



Air Force Financial Management  
**HUMAN CAPITAL  
STRATEGY**

# Air Force Financial Management Human Capital Strategy FY19-23



# Foreword

## **MY FELLOW FMers,**

The important work you do to secure resources and take care of Airmen is delivered with excellence by you every day—you make the mission reality.

As financial operators, you are a diverse team of talented professionals that “touch” all aspects of the mission, contributing directly to the United States Air Force’s ability to fly, fight, and win in air, space, and cyberspace.

Because you are the most important factor in achieving excellence, it is my foremost responsibility to do everything possible to put the best team on the field, provide developmental opportunities to help you grow wherever you are in your career, and say thank you in meaningful ways to let you know how proud our senior leadership team and I are to serve with you.

To do that, we agreed we needed a more comprehensive and standardized plan to guide our actions from the time we recruit financial managers through to retirement and bring life to one of our Air Force Financial Management (FM) Strategic Plan Goals: “Develop and Take Care of the FM Team.” The development of this Human Capital Strategy (HCS) is the initial step toward that vision.

This HCS is designed to help us intentionally build a diverse team with the kinds of experience, training, and competencies needed to support the Air Force now and in the future. We intend to encourage diversity of thought to drive continuous improvement and innovation—to deliver the best decision support possible. We also expect to cultivate a generation of leaders ready for the future by building improved development capabilities and tools that allow people to chart and achieve their paths to success. This HCS is built on actionable goals, objectives, and metrics that will hold us accountable to ensure success.

I look forward to executing this HCS, fully realizing our vision, and building a stronger commitment to our team and to each of you. We will communicate our progress throughout implementation. When we finish an initiative, we’ll replace it with another to create a continuous cycle of improving our service to the Air Force. Please also know this is a living document. Your feedback and participation are critical to achieving the intended outcomes.

Thanks again for all you do and for your service to our nation!

## John P. Roth

*Assistant Secretary of the Air Force (Financial Management and Comptroller)*





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# Introduction

## DEFINITIONS AND SCOPE:

Human capital, as defined by Office of the Secretary of Defense (OSD) and reflected in the Human Capital Annex to the Air Force Strategic Master Plan, is "...an inventory of skills, experience, knowledge and capabilities that drives productive labor within an organization's workforce." In larger terms, human capital essentially concerns people and the organization. This document focuses on both:

**People** – The Total Force. This includes regular Air Force, Air National Guard, Air Force Reserve military personnel, Air Force civilian personnel, contractor staff, and host-nation support personnel.

**Organization** – The Air Force. This includes all financial management organizations across the total force.

## FM HUMAN CAPITAL STRATEGY VISION

A vision statement is a picture of the future and more. Our Human Capital Strategy (HCS) vision is an inspirational statement. It describes what we are trying to build and is a guide for future actions.

**“We will attract and develop an agile and diverse FM team, unlock innovative potential, and achieve financial management excellence!”**

## PURPOSE:

**LAYING THE FOUNDATION FOR OUR FUTURE.** This HCS is a five-year framework to enhance human processes, policies, and practices for the Air Force FM team and improve our ability to provide excellence to the United States Air Force.



## Human Capital Annex to the Air Force Strategic Master Plan

“... drives and defines the emerging necessity for our Air Force to become a more agile, diverse, inclusive, and capable force in a rapidly changing environment. Success in that endeavor rests squarely with providing the right Airmen, sufficiently developed, fully equipped, and efficiently organized, to defend national interests enabling airpower. World-class application of airpower requires a highly specialized and competent workforce developed through deliberate training and education joined with consistent leadership experiences. The development of a technically competent Airman can take years and, as such, the Air Force must take steps to leverage and retain that investment. It is imperative that we develop a holistic strategy for attracting, recruiting, developing, and retaining the right Total Force Airmen that meet the needs of the Air Force in a cost-effective way.”





