involvement of program managers.</p> <p>ف Has a limited understanding of First Nations governance powers and legislation specific to First Nations.</p> <p>ف Is becoming familiar with First Nations taxation issues.</p> <p>ف Has limited personal experience with contract administration.</p>	<p>ف Supports the need for accurate, written contracts to obtain value for expenditures or to mitigate community liability.</p> <p>ف Often provides assistance to program managers on financial terms and conditions when they are negotiating contracts.</p> <p>ف Is familiar with current legislation specific to First Nations and understands First Nations taxation issues.</p> <p>ف Can explain the advantages and disadvantages of various types of business entities.</p> <p>ف Can apply the principles of contract and</p>	<p>ف Does not revert to negotiating contracts himself/herself in the absence of program managers.</p> <p>ف Has a thorough understanding of First Nations taxation issues including GST collection options.</p> <p>ف Has a good knowledge of legislation affecting First Nations</p> <p>ف Encourages caution when entering into contracts with regard to internal administration costs.</p> <p>ف Has a broad understanding of each stage of the treaty negotiation process.</p>

	<p>ف Avoids talking with creditors or debtors to the Band to establish payment arrangements.</p> <p>ف Understands the key elements of contract and employment law.</p> <p>ف Contacts legal counsel too hastily for their opinion.</p>	<p>employment law appropriately and support compliance with terms and conditions of contracts.</p> <p>ف Contacts legal counsel for an opinion when appropriate.</p> <p>ف Understands the stages in the treaty negotiation process.</p> <p>ف Maintains frequent contact with creditors and debtors to the Band to establish payment arrangements.</p>	<p>ف Recognizes his/her limitations when discussing legal issues and seeks appropriate legal advice in time.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Strategy and Decision Making</p> <ul style="list-style-type: none"> • Providing input to strategic plans • Thinking strategically • Setting direction and planning within financial operations • Strategy implementation and financial plans • Encouraging strategic planning • Business case analysis • Problem/ issue identification • Effective decision making • Financial evaluation techniques • Building consensus • Implementing and evaluating solutions • Providing advice on 	<p>The Financial Officer:</p> <p>ف Has a limited ability to provide meaningful input into the strategic planning process for our community.</p> <p>ف Tends to make quick decisions where more thought, time and information are required.</p> <p>ف Is focused on a twelve-month cash flow rather than on the long term.</p> <p>ف Needs to establish or finalize a work plan for the accounting department.</p> <p>ف Reacts to symptoms of a problem rather than investigate the real cause of the problem.</p> <p>ف Relies on consensus</p>	<p>ف Patiently listens to others and considers all options before making decisions and does not jump to conclusions.</p> <p>ف Suggests that program managers develop a business case analysis for new projects.</p> <p>ف Encourages others to develop long-term community plans.</p> <p>ف Has a current work plan for the Finance Department that supports the community strategic plan.</p> <p>ف Seeks all required information and opinions before making a decision.</p>	<p>ف Always asked to advise and provide input on the financial aspect of the strategic planning process.</p> <p>ف Ensures the required policies for financial strategy decisions are in place to support the overall strategic plan.</p> <p>ف Can be relied upon for up to date and accurate information on the financial performance of the community.</p> <p>ف Can effectively use a variety of problem solving and decision-making methods and successfully implement solutions.</p> <p>ف Knows that program managers routinely</p>

