



CFO Council

Competency Alignment

INTERACTIVE PRODUCT GUIDE | WINTER 2025

CFO Council

Trusted Training Education Provider (TTEP)

Rely on Management Concepts to demonstrate the career competencies you need for mission success and professional momentum. Our library of over 300 courses aligns with 52 of the CFO-defined competencies and provides exposure to the subject matter areas that matter most to your career.

From financial management to professional skills, you're certain to discover the courses that are right for your path forward.

Where would you like to grow?

Click on the competency area to explore new possibilities and ways to elevate your career.

Accounting



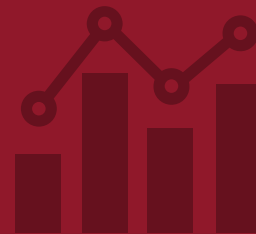
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Human Resources



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Leadership & Management



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Project Management



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Risk Management



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CFO Council Competency Alignment for

Accounting



Gain an understanding of how to generate accurate and timely financial statements that comply with federal regulations through an overview of accounting terms, principles, concepts, and standards, with a focus on outcome-based learning to ensure practical application of this knowledge in real-world situations.

Accounting Analysis

[Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)
[Reconciling with and Reporting to Treasury - Fund Balance With Treasury \(FBWT\)](#)

Accounting Concepts, Policies, and Principles

[Accounting for Revolving Funds and Reimbursables](#)
[Budgeting and Accounting: Making the Connection](#)
[Federal Accounting Fundamentals](#)
[Statements of Federal Financial Accounting Standards \(SFFAS\)](#)
[U.S. Standard General Ledger: Practical Applications](#)

Audit Concepts, Policies, and Principles

[Preparing Federal Financial Statements Using the U.S. Standard General Ledger](#)
[Reconciling with and Reporting to Treasury - Fund Balance With Treasury \(FBWT\)](#)

Budget Concepts, Policies, and Principles

[Budgeting and Accounting: Making the Connection](#)

Budget Formulation, Justification, and Presentation

[Budgeting and Accounting: Making the Connection](#)

Financial Management and Reporting Analysis

[Federal Accounting Fundamentals](#)
[Budgeting and Accounting: Making the Connection](#)
[Preparing Federal Financial Statements Using the U.S. Standard General Ledger](#)

Financial Reporting

[Budgeting and Accounting: Making the Connection](#)
[Federal Accounting Fundamentals](#)
[Preparing Federal Financial Statements Using the U.S. Standard General Ledger](#)
[Reconciling with and Reporting to Treasury - Fund Balance With Treasury \(FBWT\)](#)

Fundamentals and Operations of Accounting

[Accounting for Revolving Funds and Reimbursables](#)
[Budgeting and Accounting: Making the Connection](#)
[Federal Accounting Fundamentals](#)
[Federal Financial Statement Audits](#)
[Managerial Cost Accounting for Decision Support](#)
[Preparing Federal Financial Statements Using the U.S. Standard General Ledger](#)
[Reconciling with and Reporting to Treasury - Fund Balance With Treasury \(FBWT\)](#)
[Statements of Federal Financial Accounting Standards \(SFFAS\)](#)
[The Prompt Payment Act and Voucher Examination](#)
[U.S. Standard General Ledger: Practical Applications](#)





CFO Council Competency Alignment for

Acquisition & Contracting

Explore the knowledge required to gain the skills and abilities needed to perform acquisition duties effectively across the federal landscape.

Budget Execution

[Appropriations Law for Contracting Professionals](#)

Contract Management

[Appropriations Law for Contracting Professionals](#)

[Cost and Price Analysis](#)

[Developing the Independent Government Cost Estimate](#)

[FPM 132 - Fundamentals of Contracting](#)

[FPM 232 - Applications in Contracting](#)

[FPM 332 - Progressive Contracting Strategies for Programs](#)

[Fundamentals of Overhead and Other Indirect Cost Rates](#)

[Introduction to Federal Contracting](#)

Human Capital Management

[Managing Contracting Organizations](#)

Influencing/Negotiating

[Federal Contract Negotiation Techniques](#)

Integrity/Honesty

[Ethics in Federal Contracting](#)

Interpersonal Skills

[Managing Contracting Organizations](#)



CFO Council Competency Alignment for

Analytics



Discover how to collect, analyze, and interpret data for stakeholders to leverage in making decisions at federal agencies and organizations.

