

**FINANCE OFFICER  
DACUM CHART**

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**FOR THE NORTHWEST TERRITORIES, CANADA**



*Learning is for life*

Education, Culture & Employment



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Apprenticeship and Occupational Certification  
College and Career Development  
Department of Education, Culture and Employment  
Government of the Northwest Territories  
P.O. Box 1320  
Yellowknife, NT Canada  
X1A 2L9

Phone: (867) 873-7553  
Fax: (867) 873-0200

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# DACUM INTRODUCTION

The Department of Education, Culture and Employment (Government of the Northwest Territories) encourages the pursuit of excellence by developing DACUM (Develop A Curriculum) charts and occupational standards in cooperation with government and industry partners. This DACUM chart was developed in conjunction with the Department of Municipal and Community Affairs (MACA) and partners at the community level.

As a result of self-government, and community strategic planning and empowerment initiatives, community administrations have greater responsibility for a broadening range of public programs and services. To assist community governments with these additional tasks, improved access to training opportunities is required. The development of DACUM charts, occupational standards, and performance evaluations plays an important role by identifying training needs and by recognizing those who are competent in their chosen occupations.

The School of Community Government (SCG) in MACA coordinates the development and delivery of training to community governments. Their goal is to improve systems, supports and resources for community government staff so that growth and development can be maximized. This DACUM chart is one of many documents that the SCG uses to achieve this goal.

DACUM charts outline the knowledge, skills and attitudes a person must have to be considered competent in an occupation. DACUMs are developed by those with expertise in the occupation. Relevant training and assessment tools can be developed on the basis of a DACUM chart.

DACUM charts benefit four important stakeholder groups. They assist:

- **employers and industry associations** by:
  - identifying training needs
  - identifying the competencies required to successfully perform in the occupation
  - providing the basis for development of job descriptions and performance evaluations
  - assisting with staff recruitment by defining areas of required proficiency
- **employees** by:
  - providing a basis for self-assessment
  - identifying career path and skill transfer opportunities within the occupation and the industry
  - identifying training needs
  - enhancing public and professional image
- **educators/trainers** by:
  - providing a guide for relevant curriculum and program development
  - identifying learning modules for specific skills
- **learners/trainees** by:
  - providing detailed information about the requirements of an occupation
  - identifying training required to meet career goals
  - providing a basis for self-assessment.

# DACUM HOW A DACUM CHART IS USED

A DACUM chart is composed of three sections:

1. Major Category:
  - identifies a general activity within an occupation
  - in the following example, the major category is **1. FINANCIAL ACCOUNTING MANAGEMENT**
2. Skill:
  - identifies a general skill within the general activity
  - in the following example, the skill is **A. Prepare Budget**
3. Subskill:
  - identifies a specific activity or task required of an individual in this job
  - in the following example, there are two subskills:
    - 1.A.1 Identify priorities of organization; and
    - 1.A.2 Assist with capital plan

Each subskill has four small boxes beneath it. These boxes can be used to record:

- a performance evaluation, by supervisors during on-the-job training or by educators at a learning facility, or
- a self-assessment, by learners, trainees and employees.

Major Category	Skill	Subskill	
<b>1. FINANCIAL ACCOUNTING MANAGEMENT</b>	<b>A. Prepare Budget</b>	<b>1.A.1 Identify priorities of organization</b>	<b>1.A.2 Assist with capital plan</b>

The boxes on the chart may be used to perform evaluations or assessments, providing on-going snapshots of an individual's performance over time. There are many ways to rate performance. The following is one example:

## Sample Rating Scale

1. individual can perform parts of this skill satisfactorily but requires frequent assistance and/or supervision to perform the entire skill
2. individual can perform this skill but requires periodic assistance and/or supervision
3. individual can perform this skill satisfactorily without assistance or supervision
4. individual can perform this skill satisfactorily and can lead others in performing it

## DACUM **JOB DEFINITION**

A Finance Officer follows legislation, policies and Generally Accepted Accounting Principles to maintain the financial health of the organization.

