SDFM

Society of Defense Financial Management

Certified Defense Financial Manager (CDFM) Candidate Handbook

Updated May 1, 2025

CDFM Candidate Handbook Table of Contents

Appendices
Appendix A: SDFM Pledge of Professionalism
Appendix B: Certification Agreement
Appendix C: Non-Disclosure Agreement
Appendix D: Pearson VUE Candidate Rules Agreement
Appendix E: VFME Form
Appendix F: Exam Blueprints

Certified Defense Financial Manager (CDFM)
Candidate Handbook

Introduction

Thank you for your interest in the Certified Defense Financial Manager (CDFM) Certification Program offered by the Society of Defense Financial Management (SDFM), formerly the American Society of Military Comptrollers (ASMC). This handbook is designed to guide individuals pursuing the CDFM or CDFM with Acquisition Specialty (CDFM-A) designation.

Candidates are responsible for reviewing and understanding the full contents of this handbook, including all program policies and procedures. Please visit www.sdfm.org/cdfm/get-certified to ensure you are referencing the most current version. SDFM reserves the right to update program information at any time.

For questions or assistance, contact:
Society of Defense Financial Management (SDFM)
415 N Alfred Street, Alexandria, VA 22314
Email: certification@sdfm.org
Phone: (703) 549-0360 / (800) 462-5637
Website: www.sdfm.org

About SDFM
The **Society of Defense Financial Management** (SDFM) is the non-profit educational and professional organization for persons, military and civilian, involved in the financial management profession who support the Department of Defense (DoD) and U.S. Coast Guard. SDFM promotes the education and training of its members and supports the development and advancement of the profession.

- **Mission:** To promote thought leadership, professional development, and ethical behavior in all aspects of defense financial management.

- **Vision:** To be the premier organization bringing people together in advancing thought leadership, professionalism, and ethics within the national security financial management community.

SDFM is governed by a National Board of Directors and follows the adopted SDFM National Constitution and Bylaws and Pledge of Professionalism. The headquarters staff is located in Alexandria, VA led by President & CEO Rich Brady, CDFM, CGFM, CMA.

What Are the CDFM and CDFM-A?
The CDFM was originally developed by the Society of Defense Financial Management (then the American Society of Military Comptrollers) in partnership with the Department of Defense, with the support of the Chauncey Group. Since its **launch in 2000**, the CDFM has been awarded to **more than 14,000** professionals. The CDFM Program is governed by the **SDFM Certification Commission**, and the SDFM Certification Department runs the day-to-day operations.

The CDFM is a test-based certification for financial management professionals who are civilian or military members of the Department of Defense, U.S. Coast Guard, or employees of defense contractors and suppliers.

To earn the CDFM:
- Meet education and experience requirements
- Pass three multiple-choice exams:
    1. Resource Management Environment
    2. Budget and Cost Analysis
    3. Accounting and Finance

Candidates who also pass Module 4 (Acquisition) earn the **CDFM-A: the CDFM with Acquisition Specialty**.

Why Earn the CDFM or CDFM-A?
- Accepted by **OUSD(C)** as an alternative to any level of DFMC certification
- Recognized and recommended under the DoD FM Certification Program
- Access to a digital badge, electronic certificate, and listing in SDFM's public registry
- Highlighted in SDFM's *Armed Forces Comptroller* journal
- Demonstrates initiative, expertise, and professional growth
- May lead to job recognition, chapter honors, and career advancement
- Recertification ensures continued development and relevance

OUSD(C) Recognition

As of January 2021, the Office of the Under Secretary of Defense allows the **CDFM or CDFM-A** to be maintained **in lieu of any DFMCP level**. This makes the CDFM a versatile, test-based credential **recognized across federal and private sectors**. See the **OUSD(C) Memorandum** for details.

General Policies

Non-Discrimination

SDFM does not discriminate based on race, gender, sexual orientation, age, disability, or any other protected category. Questions may be directed to the SDFM VP of Certification at 415 N Alfred Street, Alexandria, VA 22314.

Keeping Your Contact Info Updated

SDFM primarily communicates by email. To avoid missing important updates, use a personal email (to avoid firewall issues) and keep your contact info current in your SDFM account under "My Profile."

Name and Address Changes

If your legal name changes or your name is incorrect in your account, notify SDFM promptly. **Name discrepancies may result in denied exam access.**
- **Legal name change:** Submit documentation (e.g., marriage license, court order)
- Documentation must be submitted **at least 10 business days before an exam**

Steps to Earning Certification

Step 1: Check Eligibility and Possible Funding Sources
To be eligible for the CDFM or CDFM-A certification, candidates must:
- Have a high school diploma or equivalent
- Apply for the CDFM Program
- Agree to the SDFM Pledge of Professionalism
- Pass Modules 1–3 within a 2-year window (Module 4 can be taken at any time, but the CDFM-A cannot be awarded until all the CDFM Requirements are met)
- Submit a completed VFME form:
  - Associate degree or higher + 2 years **defense** FM experience OR
  - Associate degree or higher + 4 years **federal** FM experience OR
  - High school diploma + 3 years **defense** FM experience

Note: All applicants are subject to audit. Explore funding options before applying.

View the **SDFM Get Certified webpage** for the most updated links to possible funding sources through DoD COOL, the Army Credentialing Assistance (CA) Program, the GI Bill, and more.

Step 2: Prepare for Examination
The CDFM exams are closed-book, proctored assessments offered year-round to evaluate knowledge in defense financial management. Each module includes 80 multiple-choice questions and has a two-hour time limit. Exams may be taken in any order.

To earn the **CDFM certification**, candidates must pass:
- Module 1: Resource Management Environment
- Module 2: Budget and Cost Analysis
- Module 3: Accounting and Finance

These three modules must be completed within a **four-year window**.

To earn the **CDFM with Acquisition Specialty (CDFM-A)**, candidates must also pass:
- Module 4: Acquisition Business Management

Module 4 may be taken at any time but the CDFM designation must be awarded before the CDFM-A is conferred.

The CDFM exams are developed and maintained through a rigorous process grounded in **validated job analysis** and overseen by the **SDFM Certification Commission**. This process identifies the knowledge, skills, and abilities essential for competent practice in defense financial management and is conducted in accordance with industry standards. Content areas are determined using surveys and focus groups to assess frequency and importance of tasks, and all exam content is reviewed by experienced subject matter experts representing diverse roles within the DoD financial management community. These procedures **ensure that the exams remain fair, current, and relevant**. For more information, visit the **SDFM Exam Development webpage**.

Exam Preparation Resources
View the **SDFM Prepare to Test webpage** for the most current resources.

Step 3: Apply for the CDFM Program & Pay for Exams
Apply only after confirming eligibility. The application fee is non-refundable. Applying for the CDFM Program indicates the certificant's agreement to abide by the **SDFM Pledge of Professionalism** and the **CDFM Certification Agreement**.

Apply for the CDFM or CDFM-A in your SDFM account—click on "My SDFM", and select "Apply for CDFM" or "Apply for CDFM-A."

Add the Acquisition Specialty (CDFM-A) to your CDFM later by applying in your SDFM account— click on "My SDFM", select "My Certifications," pay for Module 4, then schedule it.

Application includes a **2-year testing window**:
- **CDFM:** Member $406 | Non-Member $446
- **CDFM-A:** Member $525 | Non-Member $565

Application Fee Estimate	SDFM Member	Non-Member
CDFM Application	$49 (application) + $119 (Mod 1 exam) + $119 (Mod 2 exam) + $119 (Mod 3 exam) = **$406**	$89 (application) + $119 (Mod 1 exam) + $119 (Mod 2 exam) + $119 (Mod 3 exam) = **$446**
CDFM-A Application	$49 (application) + $119 (Mod 1 exam) + $119 (Mod 2 exam) + $119 (Mod 3 exam) + $119 (Mod 4 exam) = **$525**	$89 (application) + $119 (Mod 1 exam) + $119 (Mod 2 exam) + $119 (Mod 3 exam) + $119 (Mod 4 exam) = **$565**

Note: that each exam retake costs $119 which may impact total cost to achieve certification.

Step 4: Schedule & Take Exams
Testing Options:
- **Online (OnVUE):** Take exams from home via Pearson VUE. Review system requirements and run a system test before scheduling.
- **Test Center:** Exams offered year-round at Pearson VUE locations worldwide (including military bases). You must secure your own base access if testing on-base.

Important: Candidates are responsible for securing base access before selecting a Pearson VUE test center on a military installation. Exam fees will be forfeited if access is denied and the appointment is missed.