In basic terms, it is about building a total force FM team with capabilities that support the **AIR FORCE MISSION: “Fly, Fight, and Win in Air, Space, and Cyberspace”**

We linked this HCS to our FM Vision and Mission and to our FM Strategic Plan to thread our FM Enterprise Goals in all strategic documents and priorities. We are focused on excellence; we are “Powered by Airmen.” These words serve as a beacon for our FM HCS and are reflected in our

**FM VISION: “Financial Excellence—Powered by Airmen, Fueled by Innovation”**

Our mission is demanding and requires superior talent with superior analytical capabilities, diverse skill sets, and perspectives. Whether at home station or deployed across the world, our people must deliver the FM MISSION—a “lethal” financial management capability. It is critical to the Air Force, to Airmen, to the Department of Defense (DoD), to Congress, and to the American taxpayer.

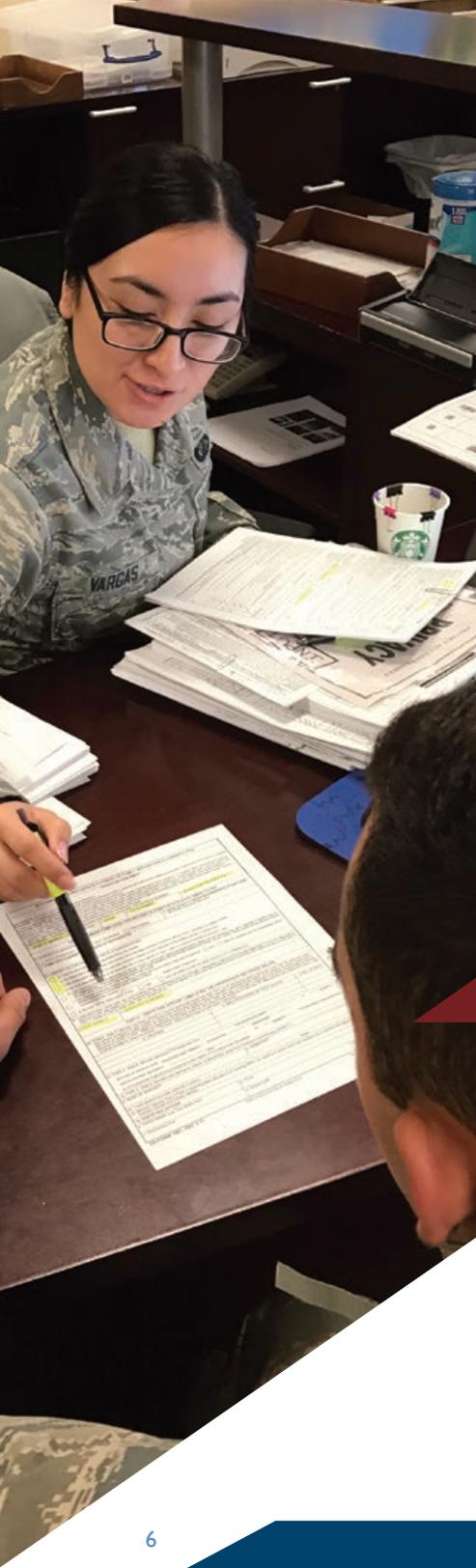
**FM MISSION: “Provide resources, financial services, and decision support to deliver air, space, and cyber capabilities for our nation”**

Our FM Strategic Plan has three high-level enterprise goals. One of those enterprise goals is:

**“Develop and Take Care of the FM Team.”**

This HCS helps implement that direction and will provide an overarching focus for recruiting, developing, and growing financial leaders who provide relevant financial management capabilities in the years ahead. It will also institutionalize processes and tools that enable the development of the FM workforce.