The occupation of Finance Officer is also known by the following titles:

- Comptroller
- Financial Comptroller
- Controller

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**FINANCE OFFICER  
DACUM CHART**

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# Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill					
<b>1. FINANCIAL ACCOUNTING MANAGEMENT</b>	<b>A. Prepare Budget</b>	1.A.1 Identify priorities of organization	1.A.2 Assist with capital plan	1.A.3 Estimate areas of revenue	1.A.4 Review historical costs	1.A.5 Review year-to- date expenditures	1.A.6 Consult with department heads
		1.A.7 Estimate expenditures	1.A.8 Prepare draft budget	1.A.9 Submit budget for approval	1.A.10 Revise budget, as required	1.A.11 Submit budget to appropriate authority	1.A.12 Implement budget
		1.A.13 Prepare variance reports	1.A.14 Amend budget quarterly				
		1.B.1 Implement cash controls	1.B.2 Manage cash flow	1.B.3 Monitor spending	1.B.4 Negotiate financing	1.B.5 Manage investments	1.B.6 Implement corrective action
		1.C.1 Set up chart of accounts	1.C.2 Input opening entries	1.C.3 Enter budget	1.C.4 Verify accounts payable, accounts receivable and payroll	1.C.5 Input accounts payable, accounts receivable and payroll	1.C.6 Input adjusting entries

## Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill					
<b>1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd</b>	<b>C. Prepare General Ledger Cont'd</b>	1.C.7 Manage reserve accounts	1.C.8 Prepare general ledger listings	1.C.9 Reconcile general ledger accounts	1.C.10 Prepare trial balances	1.C.11 Reconcile bank statements	1.C.12 Prepare monthly financial statements
		1.C.13 Close out year- end documents					
	<b>D. Maintain Accounts Payable</b>	1.D.1 Process purchase orders	1.D.2 Cross- reference documents	1.D.3 Verify disbursements	1.D.4 Prepare cheques	1.D.5 Reconcile petty cash	1.D.6 Reconcile accounts payable
		1.D.7 Prepare aged- vendor listing	1.D.8 Prepare journal summaries				
	<b>E Maintain Accounts Receivable</b>	1.E.1 Compile source documents	1.E.2 Prepare invoices	1.E.3 Collect receivables	1.E.4 Issue receipts	1.E.5 Reconcile accounts receivable	1.E.6 Complete bank deposits

## Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill													
<b>1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd</b>	<b>E Maintain Accounts Receivable Cont'd</b>	1.E.7 Prepare aged- customer listing	1.E.8 Issue customer statements	1.E.9 Prepare journal summaries											
		1.F.1 Process TD1s	1.F.2 Set up employee files	1.F.3 Verify time sheets	1.F.4 Calculate salary benefits	1.F.5 Calculate employee benefits	1.F.6 Calculate pension plan contributions								
		1.F.7 Calculate group insurance plan contributions	1.F.8 Calculate payroll tax	1.F.9 Calculate source and miscellaneous deductions	1.F.10 Verify data entries	1.F.11 Prepare payroll summary	1.F.12 Process pay cheques								
	1.F.13 Remit source deductions	1.F.14 Prepare journal summaries	1.F.15 Update leave credits	1.F.16 Update in-lieu time	1.F.17 Compile monthly attendance summary	1.F.18 Issue record of employment									
	1.F.19 Remit payroll tax	1.F.20 Issue T4 and T4A summaries	1.F.21 Prepare Workers' Compensation Board premium reports	1.F.22 Issue year-end attendance summary											

# Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill					
<b>1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd</b>	<b>G. Manage Projects, Programs and Services</b>	1.G.1 Review funding options	1.G.2 Make recommend-ations	1.G.3 Write funding proposals	1.G.4 Administer funds	1.G.5 Prepare tendering documents	1.G.6 Negotiate contracts
		1.G.7 Award contracts	1.G.8 Administer contracts	1.G.9 Monitor contracts	1.G.10 Evaluate contracts		
		1.H.1 Maintain assessment roll	1.H.2 Set mill rate	1.H.3 Collect taxes	1.H.4 Distribute school tax	1.H.5 Monitor debentures	
	<b>H. Administer Taxes and Debentures</b>	1.I.1 Present income statements	1.I.2 Present balance sheets	1.I.3 Present variance reports	1.I.4 Present quarterly reports	1.I.5 Remit Goods and Services Tax reports	1.I.6 Provide financial advice based on reports
		1.I.7 Report to funding agencies					
<b>I. Present Reports</b>							

# Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill						
<b>1. FINANCIAL ACCOUNTING MANAGEMENT Cont'd</b>	<b>J. Assist with Audit</b>	1.J.1 Follow General Accounting Principles	1.J.2 Follow preparation instructions	1.J.3 Respond to audit queries	1.J.4 Review draft audit statements	1.J.5 Submit audit for approval	1.J.6 Submit audit to funding agencies	
		1.J.7 Follow up on management letters						
<b>2. HUMAN RESOURCE MANAGEMENT</b>	<b>A. Assist with Human Resource Administration</b>	2.A.1 Assist with job creation	2.A.2 Assist with development of job descriptions	2.A.3 Assist with development of performance standards	2.A.4 Recruit staff	2.A.5 Administer personnel policies and directives	2.A.6 Administer collective agreements	
			2.A.7 Administer employment bylaws and employment agreements	2.A.8 Allocate staff housing	2.A.9 Verify employment records			
	<b>B. Supervise Staff</b>	2.B.1 Conduct orientation	2.B.2 Develop work schedules	2.B.3 Delegate work	2.B.4 Coach employees	2.B.5 Monitor employees	2.B.6 Conduct performance appraisals	

## Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill					
<b>2. HUMAN RESOURCE MANAGEMENT Cont'd</b>	<b>B. Supervise Staff Cont'd</b>	2.B.7 Implement progressive discipline	2.B.8 Recommend dismissals	2.B.9 Recommend promotions			
	<b>C. Develop Staff</b>	2.C.1 Develop training plans	2.C.2 Provide on-the-job training	2.C.3 Facilitate professional development	2.C.4 Conduct staff meetings		
<b>3. COMPUTER SKILLS</b>	<b>A. Possess Computer Skills</b>	3.A.1 Possess keyboarding skills	3.A.2 Use computerized accounting programs	3.A.3 Use job-related software programs	3.A.4 Use e-mail and Internet	3.A.5 Implement Maintenance Management Operations software	3.A.6 Upgrade software
		3.A.7 Maintain password security	3.A.8 Create backup data	3.A.9 Secure backup data	3.A.10 Maintain local area networks	3.A.11 Set up computers	
<b>4. GENERAL DUTIES</b>	<b>A. Perform General Duties</b>	4.A.1 Purchase insurance coverages	4.A.2 Maintain filing systems	4.A.3 Respond to enquiries	4.A.4 Address complaints	4.A.5 Provide translation services	4.A.6 Conduct research

## Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill					
<b>4. GENERAL DUTIES Cont'd</b>	<b>A. Perform General Duties Cont'd</b>	4.A.7 Assist with strategic planning	4.A.8 Attend meetings	4.A.9 Take minutes	4.A.10 Assist with policies and procedures development	4.A.11 Implement policies and procedures	4.A.12 Update manuals
		4.A.13 Accept appointment as acting senior officer	4.A.14 Recognize conflict of interest situations	4.A.15 Acquire equipment	4.A.16 Operate office equipment	4.A.17 Repair office equipment	4.A.18 Acquire assets
		4.A.19 Maintain asset registry	4.A.20 Dispose of assets	4.A.21 Set fees	4.A.22 Maintain booking registry	4.A.23 Issue permits	
<b>5. COMMUNICATION</b>	<b>A. Use Communication Skills</b>	5.A.1 Practice active listening	5.A.2 Speak clearly	5.A.3 Read financial and legal documents	5.A.4 Write business correspondence, reports and documents	5.A.5 Facilitate meetings	5.A.6 Make presentations
		5.A.7 Liaise with outside organizations and agencies					

## Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill					
<b>6. LEADERSHIP SKILLS</b>	<b>A. Possess Personal and Professional Attributes</b>	6.A.1 Act as a role model	6.A.2 Demonstrate ethical behaviour	6.A.3 Show initiative	6.A.4 Demonstrate accountability	6.A.5 Demonstrate reliability	6.A.6 Demonstrate punctuality
		6.A.7 Demonstrate flexibility	6.A.8 Demonstrate accessibility	6.A.9 Demonstrate honesty	6.A.10 Support others	6.A.11 Demonstrate courtesy	6.A.12 Demonstrate tact
		6.A.13 Maintain confidentiality	6.A.14 Demonstrate fairness	6.A.15 Demonstrate patience	6.A.16 Possess sense of humour	6.A.17 Demonstrate organizational abilities	6.A.18 Participate in professional and personal development opportunities
		6.A.19 Work with minimal supervision	6.A.20 Follow instructions	6.A.21 Make decisions	6.A.22 Practice cross- cultural skills	6.A.23 Manage stress	6.A.24 Meet deadlines
		6.A.25 Deal with political issues	6.A.26 Employ negotiating skills	6.A.27 Employ conflict- resolution skills	6.A.28 Employ analytical skills		



## Occupation of Finance Officer DACUM Chart

Major Category	Skill	Subskill																	
<b>7.</b> <b>LEGISLATION</b>	<b>A.</b> <b>Adhere to Legislation</b>	<b>7.A.1</b> Identify applicable legislation	<b>7.A.2</b> Demonstrate familiarity with legislation	<b>7.A.3</b> Comply with legislation	<b>7.A.4</b> Assist with drafting bylaws														



DACUM

# APPENDIX

## LIST OF LEGISLATION AND POLICIES

The following list is offered as a reference for relevant legislation and policies that may apply to this occupation in the Northwest Territories. It is intended as a guide only. The list may not include all relevant items to specific areas and situations.

1. Aboriginal Custom Adoption Recognition Act
2. Access to Information and Protection of Privacy Act
3. Area Development Act
4. Business Corporations Act
5. Business Incentive Policy
6. Business Licence Act
7. Canada Wildlife Act - Federal
8. Canadian Charter of Rights and Freedoms - Federal
9. Charter Communities Act
10. Child Welfare Act
11. Cities, Towns and Villages Act
12. Civil Emergency Measures Act
13. Commercial Tenancies Act
14. Commissioner's Airport Regulations
15. Commissioner's Land Act
16. Commissioner's Land Regulations
17. Community Employees' Benefits Act
18. Community Employees' Benefits Program Transfer Act
19. Conflict of Interest Act
20. Department of Indian Affairs and Northern Development Act – Federal
21. Department of Justice Act – Federal
22. Education Act
23. Environmental Protection Act
24. Evidence Act
25. Financial Administration Act
26. Fire Prevention Act
27. Frustrated Contracts Acts
28. Gwich'in Comprehensive Land Claim Agreement
29. Hamlets Act
30. Indian Act - Federal
31. Indian Oil and Gas Act – Federal
32. Judicature Act
33. Labour Standards Act
34. Land Titles Act
35. Local Authorities Elections Act
36. Mackenzie Valley Resource Management Act – Federal
37. Mine Health and Safety Act
38. Motor Vehicles Act
39. N.W.T. Housing Corporation Act
40. Northwest Territories Act - Federal
41. Planning Act
42. Property Assessment and Taxation Act
43. Public Health Act
44. Public Highways Act
45. Public Trustee Act
46. Residential Tenancies Act
47. Safety Act
48. Sahtu Dene and Metis Comprehensive Land Claim Agreement
49. Settlements Act
50. Societies Act
51. Territorial Lands Act - Federal
52. Transportation of Dangerous Goods Act
53. United Nations Act - Federal
54. Wildlife Act
55. Workers' Compensation Act