

# FY22-26 DAF FM Strategy– Implementation Plan

## The Roadmap To Our Future



Our **Department of the Air Force (DAF) Financial Management (FM) Strategic Plan** that was rolled out in June 2022, established our Vision, Mission, and Goals for the next five years. To achieve those goals, our Strategic Plan identifies nine Objectives which are embedded under those goals. Those Objectives identify the “destinations” we need to reach, to deliver the combat capability through Financial Management that will be required by the Air Force and Space Force in 2027. And as important as it was to identify those “destinations” in our new FM Strategic Plan, that only establishes our finish line...**the hard work comes with how we get there.**

The Implementation Plans attached to this document are the detailed ‘roadmaps’ that will guide our journey to the destinations tied to the nine Objectives in our FM Strategic Plan. The Implementation Plans collectively identify more than 100 ‘Enabling Initiatives’ to drive us toward the Objectives. Those detailed roadmaps will enable the Objective teams to focus and prioritize their efforts...and will provide a concrete tool to hold ourselves accountable as we measure progress toward the Goals and Objectives.

Those Implementation Plans provide much greater detail on the “hard work” required to get us to those destinations. While we encourage you to read the Implementation Plans in detail, this two-page slick sheet provides a summary of the upcoming initiatives associated with each of the Objectives.

### OBJECTIVE 1.1. Implement FM Human Capital Strategy

**What:** Develop and implement a strategy to recruit, train, develop, and retain a workforce second to none

- How:**
- Build and **implement a recruiting strategy** that attracts diverse talent
  - Identify skillsets needed by the future force; modify training to deliver those skillsets
  - Develop and **implement a comprehensive retention strategy** across all of FM

### OBJECTIVE 1.2. Refine FM Organizations to Meet Tomorrow’s Need

**What:** Determine the FM competencies needed by the future force and re-design our organizational structures to deliver the most effective FM support possible

- How:**
- Conduct analyses/deep dives into how we currently provide FM service delivery at various echelons
  - **Define the capabilities/competencies needed to support the DAF of 2027**
  - Determine **organization structure/capability/competency** courses of action needed to meet FM of the future needs

### OBJECTIVE 2.1. Provide Accurate and Auditable Accounting Support

**What:** Achieve positive movement on the Air Force Audit and meet audit goals

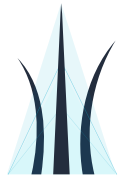
- How:**
- **Enhance the controls and policies** for Military Equipment asset area, including reconciliation of period-over-period transactional activity to ensure the Accountable Property System of Record matches the General Ledger
  - **Continue to enhance the Department’s Universe of Transactions (UoT)** with 1) GAFS-BL to GAFS-R; and 2) DEAMS/GAFS-R Adjusted Trial Balances to DDRS–AFS Advana data reconciliations, ensuring the data is reliable and auditable

### OBJECTIVE 2.2. Develop and Implement an FM Enterprise-wide IT Strategy

**What:** Build an FM IT Governance that standardizes systems across the FM community

- How:**
- **Develop an integrated FM IT Governance framework** to ensure efficient and effective management of IT resources
  - Onboard 22 systems onto the Identity, Credential and Access Management (ICAM) program to automate access provisioning and control systems access

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- **Develop target architecture for FM systems;** make recommendations on consolidation of business systems to improve the exchange of info between systems

### OBJECTIVE 2.3. Develop and Implement an FM Enterprise-wide Data Operating Model

**What:** Implement Financial Air and Space Team Resources (FASTR) as the DAF FM enterprise analytics platform

- How:**
- Establish a new FM data and analytics requirements **process by which innovative ideas with FM data and analytics can be vetted**/presented to FM IT leadership
  - Complete reconciliations of data from 10 critical FM systems into the Core Advana UoT and Funds Balance with Treasury environment, to **enhance FM access to data**
  - Complete an evaluation of cost estimating products/models and begin migration of these targeted products/models to the VAULT, where beneficial

### OBJECTIVE 3.1. Build Defendable Budgets, Reduce Execution Variances, and Drive Standardization

**What:** Focus the budget on top mission priorities

- How:**
- Solidify team to **begin strategy development to drive down canceling year funds**
  - Advance dialog with staffers to inform DAF's focus areas for improving communications
  - Develop the capability to **deliver budget analytics at the enterprise level** within the FASTR community space

### OBJECTIVE 3.2. Optimize Resource Management through Excellent Cost and Economics Support

**What:** Integrate cost analysis across the entire Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) process

- How:**
- Identify requirements/opportunities, **develop POAM to review alternatives for increasing cost and economic analysis capability at the command level**
  - Identify best practices/gaps on how the cost community is involved in early Space strategy, planning and programing decisions
  - Explore how **Operations and Support Cost Estimates can be leveraged by other functionals**, e.g., WSS Logistics Requirements Planning Process, Air Force long-term plan

### OBJECTIVE 3.3. Consistently Deliver Outstanding Financial Customer Service

**What:** Pay Airmen, Guardians, and Contracts accurately and on time

- How:**
- **Implement a set of customer service metrics for the Customer Service Portal (CSP)** to better understand the needs of the FM specialists and our customers
  - Alleviate some basic CSP inquiries by **deploying an Artificial Intelligence Chatbot to assist customers** prior to opening an inquiry

### OBJECTIVE 3.4. Enhance FM Contingency Capabilities to Support the New Strategic Environment

**What:** Prepare FM Airmen for contingency operations under current warplans

- How:**
- **Partner with Contracting to discuss FM and Contracting joint exercises** to practice and hone functional skills via realistic and challenging scenarios
  - Silver Flag FM cadre to host first virtual contingency training sessions for the A1, A2, and A7 Unit Type Codes—allow Airmen to gain practical experience/skills in a simulated environment to prepare them for deployed operations
  - CFM and FM Major Commands/Field Commands Functional Managers **consult with assigned Combatant Commands to discuss FM readiness requirements for the future high-end fight**—use to focus training material revisions to meet identified needs

Have questions or want to get involved?

Contact us at: [SAF.FMEW.Workflow@us.af.mil](mailto:SAF.FMEW.Workflow@us.af.mil).

Department of the Air Force Financial Management

**STRATEGIC PLAN**  
**ONE TEAM, ONE FIGHT!**