Data Management

[Data Analysis for Financial Managers Using Microsoft Excel](#)

[Data Analysis and Modeling Techniques](#)

[Evaluating and Presenting Analysis Results](#)

[Introduction to Data Visualization](#)

Decision Making

[Data-Driven Decision Making](#)

[Decision Making](#)

[Critical Thinking for Problem Solving](#)

Problem Solving

[Introduction to Data Visualization](#)

Explore Ways to Leverage
Data to Make Informed
Decisions with Our
Collection of Webinars

[Learn More →](#)





CFO Council Competency Alignment for

Appropriation Law

Enhance your understanding of Federally-appropriated funds by learning about purpose, time and amount. With this knowledge, you will confidently apply these requirements to ensure compliance and effectively avoid Antideficiency Act violations.

Advanced Financial Management

[Appropriations Law Seminar](#)

[Appropriations Law for Revolving Funds and Reimbursables](#)

[Appropriations Law Refresher and Update](#)

[Fiscal Law in DoD](#)

[The Antideficiency Act](#)

Audit Concepts, Policies, and Principles

[The Antideficiency Act](#)

Budget Concepts, Policies, and Principles

[Appropriations Law Seminar](#)

[Appropriations Law for Revolving Funds and Reimbursables](#)

[Appropriations Law Refresher and Update](#)

[Fiscal Law in DoD](#)

[The Antideficiency Act](#)

Budget Execution

[Appropriations Law Seminar](#)

[Appropriations Law for Revolving Funds and Reimbursables](#)

[Appropriations Law Refresher and Update](#)

[Fiscal Law in DoD](#)

[The Antideficiency Act](#)

Financial Stewardship

[Appropriations Law Seminar](#)

[Appropriations Law for Revolving Funds and Reimbursables](#)

[Appropriations Law Refresher and Update](#)

[Fiscal Law in DoD](#)

[The Antideficiency Act](#)



CFO Council Competency Alignment for

Budgeting & Performance



Learn proven methods to formulate and execute budgetary procedures to be in line with federal rules, standards, and regulations.

Accounting Analysis

[Benefit-Cost Analysis Using Microsoft Excel](#)
[Managerial Cost Accounting for Decision Support](#)

Attention to Detail

[Budget Justification: Effective Preparation and Submission](#)

Budget Concepts, Policies, and Principles

[Budget Execution](#)
[Budget Formulation](#)
[Budget Justification: Effective Preparation and Submission](#)
[Federal Financial Management Overview](#)
[PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)

Budget Execution

[Appropriations Law Refresher and Update](#)
[Army PPBES Workshop](#)
[Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)
[Budget Execution](#)
[Budget Formulation](#)
[Financial Management of Revolving Funds and Reimbursables](#)
[PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)
[The Federal Budget Process](#)

Budget Formulation, Justification, and Presentation

[Army PPBES Workshop](#)
[Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)
[Budget Estimating Using Microsoft Excel](#)
[Budget Formulation](#)
[Budget Justification: Effective Preparation and Submission](#)
[Financial Management of Revolving Funds and Reimbursables](#)
[PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)
[Program and Budget Analysis Using Microsoft Excel](#)

Critical Thinking and Creativity

[Benefit-Cost Analysis Using Microsoft Excel](#)
[Data Analysis for Financial Management Using Microsoft Excel](#)

Decision Making

[Benefit-Cost Analysis Using Microsoft Excel](#)
[Data Analysis for Financial Management Using Microsoft Excel](#)

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Financial Management Analysis

- [Appropriations Law for Revolving Funds and Reimbursables](#)
- [Army PPBES Workshop](#)
- [Benefit-Cost Analysis Using Microsoft Excel](#)
- [Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)
- [Budget Estimating Using Microsoft Excel](#)
- [Budget Execution](#)
- [Budget Formulation](#)
- [Data Analysis for Financial Managers Using Microsoft Excel](#)
- [Financial Management of Revolving Funds and Reimbursables](#)
- [PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)
- [Preparation and Analysis of the SF 133](#)
- [Program and Budget Analysis Using Microsoft Excel](#)
- [The Antideficiency Act](#)

Financial Reporting

- [Preparation and Analysis of the SF 133](#)

Financial Stewardship

- [Army PPBES Workshop](#)
- [Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)
- [Budget Execution](#)
- [PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)
- [The Federal Budget Process](#)

