



Air Force Financial Management  
**STRATEGIC PLAN**

# **Air Force Financial Management Strategic Plan**

FY19-23



# Foreword



## **AIR FORCE FINANCIAL MANAGERS,**

This update to the Financial Management (FM) Strategic Plan is a call to an actionable strategy that resonates with our FM workforce—officer, enlisted, civilian, and contractor. It refreshes our blueprint to help create air, space, and cyber capabilities for the United States Air Force, take care of Airmen, take care of the treasures entrusted to us, and create a lethal FM team ready to support combatant commanders.

We took a fresh look at our [FM Vision and Mission Statements](#) since that’s where we start in guiding our work today to build a better future. We solicited inputs from across FM—senior and junior personnel—and developed this new direction.

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

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

We also identified goals, objectives, and desired outcomes that commit us to excellence and hold us accountable to achieve results to help us fulfill our vision and mission.

## **FM Enterprise Goals:**

**Develop and Take Care of the FM Team**

**Deliver Financial Management Excellence**

**Provide Financial Management Leadership**

Our plan is also consistent with Air Force-level strategic guidance. Of particular importance are the AF strategic imperatives—[agility](#) and [inclusiveness](#). [Agility](#) is the ability to adapt our capabilities to a constantly changing environment. Essential in this effort is developing a continuous culture of innovation and developing game-changing initiatives that evolve our capabilities and sustain our commitment to provide excellence. [Inclusiveness](#) demands a collaborative, diverse team able to analyze and create resourcing options that best serve our decision-makers. These are co-dependent—both are underpinned by respect and trust.

I am also proud that we have developed a [FM Human Capital Strategy \(HCS\)](#) for the first time. This directly supports our goal to “Develop and Take Care of the FM Team” and will focus on goals and objectives to strengthen the capabilities of our workforce.

In summary, this FM Strategic Plan provides an inspirational reminder about the high stakes of “what” we do and the privilege of serving the American people, the Air Force, and each other. We’ll keep you posted on our progress. Thanks for your dedicated service and for your contributions to the freedoms we enjoy.

**John P. Roth**

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

**This update to the FM Strategic Plan “...refreshes our FM blueprint to help create air, space, and cyber capabilities for the United States Air Force, take care of the treasures entrusted to us by the American taxpayers, take care of Airmen, and create a lethal FM team ready to support combatant commanders.”**





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*This Strategic Plan is a living document and your feedback is important. Please take time to review to better understand our FM strategic priorities and where we're headed in the future. If you have ideas to help improve what we do, please submit them to SAF/FME workflow at [usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil](mailto:usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil).*



# Our Air Force

*To successfully execute the Air Force Financial Management (FM) mission, it is essential for financial managers to understand how the FM mission fits into the Air Force vision and mission. When developing the budget, delivering analysis, taking care of Airman financial service needs, and accounting for our nation's treasures, financial managers must first filter financial decisions through the Air Force "big picture."*

## AIR FORCE VISION

### Air Force Vision

**"The World's Greatest Air Force—Powered by Airmen, Fueled by Innovation"**

The Air Force is connected to a tradition of technological breakthrough and innovation. Airmen excel today and work continuously to be better in the future. As a result, the Air Force remains the world's preeminent force in air, space, and cyberspace.

## AIR FORCE MISSION

### Air Force Mission

**"Fly, Fight, and Win in Air, Space, and Cyberspace"**

The Air Force's legacy inspires Airmen to pursue our mission with excellence and serve as leaders, innovators, and warriors. Financial Management Airmen, and those across the rest of the Air Force, are essential to Air Force capabilities by helping invest in them to meet the challenges of the future.

### Air Force Strategic Imperatives:

The Air Force Strategic Master Plan identifies two strategic imperatives that underpin a fundamental change in the nature of the Air Force: **Agility** and **Inclusiveness**. Agility and Inclusiveness define a new set of operational and cultural necessities to be our best—and to maintain excellence and an operational advantage over our adversaries.

**AGILITY:** The days of saying "that's the way we've always done it" as an automatic reply to change are over. While change for change's sake isn't the answer either, **we must always think critically to design optimal solutions to today's challenges.**

**INCLUSIVENESS:** Our Air Force needs a diverse team of people to overcome challenges and exploit opportunities. Inclusiveness ensures we are leveraging the broadest possible set of human capabilities and experiences to do that. Inclusiveness serves as a cultural engine to help financial managers deliver collaborative and transparent options for senior leaders to best execute financial resources to achieve Air Force and joint priorities.





