



Oifig an Ard-Reachtair Cuntas agus Ciste
Office of the Comptroller and Auditor General

Financial Management Maturity Model

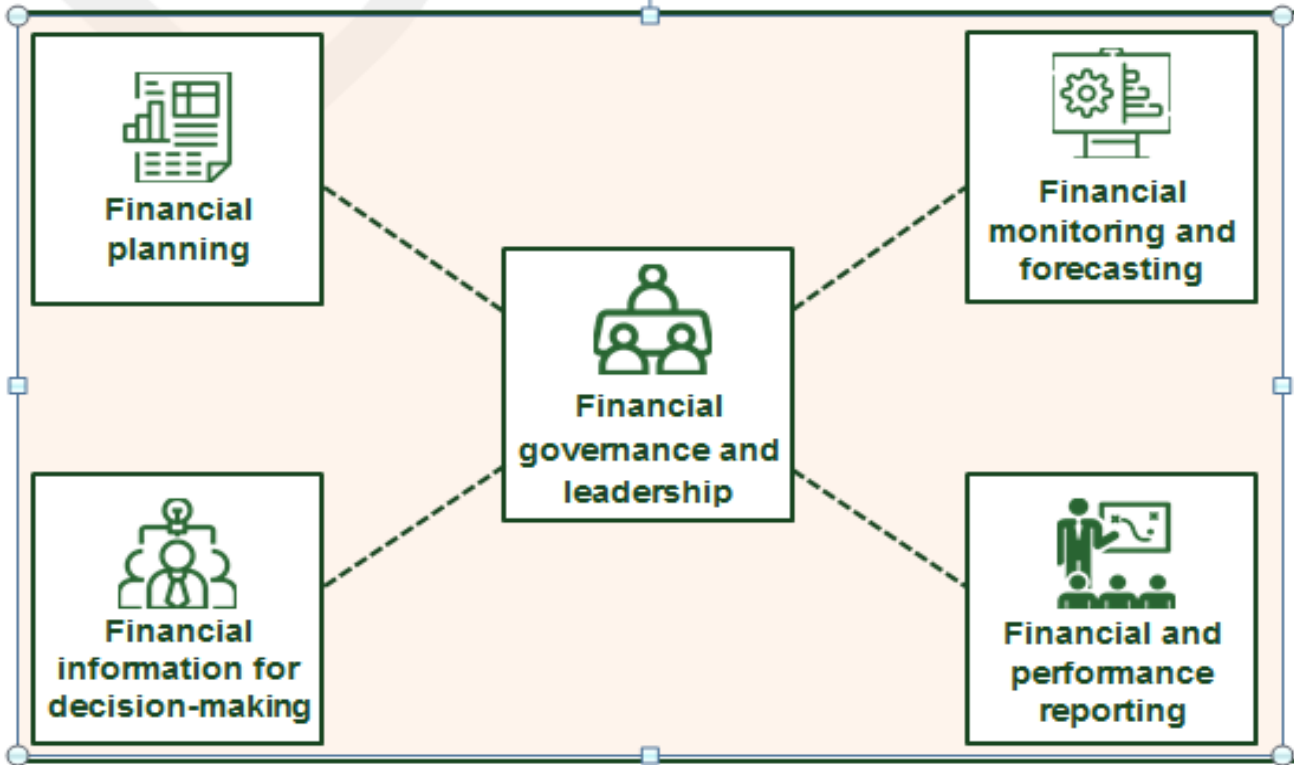
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The Model - What is it?

