



CAFM APPLICATION and CRITERIA

Give yourself a competitive edge

The **Certified Aboriginal Financial Manager (CAFM) designation** is the preferred credential for Aboriginal finance and management positions in Canada. As a CAFM, you have a wide range of available career opportunities. The CAFM designation identifies you as a highly qualified financial management professional in tune with the challenges facing today's Aboriginal organizations. They want – and need – financial managers with clearly defined and well-developed competencies. They want and need CAFMs.

A **CAFM designation demonstrates** that you are up-to-date on the latest Aboriginal financial management practices, that you follow Professional Standards of Conduct, and that you are a leader in your community.

The **CAFM designation is** the mark of professionalism among Canada's Aboriginal financial managers. It is one of the preferred credentials for Aboriginal financial management positions. It means that you have a competitive edge over others in your field.

How to become a CAFM

Prospective CAFMs must follow the **Aboriginal Financial Management (AFM) Program***—a series of fourteen courses delivered at post-secondary institutions across Canada, five of which are offered online through AFOA Canada. Following successful completion of the Program and receipt of the AFM Diploma, students are eligible to write the **Professional Exam** and are required to complete two years of **practical work experience (PWE)** in Aboriginal financial management.



**students who successfully complete the AFM Program are eligible for advance standing towards the Certified General Accountant (CGA) Association designation up to the fourth level.*

Special Arrangement Provisions

If you are a member in good standing with AFOA Canada, you may already qualify as a CAFM. If so, you can apply for the CAFM designation through one of the two special arrangements:

A For AFOA members with a Certified General Accountant, Certified Management Accountant, or Chartered Accountant professional accounting designation in good standing:

- meet the 2 years PWE requirement in Aboriginal financial management;
- submit a completed CAFM Application and remit the Application Processing Fee of \$200 plus GST;
- sign an agreement to abide by the Standards of Ethical Conduct; and,
- letters of reference from two sponsors.

B For AFOA members with more than 5 years PWE in Aboriginal financial management:

- submit a completed CAFM Application and remit the Application Processing Fee of \$200 plus GST;
- sign an agreement to abide by the Standards of Ethical Conduct;
- letters of reference from two sponsors;
- have the pre-requisite courses AFM 4 and AFM 14;
- meet the CAFM Exam eligibility requirements; and,
- successful completion of the professional exam (\$300 plus GST).



Section A – Identification

Name:		<input type="checkbox"/> Mr <input type="checkbox"/> Ms <input type="checkbox"/> Mrs <input type="checkbox"/> Designation _____	
Home Address:		City:	Prov PC
Home Phone: () ()	Cell: () ()	Hm E-Mail:	
Organization Name:		Position:	
Organization Address:		City:	Prov PC
Work Phone: () ()	Work Fax: () ()	Wk E-Mail:	
<input type="checkbox"/> AFOA Member		<input type="checkbox"/> Non-member, <i>include a completed membership application form along with fees</i>	

I would like to apply for the CAFM designation through one of the below (please select one):