# Workforce Picture

## **BACKGROUND:**

On 5 October 1945, the Secretary of War for Air, Robert A. Lovett, addressed a memorandum to Army Chief of Staff stating, “The complexity of a modern Air Force, coupled with its global field of operations, has been great; the complexities which face a smaller Air in smaller size, will be even greater in the future because the limitation of funds and of personnel will not permit the margin of safety against error given by multiple projects but will require... a more intense follow-up of the application of the limited funds allocated to such projects.” As a result of this memo, a study was conducted and the Office of the Air Comptroller was established effective 7 June 1946. Brig Gen Grandison Garner was appointed the first Air Comptroller.

The National Security Act Amendment of 1949 gave statutory authority to comptrollership in the DoD and the Armed Services. And, on 1 August 1954, the Assistant Secretary of the Air Force (Financial Management and Comptroller) was formed. Over the next 60+ years, Air Force financial managers became an integral part of accomplishing the Air Force mission—supporting our combatant commanders.

As we execute this HCS, we are mindful of FM’s legacy. It is a story of ingenuity, integrity, service, excellence and innovation. To create success in the future we will continue to place a high priority on our workforce—assessing our competencies, our experience, opportunities, our education and other demographic information that helps us be the best team possible.

## **DEMOGRAPHICS:**

As stated in the Air Force Human Capital Annex, there is an “emerging necessity for our Air Force to become a more agile, diverse, inclusive, and capable force in a rapidly changing environment.” For the FM career field, our capabilities are reflected in our highly educated workforce, our competency makeup, and in that nearly 99 percent of our force is on schedule to be certified through the DoD Financial Management Certification Program. We also value a diverse workforce to harness a variety of critical-thinking skills, experience, innovation, and creativity to grow our capabilities in the future. The following charts provide a visual representation of the occupational alignment, certification statistics, retirement eligibility, and specific demographic breakdowns of our career field, and will be further analyzed to develop a team that meets the needs of our Air Force.





## LAYING THE FOUNDATION

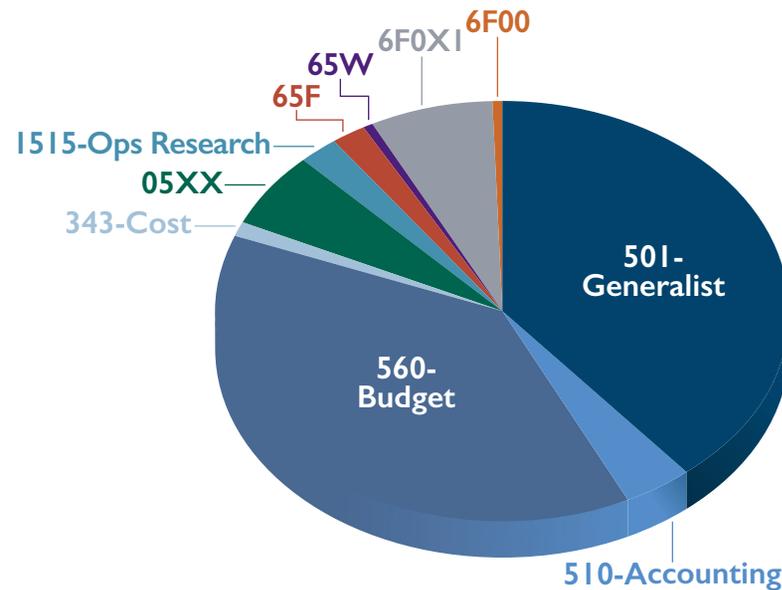
The FM community is filled with Airmen who push themselves to **learn, innovate, and always pursue the Air Force Mission.** Our FMers are certified, trained, and ready to handle any task that comes their way.

## FM CERTIFICATION



**98.9%** of all Air Force FM Airmen have completed their DoD FM Certification, or are within their two-year certification requirement window. Additionally, many FMers hold ancillary certifications in acquisition, or as Certified Defense Financial Managers.

## OCCUPATIONAL BREAKDOWN



**Our Workforce grew 3% since 2015 and is made up of**

- 6% Officer**
- 21% Enlisted**
- 73% Civilian**

**39%** of FM civilian Airmen is made up of the 501 *generalist* series, which grew 95% since 2005. The 560 *budget analyst* series accounts for **38%** of our civilian Airmen, and only **6%** of civilian Airmen fall into the 510 *accounting* series.