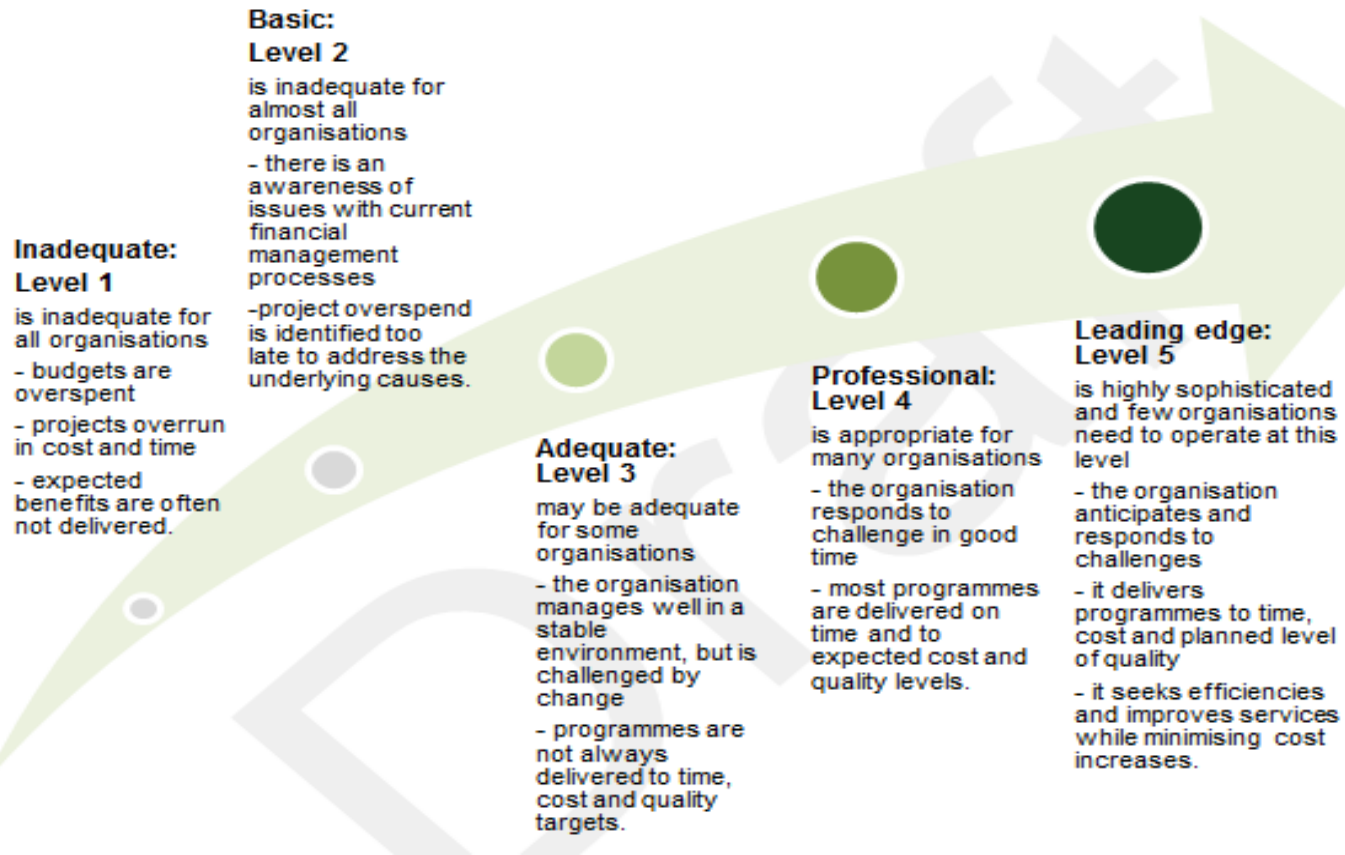
The model is a framework to

- ▶ assess current financial management practices
- ▶ identify opportunities for improvement.