<p><input type="radio"/> Standard Application Checklist– application fee of \$200 plus GST <i>Completion of the Aboriginal Financial Management (AFM) Program, and a minimum of two years practical work experience (PWE) in Aboriginal financial management and verified by two sponsors. Please include:</i></p> <table border="0"><tr><td><input type="checkbox"/> Attach AFM Diploma and transcripts</td><td><input type="checkbox"/> Section C – Letters of reference from two sponsors</td></tr><tr><td><input type="checkbox"/> Section A – Identification</td><td><input type="checkbox"/> Section D – Competency Standards</td></tr><tr><td><input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description</td><td><input type="checkbox"/> Section E – Fees of \$200 plus GST</td></tr></table>	<input type="checkbox"/> Attach AFM Diploma and transcripts	<input type="checkbox"/> Section C – Letters of reference from two sponsors	<input type="checkbox"/> Section A – Identification	<input type="checkbox"/> Section D – Competency Standards	<input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description	<input type="checkbox"/> Section E – Fees of \$200 plus GST				
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<input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description	<input type="checkbox"/> Section E – Fees of \$200 plus GST									
<p><input type="radio"/> Special Arrangement A Checklist - \$200 plus GST <i>For AFOA members with a CGA, CMA, or CA professional accounting designation in good standing who meet the two years PWE requirement in Aboriginal financial management. Please include:</i></p> <table border="0"><tr><td><input type="checkbox"/> proof of membership in good standing with CGA, CMA or CA</td><td><input type="checkbox"/> Section C – Letters of reference from two sponsors</td></tr><tr><td><input type="checkbox"/> Section A – Identification</td><td><input type="checkbox"/> Section D – Competency Standards</td></tr><tr><td><input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description</td><td><input type="checkbox"/> Section E – Fees of \$200 plus GST</td></tr></table>	<input type="checkbox"/> proof of membership in good standing with CGA, CMA or CA	<input type="checkbox"/> Section C – Letters of reference from two sponsors	<input type="checkbox"/> Section A – Identification	<input type="checkbox"/> Section D – Competency Standards	<input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description	<input type="checkbox"/> Section E – Fees of \$200 plus GST				
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<input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description	<input type="checkbox"/> Section E – Fees of \$200 plus GST									
<p><input type="radio"/> Special Arrangement B Checklist – application fee of \$200 plus GST <i>For AFOA members with more than 5 years PWE in Aboriginal financial management. Please include:</i></p> <table border="0"><tr><td><input type="checkbox"/> Letter to Challenge the CAFM Professional Exam</td><td><input type="checkbox"/> Section C – Letters of reference from two sponsors</td></tr><tr><td><input type="checkbox"/> Section A – Identification</td><td><input type="checkbox"/> Section D – Competency Standards</td></tr><tr><td><input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description</td><td><input type="checkbox"/> Section E – Fees of \$200 plus GST</td></tr><tr><td></td><td><input type="checkbox"/> AFM 4 – Strategy & Decisions</td></tr><tr><td></td><td><input type="checkbox"/> AFM 14 – Aboriginal Human & Fiscal Issues</td></tr></table>	<input type="checkbox"/> Letter to Challenge the CAFM Professional Exam	<input type="checkbox"/> Section C – Letters of reference from two sponsors	<input type="checkbox"/> Section A – Identification	<input type="checkbox"/> Section D – Competency Standards	<input type="checkbox"/> Section B – Record of Practical Work Experience, and <input type="checkbox"/> Resume <input type="checkbox"/> Job Description	<input type="checkbox"/> Section E – Fees of \$200 plus GST		<input type="checkbox"/> AFM 4 – Strategy & Decisions		<input type="checkbox"/> AFM 14 – Aboriginal Human & Fiscal Issues
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	<input type="checkbox"/> AFM 4 – Strategy & Decisions									
	<input type="checkbox"/> AFM 14 – Aboriginal Human & Fiscal Issues									

I certify that the information set out by me in this document is true and correct to the best of my knowledge. I have reviewed and I adhere to the CAFM Standards of Ethical Conduct as set out by the Aboriginal Financial Officers Association of Canada, I understand that the persons and organizations on this application may be contacted and I authorize the release of information for the purpose of the application.

I understand that once certified CAFMs pay an additional fee as part of their annual membership renewal. This fee supports the cost of CAFM professional development opportunities, the certification and enhancements of the CAFM designation.

Applicant Signature _____

Date _____



Section B – Record of Practical Work Experience

The Certified Aboriginal Financial Manager (CAFM) practical work experience (PWE) requirement is a minimum of two or five years* PWE gained in an Aboriginal financial management environment and verified by two sponsors. The purpose of the requirement is to provide assurance that a CAFM possesses competencies in Aboriginal financial management. The CAFM Competency Standards (see *Section D*, pages 5 to 9) in Aboriginal financial management are measured through examination and PWE.

