

Budget Analyst Competency Model 06/20/2005

Core Competencies (Knowledge of, Ability to Use, or Skill in Using):		Levels			Actions Demonstrating Competency Learning	Developmental Activities
		1	2	3		
Budgeting Concepts and Processes						
1.	Basic budget, accounting and program concepts, principles and terminology Agency budget principles and procedures and the agency's financial management system	X	X	X	Conduct research into Agency's financial status Provide advice to agency officials on budget policies, procedures and funds availability Prepare Secretarial, OMB and Congressional justification.	<u>Courses:</u> Budget formulation, presentation and execution Budget Justification Federal accounting concepts and principles
2.	Nature, characteristics, applications and structure of appropriations and other funds that support accomplishment of the agency's mission	X	X	X	Prepare status of funds, which analyzes agency's current funding position and estimates end-of-year spending and level of obligations	<u>Courses:</u> Federal budget process Appropriations law Study of the Anti Deficiency Act Work experience
3.	OMB and agency object classes, agency accounting code conventions, and document flow processes	X	X	X	Track documents through accounting system for purpose of determining funding status Prepare status of funds, estimate costs of specific program increments Understands financial reports Prepare Congressional justification books, the budget in brief, and the President's Budget appendix	<u>Work Experience:</u> Rotational assignments (including OMB) Learn structure and use of agency financial management systems On the Job Training on Financial Reports Study pertinent OMB circulars Track obligations and costs through accounting system
4.	Agency systems for the administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter and intra-agency reimbursable agreements and funding and financial reports	X	X	X	Monitor agency's use of funds Provide advice on spending actions Operate agency's fund control system Prepare apportionments and other OMB required documents Design and use system processes and procedures that ensure financial management integrity	<u>Courses:</u> Program analysis Project management Database management Management of Databases and Spreadsheets <u>Work experience:</u> Study agency's administrative control of

1-Entry Level (GS 5-9)

2-Mid Career Level (GS 11—12)

3-Senior Level (GS 13-14)

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						funds procedures Compile continuing resolutions authority requests Prepare Congressional Reprogramming Prepare temporary appropriations warrants requests for submission to Treasury Prepare 1105 apportionment requests
5.	Agency's budget operations and processes and how obligations and expenditures are incurred for assigned program areas	X	X	X	Analyze and estimate assigned area of spending Prepare accurate status of funds reports Review and assess obligating documents	<u>Work experience:</u> Study program regulations and operations, internal agency budget policies and procedures, and authorizing statutes Details to program financial offices Review legal constraints on prior year and current year budget execution Learn about contracting procedures, reimbursable & direct procurement, MOU instruments, & inter-agency support agreements and other obligating mechanisms
6.	Laws regarding appropriated and other types of funds (i.e., reimbursable accounts, working capital funds, and loan funds) Revolving funds concepts, fee-for-service operations and privatization criteria	X	X	X	Resolve budget issues Conduct sound cost/benefit analysis Generate sufficient revenues to cover costs	<u>Courses:</u> Appropriations law Working capital/revolving fund accounting courses Circular A-25 <u>Work experience:</u> Research appropriations case law Rotation to working capital function
7.	Budget formulation, presentation and execution concepts and processes Ability to respond to Congressional inquiries (questions and answers) Current program and budget issues and state-of-the-art developments in the budget field Key agency program policy and program performance issues		X	X	Relate financial information to program policy objectives and performance results of the agency Explain importance and impact of specific budget issues to high-level program officials	<u>Courses</u> Public administration Government operations Presentation Skills <u>Work Experience:</u> Rotational assignments to program offices Study agency performance plans, strategic plans, annual financial statements, and accountability reports. Observing or participating in budget briefings

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						Attending Congressional hearings Study agency's annual performance plan
8.	The Federal budget preparation process as it applies to the agency		X	X	Prepare budget narratives and exhibits for inclusion in OMB, Congressional budgets, and annual performance plan Brief Congressional staffers on budget request Defend/support budget before OMB staff, and Congressional appropriations and oversight committees	<u>Courses:</u> Federal budget process Budget formulation Budget estimating techniques Writing effective budget justifications Budget presentation and justification Budget execution Internal policies and procedures Rhetoric Creative thinking <u>Work experience:</u> Budget examiner Detail to OMB
9.	The Congressional budget and appropriations process	X	X	X	Provide advice on potential Congressional reactions to proposed agency budgets Determine possible course of Agency action in response to Congressional action	<u>Courses:</u> Congressional appropriation and budget process <u>Work Experience:</u> Review and analyze oversight committee reports; learn Congressional oversight committee procedures (House, Senate, & Conference), budget resolution process, authorization/appropriation relationship Learn role of OMB
Budget Presentation and Justification						
10.	Basic missions, functions and organizational structure of the agency and its offices	X	X	X	Prepare budget narratives to OMB and Congress Review specific program objectives for adequacy of funding	<u>Work experience:</u> Assist clients to prepare performance goals and measures and monitor progress Rotational assignments and details Site visits Review Departmental Organization Orders and ITA functional orders