business, treaties, self government, policy and compliance issues	<p>decision-making and is not experienced with alternative problem solving and decision making methods.</p> <p>ﻑ Hesitates to ask for a business case analysis from program managers for new projects or ventures.</p>	<p>ﻑ Provides timely and accurate financial information for decision makers.</p> <p>ﻑ Monitors and adjusts the financial management portion of the strategic plan during its implementation.</p> <p>ﻑ Separates financial decisions from political decisions where appropriate.</p>	develop a business case analysis for new programs or projects.
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Aboriginal Human Resource Issues</p> <ul style="list-style-type: none"> Analyzing work loads and staffing requirements Developing job descriptions and salary scales Recruitment and hiring Orientation programs Training Career planning for staff Establishing performance goals Evaluating performance Salary and benefit administration Team building Coaching/mentoring and training Managing change 	<p>The Financial Officer:</p> <p>ﻑ Has limited experience in training and supervising financial staff in accounting procedures.</p> <p>ﻑ Needs to ensure that the financial staff fully understands their role, responsibilities and personal accountabilities.</p> <p>ﻑ Appears uncomfortable in dealing with staff on poor attendance or poor work.</p> <p>ﻑ Does not conduct regular performance appraisals with the financial staff.</p> <p>ﻑ Frequently has to seek advice on human resource management issues</p>	<p>ﻑ Assists financial staff in developing their career plans and identifying their training and development needs.</p> <p>ﻑ Ensures that the financial staff fully understands their role, responsibilities and personal accountabilities through effective orientation and performance planning.</p> <p>ﻑ Ensures that each member of the financial staff appreciates that every job is important to the success of the accounting process.</p> <p>ﻑ Can delegate accounting activities to staff with confidence.</p>	<p>ﻑ Knows that financial staff provides a role model for effective and efficient teamwork.</p> <p>ﻑ Shows leadership in addressing community human resource management priorities.</p> <p>ﻑ Is recognized as a good mentor and trainer and encourages financial staff in life-long learning.</p> <p>ﻑ Ensures the development of community capacity in financial management by hiring from within and providing the required training and encouragement to learn.</p>

	<p>including hiring financial staff.</p> <p>ف Is not asked for career planning advice by the financial staff.</p> <p>ف Needs to base training needs for financial staff on current or future required performance.</p>	<p>ف Ensures that salary and benefit administration is accurate and efficient.</p> <p>ف Participates in the development and documentation of human resource management policy and procedures.</p> <p>ف Participates in the hiring process for other departments.</p> <p>ف Provides specific, meaningful feedback on performance to all financial staff.</p>	<p>ف Encourages other managers to hire from within the community whenever appropriate.</p> <p>ف Has low staff turnover due to high job satisfaction</p> <p>ف Shows leadership in the development, documentation and implementation of human resource management policy and procedure.</p> <p>ف Encourages others to be consistent and open in their human resource management decisions.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Fiscal Management Issues</p> <ul style="list-style-type: none"> Identifying and developing financial opportunities Developing strategic alliances and partnerships Monitoring challenges in aboriginal fiscal relations Tax-exempt status Negotiating and managing funding arrangements Special reporting requirements - Aboriginal accounting standards Identifying and following Aboriginal financial management best practices 	<p>The Financial Officer:</p> <p>ف Has a limited number of personal relationships or alliances with potential business partners.</p> <p>ف Is developing an understanding of the differences and the advantages or disadvantages between different funding arrangements.</p> <p>ف Only plays a minor role in the negotiation of funding arrangements.</p> <p>ف Is developing an awareness of First Nations taxation issues.</p> <p>ف Is seeking information and advice on best practices for Aboriginal</p>	<p>ف Has a thorough understanding of the terms and conditions of the funding arrangement currently in place.</p> <p>ف Uses and shares his/her best practices in Aboriginal financial management.</p> <p>ف Has a network of potential economic development partners.</p> <p>ف Is able to identify taxation issues as they arise and takes appropriate action including calling in outside expertise.</p> <p>ف Works closely with others to meet the reporting requirements for</p>	<p>ف Documents and willingly shares his/her best practices in financial management.</p> <p>ف Has a broad knowledge of available sources of funding.</p> <p>ف Has a detailed knowledge of the advantages and disadvantages of each type of funding agreement.</p> <p>ف Is focused on new business relationships as our community becomes more economically independent.</p> <p>ف Is able to provide accurate advice on taxation issues when our</p>

<ul style="list-style-type: none"> Accountability requirements 	<p>financial management.</p> <p>ﻓ Needs to learn more about sources of program funding.</p>	<p>funded programs.</p> <p>ﻓ Supports or suggest actions to improve financial accountability in our community.</p>	<p>community is considering partnerships/ joint ventures.</p> <p>ﻓ Is able to correctly apply taxation principles in specific circumstances.</p> <p>ﻓ Maintains a personal awareness of proposed changes to funding arrangements.</p> <p>ﻓ Actively promotes policy and procedures to improve financial accountability in our community.</p>
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Manager's Assessment