Record your PWE in Aboriginal financial management below as it **relates to the CAFM Competency Standards**. Your PWE presented will be compared to the attached Competency Standards (Section D) by your sponsors (see Section C for Sponsors). Please attach additional sheets if necessary.

**For Special Arrangement A and AFM Diploma - Please outline two years of PWE*

**For Special Arrangement B – Please outline five years of PWE*

Applicant Name: _____

- Please attach:** Comprehensive résumé
AND
 Relevant job description(s)

If your resume AND job description(s) are not attached, your application IS NOT complete

Employer:	# of years ____ months ____
Employer Contact Information:	
Applicants Job Title with above Employer:	
Dates Position Held from ____/____/____ to ____/____/____ (YYYY/MM/DD)	

Employer:	# of years ____ months ____
Employer Contact Information:	
Applicants Job Title with above Employer:	
Dates Position Held from ____/____/____ to ____/____/____ (YYYY/MM/DD)	

Employer:	# of years ____ months ____
Employer Contact Information:	
Applicants Job Title with above Employer:	
Dates Position Held from ____/____/____ to ____/____/____ (YYYY/MM/DD)	



Section D – CAFM Competency Standards

Competencies have been grouped into the following core domains and sub-domains of knowledge and skills:

1. Technical Knowledge

- T1. *Financial Accounting & Reporting*
- T2. *Management Accounting & Performance Measurement*
- T3. *Finance & Financial Planning*
- T4. *Management Information Systems*
- T5. *Taxation*

2. General Management

- G1. *Planning*
- G2. *Human Resource Management*
- G3. *Allocating and Managing Resources*
- G4. *Communicating*
- G5. *Aboriginal History and Culture*

3. Leadership

- L1. *Organizational and Strategic Leadership*
- L2. *Team Leadership and Development*
- L3. *Staff Coaching and Training*

4. Professionalism

- P1. *Ethics and Trust*
- P2. *Integrative Approach*
- P3. *Problem Solving*
- P4. *Professional Development*
- P5. *Professional Self Evaluation*

Details - Please review the competencies below and sign.

1) Technical Knowledge	
T1 – Financial Accounting & Reporting	
<ul style="list-style-type: none"> 1.1 Processes financial transactions in accordance with accepted accounting concepts, principles, and standards 1.2 Recognizes what accounting treatments are required for community operations 1.3 Provides advice on the organization's accountability with regard to reporting obligations to communities, governing bodies, and regulatory agencies 1.4 Ensures the reliability of financial information 1.5 Documents, verifies, and maintains supporting information for transactions and events 1.6 Prepares financial statements and financial information appropriate for users 1.7 Prepares, analyzes, and comments on financial performance 	<ul style="list-style-type: none"> 1.8 Develops, adapts, evaluates, administers, and advises on accounting policies and procedures in accordance with professional standards and recognizing needs of stakeholders 1.9 Designs appropriate financial accounting systems 1.10 Evaluates, advises on, and adapts financial accounting systems in response to current and emerging developments 1.11 Evaluates the organization's assurance needs 1.12 Analyzes and recommends the financial engagement letter for acceptance 1.13 Evaluates internal control systems
T2 - Management Accounting & Performance Measurement	
<ul style="list-style-type: none"> 2.1 Assesses performance measurement requirements in the context of organizational/community objectives 2.2 Establishes a performance measurement system that links performance to strategic goals and objectives 2.3 Evaluates organizational activities against benchmarks as a means of planning further action 2.4 Adapts performance measures for the organization based on benchmarking, best practices, and performance indicators 2.5 Recommends changes to performance measurement system as required 	<ul style="list-style-type: none"> 2.6 Monitors quality and continuous improvement in accordance with organizational policies and procedures and community expectations 2.7 Creates special-purpose reports to assist in the decision-making process. 2.8 Implements methods to enhance the effectiveness of performance measures and standards 2.9 Implements performance measures and standards 2.10 Evaluates the effects of change on the organization



Section D – CAFM Competency Standards Continued...2

1) Technical Knowledge Continued	
T3 – Financial Accounting & Reporting	
<p>3.1 Develops and administers budgets and provides advice and assistance to managers preparing budgets</p> <p>3.2 Develops financial forecasts and plans</p> <p>3.3 Manages cash flow and working capital</p> <p>3.4 Analyzes instruments to evaluate financial risk/return</p> <p>3.5 Provides advice on various aspects of financing to meet the needs of the organization and the community</p> <p>3.6 Provides advice on the capital structure of the organization</p>	<p>3.7 Determines financial implications of implementing operational strategies</p> <p>3.8 Evaluates and develops business cases and/or financial proposals</p> <p>3.9 Identifies financial risks and challenges</p> <p>3.10 Identifies financial benchmarks</p> <p>3.11 Develops and monitors financial risk management strategy</p> <p>3.12 Employs general business practices to support Community Economic Development initiatives</p>
T4 - Management Accounting	
<p>4.1 Monitors the effectiveness of the MIS in relation to the organization's business plan</p> <p>4.2 Assesses the organization's MIS needs to meet financial data processing, control, and reporting requirements</p> <p>4.3 Advises on the design, development, and implementation of MIS projects</p> <p>4.4 Uses technological tools in the workplace</p> <p>4.5 Develops and evaluates financial system platforms</p>	<p>4.6 Assesses the impact of new technology on the organization</p> <p>4.7 Evaluates the financial implications of new MIS acquisitions</p> <p>4.8 Assists in the development of a corporate IT strategy</p> <p>4.9 Evaluates MIS system security and controls to ensure business stability</p> <p>4.10 Assists in the development of an IT disaster recovery plan</p>
T5 - Taxation	
<p>5.1 Determines taxpayer's tax liability</p> <p>5.2 Evaluates tax implications of First Nations and the Canadian Tax system</p>	<p>5.3 Applies the taxation rules applicable to First Nations people in determining taxation requirements.</p> <p>5.4 Ensures compliance with all taxation reporting and filing requirements</p>
2) General Management	
G1 – Planning	
<p>6.1 Contributes to the organization's strategic planning initiatives</p> <p>6.2 Explains, interprets, and applies the organization's mission and vision statement to the organization/community</p> <p>6.3 Aligns the organization's resources to ensure accomplishment of the strategic plan</p> <p>6.4 Together with management, performs a SWOT analysis with regard to the organization's operational processes</p>	<p>6.5 Prepares, analyzes, and advises on strategic information to develop an organization's operational plan</p> <p>6.6 Assists with the communication of the organization's operational plan to appropriate stakeholders</p> <p>6.7 Identifies key steps, milestones, and critical systems that are needed for the success of changes to business activities, processes, and operational plans</p>



Section D – CAFM Competency Standards Continued...3

2) General Management Continued	
G2 – Human Resource Management	
7.1 Manages human resources with regard to hiring, training, and providing job descriptions	7.4 Evaluates the impact of decisions with respect to Federal and Provincial/Territorial Legislation
7.2 Evaluates staff performance against previously identified benchmarks	7.5 Ensures that compensation is in compliance with both legal requirements and organizational goals and objectives
7.3 Employs strategies to manage stress during difficult situations	7.6 Contributes to the development of Human Resource Policies and Procedures
G3 – Allocating and Managing Resources	
8.1 Evaluates the organization's access to required financial resources	8.3 Assesses the impact of new technology on the organization
8.2 Plans for financial resource allocation	
G4 – Communicating	
9.1 Communicates information clearly and concisely in oral and written formats	9.6 Facilitates the resolution of conflicts and disputes
9.2 Provides timely information to appropriate stakeholders	9.7 Develops and maintains positive networks and relationships with work-related groups and individuals
9.3 Chooses an appropriate medium to convey information, ideas, and results	9.8 Structures external communications in accordance with a communications strategy
9.4 Produces a variety of specific-purpose reports in a professional format	9.9 Demonstrates diplomacy, discretion, and confidentiality in dealing with organizational or client information and data
9.5 Uses appropriate listening, clarification, and follow-up techniques within the organization and the community requirements	
G5 – Aboriginal History and Culture	
10.1 Provides advice based on an understanding of traditional Aboriginal community structures, functioning, and relationships	10.3 Evaluates the impact of programs and social policies used by the Government of Canada on Aboriginal community life in designing solutions to problems and issues
10.2 Develops financial practices, policies, and procedures giving consideration to the different types, goals, political activities, and issues surrounding contemporary Aboriginal organizations	



Section D – CAFM Competency Standards Continued...4

3) Leadership	
L1 – Organizational and Strategic Leadership	
11.1 Assumes leadership responsibilities as required 11.2 Develops strategic alliances and partnerships	11.3 Implements and manages change in the organization
L2 – Team Leadership and Development	
12.1 Leads team members in the achievement of organizational goals and objectives 12.2 Builds and motivates high-performance teams 12.3 Distributes work load while maximizing individual strengths and providing learning opportunities for team members	12.4 Invites input and feedback from the team 12.5 Monitors the needs for changes to operational procedures
L3 – Staff Coaching and Training	
13.1 Provides guidance, direction, and motivation to staff 13.2 Provides coaching, mentoring, and training to help prepare staff for future opportunities in the organization	13.3 Encourages staff contribution of ideas 13.4 Supports the evaluation of performance to maintain and improve work standards

4) Professionalism	
P1 – Ethics and Trust	
14.1 Applies professional ethical standards in business and personal life 14.2 Exercises a consistently high level of professional judgment 14.3 Protects the organizational/community cultural values and interests 14.4 Exercises due diligence	14.5 Provides advice on the organization's privacy policies 14.6 Demonstrates professional courtesy 14.7 Deals with situations in ways that enhance the reputation of the profession 14.8 Consistently meets or exceeds community/organizational expectations
P2 – Integrative Approach	
15.1 Compiles information from a variety of sources in dealing with complex issues 15.2 Uses creative and innovative approaches to build relationships within the organization and the broader community	15.3 Evaluates the impact of decisions on the organization as a whole 15.4 Compiles technical knowledge from a variety of sources in creating integrative solutions to problems



Section D – CAFM Competency Standards Continued...5

4) Professionalism Continued	
P3 – Problem Solving	
16.1 Uses a systematic approach to problem solving from problem identification to solution and reporting	16.5 Forms a sound basis for decision making by assembling findings and conclusions
16.2 Defines the nature and scope of the problem	16.6 Evaluates alternatives in order to form recommendations
16.3 Evaluates information from a variety of sources in the problem-solving process	16.7 Makes decisions through a consultation process to build consensus
16.4 Analyzes data for patterns, relationships, and trends	
P4 – Professional Development	
17.1 Engages in continuous learning and career management planning in order to develop as a professional	17.4 Applies new learning to operational activities
17.2 Maintains currency with regard to financial and non-financial knowledge and skills	17.5 Demonstrates organization and time management skills in order to achieve professional goals
17.3 Uses professional networks as a means of better serving the community and/or organization	17.6 Recognizes the need for personal professional development
P5 – Professional Self Evaluation	
18.1 Acts within the scope of professional competence	18.3 Anticipates problems and maintains an open mind with regard to creative solutions
18.2 Defers to appropriate professionals when personal or organizational limits are exceeded	18.4 Evaluates own professionalism

I have read and understand that the above competencies are what are required of a CAFM, and that I attest that I have demonstrated at least 65% of the competencies.

Applicant Signature _____

Date _____