Identification Requirements: Bring valid, unexpired, government-issued photo ID. Ensure your name on the exam matches your ID. [See SDFM's Pearson VUE page for more information.](#)

ADA Accommodations

SDFM complies with the Americans with Disabilities Act (ADA) to ensure that no eligible candidate is denied the opportunity to test due to a qualifying disability, unless the disability prevents performance of duties required in a certified role.

Requests for testing accommodations must be submitted in writing to **certification@sdfm.org** at least **5 weeks** before the desired exam date. The request must include a letter from a qualified professional who has evaluated or treated the candidate and formally diagnosed an ADA-recognized disability.

The letter must include:
- The specific diagnosis and date of diagnosis
- Current findings supporting the diagnosis (e.g., medical history, tests, date of most recent evaluation within the past 3 years)
- Description of functional limitations related to the disability
- Specific accommodation recommendations, with rationale and, if applicable, the exact amount of extended time requested (e.g., 1.5x, 2x)

Exam Security

SDFM is committed to a fair and secure testing process. All exam materials are the property of SDFM and may not be removed, copied, or disclosed in any form. Unauthorized use, reproduction, or sharing of exam content is strictly prohibited and may result in legal action, revocation of certification, or disqualification from future exams.

Candidates may not discuss exam content with anyone except SDFM. Proctors are authorized to dismiss candidates, stop exams, or report misconduct, including but not limited to:
- Unauthorized access to an exam site
- Use of prohibited materials
- Impersonating a test taker
- Creating disturbances
- Sharing or receiving exam assistance
- Attempting to remove exam content
- Possession of unauthorized items
- Behavior suggesting item memorization or copying

Restroom breaks are not allowed. Candidates who leave the testing room will not be permitted to return.

Testing Policies and Procedures

See the dropdowns on [SDFM's Pearson VUE webpage](#) to view Testing Policies and Procedures for **both OnVUE and Test Center** testing.

Rescheduling/Cancellation:

- Reschedule or cancel **in your SDFM account 24/7** or **call Pearson VUE at (888) 572-2276 Mon-Fri, 7am-7pm Central**.
- May reschedule or cancel on **OnVUE online proctored** exam **up to appointment time** at no cost.
- May reschedule or cancel **Test Center** appointments **4+ business days in advance** at no cost.
- No-shows or cancellations **within 24 hours** of the exam appointment **forfeit exam fees** unless extenuating circumstances are documented.

Retesting:

If you fail or No Show for an exam, an invoice to purchase a retake exam will be automatically added to your SDFM account within 24 hours. Log into your SDFM account, click on "My SDFM", and select "My Invoices" to pay for the retake exam. After paying for the exam, you should see the exam available for scheduling in your "My Exams" section within an hour.

The retake waiting periods are:

- 14 days for a first retake
- 28 days for additional retakes of the same exam

Note: There is no limit to the number of times a candidate may retake an exam.

Step 5: Submit Experience Form
Download the Verification of Financial Management Experience (VFME) form and have it signed by a supervisor verifying your qualifying experience. Email the completed form to **certification@sdfm.org** any time during the process. Confirmation will be sent within 3 business days.

Certified! What Happens Next?
Once all requirements are met and your certification is awarded (congratulations!), you can begin using your CDFM or CDFM-A credential immediately. See the **CDFM Maintenance Guide** for more information.

SDFM will:

- Email your digital badge and designation letter within 2–4 weeks.
- Mail your wall certificate within 8–10 weeks.

Learn more about your digital badge

Recertification
To maintain certification, complete 80 CPEs every 2 years:

- 2 CPEs must be ethics-related
- Minimum 20 CPEs annually
- Only CPEs earned after certification was awarded can be applied toward recertification

The recertification due date is the end of the month two years after certification is awarded. (e.g., Certified on March 17, 2025 → Due March 31, 2027)

CDFM-A certificants follow the same CPE requirements—no additional hours required.

CPEs earned for other certifications (e.g., CPA) also count toward your CDFM recertification.

Refer to the [CDFM Recertification Policy](#) for full details.

Appendix A

SDFM Pledge of Professionalism

SDFM Pledge of Professionalism

CDFM candidates and certificants are required to adhere to the SDFM Pledge of Professionalism, below.

I will:
1. Be guided in all activities by loyalty to the highest principles always remembering that public office is a public trust.
2. Refrain from activities which are in conflict with the public interest or are discreditable to the Society, and to avoid activities which create the appearance of such conflict.
3. Exercise diligence, objectivity and integrity in professional activities, ever aware of the responsibility to eliminate improprieties.
4. Refrain from the transmission or usage, for personal gain or advantage, of information obtained in the professional environment.
5. Carefully earn and continuously protect my reputation for good moral character in comptrollership.
6. Recognize that professional example will influence associates and efficiency.
7. Recommend and initiate methods to enhance productivity and efficiency.
8. Continuously strive to increase my professional knowledge and skills to improve service and value to associates and the Society.
9. Extend the same consideration to the rights and interests of others that I seek for myself.
10. Respect the professionalism of fellow-members and work with them to promote the goals and programs of the Society.

Appendix B

Certification Agreement

CDFM Program Certification Agreement

When an applicant enrolls in the CDFM Program, he or she is legally attesting to the fact that the applicant has read and will abide by the Certification Agreement below.

I certify that all information provided to the Society of Defense Financial Management (SDFM) for enrollment in Certified Defense Financial Manager (CDFM) Program is true and accurate to the best of my knowledge. Further, I agree to notify SDFM promptly of any change in name or contact information, or in the event of any occurrence bearing upon my eligibility for certification including, but not limited to, any criminal conviction or disciplinary action by a licensing board or professional organization.

I hereby authorize SDFM and its officers, directors, employees, and agents ("the above-designated parties") to review my application, to contact employers and/or references listed on my application, and to determine my eligibility for examination and certification. I agree to cooperate promptly and fully in this review, including submitting any documents or information deemed necessary to confirm the information in my application. I authorize the above-designated parties to communicate any and all information relating to my application, examination, or certification status, and review thereof, including, but not limited to, the pendency or outcome of disciplinary proceedings, to state and federal authorities, employers, and others.

I have read and I understand SDFM's instructions and policies related to the enrollment and examination process, and I agree to abide by their terms. If any statement supplied to SDFM is false or inaccurate, or if I violate any other rules or regulations of SDFM, I acknowledge and agree that the penalties for doing so include, but are not limited to: denial of certification or suspension of, revocation of, or the placement of limitations upon, my certification (if already granted). I agree to indemnify and hold harmless the above-designated parties for any action taken pursuant to the rules and standards of SDFM with regard to enrollment, the CDFM examinations I take, and/or my certification, except claims based upon gross negligence or lack of good faith by SDFM.

Should my application be accepted and I am allowed to sit for the CDFM examinations, I understand that SDFM and/or its testing agents reserve the right to refuse my admission to test if I do not have the proper photo identification, or if I do not report at the appropriate time. If I am refused admission for any of these reasons or if I fail to appear at the test site as scheduled, I will not receive a refund of the examination fee and there will be no credit transferred to future examinations. I recognize that the proctor(s) at my assigned test site are required to maintain proper and secure test administration conditions (which may include direct observation or closed-circuit cameras), and I will follow their instructions. I will not attempt to communicate in any way with other examinees or any outside parties during the examination. I will not bring any outside materials into the testing site, including reference materials, notes, photographic or communication devices, or calculators. I understand that the content of the CDFM certification examination is copyrighted and is the property of SDFM. Exam materials will be provided to me for the sole purpose of testing my competencies for which I seek certification, and I am prohibited from using or possessing examination content for any other purpose or at any other time. I agree not to disclose, publish, copy, reproduce, transmit, or distribute exam content, in whole or in part, in any form or by any means, for any purpose without express prior written authorization from SDFM. Any unauthorized possession, disclosure, publication, copying, reproduction, transmission, or distribution of CDFM exam content or materials in any form is prohibited and may subject me to civil liability and/or criminal prosecution.

SDFM reserves the rights to cancel any examination score if, in its professional judgment, there is any reason to question the score's validity. Candidate conduct which warrants score cancellation may include, but is not limited to: consulting study aids of any type during a testing session; copying from notes or from another examinee during a testing session; speaking or otherwise communicating with others during a testing session; copying, photographing, transcribing, or otherwise reproducing test materials; removing test materials from the examination room; aiding other examinees or receiving aid from anyone else; or having improper access to CDFM examination content prior to the examination administration. Engaging in such misconduct may disqualify me from all future CDFM tests and from ever being certified by SDFM. Significant score increases upon retesting may also be investigated to ensure the authenticity of results.

Should I be granted CDFM certification, I agree that SDFM may release my name and the fact that I have been granted certification. I agree further that SDFM may include my name and SDFM Chapter in a listing of certified individuals available to the public in print and/or electronic format. I understand and agree that it will be my responsibility to maintain my status by complying with all SDFM certification and recertification standards and procedures.