Competency	Learning Stage	Full Performance	Superior Performance
<p>Quantitative Methods</p> <ul style="list-style-type: none"> Probability distributions Probability of occurrence Sampling Statistical estimation Hypothesis testing Regression and correlation Statistical decision theory 	<p>The Financial Officer:</p> <p>ﻓ Has limited practical experience with the application of quantitative methods.</p> <p>ﻓ Requires more training in quantitative methods.</p> <p>ﻓ Can only apply basic statistical information in decision-making.</p>	<p>ﻓ Is able to apply aspects of quantitative methods in decision-making.</p> <p>ﻓ Applies statistical analysis effectively to support or challenge assumptions in decision-making.</p> <p>ﻓ Does not overwhelm decision makers through the introduction of statistical information.</p> <p>ﻓ Use spreadsheet programs effectively to manipulate survey data.</p>	<p>ﻓ Regularly incorporates statistical analysis or probability of occurrence in planning or decision-making.</p> <p>ﻓ Encourages others to use appropriate quantitative methods when developing business cases or proposals.</p> <p>ﻓ Uses computer statistical software packages with ease and confidence.</p> <p>ﻓ Assists others in the design and implementation of surveys.</p>

Assessment Plan Guidelines

1. Review the assessments and identify the priorities for competency development. These priorities will depend on performance expectations and the current role and responsibilities of the Financial Officer.
2. For each competency category, identify one or two specific actions that will help the Financial Officer move from the Learning Stage to Full Performance or from Full Performance to Superior Performance.
3. Ensure that each development action is achievable, given the available time and resources.
4. Prioritize the development actions to ensure that the most important items receive immediate attention.
5. Competency development actions can include training, attending seminars or workshops, work experience, coaching, mentoring, home study or formal education.
6. Establish a time frame and budget for the completion of development actions. Try to complete the actions within a twelve-month period.
7. Determine an appropriate follow up date when you will meet again and discuss the progress that has been made in improving the specific competency.

8. The Financial Officer and the manager should each keep a copy of the plan to periodically check on progress.

FINANCIAL OFFICER COMPETENCY DEVELOPMENT PLAN

The following actions are needed to improve current competency in Community Aboriginal History and Culture.

Competency Development Action	Time Frame	Budget	Follow Up Date

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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Management Accounting.

Competency Development Action	Time Frame	Budget	Follow Up Date

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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Communications and Interpersonal Skills.

Competency Development Action	Time Frame	Budget	Follow Up Date

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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Financial Accounting.

Competency Development Action	Time Frame	Budget	Follow Up Date

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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Computer Applications.

Competency Development Action	Time Frame	Budget	Follow Up Date
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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Financial Management.

Competency Development Action	Time Frame	Budget	Follow Up Date
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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Economics.

Competency Development Action	Time Frame	Budget	Follow Up Date
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Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Management Information Systems.

Competency Development Action	Time Frame	Budget	Follow Up Date

Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Law.

Competency Development Action	Time Frame	Budget	Follow Up Date

Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Strategy and Decision Making.

Competency Development Action	Time Frame	Budget	Follow Up Date

Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Aboriginal Human Resource Issues.

Competency Development Action	Time Frame	Budget	Follow Up Date

Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Fiscal Issues.

Competency Development Action	Time Frame	Budget	Follow Up Date

Financial Officer Competency Development Plan

The following actions are needed to improve current competency in Quantitative Methods.

Competency Development Action	Time Frame	Budget	Follow Up Date

Financial Officer Competency Development Needs

Community: _____

Date: ____ / ____ / ____

If there are competency development needs that cannot be met locally and would be of interest if offered as a workshop or seminar, please fax pages 62 - 64 to the AFOABC at (604) 988-2625.

Competency	Competency Development Need
Community Aboriginal History and Culture	
Management Accounting	
Communications and Interpersonal Skills	
Financial Accounting	

Computer Applications	
Financial Management	
Economics	
Management Information Systems	
Law	

Strategy and Decision Making	
Aboriginal Human Resource Issues	
Fiscal Management Issues	
Quantitative Methods	

NOTES: