



The United States Air Force

Financial Management \$trategic Plan 2000





Financial Management **\$**trategic Plan

The Air Force Financial Management Strategic Plan plots a course for the Air Force financial management community as it moves forward in the new century. It provides a clear direction for the next decade, with the main focus on the next several years.

This strategic plan consists of a hierarchy of components varying in their breadth and orientation:

Mission:

What financial managers do for the Air Force.

Core competencies:

What we must do well in order to accomplish our mission.

Vision:

What we want to provide the Air Force in the future.

Goals:

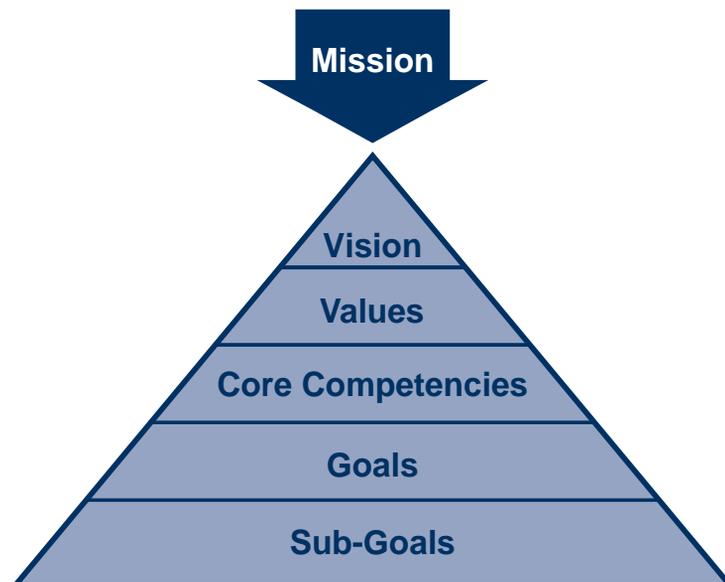
Areas where we need to improve to perform our mission better.

Values:

The basic principles that guide all our actions.

Sub-goals:

Actions to accomplish our goals.



Mission

We provide worldwide financial operations and management of Air Force resources necessary to defend the United States and protect its interests through aerospace power.

Vision

The best financial support to the world's premier Air Force... anytime, anywhere.

Values

Integrity first.

Service before self.

Excellence in all we do.



Financial Management \$trategic Plan

This plan is designed to permit us to function in a highly dynamic environment. During the next decade, wars, contingencies and humanitarian operations are likely to occur with little notice. To succeed, we must be able to provide high-quality financial management under stressful conditions. While changes in technology will offer opportunities for better service, technological progress will also demand changes in our business practices. Laws and regulations will continue to require that we improve the quality and auditability of our financial information. Competition for the nation's limited resources will result in our total budgets remaining constrained.

Despite these changes, and sometimes because of them, the Air Force will continue to need the best in financial management to carry out its mission effectively. Providing support to deployed operations, while also exercising fiduciary responsibility and carrying out our other core competencies, will demand highly trained financial managers who can be relied on to provide timely, accurate advice directly to our commanders and managers. We sometimes have fiduciary responsibilities that demand independence, both in judgment and organization. Therefore, we will always remain a vital part of the Air Force team.





Core Competencies

To accomplish our mission, areas where we must be expert are our core competencies. Support for deployed operations is particularly important because it demonstrates the protection of United States interests through aerospace power. In peace and in war, however, there are many areas where we must be the expert. In all of our actions, we must exercise fiduciary responsibility to ensure fiscal laws and regulations are obeyed.

Support deployed operations

Air Force financial managers have a key support role during wars, other contingencies, and humanitarian operations. Regardless of the type of operation, when the Expeditionary Aerospace Force deploys, financial management professionals—including active-duty personnel and those in the reserve components—are an integral part of the lead cadre. Whether deploying to a bare-base environment or to a fully

supported installation, we provide the financial services necessary to support our forces. These functions include pay, travel, accounting, disbursing, budgeting, financial analysis, and other support.

Formulate, justify, and execute budgets

We, in the Air Force financial management community, must budget for the financial needs of our Service, explain and promote those needs, and ensure the funds appropriated are executed effectively to support the Air Force mission. Although commanders throughout the Air Force have key roles in the budget process, the responsibility for making the process work rests with us.

Deliver financial services

The financial management community offers vital support to the Air Force mission by delivering high quality financial services. We work in partnership with the Defense Finance and Accounting Service (DFAS) to ensure





timely and efficient delivery of pay, travel, and other entitlements for our customers. Our customers include all those who work for the Air Force. By meeting their needs for financial services, we permit them to perform their mission without distraction. Our customers also include commercial vendors. To ensure good business relationships with commercial vendors, we must provide them reliable, accurate payments. The financial management community, through its myriad of high-quality financial services, offers vital support to the Air Force mission.

Provide cost, economic, and financial information

Air Force commanders and managers demand and require many types of cost, economic, and financial information. Our professional cost analysts deliver independent cost analyses as required by law, provide special cost reviews, and develop the models and techniques to improve these efforts. We also perform cost and economic analyses in support of privatization, military construction, and

other initiatives. We develop the annual statements that describe our financial performance. Decision-makers throughout the Air Force need accurate financial information and high-quality advice.

Exercise fiduciary responsibility

Whenever we are carrying out any of our core competencies, we must exercise fiduciary responsibility—that is, we must ensure compliance with fiscal laws and regulations. All Air Force personnel are responsible for the exercise of fiduciary responsibility; however, our role in ensuring compliance with these laws and regulations is key. Financial managers are among those that certify funds for obligation, and they can be held pecuniarily liable for the funds for which they are entrusted. Our financial managers must ensure internal controls are in place to protect appropriated and non-appropriated funds and all Air Force personnel comply with fiscal laws and regulations. Financial managers seek ways to help commanders and managers meet mission needs within the confines of fiscal laws and regulations. This requires financial managers be held to the highest standard.

Goals

Our goals identify actions we believe we must take in order to accomplish our mission more effectively and efficiently. For each goal we also identify a number of sub-goals. Sub-goals identify specific actions we commit to carrying out over the next several years in order to reach our goals. Each sub-goal specifies an office of primary responsibility (OPR) and, in most cases, a specific time by which the action is to be accomplished.

Improve readiness to support deployed operations

The Air Force frequently deploys to accomplish its mission of defending the United States and protecting its interests through aerospace power. Because deployments are key to our mission, we in the financial management career field

must be ready to deploy anytime, anywhere. A deployed individual must be able to accomplish all of our core competencies while reacting quickly to a dynamic, often stressful environment.

Sub-goals

Accomplish an annual MAJCOM evaluation of personnel readiness for support of deployed operations through subjective assessment. (OPR: MAJCOM FMs, ongoing)

Integrate FM warfighting training into base exercises and report on success at semi-annual executive sessions. (OPR: MAJCOM FMs, by end FY01)

Identify a plan for getting FM into the Standard Operational Readiness Tracking System (SORTS) and evaluate the desirability of taking this action. (OPR: SAF/FMPC, by mid FY01)

Require all personnel subject to EAF deployment to complete the contingency training course unless requirement is waived by MAJCOM FM or a senior person designated by MAJCOM FM. (OPR: MAJCOM FMs, ongoing)





Annually, assess Top Dollar training, propose changes to incorporate lessons learned, and discuss at semi-annual executive sessions. (OPR: SAF/FMPC with Senior Enlisted Advisor, ongoing)

Require after-action reports that identify lessons learned by deployed agents. (OPR: MAJCOM FMs with SAF/FMPC, ongoing)

Publish after-action reports from deployed agents at a central site. (OPR: SAF/FMPC with ACC/FM, by mid FY01)

Utilize SAF/FM letters and other vehicles to emphasize the importance of personnel readiness. (OPR: SAF/FMP, by mid FY01)

Recruit and retain talented people

In today's economic environment it is imperative to have viable programs to recruit, retain and develop talented people. In the near future, competition with private enterprises for high-quality financial managers will be keen. Additionally, we have the challenge of recruiting people to fix the gap caused by a large number of retirements over the

next few years, particularly in the civilian workforce. A variety of methods can be utilized to accomplish this goal. We plan to meet our goals by focusing on recruiting civilian personnel and by continuing support of our formal training programs. In particular, we plan increased emphasis on professional development, including continuing professional education.

Sub-goals

Increase the number of Palace Acquires and other civilian trainees in proportion to Air Force wide increases and ensure they receive the appropriate level of training/experience. (OPR: SAF/FM PDAS with SAF/FMP, by end of FY02)

Report at executive sessions on recruiting improvements necessary to meet increases in civilian trainees. (OPR: SAF/FM PDAS with SAF/FMP, by mid FY01)

Ensure all those in designated positions meet appropriate levels of guidelines for professional development. (OPR: SAF/FM, 50% by end FY02, 100% by FY04)

Ensure all those in designated positions complete 80 hours of continuing professional education every two years

with at least 20 hours a year. (OPR: SAF/FM PDAS with SAF/FMP, 50% by end FY02, 100% by end FY04). While it specifically applies only to those in designated positions, encourage all personnel to meet this goal.

Implement the infrastructure to develop, field, and maintain a comprehensive distance learning program. (OPR: SAF/FMP, by end FY01)

Ensure all enlisted personnel utilize the Enlisted Individual Development Plan. (OPR: SAF/FM with Senior Enlisted Advisor, 50% by end FY02, 100% by end FY04)

Require base, installation and unit comptrollers certify their resource advisors received training agreed upon by the supervisor and comptroller. (OPR: SAF/FM by end FY01)

Ensure DFAS military personnel are fully integrated into the Air Force professional development program by encouraging at least six annual visits to DFAS locations by senior FM military and civilian leadership. (OPR: SAF/FM, ongoing)

Assess DFAS personnel participation in the SAF/FM professional development program by tracking and comparing professional development program participation. (OPR: SAF/FMP, ongoing)

Support initial and upgrade training at Sheppard AFB by ensuring appropriate resources are available and by ensuring at least six visits annually by senior SAF/FM leaders or MAJCOM FMs. (OPR: SAF/FM, ongoing)

Create exportable system training on all major FM systems to include distance learning and CD-ROM based training. (OPR: SAF/FMP with SAF/FMP, by end FY02)

Ensure base/installation/unit comptrollers, comptrollers at product/air logistics centers, and program control chiefs at SPOs/SPDs have a relevant, test-based certification. (OPR: SAF/FM, 50% by FY01, 100% by FY02)

Ensure that PMCS (and FMSOC to the degree feasible) incorporate training for the Certified Defense Financial Manager exam into its curriculum. (OPR: SAF/FM by end FY01)

Expand the automated Enlisted Individual Development Program to officers and civilians, focusing first on junior officers and mid-grade civilians. (OPR: SAF/FMP by end FY02)

Exploit career broadening opportunities among budget, cost, accounting and finance, auditing and





DFAS by placing at least 30 career broadeners annually. (OPR: SAF/FM by end FY02)

Ensure that all junior officers in O&M jobs complete acquisition training and vice versa. (OPR: SAF/FM by end FY02)

Review and revise as necessary the financial management training requirements for Reserve component personnel. (OPR: ANG/FM & AFRC/FM, by end of FY01)

Investigate the feasibility of "Education with Industry" opportunities in budget/finance career areas. (SAF/FMP by end of FY02)

Improve budget formulation and execution

Effective accomplishment of the Air Force mission depends on proper formulation, defense, and execution of budgets. The Air Force financial management community is committed to continuing excellence in budgeting including development of better analytic tools and greater use of analysis in making budget decisions.

\$ub-goals

Encourage the Air Force Resource Allocation Process to focus more analysis on budget decisions by identifying key decisions early. (OPR: SAF/FMB, by end FY01)

Seek to streamline the budget process by reducing the size of financial plans if possible and reviewing reports for elimination or reduced frequency. (OPR: SAF/FMB, by end FY01)

Develop and deploy the Financial Information Resources System (FIRST) to meet critical needs at all Air Force levels for near real-time execution data, improved funds control, and integrated budget processes. (OPR: SAF/FMB, funds control by end FY01, all by end FY03)

Deploy the OPTEMPO flying hour system to all operating commands. (OPR: SAF/FMP, headquarters by end FY01, bases by end FY03)

Strive to move the Air Force from budget management to cost management, focusing first on support commands such as AFMC and AETC. (OPR: SAF/FM with SAF/FMC, ongoing)

Provide better cost, economic, and financial information

Commanders and managers need timely, accurate financial information to manage the Air Force effectively. The Air Force financial management community will focus on systems and training to provide that information, emphasizing selected areas of greatest importance to commanders and managers.

\$ub-goals

Develop a plan to provide more people, to include Palace Acquires, with cost training and experience. (OPR: SAF/FMC, by mid FY01)

Train at least one person per base in economic analysis. (OPR: MAJCOMs with SAF/FMC, by end FY01)

Develop a plan for the future of officer personnel in cost. (OPR: SAF/FMC, by mid FY01)

Deploy DMAPS/CMAPS to all depots. (OPR: AFMC/FM/LG with SAF/FMP, by end FY02)

Fully implement the Budget Accounting and Classification Code (BACC) structure to facilitate cost accounting opportunities. (OPR: SAF/FM by end FY01)

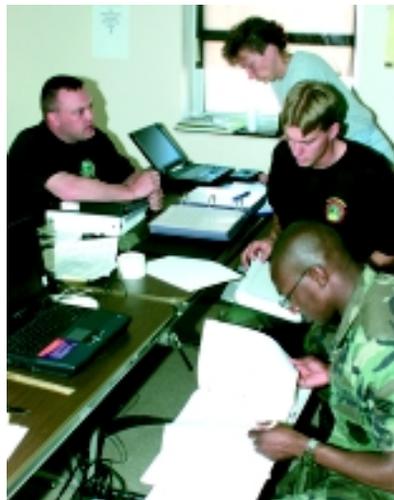
Expand Air Force Total Ownership Cost (AFTOC) system to all weapon systems. (OPR: SAF/FMC by end FY01)

Continue to improve acquisition cost models to reflect current data and eliminate irrelevant historical data. (OPR: SAF/FMC, ongoing)

Develop useful force cost models for use in the Quadrennial Defense Review (QDR) and campaign analyses. (OPR: SAF/FMC, by early CY01)

Improve financial accountability

The Air Force must improve its financial management to comply with the law and ensure the public we are good stewards of their funds. Key areas where continued efforts and improvement are needed include internal controls, fraud prevention, and auditable financial statements.





Sub-goals

Emphasize internal controls through courses, magazine articles, and other appropriate means. (OPR: SAF/FM with AFAFO/DD, ongoing)

Strive for no cases of financial fraud. (OPR: SAF/FM with AFAFO/DD, ongoing)

Ensure there are no more than ten open Anti-Deficiency Act cases at all times. (OPR: SAF/FMP, ongoing)

Ensure problem disbursements are less than 3 percent of total funding for procurement and RDT&E. (OPR: SAF/FM with SAF/FMB, SAF/FMP, and AFAFO/DD, ongoing)

Develop an automated cross-feed program to share best business practices and internal control issues requiring Air Force wide attention. (OPR: AFAFO/DD, by end FY01)

Improve the Statement of Budgetary Resources for general funds and achieve positive audit opinions. (OPR: SAF/FMP, qualified opinion on FY00 statement, unqualified opinion on FY01 statement and beyond)