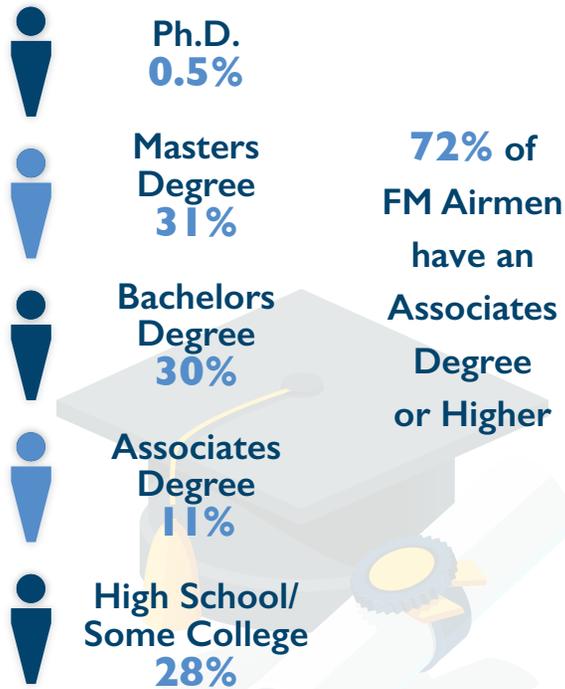
FM officers are comprised of **86%** 65Fs and **14%** 65W. Our enlisted force is made up of general financial specialists (6F0X1) who gain experience across the spectrum of financial operations.

# Workforce Picture

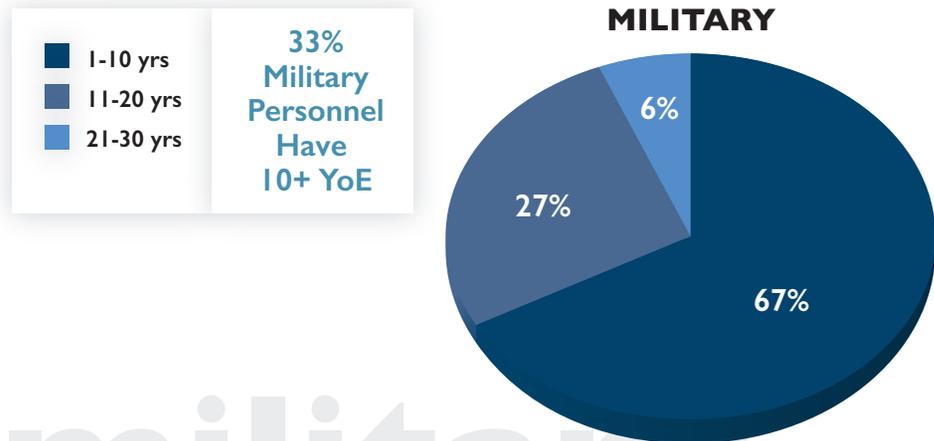
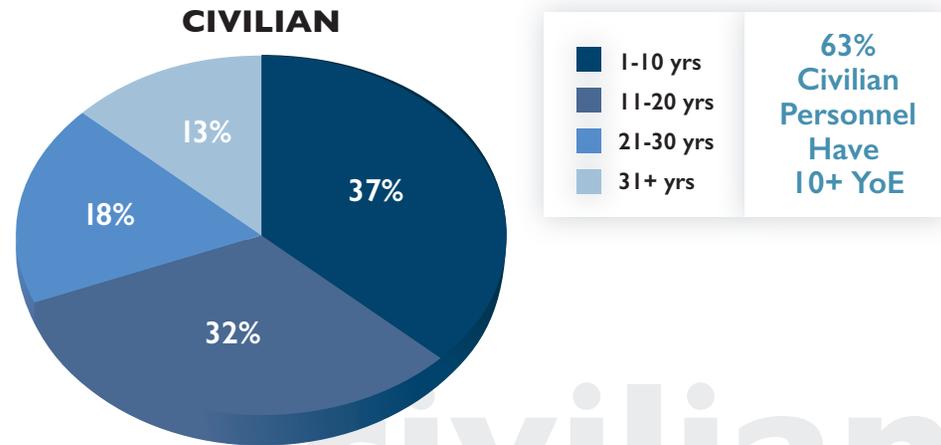
## GROWING OUR PEOPLE

