

# FINANCIAL MANAGEMENT



## CIVILIAN FORCE CAREER ROADMAP FOR ENTERPRISE LEADERS

TACTICAL (GS 1 - 9)

OPERATIONAL (GS 10 - 13)

STRATEGIC (GS 14 & ABOVE) SES

### DOD FEM CERTIFICATION

Level 1

Level 2

Level 3

EXPERIENCE

Develop Job Proficiency and Build Depth

Build Breadth

MAXIMIZE EXPERIENCE AT VARIOUS ORGANIZATIONAL LEVELS (BASE / DELTA / DRU / FOA / MAJCOM / FLDCOM / COCOM / JOINT / HQ)

Operations Research Analyst  
Accounting Lead  
NAFFA  
Financial Advisor

Financial Analyst  
Budget Analyst  
Resource Advisor  
Program Analyst

Cost Analyst  
Accountant  
Financial Manager  
Foreign Military  
Sales (FMS)

Branch Chief  
Division Chief  
Budget Chief  
FMA Chief  
SPO FM Director  
Senior Program Analyst

Deputy Comptroller  
Comptroller / FM Director  
NAFFA  
Technical Director  
Director of Financial Analysis

Senior Budget Analyst  
Senior Systems Accountant  
Senior Cost Analyst  
Joint/Other Federal Agencies  
Div Chief  
Product/Logistics Center FM

#### CAREER ENHANCEMENT

Development Opportunities, Geographic Mobility, Cross-Functional, Other Federal Agencies, DoD, Joint  
Career Broadening (CB)

CSLP

FM Key Career Positions

EDUCATION & TRAINING

Civilian Associate Degree Program

Bachelor's Degree

Master's Degree

BFMC

PFMC

AFIT

DFMC

Occupational Skills Training, Online Self-Development Courses

Supervisory and Leadership Development Courses

Acquisition Certification Practitioner (4 yrs experience) and Advanced (6 yrs experience); if applicable, Test-Based Certifications: CDFM, CGFM, CPA, CCEA, PMP, SCEA

Continuing Education Training (Level 1 - 40 CETs, Level 2 - 60 CETs, Level 3 - 80 CETs every two years after achieving Certification Level)

SOS

ACSC

AWC

Basic Developmental Education (BDE)

Civilian Developmental Education (CDE):  
Intermediate Developmental Education (IDE)

Senior Developmental Education (SDE)

EXPAND PROFESSIONAL NETWORK - Within and beyond functional area  
Obtain 180/360 degree feedback and address gap areas

LEADERSHIP

Establish good work habits  
Seek senior mentor and role model

#### MENTORSHIP

Coach and guide subordinates  
Seek junior personnel to mentor

THOUGHT LEADERSHIP: Professional Reading, Writing, Speaking, and Listening

JOIN Professional Organizations

VOLUNTEER to be a Committee Member

VOLUNTEER to be a Committee Chairperson

VOLUNTEER to hold a Board Position

IT'S ALL ABOUT DAILY PERFORMANCE AND LEADERSHIP! YOUR JOB INTERVIEW IS EVERY DAY!

Developing Self

#### FOUNDATIONAL COMPETENCIES

Developing Ideas

Developing Others

Developing Organizations

#### OCCUPATIONAL COMPETENCIES

Financial Operations

Accounting

Budget Formulation and Execution

Internal Controls and Audit

Program Control

Cost Estimation

Financial Analysis



# FINANCIAL MANAGEMENT

## Civilian Force Career Roadmap for Enterprise Leaders

“Force Development develops foundational and occupational competencies in all Airmen through education, training, and experience opportunities to satisfy current and future Air Force mission requirements.”

- DAFI36-2670, Total Force Development

*The FM civilian roadmap depicts the corporate view of the typical employee. You should consider personal choices and the availability of employment opportunities in developing realistic career expectations. The typical career path makes it incumbent on you to take advantage of experiential, educational, and training opportunities. This will improve your opportunities for progression along your chosen career path.*

### Experience

Develop a strong foundation in

institutional and occupational competencies to increase your financial management proficiency. Apply for positions emphasizing different duties. This variation enhances your growth potential.

**TACTICAL**  
(GS 1 - 9/Equivalent)

### Experience

As you continue to build your breadth

of skills and related competencies, leverage your potential through career broadening positions, Education with Industry, Joint opportunities, or other experiential rotations/details.

**OPERATIONAL**  
(GS 10 - 13/Equivalent)

### Experience

Expand your breadth of experience through

cross-functional leadership positions. Seek opportunities to gain strategic decision-making experience through deployments and fellowships.

**STRATEGIC**  
(GS 14 & Above/Equivalent)

### Education & Training

Earn your bachelor’s degree in a related field. Maximize local training opportunities and look for distance learning courses to enhance your skills. Earn your DoD FM Certification Level 1 and, if applicable, your Acquisition certification.

### Education & Training

Continue to pursue educational opportunities, like earning a master’s degree, earning relevant test-based certifications, and applying for Intermediate Developmental Education. Complete the appropriate DoD FM Certification Level and, if applicable, complete the requirements for DAWIA certification.

### Education & Training

Seek Senior Developmental Education opportunities like National War College or the Eisenhower School. Complete the appropriate DoD FM Certification Level and continue enhancing your skills through opportunities such as Senior Developmental Education.

### Leadership

Your ability as a leader can be further honed through deliberate development built upon **experience, education, and training**. Any Airman can be a leader and positively influence those around them to accomplish the mission. Effective leadership motivates and inspires by creating a vision of the end-state and keeps Airmen moving in the right direction to achieve it. Grow your competence in leading by volunteering on the board of professional organizations, becoming a supervisor, or engaging as team lead on smaller projects. Use this roadmap, in tandem with the **FM Values Target** wheel, to identify opportunities in education, training, and leadership and always discuss growth opportunities with your supervisors and mentors.