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11.	The impact that agencies such as OMB and OPM, and GSA have on agency operations	X	X	X	Prepare budget narratives to OMB and Congress Review specific program objectives for adequacy of funding Participate in or Prepare Program assessment rating tool reviews	Direct contact with OMB, OPM and GSA counterparts
12	Assigned program/account areas	X	X	X	Prepare budget narrative to OMB and Congress Review specific program objectives for adequacy of funding	Visit facilities (production, test, labs, etc.) with program managers
13.	Public laws, executive orders, OMB circulars and bulletins, and agency directives which govern the budget process for assigned program areas	X	X	X	Prepare President's appendix and technical budget exhibits in order to reflect agency's policy and financial situation consistent with information from agency's accounting system	<u>Courses:</u> Appropriations law Budget formulation <u>Work experience:</u> Learn agency financial management policies and regulations Research, analyze and interpret financial data Read Department of Commerce budget manual
14.	Sufficient knowledge and ability to interpret and apply statutes, regulations, Comptroller General Decisions, court opinions, and specific Congressional mandates included in the agency's authorizing legislation, appropriation acts, and Committee reports		X	X	Advise agency official on budget policy and procedures Track Congressional Reporting Requirements	<u>Courses:</u> Appropriations law Work experience Research
15.	Basic techniques of budget, financial and economic analysis Good business practices Sound basis in general analytics	X	X	X	Advise on financial operations of the agency. Prepare budget analyses, including depreciation of program assets, and projections of future year costs Prepare status of funds reports, which estimate year-end spending Prepare budget estimates for program increases Compute and justify inflationary, uncontrollable increases Identify financial issues before they become funding problems Participate or prepare internal control reviews	<u>Courses:</u> Basic and Federal accounting concepts and principles Economics Internal control (Sarbanes Oxley) Automated data processing controls (to ensure data integrity) Business administration Quantitative mathematics Statistics Operations research

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					Conducts independent verification and validation of financial/performance data	Regression analysis as a forecasting tool Effects of foreign currency fluctuations Survey Research
General						
16	Ability to integrate the requirements of the Government Performance Results Act into the budget process		X	X	Prepare agency budget based on strategic and performance plans Advise program managers on preparation of performance plans and measures to facilitate agency wide cohesion in budget plans	<u>Courses:</u> Strategic planning Performance measures Work experience
17.	Mathematics and statistics	X	X	X	Analyze and interpret financial data and trends in assigned programs	<u>Courses:</u> Mathematics Statistics <u>Work Experience:</u> Master PC software tools for statistical forecasting, trend analysis graphical presentation, exception reporting
18.	Effective oral and written communication skills.	X	X	X	Prepare and present analyses, reports and budget justifications, which are concise and clear to the targeted audience Write and explain budget instructions Conduct and participate in effective meetings	<u>Courses:</u> College level English courses, such as English composition, literature, rhetoric, creative writing, etc. Presentation Skills Briefing and presentation techniques Lotus Notes <u>Work Experience:</u> Speaking and writing subject to supervisory mentors Constant attention to ensuring that speech and writing is in plain English
19.	Information Technology	X	X	X	Use computer applications to efficiently extract data from agency financial systems and transform data elements into financial information for analysis and	<u>Courses:</u> Basic information technology including database management

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		1	2	3	review. Define systems requirements for new software programs or modification to existing programs. Effectively articulate and convey those needs to information technology personnel.	Standard office software (i.e. spreadsheets, graphics, presentations) Agency financial systems and analysis software.
20.	Stress and time management	X	X	X	Use stress and time management techniques to meet tight deadlines Find balance between work, family and recreation Maintain good health habits Maintain team concept	<u>Courses:</u> Stress management Time management Setting priorities