Fundamentals and Operations of Budget

- [Army PPBES Workshop](#)
- [Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)
- [Budget Execution](#)
- [Budget Formulation](#)
- [Budget Justification: Effective Preparation and Submission](#)
- [Budgeting and Accounting: Making the Connection](#)
- [FPM 133 - Fundamentals of Business, Cost, & Financial Management](#)
- [FPM 233 - Applications in Business, Cost & Financial Management](#)
- [FPM 333 - Progressive Business, Cost and Financial Management](#)
- [PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)
- [Program and Budget Analysis Using Microsoft Excel](#)
- [The Federal Budget Process](#)

Technology Proficiency

- [Budget Estimating Using Microsoft Excel](#)
- [Benefit-Cost Analysis Using Microsoft Excel](#)
- [Cybersecurity for Contracting Professionals](#)

Written Communications

- [Budget Justification: Effective Preparation and Submission](#)





CFO Council Competency Alignment for

Financial Management

Enhance efficiency, boost transparency, and combat waste, fraud, and abuse with comprehensive financial management training solutions.

Accounting Analysis

[Improper Payments](#)

Accounting Concepts, Policies, and Principles

[Federal Financial Management Overview](#)

[Improper Payments](#)

Advanced Financial Management

[Contemporary issues in Federal Financial Management \(Defense\)](#)

Audit Planning and Management

[Contemporary issues in Federal Financial Management \(Defense\)](#)

Budget Concepts, Policies, and Principles

[Financial Management of Revolving Funds and Reimbursables](#)

[The Legislative Process: Working with Congress](#)

Budget Execution

[Federal Financial Management Overview](#)

[Financial Management of Defense Working Capital Funds](#)

[The Legislative Process: Working with Congress](#)

Budget Formulation, Justification, and Presentation

[Contemporary issues in Federal Financial Management \(Defense\)](#)

[Financial Management of Defense Working Capital Funds](#)

[The Legislative Process: Working with Congress](#)

Business Process Improvement

[Internal Control: Meeting Federal Requirements for Accountability](#)

[Understanding ERM, Internal Controls, and Fraud Prevention in the Federal Environment](#)

Commercial Pay Concepts, Policies, and Principles

[Improper Payments](#)

[The Prompt Payment Act and Voucher Examination](#)

Decision Support

[Advanced Internal Controls](#)

[Benefit-Cost Analysis Using Microsoft Excel](#)

[Data Analysis for Financial Managers Using Microsoft Excel](#)

[Data-Driven Decision Making](#)

[Improper Payments](#)

[Managing for Success in a Performance Audit](#)

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Enterprise Perspective

[The Legislative Process: Working with Congress](#)

Financial Concepts, Policies, and Principles

[Appropriations Law for Contracting Professionals](#)

[Appropriations Law for Revolving Funds and Reimbursables](#)

[Appropriations Law Refresher and Update](#)

[Appropriations Law Seminar](#)

[Army PPBE Workshop](#)

[Budget Analyst's Essential Guide to Formulation, Justification, and Execution](#)

[Budget Execution](#)

[Budget Formulation](#)

[Budget Justification: Effective Preparation and Submission](#)

[Budgeting and Accounting: Making the Connection](#)

[Federal Financial Management Overview](#)

[Federal Travel Regulation Workshop - TDY](#)

[Fiscal Law in DoD](#)

[FPM 133 - Fundamentals of Business, Cost, & Financial Management](#)

[Improper Payments](#)

[Joint Travel Regulations Workshop - TDY](#)

[PPBE Workshop: Defense Planning, Programming, Budgeting, and Execution](#)

[The Federal Budget Process](#)

Financial Management and Reporting Analysis

[Contemporary Issues in Federal Financial Management \(Defense\)](#)

[Federal Financial Management Overview](#)

Financial Management Systems

[Contemporary Issues in Federal Financial Management \(Defense\)](#)

[Federal Financial Management Overview](#)

[Federal Financial Statement Audits](#)

Financial Reporting

[Contemporary Issues in Federal Financial Management \(Defense\)](#)

[Federal Financial Management Overview](#)

Financial Stewardship

[Financial Management of Revolving Funds and Reimbursables](#)

Fundamentals and Operations of Finance

[Federal Financial Management Overview](#)

[Federal Travel Regulation Workshop - TDY](#)

[Improper Payments](#)

[Joint Travel Regulations Workshop - TDY](#)

[Preparation and Analysis of the SF 133](#)

[Reconciling with and Reporting to Treasury - Fund Balance With Treasury \(FBWT\)](#)

[The Prompt Payment Act and Voucher Examination](#)

Influencing/Negotiating

[Contemporary Issues in Federal Financial Management \(Defense\)](#)

[Keeping the Audit on Track: Critical Skills for Audit Managers](#)



CFO Council Competency Alignment for

Government Auditing



Enhance your understanding of government auditing to support the success of audit program and its audits to uphold transparency and accountability in managing government resources.

Accounting Concepts, Policies, and Principles

[Audit Boot Camp](#)

Attention to Detail

[Preparing High-Impact Audit Reports](#)

Audit Concepts, Policies, and Principles

[Audit Boot Camp](#)

[Auditing Fundamentals in the Federal Environment](#)

[Performance Auditing](#)

Audit Planning and Management

[Audit Boot Camp](#)

[Performance Auditing](#)

Audit Reporting

[Audit Boot Camp](#)

[Auditing Fundamentals in the Federal Environment](#)

[Key to Audit Success: Focus on Objectives](#)

[Performance Auditing](#)

[Preparing High-Impact Audit Reports](#)

Decision Support – Audit Execution

[Advanced Internal Controls](#)

[Audit Boot Camp](#)

[Auditing Fundamentals in the Federal Environment](#)

[Federal Financial Statement Audits](#)

[Forensic Auditing: Detection and Prevention of Fraud](#)

[Keeping the Audit on Track: Critical Skills for Audit Managers](#)

[Key to Audit Success: Focus on Objectives](#)

[Performance Auditing](#)

[Preparing High-Impact Audit Reports](#)

Developing Others

[Keeping the Audit on Track: Critical Skills for Audit Managers](#)

Financial Management and Reporting Analysis

[Federal Financial Statement Audits](#)

Financial Reporting

[Federal Financial Statement Audits](#)

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Interpersonal Skills

[Audit Interviews: Skills for Success](#)

[Keeping the Audit on Track: Critical Skills for Audit Managers](#)

Oral Communications

[Audit Interviews: Skills for Success](#)

Written Communications

[Preparing High-Impact Audit Reports](#)





CFO Council Competency Alignment for

Human Resources

Equip federal HR professionals with training and resources to understand their roles, execute duties, and grow into effective leaders within the federal ecosystem.

Human Capital Management

[Federal Talent Acquisition](#)

[HR Boot Camp](#)

[HR Essentials for Government Supervisors](#)

[Supervisor's Workshop](#)

Mission and Culture

[HR Essentials for Government Supervisors](#)



CFO Council Competency Alignment for

Information Technology



Discover training that enables learners to understand and utilize the latest technology solutions to deliver optimal results for their agencies and organizations.

Robotic Process Automation

[Emerging Technologies: Cutting-Edge Applications](#)

[Emerging Technologies: Robotic Process Automation, RPA](#)





CFO Council Competency Alignment for

Leadership & Management

Boost federal careers with targeted leadership development. Our courses and programs align with OPM's competencies and ECQs, enhancing skills for all GS levels and titles.

Accountability

[Fostering Accountability, Adaptability & Resilience](#)
[Leadership and Management Skills for Non-Managers](#)

Conflict Management

[Leadership and Communication Skills for Project Leaders](#)
[Leadership Skills and Techniques](#)
[Resolving Conflict](#)

Continuous Learning

[Critical Thinking for Problem Solving](#)

Critical Thinking and Creativity

[Critical Thinking for Problem Solving](#)

Customer Service

[Customer Service Skills and Techniques](#)
[Managing Stakeholder Expectations and Relationships](#)

Developing Others

[Advanced Leadership Skills and Techniques](#)
[Building and Sustaining Teams](#)
[Employee Relations](#)
[Leading and Managing High-Performing Project Teams](#)
[Managing Contracting Organizations](#)
[Supervisor's Workshop](#)
[Supporting Professional Growth in Organizations](#)

Enterprise Perspective

[From Tactical to Strategic Thinking](#)

Executive Communications & Decision Support

[Briefing and Presentation Skills](#)
[Business Writing](#)
[Grammar Refresher](#)
[Managerial Cost Accounting for Decision Support](#)

Flexibility

[Agile Project Management for the Federal Environment](#)
[Fostering Accountability, Adaptability & Resilience](#)
[Leading Organizational Change](#)
[Procurement Innovation - FAR Flexibilities](#)

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Influencing/Negotiating

[Influencing Skills](#)

[Negotiation Skills](#)

Interpersonal Skills

[Interpersonal Skills: Developing Effective Relationships](#)

Mission and Culture

[From Tactical to Strategic Thinking](#)

[Leadership and Management Skills for Non-Managers](#)

[Strategic Planning in Federal Agencies](#)