The combination of **Education** and **Experience** gives FMers the tools and time needed to understand the FM mission and its complexities. This allows our people to be ready for tomorrow's challenges.

## HIGHLY EDUCATED WORKFORCE



## FM YEARS OF EXPERIENCE (YoE)



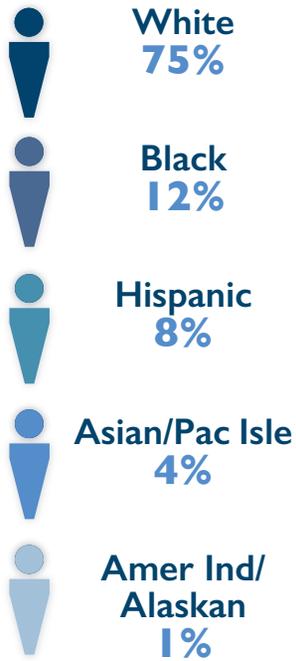


## FM GENDER RATIO



U.S. Census Data: Gender  
Female - 50.4% | Male - 49.6%

## FM RACE & ETHNICITY BREAKDOWN



**Per DoD Directive—our demographic data should be Reflective of the nation we serve.**

U.S. Census Data: Race & Ethnicity  
White 61%  
Black 13%  
Hispanic 18%  
Asian/Pac Isle 5%  
Amer Ind/Alaskan 1%

## CIVILIAN RETIREMENT ELIGIBILITY



# retirement

**43%** of FM's civilian Airmen are retirement eligible or will be in the next five years.

Based on historical trends, FM is expected to lose **25%** of our civilian Airmen in less than a decade—a rate of approximately 345 personnel per year.

# Strategy Map

01

## GOAL 1

### Attract and Retain High-Quality People

Shape a workforce that is diverse in experience and background, focused on the customer, with competencies and skills to accomplish customer requirements.

## STRATEGIC DIRECTION

Institutionalize an enduring human capital planning process to sustain the highest quality United States Air Force FM workforce for providing financial services, resources, and decision support capabilities in support of the Air Force mission.

02

## GOAL 2

### Build a High-Performing Team

Develop highly trained, agile, resilient, innovative, inclusive, and collaborative self-learners and leaders

## GOAL 3

### Develop FM Human Capital Infrastructure

Develop processes and tools to support the financial management workforce

03

## INNOVATION IN ALL WE DO

Innovation is the umbrella under which we operate. We must push boundaries with new ideas, incorporate new ways of thinking, and ensure creativity and innovation are at the core of our daily operations. All of the above goals depend on this imperative. Together, FM Airmen will drive creative solutions that push us to better serve AF Airmen and our Air Force.





# Goals & Objectives

## GOAL 1: ATTRACT AND RETAIN HIGH-QUALITY PEOPLE

01



### DESCRIPTION:

The Air Force FM career field is positioning itself as a profession of choice for talent from all potential markets. Maintaining a cadre of successful financial managers requires we match evolving needs and address emerging challenges such as: the growing demand for technological skills, the need for analytical and critical thinking skills, and meeting evolving FM competency requirements in audit and accounting.

To successfully recruit the future workforce, we must grow current initiatives such as the civilian intern program, use direct hire authority to streamline the hiring of high-quality talent, and expand our presence at job fairs. As the talent market becomes increasingly competitive, we must also tailor our online recruiting presence in a way that reaches a broader set of candidates

and provide a positive experience for these potential hires.