I understand that all notices pertaining to the examination, and to any subsequent certification I may earn, will be sent to my email or mailing address on record. Certificants are required to keep SDFM informed of updates to their contact information as a requirement of certification. Changes to contact information should be submitted to the SDFM Headquarters office. Unless a third party is involved, SDFM will not disclose any contact information (including telephone, email or mailing address), financial information of any type, or any personal information be disclosed other than verifying certification. I understand that SDFM's primary method of communication with its certificants and members is via email, and that should I opt out, block SDFM's email communications, or fail to update my record of changes in email address, I may not receive critical information concerning my examination, certification, continuing education requirements and status, recertification, and related matters. In such instances, I become solely responsible for contacting SDFM to obtain such information that is critical to maintaining my certification in good standing.

I accept full responsibility for maintaining the CDFM credential through recertification, shall remain current in the field, and shall continuously uphold the SDFM Pledge of Professionalism. I acknowledge that "Certified Defense Financial Manager", "Certified Defense Financial Manager with Acquisition Specialty", "CDFM", and "CDFM-A" are registered trademarks of the Society of Defense Financial Management, and that I am authorized to use these designations only so long as the certification has not expired, been suspended, revoked or voluntarily relinquished, or converted to "Inactive" status. I understand that violating the SDFM Pledge of Professionalism could lead to suspension or revocation of my CDFM certification. I also understand that if my certification lapses or is revoked for any reason, I will no longer be authorized to use the CDFM designation.

BY TAKING A CDFM EXAMINATION, YOU ARE AFFIRMING BY YOUR ACTIONS THAT SDFM HAS YOUR PERMISSION TO CONTACT YOU ON MATTERS RELATING TO YOUR EXAMINATION AND CERTIFICATION, AND YOU UNDERSTAND THE TERMS HEREIN THIS CERTIFICATION AGREEMENT AND YOUR INTENT TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH ABOVE.

Appendix C

Non-Disclosure Agreement

Society of Defense Financial Management*
Certified Defense Financial Manager Program
Non-Disclosure Agreement

This agreement is made between you and SDFM's Certified Defense Financial Manager (CDFM) Program. Please be advised that this is a binding agreement. IF YOU ARE NOT WILLING TO ABIDE BY THESE TERMS, DO NOT ACCEPT THIS AGREEMENT. For legal reasons, if you do not accept this agreement, you will not be allowed to take a CDFM examination.

1. Certification Program
The purpose of the Certification Program is to recognize individuals for certain skills and talents within the Defense Financial Management community solely on certain standardized testing criteria. SDFM makes no representations or warranty regarding your future employment, business opportunities or compensation.

2. Certification
Upon SDFM being satisfied that you have met all of the requirements for certification (passing Exam Modules 1, 2, and 3, and submitting a qualifying Verification of Financial Management Experience Form), you will be awarded the Certified Defense Financial Manager (CDFM) certification. Those who also pass Exam Module 4 are awarded the Certified Defense Financial Manager with Acquisition Specialty (CDFM-A) certification.

3. Ethics and Professionalism
A. Behavior that is dishonest includes cheating; lying; falsifying information; misrepresenting one's educational background, certification status, and/or professional experience; and failure to report misconduct. Individuals exhibiting such behavior with regard to the certification program risk being permanently barred from being a Certified Defense Financial Manager.

B. The CDFM examinations and test questions are the exclusive property of SDFM and are protected by copyright law. No part of a CDFM exam may be copied or reproduced in part or whole by any means whatsoever, including memorization. Such efforts violate federal copyright law.

C. Theft or attempted theft of an examination is punishable as a felony. Any irregularity occurring during the examination, such as giving or obtaining unauthorized information or aid, as evidenced by observation or subsequent analysis, may result in termination of participation in the CDFM Program, invalidation of the results of the exam or other appropriate actions.

D. Cheating includes possession, reproduction or disclosure of materials or other relevant information. Calculators are not permitted while testing.

SDFM shall be entitled to cancel your exam in the event that: you commit any breach of this Agreement; any information provided by you in connection with the Certification Program is determined to be false or misleading; or you are determined to have cheated, or assisted another in cheating, on any exam associated with the Certified Defense Financial Manager Program.

My signature below indicates acceptance of this Agreement.

_____   _____
 Signature   Date

_____
 Please print your name

*The American Society of Military Comptrollers (ASMC) changed their name to the Society of Defense Financial Management (SDFM) on May 29, 2024.

Appendix D

Pearson VUE Candidate Rules Agreement

Professional & Regulatory Candidate Rules Agreement

Please review the following test rules agreement. Contact the TA if you have any questions. The term TA will be used in this document to mean test administrator, invigilator, and proctor.

1. **No** personal items, including but not limited to mobile phones, hand-held computers/personal digital assistants (PDAs) or other electronic devices, pagers, watches, wallets, purses, firearms or other weapons, hats (and other non-religious head coverings), bags, coats, jackets, eyeglass cases, pens, or pencils, are allowed in the testing room. **No** barrettes or hair clips that are larger than 1/4 inch (1/2 centimeter) wide and headbands or hairbands that are larger than 1/2 inch (1 centimeter) wide are allowed in the testing room. **No** jewelry that is removable and larger than 1/4 inch (1/2 centimeter) wide is allowed in the testing room. **No** books and/or notes are allowed in the testing room unless authorized by the test program sponsor for your use during the test. You must store all personal items in a secure area (a locker) as indicated by the TA or return them to your vehicle. If you refuse to store your personal items, you will be unable to test, and you will lose your test fee. All electronic devices must be turned off before storing them in a locker.

2. You will be asked to empty your pockets for the purpose of allowing the TA to verify that nothing is in them. If you have hair that covers your ears, you may be asked to show them for the purpose of allowing the TA to verify that no Bluetooth devices are present. The TA may also ask you to roll up your sleeves to verify that you have no writing on your arms. Before you enter the testing room, you will be asked to pat yourself down (for example: arms, legs, and waistline) to show there is nothing hidden on your body. The test center is not responsible for lost, stolen, or misplaced personal items. **Studying IS NOT allowed in the test center. Visitors, children, spouses, family, or friends ARE NOT allowed in the test center.**

3. Before you enter the testing room, the TA may collect your digital photograph, digital signature, and/or your palm vein image and may digitally authenticate your ID. This is done to verify your identity and protect the security and integrity of the test. You understand that if there are discrepancies during the check-in process you may be prohibited from entering the testing room, you may not be allowed to reschedule your test appointment, and you may forfeit your test application fee.

   The identification requirements used during the check-in process are defined by the test sponsor, and the TA has no flexibility to add, delete, or alter this process. Upon entering and being seated in the testing room, the TA will provide you with those materials authorized by the test program sponsor for your use during the test to make notes or calculations on, and you will be provided any other material as specified by the test program sponsor. **You may not remove any of these materials from the testing room or begin writing on your noteboard until your test has been started.** If you need new or additional materials during the test, you must raise your hand. You must return all items and materials to the TA immediately following the test.

4. The TA will log you into your assigned workstation. You will verify that you are taking the intended test that you registered to take. Unless otherwise instructed, you must remain in your assigned seat until escorted out of the testing room by a TA.

5. Once you have entered the testing room, you may not communicate with other candidates. Any disruptive, threatening, or fraudulent behavior in the testing room may be grounds for terminating your test, invalidating your test results, or disqualifying you from taking the test at a future date.

6. You understand that eating, drinking, chewing gum, smoking, and/or making noise that creates a disturbance for other candidates is prohibited during the test.

7. To ensure a high level of security throughout the testing experience, you will be monitored at all times. Both audio and video may be recorded.

8. A Non-Disclosure Agreement or other security statement may be presented to you before the test begins. If so presented, you must read, acknowledge, and agree to the terms and conditions of such document within the specified time limit, if applicable, in order to begin your test. Should you not agree, you will not be permitted to proceed with taking the test and you may forfeit your test fee. If you select "DECLINE," your test session will immediately end.

9. Break policies are established by the test program sponsor. Some tests may include scheduled breaks and, if so allowed, instructions will appear on the computer screen at the appropriate time. It is important to note that whether or not the test time stops depends on the test program sponsor's policy. If you take an **unscheduled break** at any other time or if you take a break during a test in which the test program sponsor has not scheduled a break, the test time will **not** stop. The TA will set your workstation to the break mode, and you must take your ID with you when you leave the room. The TA will check your ID before escorting you back to your seat and will then resume your test.

10. If you are taking **any break**, **you MUST receive permission from the TA PRIOR to accessing personal items that have been stored** (with the exception of comfort aids, medication, and food, which you may access without permission). Unless specifically permitted by the test program sponsor, personal items that cannot be accessed during **any break** include but are not limited to mobile phones, test notes, and study guides.

