



CERTIFIED ABORIGINAL FINANCIAL MANAGER (CAFM) IN-PERSON PROGRAM FOR SPECIAL ARRANGEMENT A APPLICANTS

PROGRAM OVERVIEW

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.

AFOA Canada is pleased to offer the CAFM In-Person Program for Special Arrangement A applicants as a CAFM Certification option for Individuals who possess a CPA designation working in Indigenous communities and organizations on-reserve, off-reserve and in urban, rural and isolated settings across Canada. The CAFM Education Program is based on rigorous competency standards focusing on technical knowledge, general management and leadership. This is the only national program in Canada that addresses the competency needs of those working in Indigenous environments. Session facilitators and guest speakers are "specialists" in their fields and proficient in Indigenous matters.

This **2-day Program** will be delivered in one two-day session based on the Schedule below. The participants in your customized group will have the opportunity to engage in interactive and participatory sessions with each other from various departments. There will be mandatory pre-reading and homework assignments throughout the program. The Program curriculum covered is outlined by session.

CAFM In-Person Program for Special Arrangement A Applicants

- CAFM 6 – Indigenous History and Developments
- CAFM 14 – Indigenous Human and Fiscal Issues

CERTIFICATION REQUIREMENTS

To be eligible for the CAFM In-Person Program for Special Arrangement A applicants, applicants should demonstrate that they have the following experience.

Management Experience: Preference is given to CAFM applicants who currently hold a full time senior financial management position.

Indigenous Experience: Applicants should also demonstrate experience of successfully working in Indigenous organizations.





To become a CAFM, Program participants must:

- Hold a CPA designation and be in good standing;
- Successfully complete *CAFM 6 – Indigenous History and Developments In-Person Course*;
- Successfully complete *CAFM 14 – Indigenous Human and Fiscal issues In-Person Course*;
- Have a minimum of five years' full time senior financial management, supervisory experience in an Indigenous management environment;
- Be a member in good standing with AFOA Canada;
- Sign an agreement to abide by the AFOA standards of Ethical Conduct;

APPLICANT REQUIREMENTS

Applicants are required to submit a completed application to AFOA Canada as early as possible.

A complete application includes the following.

- Letter from your Provincial CPA office indicating you are a member in good standing
- Completed and signed CAFM In-Person Program Application Form
- Section A – Identification
- Section B – Record of Practical Work Experience section of Application, and
 - Submission of an updated Resume
 - Submission of a current Job Description
- Section C
 - Letters of reference from two sponsors AND (if applicable)
 - If you work for an accounting firm, you must include up to three letters of references from Indigenous communities or organizations you have as clients.
- Section D – Competency Standards
- Sign the agreement to abide by the AFOA standards of Ethical Conduct and to maintain certification;
- Section E – Fess of \$500 plus GST/HST
- Submission of a Letter of Introduction (see below)

Letter of Introduction: In the letter, applicants are given the opportunity to highlight the experiences they have working in senior financial management positions and Indigenous organizations. They are also asked to respond to the following questions.

- (a) Why are you interested in the CAFM In-Person Program?
- (b) What you hope to get out of the Program.
- (c) What you bring to the Program to add to the learning experiences of others.



CERTIFIED ABORIGINAL FINANCIAL MANAGER (CAFM)
IN-PERSON PROGRAM APPLICATION FORM

Section A – Identification

Table with 3 columns: Course Code (Winnipeg Cohort 1), Location (Winnipeg, MB), Program Start Date (June 8, 2019)

APPLICANT INFORMATION

Form fields for Applicant Information: Title (Mr, Ms, Mrs, Dr), Designation, Last Name, First Name, Middle Initial, Current Title/Position, Organization

Type of Organization: First Nation Band Administration, Inuit Organization, Métis Organization, Indigenous Organization, Provincial/Territorial Government, Federal Government, Non-Indigenous Organization, Other

ADDRESS OF ORGANIZATION

Form fields for Address of Organization: Street Address, Suite Number, City/Town, Province/Territory, Postal Code, Telephone, Fax, Website, Email