As we improve recruiting strategies, we must further analyze and act on retention factors to maximize the earlier investments in time and resources. We must focus on soliciting and providing feedback to employees to help them grow and identify earlier potential retention issues before people decide to separate. If personnel elect to leave the FM team, we must better understand why they leave (e.g., exit surveys).

People stay in jobs because their work challenges them, they are appreciated, they are making a difference, and they can forge relationships with their team; be a part of something bigger.

They stay because of supportive supervisors who communicate, encourage inclusiveness, and display integrity. Fostering a collaborative and supportive workplace in tandem with rewarding and recognizing contributions motivates teams to aim higher.

### OBJECTIVES & DESIRED OUTCOMES

#### I.1. Build Modern Recruiting Strategy/Capabilities

I.1.1. Enhance Current Recruiting Initiatives

I.1.2. Innovate Recruiting Methods Through Technology

#### I.2. Assess Retention Factors to Build Retention Strategy and Tools

I.2.1. Understand factors driving attrition to include evaluation of reward and recognition programs

I.2.2. Improve Workforce Policy and Strategy

# Goals & Objectives

02

## GOAL 2: BUILD A HIGH-PERFORMING TEAM

### DESCRIPTION:

Building a high-performing team is a natural progression from our first goal. The most critical aspect of building a high-performing FM team is how well we understand and serve the requirements of our customers—Airmen, senior leaders, and our functional peers. The FM career field will continue to evaluate and evolve skills

across competencies to ensure we grow our value to the Air Force. For example, executing with greater technological and analytical skills is essential to shift from mechanics to improved critical thinking in a complex and changing national security environment.

As we assess the right mix of skills needed across the workforce, we will also modernize education and training

### What We Value:

- Performing consistently at a high level in your job
- Expanding your depth and breadth of experience
- Building a strong resume of leadership capabilities
- Maximizing your education and training, including professional certifications
- Living our Air Force Core Values

processes and content. We support FM learning centers at Keesler and Maxwell AFBs and ensure they deliver training to equip the FM team to deliver excellence. We will continue to expand availability to training by making it more mobile—so FM Airmen can access it anywhere, anytime. In addition, we must create a learning environment in the workplace, an environment of sharing experiences and knowledge, and become a more deliberate developmental organization.

Lastly, we will focus on growing Air Force and FM leadership skills. Leaders build a workforce that promotes innovation, initiative, self-learning, collaboration, and Air Force Core Values (integrity, service, and excellence). Leadership skills will be grown through talent management, with career paths that develop breadth and depth and by growing capabilities through experience—supervisory responsibilities and leading teams.