Improve the quality of real and personal property data so that it is compliant with the Chief Financial Officers Act. (OPR: SAF/FMP, real property by FY01 statement, personal property by FY01 statement)

Increase the number of critical financial feeder systems that are certified as CFO compliant. (OPR: SAF/FMP, three systems by end FY01, ten by end FY02)

Achieve an unqualified opinion on Air Force financial statements. (OPR: SAF/FMP by FY03 statements)

Improve and integrate business practices

While meeting Air Force financial needs, we must reduce the costs of providing financial services. But we must not reduce costs by doing more with less. Instead, we must find ways to get smaller smartly through automation and other improvements in business practices that fully accommodate any reductions in personnel. We must also ensure efforts

to become efficient do not reduce personnel below the level required to support deployed operations and provide high-quality resource management and financial services in peacetime.

Sub-goals

Support the deployment of the Wide Area Workflow (WAWF) system Air Force wide. (OPR: SAF/FMP by FY03)

Deploy the Automated Business Services System (ABSS) at all active and reserve component bases and maintain the system. (OPR: SAF/FMP with AFMC/FM by end FY01)

Establish and maintain a system to process International Merchant Purchase Authorization Card (IMPAC) financial transactions, using either the Automated Purchase Card System (APCS) or the Customer Automation and Reporting Environment (CARE) system, at all active and reserve component bases. (OPR: SAF/FMP, by end FY01)

Deploy an automated travel system throughout the Air Force as soon as possible. (OPR: SAF/FMBO, complete deployment to at least one major command and begin deployment at two others by end FY02)

Make the Employee/Member Self Service System (E/MSS), to include a leave and earnings statement, available

to all Air Force military and civilian employees and publicize aggressively. (OPR: DFAS with AFAFO/DD, by end FY01)

Begin deployment of the LeaveWeb system. (OPR: AMC/FM with SAF/FMP, by mid FY01)

Maximize use of split disbursement when using the Government Travel Card (GTC) by tracking usage with automated travel systems. (OPR: SAF/FMP by end of FY01)

Seek better coordination with other functions in their streamlining efforts. (OPR: SAF/FM, ongoing)

Search for additional opportunities that reduce costs while providing required services. (OPR: SAF/FM, MAJCOM FMs, ongoing)

Organize and communicate effectively

Effective organization is key to realizing our goals. So too is good communication, especially in a widely disbursed organization like the Air Force financial management community. We seek to do both. In particular, we must communicate our core competencies





clearly and reassure our people they are a valued and effective part of the Air Force team.

Sub-goals

Provide timely information to MAJCOM FMs on Air Force Council and Air Force Board budget and other financial management issues. (OPR: SAF/FM, ongoing)

Ensure senior Air Force FM leaders meet at least twice a year to discuss major issues. (OPR: SAF/FM, ongoing)

Revise USAF/DFAS performance plan at least every other year and monitor to ensure all goals are met. (OPR: SAF/FM, ongoing)

Ensure senior Air Force FM leaders meet at least annually with DFAS senior personnel to discuss key issues. (OPR: SAF/FM with DFAS and AFAFO/DD, ongoing)

Redistribute bases and operating locations (OPLOCs) so that most major commands have only one

operating location and none have more than two. (OPR: SAF/FM with DFAS by end FY01)

Develop a manpower standard which captures current processes. (OPR: SAF/FM, by end FY02)

Ensure all FM Chiefs and MAJCOM Enlisted Career Field Managers meet annually to discuss major FM and enlisted career progression issues. (OPR: Senior Enlisted Advisor, ongoing)

Review Air Force Chief of Staff survey results pertaining to financial management and establish corrective actions as appropriate. (OPR: SAF/FM by mid-FY01)

Host an FMA functional conference at least once every two years. (OPR: SAF/FMBO, starting FY01)

Publicize this Strategic Plan by use of speeches, magazine articles, a video by senior leaders, and inclusion in the 364th Technical Training Group curriculum. (OPR: SAF/FM PDAS, by mid FY01)

Financial Management Strategic Plan

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