11. You must leave the testing room for all breaks. **If you want to leave the test center building during any breaks, verify with the TA whether your test program sponsor permits you to leave the building.**

12. You must follow all of the appropriate check-in and check-out processes as defined by your test program sponsor. This may include the need to show identification and/or have your palm vein pattern captured when leaving and re-entering the testing room. Before re-entering, you will be asked to pat yourself down again (for example: arms, legs, and waistline) to show there is nothing hidden on your body. Unless otherwise instructed, the TA will escort you to your assigned workstation and resume the test for you so that you may continue with your test.

13. If you experience any problems or distractions or if you have other questions or concerns, you must raise your hand, and the TA will assist you. The TA cannot answer questions related to test content. If you have concerns about a test question or image, make a note of the item (question) number, if available, in order for the item to be reviewed.

14. After you finish the test, you may be asked to complete an optional on-screen evaluation.

15. Unless otherwise instructed, after you have completed the test you must raise your hand, and the TA will come to your workstation and verify that your test session has ended properly. Depending on the type of test taken, the test program sponsor may display your test score on the computer screen after you have completed the test; or you may be provided with a printed score report; or you may be provided with a confirmation notice indicating that you have completed the test program sponsor's test. If printed information is to be provided to you, you must present your ID again to the TA and return any and all materials supplied to you prior to the beginning of your test. You must not leave any materials at your testing workstation after you have completed your test.

16. You may not remove copies of test questions or test answers from the testing center, and you may not share or discuss with anyone all or any of the test questions or test answers you saw or viewed during the taking of the test. If you do not abide by these rules, if you tamper with the computer, or if you are suspected of cheating, appropriate action will be taken, including the possibility of the test program sponsor taking action against you.

Your Privacy: Your test results will be encrypted and transmitted to Pearson VUE and the test sponsor. The test center does not retain any information other than when and where your test was taken. The Pearson VUE Privacy and Cookies Policy provides additional information, which you can obtain by visiting the Pearson VUE website at www.pearsonvue.com or by contacting the Pearson VUE call center.

By providing a digital signature:

- I give Pearson VUE my explicit consent to retain and transmit my personal data and test responses to Pearson VUE located in the U.S. and to the test sponsor (either of which may be outside of the country in which I am testing).

- I understand the information provided above and agree to follow these rules in addition to any other program rules I may have agreed to during my registration for this test.

- I understand that if I do not follow the rules or I am suspected of cheating or tampering with the computer this will be reported to Pearson VUE and the test sponsor, and I acknowledge and understand that my test may be invalidated, and the sponsor may take other action such as decertifying me, and I will not be refunded my test fee.

Appendix E

VFME Form

Verification of Financial Management Experience (VFME)

SDFM | Certification
CDFM
Certified Defense Financial Manager

Important Note: The American Society of Military Comptrollers (ASMC) changed its name to the Society of Defense Financial Management (SDFM) on May 29, 2024.

CDFM Candidate's Section

Candidate's SDFM ID_____

Candidate's Name_____

Candidate's Address_____

Candidate's Signature_____ Date_____

Financial Management Experience Requirement for CDFM Eligibility

- **Associate degree or higher:** 2 years in DoD-related or 4 years in Federal Government-related position
- **High school diploma or equivalent:** 3 years in DoD-related position

Candidate's Position Title_____

Dates of Employment (MM/YY – MM/YY)_____

Brief Description of Duties _____

_____

_____

Candidate's Position Title_____

Dates of Employment (MM/YY – MM/YY)_____

Brief Description of Duties _____

_____

_____

Supervisor's Section

Supervisor's Name_____

Supervisor's Title_____

Supervisor's Phone_____Email_____

My signature below indicates that I have confirmed the accuracy of the candidate's employment experience listed above.

Supervisor's Signature_____ Date_____

Revised 7/1/2024

Appendix F

Exam Blueprints

Certified Defense Financial Manager (CDFM) and Certified Defense Financial Manager with Acquisition Specialty (CDFM-A) 2024 Exam Blueprints

Table of Contents

List of Tables

Certified Defense Financial Manager (CDFM) and Certified Defense Financial Manager with Acquisition Specialty (CDFM-A) 2024 Exam Blueprints

Overview

This document presents the 2024 updated CDFM and CDFM-A exam blueprints. These blueprints were updated based on the extensive thought and effort from ASMC and HumRRO staff, but especially the input of hundreds of job analysis respondents, scores of subject matter experts who participated in the job analysis committee and blueprint committee workshops, and the members of the ASMC Certification Commission.

For each CDFM and CDFM-A module, we indicate the domains (competencies) included, a description of the domain, and a list of more specific knowledge statements tested. Tables 1 and 2 indicate the relative weights (percentage of exam questions) for each domain and include both the 2018 distribution and the 2024 updated distribution. We also highlight some of the key updates made in the 2024 exam blueprint update. Finally, a list of applicable references (study materials) is included.

Exam Blueprint Domains, Descriptions and Knowledge Statements

Module 1. Resource Management Environment

Government Resource Management Environment (35%). This competency area covers knowledge of the government-wide processes involved in obtaining resources necessary to perform the organization's mission.

- Knowledge of the formation of the United States of America under the U.S. Constitution

- Knowledge of Federal government alignment under the U.S. Constitution

- Knowledge of constitutional principles guiding government resource management

- Knowledge of the preparation and structure of the federal budget, including sources of revenue

- Knowledge of sources and applications of federal funds

- Knowledge of Federal budget terminology

- Knowledge of the relationship between the defense and federal budgets

- Knowledge of the checks and balances among the Federal government branches

- Knowledge of the roles of the President, Congress, the Office of Management and Budget (OMB), Congressional Budget Office, the Department of the Treasury, and other Federal agencies relative to federal level financial management

- Knowledge of the purpose of requests for program and budget information

- Knowledge of the timing of the budget process at the federal level

- Knowledge of the Congressional enactment process and timing for legislation

- Knowledge of how, why, and when Congress makes the Budget Resolution, Authorization Acts, and Appropriation Acts and their impact upon the federal budget process and federal agency operations

- Knowledge of the timing and processes involved in allocating and managing resources

- Knowledge of OMB Circular A-11 (Preparation, Submission, and Execution of the Federal Budget)

- Knowledge of key legislation impacting the federal budget

- Knowledge of sequestration of federal funds

Manpower Management (20%). This competency area covers knowledge of the processes for estimating manpower requirements for budgetary purposes and reporting manpower numbers to OMB.

- Knowledge of the process for determining peacetime manpower requirements

- Knowledge of the process for determining mobilization manpower requirements

- Knowledge of manpower management terminology

- Knowledge of laws and statutes related to military manpower management (e.g., 10 USC 12304)

- Knowledge of circulars and regulations related to manpower management (e.g., OMB Circular A-11)

- Knowledge of personnel policies related to manpower resource management, rules, regulations, laws, and development of requirements

- Knowledge of the processes used in estimating, tracking, and reporting manpower for budgetary purposes in a standard manner as required by OMB guidance

- Knowledge of the definition, calculation, and estimation of manpower requirements using the formula for FTE (full time equivalent) for both Full-Time Permanent (FTP) and Other Than Full-Time Permanent (OTFTP) personnel

- Knowledge of manpower reporting schedules required by the Office of Management and Budget

- Knowledge of the Federal Activity Inventory Reform Act of 1998 regarding commercial activities reporting

Enterprise Risk Management and Internal Controls (25%). This competency area covers knowledge of the identification, evaluation, prioritization, and management of risks to organizations at the enterprise level and the methods used to better ensure federal agencies and programs achieve intended results.

- Knowledge of the Federal Manager's Financial Integrity Act of 1982

- Knowledge of the Federal Financial Management Improvement Act of 1996

- Knowledge of the Committee of Sponsoring Organizations (COSO) and International Organization for Standardization (ISO) enterprise risk management frameworks

- Knowledge of the attributes of an ERM program

- Knowledge of ERM key terminology and tools

- Knowledge of the GAO Comptroller General Standards (The Green Book) for internal controls in the Federal Government

- Knowledge of internal control deficiencies in financial reporting and general internal controls, reportable conditions, and material weaknesses

- Knowledge of applicable Federal Government and Department of Defense (DoD) management control guidance and regulations

- Knowledge of OMB circulars related to internal controls (e.g., OMB Circular A-123)

Fiscal Law (20%). This competency area covers knowledge of the constitutional authority for the obligation and expenditure of funds, the Anti-deficiency Act, other legal authorities and prohibitions governing purpose and timing of federal funds, the use of funds under a continuing resolution, and the responsibilities of an accountable officer.

