

# Department of the Air Force Financial Management Strategic Plan



FY22-26

**FM Vision:** Financial Excellence—Powered by Airmen, Fueled by Innovation

**FM Mission:** Provide fiscally responsible resource management, auditable and timely financial services, and actionable decision support to deliver air and space capabilities for our nation

## DAF FM Strategic Plan FY22-26

 Strategic Picture - "Why" We Must Act	 FM Response - "What" We Must Be
<ul style="list-style-type: none"><li>- We face a 'Serious Strategic Competitor'</li><li>- Pacing Threats: China...then Russia</li><li>- SECAF: My highest personal goal...instill a sense of urgency about our efforts to modernize</li><li>- CSAF: Accelerate Change or Lose</li><li>- CSO: Adapt to outpace aggressive competitors</li><li>- Operational Imperatives<ul style="list-style-type: none"><li>• Strategic roadmap - Prioritizes modernization goals</li></ul></li><li>- Management Initiatives<ul style="list-style-type: none"><li>• Optimize resources; stop low-value efforts</li></ul></li></ul>	<ul style="list-style-type: none"><li>- An FM workforce that:<ul style="list-style-type: none"><li>• Delivers excellence across all FM competencies</li><li>• Celebrates the strength of a diverse and inclusive FM community...enterprise-wide</li><li>• Employs advanced data analytics capabilities</li><li>• Executes auditable FM processes...every day</li><li>• Smartly innovates and collaborates to elevate standard practices and raise FM-wide capability</li><li>• Provides excellent service to ALL...Airmen/Guardians/Vendors...in-garrison and deployed</li></ul></li></ul>



### FM Blue Print - "How" We Will Get There

#### Develop and Retain a Highly-Skilled FM Team

- **Prioritize our people**
- Implement a Human Capital Strategy to Attract/Train/Develop/Retain a **diverse, highly-skilled, agile workforce**
- Expand recruiting, deliver relevant, modernized training and achieve **equity of opportunity for all FMers**
- Define and implement the **FM Organization of the Future**
- Enhance FM workforce flexibilities

#### Harness Technology, Standardized Processes and Data Analytics to Enhance Accountability

- Accurately **account for and safeguard taxpayer dollars**
- Produce auditable and repeatable financial transactions
- Implement **audit compliant financial systems** that minimize risk of loss/mis-statement
- **Mitigate manual work** through streamlining and automation
- **Enhance data analytics** capabilities, through unified, reliable data feeds

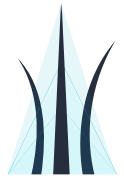
#### Optimize Resources, Mitigate Risk and Improve Service to Customers

- Provide high-value and timely **resourcing solutions**
- Deliver decision-quality cost and financial analysis at every level
- Reliably **satisfy customer needs**
- **Innovate, share, standardize, and train** to improve FM business operations at all levels
- Evolve FM contingency model for new strategic environment
  - **FMers always ready**

Visit [www.myfmhub.hq.mil](http://www.myfmhub.hq.mil) to read the full AF FM Strategic Plan. Submit ideas to the SAF/FME workflow 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!**

# Department of the Air Force Financial Management Strategic Plan



FY22-26

## GOAL 1: Develop and Retain a Highly-Skilled FM Team

- **OBJECTIVE 1.1. Implement FM Human Capital Strategy**
  - Robust recruiting policy and capabilities
  - Relevant training and competency development
  - High-quality, diverse, and inclusive workforce through improved leadership development
  - Increased retention driven by agile, responsive workforce policy
- **OBJECTIVE 1.2. Refine FM Organizations to Meet Tomorrow's Needs**
  - Comptroller organizations with the right structure and number of billets (across competencies) to fulfill evolving DAF needs
  - A community of FM professionals armed with right skills and experience to effectively address the requirements of the future



## GOAL 2: Harness Technology, Standardized Processes and Data Analytics to Enhance Accountability

- **OBJECTIVE 2.1. Provide Accurate and Auditable Accounting Support**
  - Positive audit opinion on the General Fund financial statement by 2026
  - Positive audit opinion on the Working Capital Fund financial statement by 2028
  - Strengthened and standardized FM business processes and tools with effective internal controls
- **OBJECTIVE 2.2. Develop and Implement an FM Enterprise-wide IT Strategy**
  - Simplified FM systems portfolio and governance
  - Audit compliant financial/resource systems
  - Manual processes eliminated through use of automation, standard tools, and Robotic Process Automation
  - Enhanced Cybersecurity posture of FM IT systems
  - Improved technology acumen and knowledge management of FM Workforce
- **OBJECTIVE 2.3. Develop and Implement an FM Enterprise-wide Data Operating Model**
  - Secure, interoperable, and efficient data solutions that are aligned with the DAF implementation plan for DoD Data Strategy
  - Unified, reliable FM Data on governance-approved, mature, and accessible platforms for decision-makers
  - Data used as an effective weapon for timely, informed decision support and services

## GOAL 3: Optimize Resources, Mitigate Risk, and Improve Service to Customers

- **OBJECTIVE 3.1. Build Defendable Budgets, Reduce Execution Variances, and Drive Standardization**
  - Optimized utilization of budget resources to meet mission demands
  - Modernized budget formulation tools and improved justification books
  - Enhanced Congressional awareness of DAF requirements and DAF understanding of Congressional perspectives
  - Enterprise-wide standardization of budget and decision-support processes and tools
- **OBJECTIVE 3.2. Optimize Resource Management through Excellent Cost and Economics Support**
  - Analytically rigorous products consistently delivered to support DAF programming and acquisition processes and timelines
  - Program risks identified and managed early in the SPPBE process to protect DAF resources
  - Non-Advocate cost and economic analysis support expanded into broader aspects of the SPPBE, acquisition, and requirement processes
- **OBJECTIVE 3.3. Consistently Deliver Outstanding Financial Customer Service**
  - Every Airman and Guardian consistently paid accurately and on-time
  - Mission Partners consistently paid accurately and on-time
  - Improved Customer Service Delivery Model implemented across the FM enterprise
- **OBJECTIVE 3.4. Enhance the FM Contingency Capabilities to Support the New Strategic Environment**
  - Updated FM Contingency/Deployment model that supports the expected operational realities
  - Re-vamped FM deployment training and exercises that strengthen FM's contingency capabilities and value to Combatant Commanders
  - FM Military workforce always ready to deploy and respond when called