HOME ADDRESS

Form fields for Home Address: Street Address, Apartment Number, City/Town, Province/Territory, Postal Code, Telephone, Fax, Mobile (Cell), Email

MEMBERSHIP INFORMATION

Form fields for Membership Information: AFOA Canada Member (Yes/No), Member ID, Member Since, Preferred Contact Address (Home/Organization), Preferred E-Mail Address (Home/Organization)

OPTIONAL INFORMATION

Form field for Optional Information: Are you: First Nations, Métis, Inuit, Non-Indigenous, Undisclosed



Section B – Record of Practical Work Experience

The Certified Aboriginal Financial Manager (CAFM) practical work experience (PWE) requirement is a minimum of five years* PWE gained in an Aboriginal financial management environment 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 4 to 8) in Aboriginal financial management are measured through your practical work experience.

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.

Applicant Name: _____

- Please attach:**
- Comprehensive résumé **AND**
 - Relevant job description(s)
Or 'Statement of Work'

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

Employer:	# of years _____ months _____
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Employer Contact Information:

Applicants Job Title with above Employer:

Dates Position Held **from** ____/____/____ **to** ____/____/____ (YYYY/MM/DD)

Employer:	# of years _____ months _____
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Employer Contact Information:

Applicants Job Title with above Employer:

Dates Position Held **from** ____/____/____ **to** ____/____/____ (YYYY/MM/DD)

Employer:	# of years _____ months _____
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Employer Contact Information:

Applicants Job Title with above Employer:

Dates Position Held **from** ____/____/____ **to** ____/____/____ (YYYY/MM/DD)



EXPERIENCE: Please list your experience in the following areas. Attach a separate list if necessary.

FINANCIAL MANAGEMENT EXPERIENCE		
Organization/Community	Title of Position	Years Served

INDIGENOUS EXPERIENCE		
Organization/Community	Title of Position	Years Served



Section C – Sponsors

Sponsors preferably hold the CAFM designation and are AFOA members. One of two sponsors must work in an Aboriginal organization and the two sponsors **must not** be from the same organization. It is preferable that one of your sponsors be a member of AFOA Canada or hold the CAFM Designation. Other acceptable sponsors may be your supervisor; a CPA; etc.

If sponsors believe you have demonstrated a minimum of 65% of the CAFM Competencies in Aboriginal financial management please have them confirm by providing you with a letter of reference which will attest to your skills and abilities as they pertain to the CAFM competency standards. Sponsors may be contacted to verify authenticity of the application.

Sponsor # 1 Attach letter of reference from Sponsor AND include excerpt below:

“I have reviewed the recorded practical work experience and competencies and recommend this individual be considered for approval as a Certified Aboriginal Financial Manager. To the best of my knowledge, he/she adheres to the AFOA Standards of Ethical Conduct, has good moral character, and has not violated accepted standards of ethical behaviour.”

LAST NAME: _____ FIRST NAME: _____ Mr Ms Mrs

Title: _____ Designation(s) held: _____

Organization: _____

AFOA Member: YES NO Certified Member of AFOA? YES NO

Relationship to Applicant: _____ Length of Relationship: _____

Phone Number: HOME () BUSINESS ()

Sponsor # 2 Attach letter of reference from Sponsor AND include excerpt below:

“I have reviewed the recorded practical work experience and competencies and recommend this individual be considered for approval as a Certified Aboriginal Financial Manager. To the best of my knowledge, he/she adheres to the AFOA Standards of Ethical Conduct, has good moral character, and has not violated accepted standards of ethical behaviour.”

LAST NAME: _____ FIRST NAME: _____ Mr Ms Mrs

Title: _____ Designation(s) held: _____

Organization: _____

AFOA Member: YES NO Certified Member of AFOA? YES NO

Relationship to Applicant: _____ Length of Relationship: _____

Phone Number: HOME () BUSINESS ()

Additional Attach up to 3 letters of references from Indigenous Communities or organizations.

Applicants who work for an accounting firm, must include up to 3 letters of references from Aboriginal Communities or organizations they have as clients.