- Knowledge of fiscal laws and regulations

- Knowledge of fiscal law terminology

- Knowledge of constitutional authorities to obligate and expend funds

- Knowledge of significant statutory authorities impacting fiscal law and the use of federal funds

- Knowledge of congressional authorization and appropriation acts, including their inter-relationship and respective roles

- Knowledge of the appropriation life cycle, and purpose and time limitations

- Knowledge of funding flow, apportionment, allotment, sub-allotment, commitment, obligation, and outlay

- Knowledge of Federal agency authorities (e.g., OMB, GAO Treasury, and DFAS authorities associated with fiscal law)

- Knowledge of applicable decisions by the Comptroller General

- Knowledge of the availability of appropriations (purpose, time, and amount)

- Knowledge of the legal and illegal augmentation of funds.

- Knowledge of revolving fund activities

- Knowledge of reprogramming and transfer of funds

- Knowledge of continuing resolutions definition, applicability, scope, similarities, and differences between CRAs and regular appropriations

- Knowledge of Anti-Deficiency Act provisions, reporting and notification, and penalties

- Knowledge of illegal and improper payments, pecuniary liability, and relief for improper payments and physical loss of funds

- Knowledge of fund certifications and certifying officers

Module 2. Budget and Cost Analysis

Defense Budget Process (43.75%). This competency area covers knowledge of the Planning, Programming, Budgeting and Execution (PPBE) process used by DoD to allocate scarce resources and budget execution which occurs after Congress appropriates funds.

- Knowledge of the history and evolution of DoD and the PPBE process

- Knowledge of the DoD Planning, Programming, Budget and Execution system (PPBE)

- Knowledge of national and DoD strategic guidance

- Knowledge of DoD budget formulation, review, and execution

- Knowledge of OMB circulars and DoD guidance related to policy, processes, and requirements involved in the application of the Federal budget process (e.g., OMB Circular A-11, DoD Financial Management Regulation) to achieve a balanced DoD budget estimate

- Knowledge of the relationships and uses of appropriations and funds, funds execution status, and reimbursable and support agreements

- Knowledge of the flow of funds

- Knowledge of the DoD programming process

- Knowledge of terminology and key products and documents produced during the PPBE process

- Knowledge of the role of key officials in PPBE

- Knowledge of the roles of the Joint Chiefs of Staff and Combatant Commands in PPBE

- Knowledge of the prioritization process in PPBE

- Knowledge of the overlap of the various PPBE phases

- Knowledge of funding policies and exceptions

- Knowledge of the appropriation life cycle and impact on availability of funds

- Knowledge of the preparation of budget estimates based on type of appropriation

- Knowledge of the stages of the flow of funds and budget execution at various command levels (e.g., headquarters operating levels)

- Knowledge of control mechanisms (e.g., authorizations, appropriations, treasury warrants)

- Knowledge of budget execution by type of contractual payment

- Knowledge of the apportionment and re-apportionment processes

- Knowledge of intra-agency, inter-agency, inter-service, and reimbursable agreements

- Knowledge of working capital funds

- Knowledge of reprogramming and transfer of funds

- Knowledge of miscellaneous sources of funds

- Knowledge of IT budgeting

Cost and Economic Analysis (22.5%). This competency area covers knowledge of the processes and techniques used by DoD to provide individual capabilities required to fill gaps in the military's overall warfighting capability.

- Knowledge of DoD decision support systems

- Knowledge of cost analysis policies and procedures

- Knowledge of the DoD acquisition life cycle and categories

- Knowledge of the application of cost and economic analysis techniques

- Knowledge of assembling and organizing data, statistical methods, and cost estimating techniques

- Knowledge of benefit analysis, including payback, return on investment, and present value

- Knowledge of terminology surrounding various measures of acquisition cost such as procurement cost and life cycle cost

- Knowledge of DoD acquisition categories

- Knowledge of life cycle management policies related to defense acquisition systems

- Knowledge of learning curve theory

- Knowledge of project management techniques (e.g., PERT and Gantt charts)

- Knowledge of Earned Value Management goals and processes

- Knowledge of data visualizations (types of visualizations, use in decision support, etc.)

- Knowledge of incorporating new technologies into the financial management function (e.g. AI, Machine Learning, Robotic Process Automation, blockchain, etc.)

Strategic Planning and Organizational Performance Management (23.7%). This competency area covers knowledge of the requirements for and the development of Agency Strategic Plans; analysis of strengths, weaknesses, opportunities, and threats; alignment of organizational goals, objectives, and initiatives, as well as use of organizational performance metrics.

- Knowledge of the Government Management Reform Act of 1994

- Knowledge of the Government Performance and Results Act (GPRA) of 1993 and GPRA Modernization Act of 2010

- Knowledge of Strategic Planning and Organizational Performance Management key terminology and definitions

- Knowledge of the concepts of business process reengineering and process improvement (e.g., Lean 6 Sigma)

- Knowledge of DoD Enterprise Resource Planning (ERP) systems and other key financial management systems

- Knowledge of the Digital Accountability and Transparency Act of 2014 (DATA Act)

- Knowledge of the management, analysis, and security of large data sets (e.g., big data, ADVANA)

- Knowledge of performance assessment techniques (e.g., metric analysis, outcome analysis)

- Knowledge of performance management and change management

Fiscal Law (10%). This competency area covers knowledge of the constitutional authority for the obligation and expenditure of funds, the Anti-deficiency Act, other legal authorities and prohibitions governing purpose and timing of federal funds, the use of funds under a continuing resolution, and the responsibilities of an accountable officer.

- Knowledge of fiscal laws and regulations

- Knowledge of fiscal law terminology

- Knowledge of constitutional authorities to obligate and expend funds

- Knowledge of significant statutory authorities impacting fiscal law and the use of federal funds

- Knowledge of congressional authorization and appropriation acts, including their inter-relationship and respective roles

- Knowledge of the appropriation life cycle, and purpose and time limitations

- Knowledge of funding flow, apportionment, allotment, sub-allotment, commitment, obligation, and outlay

- Knowledge of Federal agency authorities (e.g., OMB, GAO Treasury, and DFAS authorities associated with fiscal law)

- Knowledge of applicable decisions by the Comptroller General

- Knowledge of the availability of appropriations (purpose, time, and amount)

- Knowledge of the legal and illegal augmentation of funds.

- Knowledge of revolving fund activities

- Knowledge of reprogramming and transfer of funds

- Knowledge of continuing resolutions definition, applicability, scope, similarities, and differences between CRAs and regular appropriations

- Knowledge of Anti-Deficiency Act provisions, reporting and notification, and penalties

- Knowledge of illegal and improper payments, pecuniary liability, and relief for improper payments and physical loss of funds

- Knowledge of fund certifications and certifying officers

Module 3. Accounting and Finance

Finance (31.25%). This competency area covers knowledge of DoD responsibilities, processes, and requirements, including safeguarding and disbursement of public funds, military and civilian pay, contract pay, travel pay, and management of debt.

- Knowledge of finance laws and regulations

- Knowledge of policy and procedures concerning accountability for and safeguarding of assets

- Knowledge of the major functions of finance

- Knowledge of military/civilian pay, allowances, and procedures

- Knowledge of travel pay policy and procedures

- Knowledge of contract pay policy and procedures

- Knowledge of Prompt Payment Act policies and procedures

- Knowledge of debt management policy and procedures

- Knowledge of certifying policies and functions

- Knowledge of disbursing and collections policies and functions

- Knowledge of business practices and government policies and procedures governing military and civilian pay, travel, contract and vendor pay, disbursing and debt management

- Knowledge of internal controls in the payment process at installations, finance organizations, and disbursing offices

- Knowledge of the roles, responsibilities, and personal liability of DoD accountable officials (e.g., purchase card holders)

- Knowledge of the process for entitling and paying entitlements

- Knowledge of the roles and responsibilities of DoD disbursing officials and the U.S. Treasury as related to the discharge of fiduciary and pecuniary responsibilities

- Knowledge of the role of emerging technologies in paying and accounting for entitlements

- Knowledge of financial systems migration and integration

Accounting (40%). This competency area covers knowledge of information, laws, and requirements regarding financial reporting and accounting for appropriations, fixed assets, payables, receivables, disbursements, and cost.