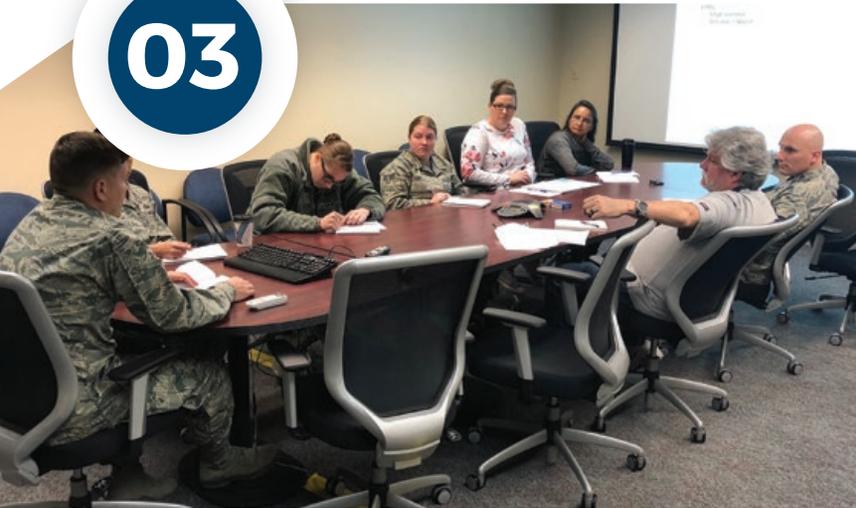
## OBJECTIVES & DESIRED OUTCOMES

- 2.1. **Grow Air Force Financial Leaders**
  - 2.1.1. Improve Talent Management
  - 2.1.2. Support leadership development opportunities for Airmen
- 2.2. **Evaluate and Shape FM Competency Requirements**
  - 2.2.1. Assess and Evolve FM Competency Requirements
  - 2.2.2. Enhance Tools for Analytical and Thinking Skills
- 2.3. **Modernize Education and Training Processes and Content**
  - 2.3.1. Improve Training Processes, Development, and Content
  - 2.3.2. Institutionalize Innovation and Collaboration



## GOAL 3: DEVELOP FM HUMAN CAPITAL INFRASTRUCTURE

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### DESCRIPTION:

Human Capital Infrastructure relates to the organizational processes, policy, technology, and tools—the structure—designed to support the success of the FM workforce. FM senior leadership convene officer, enlisted and civilian Development Teams (DTs) twice annually to provide strategic-level direction, orchestrate personnel developmental opportunities, develop policies, and provide senior-level succession planning. Officer, enlisted, and civilian Career Field Teams (CFTs) execute senior leader personnel guidance and support FM personnel with career and development decisions. CFTs also provide individual and group feedback to DTs to align FM strategies and individual career goals.

To cultivate a high-performing workforce, we use tools and other analytical capabilities to allow FM leaders to have greater visibility to the make-up of the workforce and to support workforce development decision-making. The FM community will further improve these tools to assess workforce

demographics and competencies to ensure a diverse workforce with the skills needed to support the Air Force of the future.

Career development begins with every FM Airman. It is an intentional and deliberate process to own and manage over the course of an individual's career. As a result, the myFMCareer platform was designed to support career development and includes tools to aid personnel and their supervisors in developing career goals and plans. It contains areas to build an electronic Individual Development Plan (IDP), participate in the Career Planning Cycle, and get access to FM training as well as many other features. myFMCareer also serves as a “one-stop shop” for FM personnel—eliminating many redundant and confusing online locations for FM information and careerplanning. The current myFMCareer platform is in its early stages—and FM leadership is committed to maturing and building further capabilities to expand functionality and streamline workforce development.

### OBJECTIVES & DESIRED OUTCOMES

#### 3.1. Implement Human Capital Governance

- 3.1.1. Execute and Provide Feedback from FM Development Teams
- 3.1.2. Enhance visibility of workforce demographic and organizational composition

#### 3.2. Improve Career Development Structures

- 3.2.1. Enhance myFMCareer Capabilities
- 3.2.2. Consolidate Workforce Development Tools/Sites

# Governance



To ensure the goals and objectives outlined in the HCS are achieved, we have developed a governance plan that engages an organizational framework to hold the FM team accountable, to communicate progress, and to solicit feedback along the way.

Successfully accomplishing HCS goals and objectives depends on contributions from the entire Air Force FM community. Through deliberate and focused force-wide communications and engagement efforts, we will ensure each FM Airman understands the integral role he or she plays. The chart below provides a basic construct of our governance system and outlines how strategic oversight is conducted.

## PER THE AIR FORCE HUMAN CAPITAL ANNEX:

“Through leadership, we will unleash the fury of the warfighter’s greatest weapon and our key advantage—the unshackled human mind. As individual Airmen, however, we are equally responsible for the HCA’s success. We must see what we can do to bring these ideas to reality within our workplaces and organizations. We must commit also to the ideals of diversity and inclusiveness to create a better context for our future. We must seek to develop ourselves and those around us to peak performance, empowering our people to overcome the challenges they face. **MOST OF ALL, WE MUST LEAD.**”