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 date and sign the last page of Section D.

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
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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
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Section D – CAFM Competency Standards Continued...2

1) Technical Knowledge Continued

T3 – Financial Accounting & Reporting

3.1	Develops and administers budgets and provides advice and assistance to managers preparing budgets	3.7	Determines financial implications of implementing operational strategies
3.2	Develops financial forecasts and plans	3.8	Evaluates and develops business cases and/or financial proposals
3.3	Manages cash flow and working capital	3.9	Identifies financial risks and challenges
3.4	Analyzes instruments to evaluate financial risk/return	3.10	Identifies financial benchmarks
3.5	Provides advice on various aspects of financing to meet the needs of the organization and the community	3.11	Develops and monitors financial risk management strategy
3.6	Provides advice on the capital structure of the organization	3.12	Employs general business practices to support Community Economic Development initiatives

T4 - Management Accounting

4.1	Monitors the effectiveness of the MIS in relation to the organization’s business plan	4.6	Assesses the impact of new technology on the organization
4.2	Assesses the organization’s MIS needs to meet financial data processing, control, and reporting requirements	4.7	Evaluates the financial implications of new MIS acquisitions
4.3	Advises on the design, development, and implementation of MIS projects	4.8	Assists in the development of a corporate IT strategy
4.4	Uses technological tools in the workplace	4.9	Evaluates MIS system security and controls to ensure business stability
4.5	Develops and evaluates financial system platforms	4.10	Assists in the development of an IT disaster recovery plan

T5 - Taxation

5.1	Determines taxpayer’s tax liability	5.3	Applies the taxation rules applicable to First Nations people in determining taxation requirements.
5.2	Evaluates tax implications of First Nations and the Canadian Tax system	5.4	Ensures compliance with all taxation reporting and filing requirements

2) General Management

G1 – Planning

6.1	Contributes to the organization’s strategic planning initiatives	6.5	Prepares, analyzes, and advises on strategic information to develop an organization’s operational plan
6.2	Explains, interprets, and applies the organization’s mission and vision statement to the organization/community	6.6	Assists with the communication of the organization’s operational plan to appropriate stakeholders
6.3	Aligns the organization’s resources to ensure accomplishment of the strategic plan	6.7	Identifies key steps, milestones, and critical systems that are needed for the success of changes to business activities, processes, and operational plans
6.4	Together with management, performs a SWOT analysis with regard to the organization’s operational processes		



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	11.3 Implements and manages change in the organization
11.2 Develops strategic alliances and partnerships	
L2 – Team Leadership and Development	
12.1 Leads team members in the achievement of organizational goals and objectives	12.4 Invites input and feedback from the team
12.2 Builds and motivates high-performance teams	12.5 Monitors the needs for changes to operational procedures
12.3 Distributes work load while maximizing individual strengths and providing learning opportunities for team members	
L3 – Staff Coaching and Training	
13.1 Provides guidance, direction, and motivation to staff	13.3 Encourages staff contribution of ideas
13.2 Provides coaching, mentoring, and training to help prepare staff for future opportunities in the organization	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	14.5 Provides advice on the organization’s privacy policies
14.2 Exercises a consistently high level of professional judgment	14.6 Demonstrates professional courtesy
14.3 Protects the organizational/community cultural values and interests	14.7 Deals with situations in ways that enhance the reputation of the profession
14.4 Exercises due diligence	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	15.3 Evaluates the impact of decisions on the organization as a whole
15.2 Uses creative and innovative approaches to build relationships within the organization and the broader community	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



AGREEMENT TO ABIDE BY THE

AFOA STANDARDS OF ETHICAL CONDUCT

AND

MAINTENANCE OF CERTIFICATION POLICY

I have reviewed and I adhere to the AFOA Standards of Ethical Conduct.

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.

I have reviewed and I adhere to AFOA's Maintenance of Certification Policy.

I understand that, as a CAFM, I must report at least 20 Maintenance of Certification (MOC) hours, on an annual basis, to maintain my certification by participating in selected professional development and/or volunteer activities.