Oral Communications

[Briefing and Presentation Skills](#)

[Communicating Strategically](#)

[Interpersonal Skills: Developing Effective Relationships](#)

Organizational Awareness

[Advanced Leadership Skills and Techniques](#)

[Emotionally Intelligent Leadership](#)

[From Tactical to Strategic Thinking](#)

Problem Solving

[Critical Thinking for Problem Solving](#)

Public Service Motivation

[Fostering a Public Service Mindset](#)

Resilience

[Fostering Accountability, Adaptability & Resilience](#)

[Leadership Skills and Techniques](#)

[Leading and Managing High-Performing Project Teams](#)

Team Building

[Building and Sustaining Teams](#)

[Keeping the Audit on Track: Critical Skills for Audit Managers](#)

[Leadership Skills and Techniques](#)

[Leading and Managing High-Performing Project Teams](#)

Virtual Engagement

[Building and Sustaining Teams](#)

[Leading and Managing High-Performing Project Teams](#)

Written Communications

[Business Writing](#)

[Grammar Refresher](#)



CFO Council Competency Alignment for

Project Management



Learn how to create strategic mission and vision statements that achieve objectives by merging techniques from the world of business strategy and applying them to project management.

Accountability

[Managing Scope, Schedule, and Cost](#)
[Project Management Principles](#)

Attention to Detail

[Project Management Principles](#)

Budget Concepts, Policies, and Principles

[FPM 133 - Fundamentals of Business, Cost, & Financial Management](#)

Budget Execution

[FPM 233 - Applications in Business, Cost & Financial Management](#)

Critical Thinking and Creativity

[FPM 331 - Progressive Concepts in Program Management](#)

Enterprise Perspective

[FPM 331 - Progressive Concepts in Program Management](#)
[Mission Driven Project Management: From Strategy to Action](#)
[Program Management](#)
[Strategic Portfolio and Resource Management](#)

Influencing/Negotiating

[Leadership and Communication Skills for Project Leaders](#)
[Managing Stakeholder Expectations and Relationships](#)

Interpersonal Skills

[Leadership and Communication Skills for Project Leaders](#)

Mission and Culture

[Mission Driven Project Management: From Strategy to Action](#)

Oral Communications

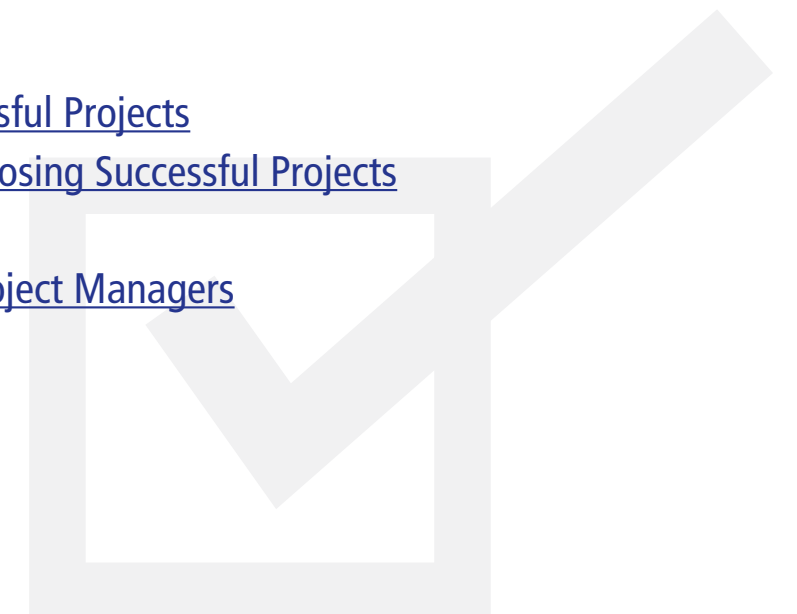
[Leadership and Communication Skills for Project Leaders](#)

Organizational Awareness

[Mission Driven Project Management: From Strategy to Action](#)
[Program Management](#)
[Strategic Portfolio and Resource Management](#)

Project Management

[Acquisition of Agile Services](#)
[Hybrid PM I: Initiating and Planning Successful Projects](#)
[Hybrid PM II: Executing, Controlling, and Closing Successful Projects](#)
[Program Management](#)
[Project Management Essentials for Non-Project Managers](#)
[Project Management Principles](#)





CFO Council Competency Alignment for

Risk Management

Sharpen your ability to assess risks and implement effective Enterprise Risk Management and Internal Control Programs to address those risks by gaining an understanding of what is needed to support an organization's compliance with relevant laws and regulations.