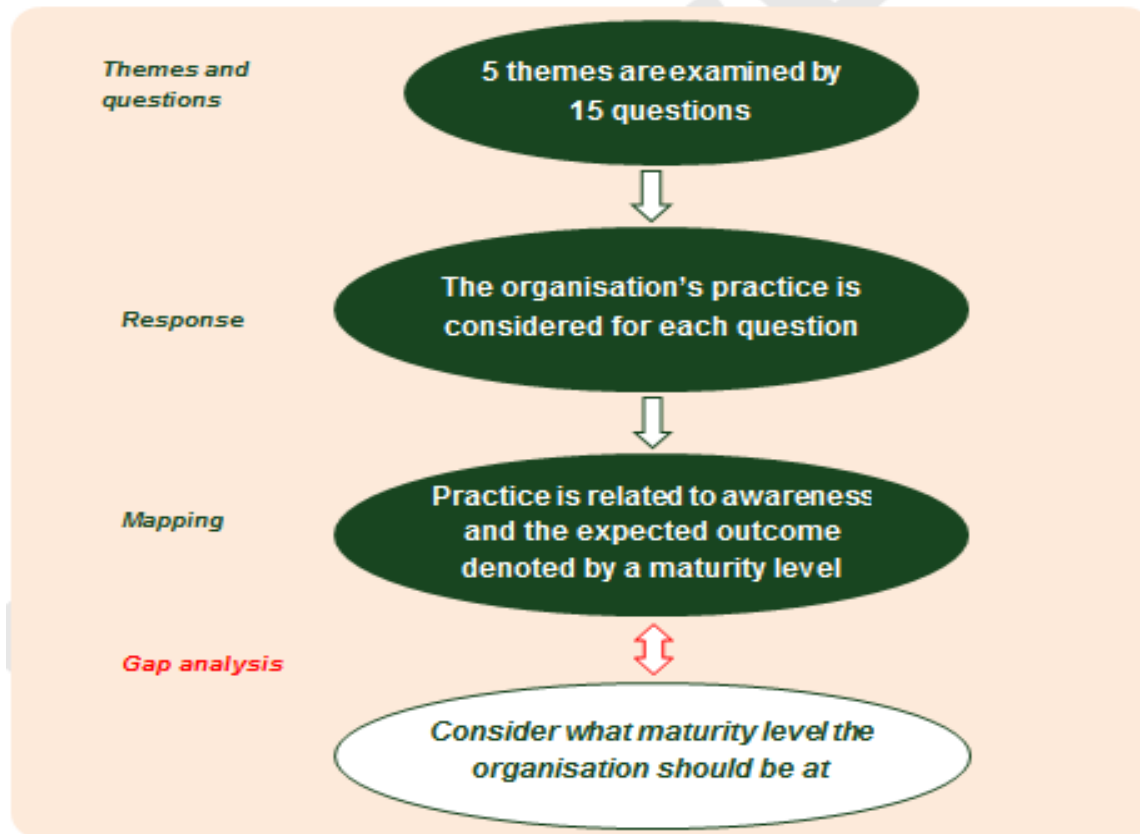
5 themes of the model



Levels of maturity



Assessment process



Important considerations

- ▶ those charged with governance should decide the maturity level at which the organisation should operate
- ▶ An assessment may consider only some themes
- ▶ there may be different levels of maturity for different themes
- ▶ the level of maturity is the ‘best-fit’
- ▶ assessor should be suitably qualified

Evolving maturity example- Q3

Board and executive team

Level 1: There is no financial expertise in the board and executive team.

Level 2: There is little financial expertise within the board and executive team.

Level 3: Some members of the board and executive team have appropriate training and expertise in financial management.

Level 4: There is a good representation of finance skills and experience on the board and executive team.

Level 5: There is a good representation of financial skills and expertise within the board and executive team, tailored to the needs of the organisation, the composition of the board is appropriate to the needs of the organisation and does not excessively focus on finance skills at the expense of service development.

Evolving maturity example - Q3

Finance team

Level 1: The finance department is significantly understaffed or consists of a significant number of unqualified or inexperienced staff.

Level 2: The finance department is somewhat understaffed or the majority of staff are unqualified or inexperienced.

Level 3: The majority of finance staff are qualified or sufficiently experienced. The finance team is well established and adequately staffed.

Level 4: Most staff within the finance team have qualifications/experience appropriate to their role and grade, with only a few exceptions.

Level 5: The capabilities of the finance team are regularly reviewed to ensure that all staff have the relevant qualifications/skills and are undergoing training appropriate to their role.

Summary

- ▶ The model has five themes
- ▶ 15 questions address the practices around those five themes
- ▶ there are five levels of maturity for each question
- ▶ An organisation can use the model to identify gaps and areas for improvement