Name: _____

Signature: _____

Date: _____



Section E – Fees

APPLICATION FEE

Application fee\$500.00

The Application Fee is non-refundable. **(Required with the submission of this Application)**. If you do not meet the entrance requirements into the program, AFOA Canada will refund your application fee less a \$100 administrative charge.

NOTE: If you are claiming GST/HST, please attach proof of exemption at time of application.

INDICATE METHOD OF PAYMENT OF APPLICATION FEE

Cheque enclosed (Payable to AFOA Canada) NSF cheques will be subject to a \$37.50 fee.

Credit Card (Complete the following.)

VISA MasterCard American Express

Credit Card Number: _____ Expiry: ____ / ____ (mm/yy)

Cardholder Name: _____ Authorization Amount \$ _____

Cardholder Signature: _____

Fax this form to (613) 722-3467 and mail a copy with your payment to:

AFOA Canada
1066 Somerset Street West, Suite 301
Ottawa, ON K1Y 4T3
www.foa.ca

Please direct any questions to AFOA Canada by telephone 1-866-722-2362 or 613-722-5543
or by email info@foa.ca

DECLARATION

I hereby certify that all statements on the application and any support materials provided are true, correct and complete and all material information has been disclosed. I understand that my admission to or registration in the Program may be revoked after notice in writing is provided should information be found to the contrary.

CONSENT

With admission to the CAFM Program, the applicant grants permission to AFOA Canada to use his/her name, biographical information and photographs in any and all AFOA publications, public relations activities such as brochures, websites, newspapers, reports, and others without payment or any other consideration.

SIGNATURE

Your signature is required as authorization of registration. Please sign and date below.

Applicant's Signature: _____ Date: _____



PROGRAM FEES

Program fees include costs for: tuition, all session materials, administration, review and approval of applications, session refreshments, session facilitators, and guest speakers. **Breakfast and lunch are not provided.**

Once you have been accepted into the program, the following Tuition fees are applicable.

Cost of Program (Tuition)

Member rate	\$1,000 plus applicable taxes
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Tuition Payment:

Once accepted into the Program, a Payment Authorization Form will be emailed to you.

A one-time payment of \$1,000 due by June 6, 2019.

NOTE: Once applicants are accepted into the Program and accept admission into the Program, **Applicants are liable for the full tuition (cost of the Program).**

Cancellation Policy of Tuition:

- Cancellations are to be received in writing by AFOA Canada by Fax (613-722-3467) or email info@afoa.ca.
- Cancellations will be accepted without penalty no later than 20 days (4 weeks) prior to the start date of the CAFM Cohort Session and a full refund for tuition will be provided.
- For cancellations accepted no later than 10 days (2 weeks) prior to the start date of the CAFM Cohort Session, a full credit on account will be issued and applied to another CAFM Cohort offering within one calendar year.
- For cancellations received less than 9 days prior to the start date of the CAFM Cohort Session, no refunds will be provided.
- Should AFOA Canada need to cancel or postpone a session offering, applicants will be issued a full refund and be provided with a credit on account to be applied to another offering within one calendar year.



IMPORTANT INFORMATION

- Please note that as part of the Session requirements, you will be given an open-book handwritten pre-test based on the content covered during each session, based on the modules for the current session.
- Each pre-test is 10 questions and you have 20 minutes to complete the test. Each pre-test is worth 10% of your final grade per course/module.
- The pre-test results will be provided to you after each session.
- Your reference materials will be posted on our online course portal (Moodle) prior to each session so that you can review the materials.
- You will also be required to complete an open-book post-test which must be completed on our online course portal (Moodle).
 - Each post-test has 30 questions and you have 80 minutes to complete the test. Each post-test is worth 30% of your final grade per course/module.
 - The post-test results will be provided to you after you submit your test online.
- Each course includes four (4) assignments which will be graded in-person at each session. Each assignment is worth 15% of your final grade per course/module. All four (4) assignments combined will be 60% of your final grade per module.

If you have any additional questions, please contact AFOA Canada at (613) 722-5543 or by email at info@afoa.ca.