- Knowledge of basic accounting terms and functions

- Knowledge of the constitutional and statutory basis for federal accounting

- Knowledge of Federal Government accounting framework, chart of accounts, terminology and concepts

- Knowledge of government-wide and DoD Financial Statements

- Knowledge of cost accounting procedures designed to capture total cost

- Knowledge of Federal Accounting Standards, Federal Accounting Concepts, and Generally Accepted Accounting Principles (GAAP)

- Knowledge of the types of government funds and those used by DoD

- Knowledge of financial statement analysis tools (financial ratios)

- Knowledge of accounting and finance practices and procedures for general funds, working capital funds and non-appropriated funds including internal controls

- Knowledge of the Chief Financial Officers Act of 1990

- Knowledge of the Office of Management and Budget (OMB) form and content guidance for preparation of financial statements

- Knowledge of the Government Management Reform Act of 1994

- Knowledge of the Federal Financial Management Improvement Act of 1996

- Knowledge of the pronouncements of various government standards-setting organizations (OMB, GAO, FASAB, FASB, GASB)

- Knowledge of special accounting situations, selected asset accounts and accounting for property, plant and equipment

- Knowledge of the DoD accounting policy and procedures

- Knowledge of DoD accounting and finance reports at different organizational levels

- Knowledge of the United States Standard General Ledger

- Knowledge of budgetary accounting requirements and reporting

- Knowledge of Proprietary Accounting requirements and reporting

- Knowledge of Managerial Accounting requirements and reporting

- Knowledge of how to examine, analyze, and interpret accounting data, records, and reports

- Knowledge of federal financial accounting standards

- Knowledge of one or more automated data bases associated with a specific accounting, budget or other financial management function

- Knowledge of the 19 cost accounting standards (CAS)

Auditing (21.25%). This competency area covers knowledge of the legal requirement for DoD to obtain and maintain a favorable audit opinion, the procedure by which DoD prepares for financial and performance audits, attestation engagements, audit standards, and the audit process.

- Knowledge of auditing laws and regulations

- Knowledge of requirements for and types of government audits (e.g., financial, performance, attestation)

- Knowledge of the Government Auditing Standards (GAO Yellow Book)

- Knowledge of DoD audit policies and procedures

- Knowledge of the role of the Department of Defense Inspector General and other DoD audit organizations

- Knowledge of the DoD Governance of the audit program including the DoD Financial Improvement and Audit Remediation (FIAR) Program

- Knowledge of audit documentation, field work standards, record management, and reporting standards

- Knowledge of the audit planning process

- Knowledge of the three phases of an audit

- Knowledge of the content and purpose of an audit report for a financial audit and a performance audit

- Knowledge of the requirements and constraints on non-audit services performed by audit organizations

- Knowledge of notice of discrepancies and audit remediation plans

- Knowledge of automated accounting and budget systems to reconcile errors

- Knowledge of the four types of financial audit opinions (e.g., unqualified, qualified, disclaimer, adverse)

Fiscal Law (7.5%). This competency area covers knowledge of the constitutional authority for the obligation and expenditure of funds, the Anti-deficiency Act, other legal authorities and prohibitions governing purpose and timing of federal funds, the use of funds under a continuing resolution, and the responsibilities of an accountable officer.

- Knowledge of fiscal laws and regulations

- Knowledge of fiscal law terminology

- Knowledge of constitutional authorities to obligate and expend funds

- Knowledge of significant statutory authorities impacting fiscal law and the use of federal funds

- Knowledge of congressional authorization and appropriation acts, including their inter-relationship and respective roles

- Knowledge of the appropriation life cycle, and purpose and time limitations

- Knowledge of funding flow, apportionment, allotment, sub-allotment, commitment, obligation, and outlay

- Knowledge of Federal agency authorities (e.g., OMB, GAO Treasury, and DFAS authorities associated with fiscal law)

- Knowledge of applicable decisions by the Comptroller General

- Knowledge of the availability of appropriations (purpose, time, and amount)

- Knowledge of the legal and illegal augmentation of funds.

- Knowledge of revolving fund activities

- Knowledge of reprogramming and transfer of funds

- Knowledge of continuing resolutions definition, applicability, scope, similarities, and differences between CRAs and regular appropriations

- Knowledge of Anti-Deficiency Act provisions, reporting and notification, and penalties

- Knowledge of illegal and improper payments, pecuniary liability, and relief for improper payments and physical loss of funds

- Knowledge of fund certifications and certifying officers

Module 4. Acquisition

Business Financial Management and Cost Estimating (12%). This competency area covers key topics for advisors to acquisition decision makers responsible for program financial planning, formulation and budgeting, budget analysis and execution, and cost estimating. Includes negotiating the best deal for the warfighter while demonstrating prudent stewardship of taxpayer dollars. Business and contracting professionals instill fairness and integrity in the acquisition process and serve as an overall business advisor to DoD acquisition teams.

- Knowledge of agile contracting

- Knowledge of cost estimating tools and techniques for determining affordability of an acquisition system

- Knowledge of the principles, metrics, and analytic techniques of Earned Value Management (EVM)

- Knowledge of compliance requirements for the application of EVM in the management and oversight of acquisition programs

- Knowledge of the relationship of EVM to the objective evaluation of impacted contracts

- Knowledge of the role of the Director, Cost Assessment and Program Evaluation (D, CAPE)

Engineering and Technical Management (11%). This competency area covers knowledge of human systems integration in their different roles in the system (as operator, maintainer, sustainer, trainer, and designer); Systems, including hardware, software, and processes (including the acquisition process and the design process); and the integration of all of these elements to optimize the effectiveness, suitability, and survivability of the delivered system at the lowest total ownership cost (TOC). This systems integration includes the integrated and comprehensive analysis, design, and assessment of requirements; concepts and resources for system manpower, personnel, training, safety; and occupational health, habitability, personnel survivability, and human-factors engineering. Various aspects of the Engineering & Technical Management discipline related to the DoD acquisition management process. The ETM workforce has a vital role in developing, fielding, and sustaining high-quality, innovative, affordable, supportable, and effective defense systems and ensuring that DoD products are delivered on time, perform as expected, and are cost-effective.

- Knowledge of the definition, principles, processes, and phases of Engineering & Technology Management (ETM)

- Knowledge of the Technical Management Processes and Technical Processes of ETM

- Knowledge of the relationship of ETM to the defense acquisition systems life cycle process

- Knowledge of design considerations inherent to the SE process (e.g., open systems design, interoperability and standardization, reliability, supportability, system security)

- Knowledge of ETMs tools, techniques, and resources

- Knowledge of the concept of human systems integration relative to an acquisition system

- Knowledge of human systems integration domains

- Knowledge of the principles and guidelines for the application of human factors engineering and integration to the systems acquisition process

- Knowledge of the relationship between human factors engineering and integration and the development and fielding of a fully operational system

Information Technology (14%). This competency area covers knowledge of all software applications (SW) and the hardware/firmware those applications run on (IT/SW) as well as applicable statutory and regulatory requirements.

- Knowledge of the definition and function/purpose of Net-Centricity and Global Information Grid (GIG)

- Knowledge of the steps to facilitate compliance with the Defense Acquisition System

- Knowledge of the role and responsibilities of key authorities in the certification and approval of acquisition requests (e.g., Defense Business System Management Committee, Certification Authority, Investment Review Board)

- Knowledge of interoperability and supportability requirements for IT and National Security systems

- Knowledge of the purpose and key elements of the information support plan (ISP)

- Knowledge of the procedures and timing for ISP submission

- Knowledge of electromagnetic spectrum considerations related to the acquisition of systems or equipment

- Knowledge of the procedures and timing for the use of Commercial, Off-the-Shelf (COTS) software solutions throughout the life cycle

- Knowledge of the definitions of Defense Business Systems and the Business Enterprise Architecture (BEA)

- Knowledge of the process for acquiring a Defense Business System

- Knowledge of how to comply with the Clinger-Cohen Act of 1996

- Knowledge of key Technology Protection terminology

- Knowledge of the benefits of technology protection as related to the Defense acquisition process

- Knowledge of the procedures and guidance for implementing technology protection throughout the Defense acquisition process

- Knowledge of the type, purpose, and content of technology protection documentation (e.g., Program Protection Plan, Technology Assessment/Control Plan)

- Knowledge of the program protection planning process steps

- Knowledge of the responsibilities for protecting acquisition-related information

- Knowledge of the statutory and regulatory requirements related to technology protection

Life Cycle Logistics (12%). This competency area covers knowledge of the definition of Life Cycle Logistics, to include the system life cycle, encompassing acquisition and sustainment activities, and includes planning, developing, implementing, and overseeing effective and affordable product-support strategies for weapons, materiel, or information systems.