Accountability

[Internal Control: Meeting Federal Requirements for Accountability](#)

Accounting Concepts, Policies, and Principles

[Advanced Internal Controls](#)

[Internal Control: Meeting Federal Requirements for Accountability](#)

Advanced Financial Management

[Internal Control: Meeting Federal Requirements for Accountability](#)

[Overview of Internal Control Guidance](#)

Attention to Detail

[Internal Control Over Reporting: Financial and Operational](#)

[Internal Control: Meeting Federal Requirements for Accountability](#)

Audit Concepts, Policies, and Principles

[Advanced Internal Controls](#)

[Internal Control for Managers](#)

[Internal Control: Meeting Federal Requirements for Accountability](#)

Audit Planning and Management

[Advanced Internal Controls](#)

[Overview of Internal Control Guidance](#)

Audit Reporting

[Advanced Internal Controls](#)

Decision Making

[Advanced Internal Controls](#)

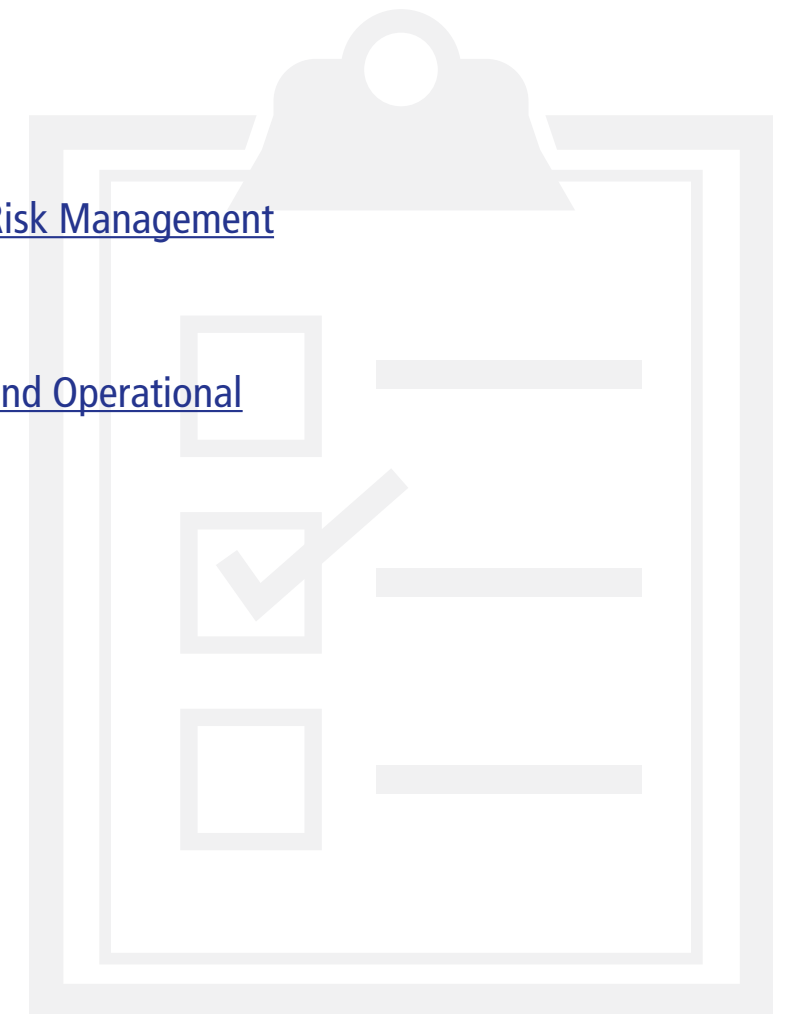
Enterprise Perspective

[Manage Risk Through Effective Enterprise Risk Management](#)

Financial Reporting

[Internal Control Over Reporting: Financial and Operational](#)

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Financial Stewardship

[Intermediate Internal Control](#)

[Internal Control for Managers](#)

[Internal Control Over Reporting: Financial and Operational](#)

[Internal Control: Meeting Federal Requirements for Accountability](#)

[Overview of Internal Control Guidance](#)

Integrity/Honesty

[Intermediate Internal Control](#)

[Internal Control for Managers](#)

[Internal Control Over Reporting: Financial and Operational](#)

[Internal Control: Meeting Federal Requirements for Accountability](#)

[Manage Risk Through Effective Enterprise Risk Management](#)

[Overview of Internal Control Guidance](#)