- Knowledge of the types and purpose of decision points in the Defense acquisition life cycle

- Knowledge of the purpose of exit criteria in the Defense acquisition life cycle and the roles and responsibilities of the individuals and authorities involved in approval of the criteria

- Knowledge of the concept of the Total Life Cycle Logistics as it relates to an acquisition system

- Knowledge of Life Cycle Logistics activities

- Knowledge of Life Cycle Logistics documentation types and purpose

- Knowledge of the concept and methodology of Performance Based Life Cycle Support and its importance to a deployed system

- Knowledge of the concept of Performance Based Agreements

- Knowledge of Life Cycle Logistics considerations (e.g., product support, data management, life cycle cost, life cycle assessment, interoperability)

International Acquisition and Security Cooperation (6%). This competency area covers knowledge of features of the DoD acquisition management process that are not common to all acquisition programs but are extremely critical to those programs impacted by one or more of these unique requirements. International Acquisition/Security Cooperation refers to the entire spectrum of activities that the defense acquisition workforce engages in with allied and friendly nations and other foreign entities.

- Knowledge of the definition of an international cooperative acquisition program

- Knowledge of statutory and regulatory requirements related to international cooperation program

- Knowledge of the authorities and key considerations related to the international cooperative program

- Knowledge of the mechanisms for identifying foreign partners' needs

Program Management (39%). This competency area covers knowledge of the primary functions of the acquisition process (Business Financial Management & Cost Estimating, Contracting, Engineering & Technical Management, Life Cycle Logistics, Program Management, and Test & Evaluation) and the interrelationships of these business and technical acquisition functions involved in the planning and execution of an acquisition program. Key functions of the DoD decision support systems for strategic planning, resource allocation, determination of needed capabilities, acquisition of systems to satisfy those needs, and the statutory and regulatory requirements for specific acquisition-related documentation. The overall discipline of DoD acquisition program management from different approaches. Critical abilities are to define Component, customer, and stakeholder needs and constraints; reduce ambiguity in objectives; develop and manage an efficient project organizational structure; and apply system architecture principles to develop and manage technical requirements in order to achieve the appropriate balance between resources, schedule, and technical requirements. The types of decision points in the Defense acquisition management process, the key players at those decision points, the reports resulting from the decision points, and the importance of the decisions made at those specific points in time.

- Knowledge of the core concepts of the Defense Acquisition System (DAS)

- Knowledge of the phases of the DAS

- Knowledge of statutory and regulatory requirements of the DAS, as well as implementation instructions

- Knowledge of regulatory requirements of an Acquisition Program Baseline (APB)

- Knowledge of the definition of an Acquisition Strategy and how it is managed by the Program Manager (PM)

- Knowledge of the key functions and relationship among DoD decision support systems (e.g., JCIDS, PPBE, DAS) for strategic planning and resource allocation, the determination of capability of needs, and the acquisition of systems

- Knowledge of the acquisition-related goals and strategies

- Knowledge of affordability and its importance in evaluation of acquisition programs

- Knowledge of the type and scope of acquisition system costs (e.g., life-cycle, total ownership)

- Knowledge of the definition and key elements of Analysis of Alternatives (AoA) and how this concept is related to an acquisition system cost

- Knowledge of the types, purpose, and timing of key executive level reviews of an acquisition program

- Knowledge of the identity of applicable entities conducting key executive level reviews

- Knowledge of criteria and decision outcomes related to key executive level reviews

- Knowledge of the type, purpose, and roles and responsibilities of Integrated Product Teams (IPTs)

- Knowledge of the purpose of independent assessments in the Defense acquisition life cycle

- Knowledge of the types, purpose, and timing of major periodic reports resulting from the Defense acquisition life cycle

- Knowledge of the authorities responsible for the preparation and approval of major periodic reports

- Knowledge of the statutory and regulatory requirements governing the generation of periodic reports during the system life cycle

- Knowledge of the concept of a joint acquisition program

- Knowledge of special considerations related to Defense acquisition life cycle phases involving foreign partners, including pre-systems acquisition, engineering and manufacturing development, production and deployment, and operations and support

- Knowledge of the types and purpose of contract management reports (e.g., contract cost data report, work breakdown structure)

- Knowledge of special considerations related to the acquisition of services and service contracts

- Knowledge of statutory and regulatory requirements related to the acquisition of services

- Knowledge of the independent management review phases and associated assessment elements

- Knowledge of the types of acquisition of services data

- Knowledge of key management considerations in the acquisition of joint systems

- Knowledge of statutory and regulatory requirements associated with Defense business systems and business enterprise architecture

Test and Evaluation (6%). This competency area covers knowledge of the different types of test and evaluation actions conducted on Defense acquisition programs and the importance of those test and evaluation actions to ensuring the successful development and fielding of a fully operational system.

- Knowledge of the types, purposes, and principles of test and evaluation models and activities

- Knowledge of the sequence of test and evaluation activities in the Defense acquisition life cycle

- Knowledge of the purpose, content, and format of the Test and Evaluation Strategy and Master Plan

- Knowledge of planning documents for different types of test and evaluation programs

- Knowledge of the procedures governing the designation of management responsibility

Table 1. 2024 and 2018 Blueprint Domains and Weights (CDFM)

Modules and Competencies	2024		2018	
	% Weight within Module	# Items	% Weight within Module	# Items
Module 1. Resource Management Environment				
Government Resource Management Environment	35.00%	28	30.40%	24
Manpower Management	20.00%	16	12.20%	10
Enterprise Risk Management (ERM) and Internal Controls	25.00%	20	20.30%	16
Fiscal Law	20.00%	16	37.10%	30
Module 2. Budget and Cost Analysis				
Defense Budget Process	43.75%	35	33.60%	27
Cost and Economic Analysis	22.50%	18	14.40%	12
Strategic Planning and Organizational Performance Management	23.75%	19	17.10%	14
Fiscal Law	10.00%	8	34.90%	28
Module 3. Accounting and Finance				
Finance	31.25%	25	18.10%	14
Accounting	40.00%	32	25.30%	20
Auditing	21.25%	17	25.40%	20
Fiscal Law	7.50%	6	31.20%	25

Table 2. 2024 and 2018 Blueprint Domains and Weights (CDFM-A)

	2024			2018		
Module and Competencies	**% Weight within Module**	**# Items**		**Module and Competencies**	**% Weight within Module**	**# Items**
Module 4. Acquisition				**Module 4. Acquisition**		
Business Financial Management and Cost Estimating	12.00%	9		Resource Management	10.00%	8
Engineering and Technical Management	11.00%	9		Systems Engineering	15.00%	12
				Human Systems Integration	5.00%	4
Information Technology	14.00%	11		Acquiring Information Technology and National Security Systems	7.00%	6
				Technology Protection	5.00%	4
Life Cycle Logistics	12.00%	10		Life Cycle Sustainment	8.00%	6
International Acquisition and Security Cooperation	6.00%	5				
Program Management	39.00%	31		Special Management Activities	19.00%	15
				Goals, Strategy and Decision Support	11.00%	9
				Decisions, Assessments and Reports	11.00%	9
Test and Evaluation	6.00%	5		Test and Evaluation	9.00%	7

Note. The CDFM-A domains have been updated to better align with the functional areas from the Defense Acquisition University Back-to-Basics initiative. The domains/competencies from the 2018 exam blueprints are presented as nearly as possible alongside their 2024 counterpart.

Description of Changes to Exam Blueprints

The most substantive changes to the exam blueprints based on the 2024 update include:

- Fiscal Law, while remaining a significant CDFM competency/domain, will receive less weight in each module. (Instead of 25-30 Fiscal Law questions in *each* module, there will be 30 Fiscal Law questions in total.)

- In module 1, each of the other domains (Government Resource Management Environment; Manpower Management; Enterprise Risk Management (ERM) and Internal Controls) will receive additional emphasis.

- In module 2, each of the other domains (Defense Budget Process; Cost and Economic Analysis; Strategic Planning and Organizational Performance Management) will receive additional emphasis.

- In module 3, two of the other domains (Accounting; Finance) will receive additional emphasis while Auditing will see a slight decrease in emphasis (from 20 questions to 17 questions).

- Module 4 was restructured significantly to better align with the functional areas of the DAU Back-to-Basics initiative. As a result:
    - Business Financial Management and Cost Estimating encompasses the content domain previously known as Resource Management
    - Engineering and Technical Management encompasses the content domains previously known as Systems Engineering and Human System Integration
    - Information Technology encompasses the content domains previously known as Acquiring Information Technology and National Security Systems, and Technology Protection
    - Life Cycle Logistics encompasses the content domain previously known as Life Cycle Sustainment.
    - International Acquisition and Security Cooperation encompasses some of the content domain previously known as Special Management Activities.
    - Program Management encompasses most of the content domain previously known as Special Management Activities, as well as the content domains previously known as Goals, Strategy and Decision Support; and Decisions, Assessments and Reports

Reference Materials

The updated reference list for the CDFM modules is presented in Table 3. The updated reference list for the CDFM-A module is presented in Table 4.

Table 3. CDFM Exam Reference List

Issuance #	Issuance Subject	Issuance Date (if applicable)	URL
Budget Concepts	New: FY2023 Budget Concepts and Budget Process		https://www.whitehouse.gov/wp-content/uploads/2022/03/ap_8_concepts_fy2023.pdf
CFR-All	Code of Federal Regulations-All		https://www.ecfr.gov/
5 CFR 1315	Prompt Payment		https://www.ecfr.gov/current/title-5/chapter-III/subchapter-B/part-1315
5 CFR 2635	Standards of Ethical Conduct for Employees of the Executive Branch		https://www.ecfr.gov/current/title-5/chapter-XVI/subchapter-B/part-2635?toc=1
DoD FMR/ DoD 7000.14-R	Department of Defense Financial Management Regulation (DoD FMR)		https://comptroller.defense.gov/fmr/
DoD Issuances-All	DoD Issuances-All --Incl. Directives and Instructions		https://www.esd.whs.mil/DD/
DoDD 1404.10	Emergency-Essential (E-E) DoD U.S. Citizen Civilian Employees	Apr 1992	
DoDD 5010.42	DoD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program	May 2008	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/501042p.pdf
DoDD 7045.14	The Planning, Programming, Budgeting, and Execution (PPBE) Process	Aug 2017	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/704514p.pdf?ver=2019-06-06-145814-060
DoDI 1100.19	Wartime Manpower Mobilization Planning Policies and Procedures	Feb 1986	
DoDI 1400.32	DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures	Jan 1987	http://www.dtic.mil/whs/directives/corres/pdf/140032p.pdf
	Financial Report of the U.S. Government	FY 2022	https://www.fiscal.treasury.gov/reports-statements/financial-report/

Issuance #	Issuance Subject	Issuance Date (if applicable)	URL
Green Book	Standards for Internal Control in the Federal Government	Sep 2014	https://www.gao.gov/greenbook
Red Book	Principles of Federal Appropriations Law		https://www.gao.gov/redbook
Yellow Book	Government Auditing Standards	2018 Revision with 2021 Technical Update	https://www.gao.gov/yellowbook
House Document 110-49	How Our Laws Are Made	Jul 2007	https://www.congress.gov/help/learn-about-the-legislative-process/how-our-laws-are-made
OMB Bulletins-All	OMB Bulletins-All		https://www.whitehouse.gov/omb/information-for-agencies/bulletins/
New: OMB Bulletin 22-01 (Old: OMB Bulletin 15-02)	Audit Requirements for Federal Financial Statements	Aug 2022	https://www.whitehouse.gov/sites/default/files/omb/bulletins/2015/15-02.pdf
OMB Circulars-All	OMB Circulars-All		https://www.whitehouse.gov/omb/information-for-agencies/circulars/
OMB Cir A-11	Preparation, Submission, and Execution of the Budget	Aug 2023	https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf
OMB Cir A-94	Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs	Oct 1992	https://www.whitehouse.gov/wp-content/uploads/legacy_drupal_files/omb/circulars/A94/a094.pdf
OMB Cir A-123	Management's Responsibility for Enterprise Risk Management and Internal Control	Jul 2016	https://www.whitehouse.gov/wp-content/uploads/legacy_drupal_files/omb/memoranda/2016/m-16-17.pdf Memorandum Update Jun 2017

Issuance #	Issuance Subject	Issuance Date (if applicable)	URL
	(Old: Management's Responsibility for Internal Control)		https://www.whitehouse.gov/wp-content/uploads/legacy_drupal_files/omb/memoranda/2017/M-17-26.pdf
OMB Cir A-136	Financial Reporting Requirements	May 2023	https://www.archives.gov/federal-register/laws/current.html
Public Laws-All	Public Laws-All		https://www.archives.gov/federal-register/laws/current.html
PL 103-62	Government Performance and Results Act of 1993	Aug 1993	https://www.congress.gov/103/statute/STATUTE-107/STATUTE-107-Pg285.pdf
PL 103-356	Government Management Reform Act of 1994	Oct 1994	https://www.govinfo.gov/content/pkg/STATUTE-108/pdf/STATUTE-108-Pg3410.pdf#page=1
PL 111-204	Improper Payments Elimination and Recovery Act of 2010	Jul 2010	https://www.govinfo.gov/content/pkg/PLAW-111publ204/pdf/PLAW-111publ204.pdf
PL 111-352	GPRA Modernization Act of 2010	Jan 2011	https://www.govinfo.gov/content/pkg/PLAW-111publ352/pdf/PLAW-111publ352.pdf
US Codes-All	US Codes-All		http://uscode.house.gov/ OR https://www.govinfo.gov/app/collection/USCODE
5 USC	Government Organization and Employees		https://www.law.cornell.edu/uscode/text/5
10 USC	Armed Forces		https://www.law.cornell.edu/uscode/text/10
18 USC	Crimes and Criminal Procedure		https://www.law.cornell.edu/uscode/text/18
31 USC	Money and Finance		https://www.law.cornell.edu/uscode/text/31
32 USC	National Guard		https://www.law.cornell.edu/uscode/text/32
37 USC	Pay and Allowances of the Uniformed Services		https://www.law.cornell.edu/uscode/text/37
41 USC	Public Contracts		https://www.law.cornell.edu/uscode/text/41

Issuance #	Issuance Subject	Issuance Date (if applicable)	URL
50 USC	War and National Defense		https://www.law.cornell.edu/uscode/text/50
U.S. Constitution	The Constitution of the United States of America		https://www.law.cornell.edu/constitution

Table 4. CDFM-A Exam Reference List

Issuance #	Issuance Subject	Issuance Date	URL
CJCSI 5123.01I	Implementation of the JCIDS	Oct 2021	https://www.jcs.mil/Portals/36/Documents/Library/Instructions/CJCSI%205123.01I.pdf
DOD 7000.14-R	DOD Financial Management Regulation	May 2019	https://comptroller.defense.gov/fmr/
DODD 5000.01	The Defense Acquisition System	Jul 2022	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/500001p.pdf?ver=IxP_j399Em4zTd4PqFjuTQ%3d%3d
DODD 7045.14	PPBE Process	Aug/2017	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/704514p.pdf?ver=2019-06-06-145814-060
DODI 5000.02	Operation of the Adaptive Acquisition Framework	Jun 2022	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500002p.pdf
FAR 7.105	Contents of written acquisition plans	Sep 2023	https://www.acquisition.gov/sites/default/files/current/far/pdf/FAR.pdf
DODI 5000.74	Acquisition of Services	Jan 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500074p.pdf
DODI 5000.75	Defense Business Systems	Jan 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500075p.PDF
DODI 5000.80	Middle Tier of Acquisition	Dec 2019	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500080p.PDF
DODI 5000.81	Urgent Capability Acquisition	Dec 2019	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500081p.PDF
DODI 5000.85	Major Capability Acquisition	Nov 2021	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500085p.pdf?
DODI 5000.87	Software Acquisition	Oct 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500087p.PDF

Issuance #	Issuance Subject	Issuance Date	URL
DODI 5000.44	Intellectual Property	Oct 2019	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/501044p.PDF
DODI 5000.71	Rapid Fulfillment of UONs	May 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/500071p.pdf?
DODI 5000.73	Cost Analysis Guidance and Procedures	Mar 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500073p.pdf
DODI 5000.82	Acquisition of Information Technology	Jun 2023	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500082p.pdf
DODI 5000.83	Technology and Program Protection	May 2021	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500083p.pdf
DODI 5000.84	Analysis of Alternatives	Aug 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500084p.pdf
DODI 5000.86	Acquisition Intelligence	Sep 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500086p.pdf
DODI 5000.88	Engineering of Defense Systems	Nov 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500088p.PDF
DODI 5000.89	Test and Evaluation	Nov 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500089p.PDF
DODI 5000.90	Cybersecurity for Acquisition	Dec 2020	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500090p.PDF
DODI 5000.91	Product Support Management	Nov 2021	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500091p.PDF
DODI 5000.95	Human Systems Integration	Apr 2022	https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500095p.PDF
	DAU (Defense Acquisition University) Acquisition Policies --Policies and guides into each of the acquisition pathways		https://aaf.dau.edu/aaf/policies/

Issuance #	Issuance Subject	Issuance Date	URL
	DAU Acquisition Guidebooks & References --Set of guidebooks & references that replaced the Defense Acquisition Guidebook in 2021		https://aaf.dau.edu/guidebooks/
	DAU Tools Catalog		https://www.dau.edu/tools
	All DODIs --WHS Executive Services Directorate		https://www.esd.whs.mil/Directives/issuances/dodi/
	FARS (Federal Acquisition Regulations System) --GSA (General Services Administration) hub for FARs and FACs (Federal Acquisition Circulars)		https://www.acquisition.gov/