**Air Force Priorities:** “For more than 70 years, our fellow Americans have asked you to be the sentinels of air and space for the nation, and you continue to deliver unmatched air and space power every day. Looking forward, our obligations to the country will never change. We will always lead and support the joint force in defending our homeland, owning the high ground and projecting power with our allies.”

— **Secretary of the Air Force Heather A. Wilson, Air Force Chief of Staff General David L. Goldfein, and Chief Master Sergeant of the Air Force Kaleth O. Wright**

**AIR FORCE PRIORITIES**

- RESTORE READINESS**  
...to win any fight, any time
- COST-EFFECTIVELY MODERNIZE**  
...increase the lethality of the force
- DRIVE INNOVATION**  
...to secure our future
- DEVELOP EXCEPTIONAL LEADERS**  
...to lead the world's most powerful teams
- STRENGTHEN OUR ALLIANCES**  
...because we are stronger together

**CSAF Focus Areas:** These are “big rocks” that are nested under the five Air Force Priorities. They are designed to eliminate barriers to success and create healthy squadrons and joint force leaders ready to excel in multi-domain warfare.

1. **Revitalizing Squadrons** resets our most critical warfighting organization and ensures command teams have the tools, training, and guidance to improve in the core elements of a successful command tour
2. **Strengthening Joint Leaders and Teams** ensures Airmen better understand the operational art of integrating air, space, and cyber capabilities with other elements of national power.
3. **Enhancing Multi-Domain Command and Control** provides the concept of operations (CONOPS) and the technological foundation for better situational awareness, rapid decision-making, and employment of the force across multiple domains.



# Our FM

*The Air Force Vision and Mission are the guiding principles for everything we do as financial managers. We are the stewards of the taxpayers' dollars and are responsible for ensuring each dollar spent directly supports the Air Force mission. To ensure we meet our responsibility, the FM Vision and Mission statements serve as the guideposts for achieving our strategic objectives.*

**“Our FM Vision must be inspirational; everyone must be able to see themselves in the FM Mission statement.”**

**– Ms. Marilyn Thomas**

## FM Vision

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

Air Force Financial Management begins with Financial Management Airmen—officers, enlisted, civilians, and contractors. Our people are connected to a heritage of financial excellence from those who served in the past. That excellence remains our vision for the future as we continue to look to our Airmen to innovate and provide increasing value in supporting the Air Force mission.

## FM Mission

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

Financial Management Airmen pursue our mission with excellence and integrity. Financial Management Airmen enable airpower, space power, and cyber power.

**FM Mission Expectations:** The mission expectations reflected beside this paragraph outline in more detail what FM personnel are expected to deliver. They also reflect what commanders and senior leaders expect from FM. This is an important perspective since commanders and the Airmen they lead are our most important customers. They also reflect our commitment of excellence to taxpayers, Congress, and the Department of Defense.

Each of these mission expectations apply both to home station and in contingency environments.



### FM Mission Expectations:

- Provide Customer Service
- Know Commander Priorities
- Develop Financial Experts and Leaders
- Get Dollars to Meet Requirements
- Provide Analysis and Decision Support
- Provide Cost-Estimating Support
- Maintain Accurate Financial Records
- Achieve a Successful Audit
- Educate and Communicate Across the Staff
- Support Contingency Operations



**Being an FM Leader:** Our FM mission statement is clear—we take care of the financial service needs for Airmen across the Air Force and provide resources, cost analysis, accounting support, and decision support to maximize the mission impact of the resources provided. To do that with excellence, FM personnel must embody and demonstrate the following leadership traits. These “leadership force multipliers” are essential to providing a world-class financial management capability.

- **Know the Mission:** Understand the mission and deliver financial advice that is **focused on mission outcomes**. We must get out from our desk—talk to Airmen, talk to commanders, and talk to senior leaders—**strengthen our partnerships**.
- **Train/Educate Leaders:** **Build a deep bench of financial experts across the installation.** A strong resource management team helps us better execute FM processes to acquire sufficient funding and provide better decision support to commanders/senior leaders on how to best execute the funding.
- **Collaborate/Build a Cross-Functional Resource Team:** **Resource management is a team sport and teams win when they work together.** When the team is engaged and working together, commanders can more easily create consensus among competing resource priorities. This requires us to support functional peers and resource advisors at all levels of command. They connect resources to mission priorities—they are our wingmen!
- **Be Innovative:** **Innovative thinking drives improved decision support.** This includes designing innovative strategies that expand buying power and take a new look at solving old challenges.



### **FM Leadership:**

- Know the Mission
- Train/Educate Leaders
- Collaborate/  
Build Resource Team
- Be Innovative

# Our FM

**Core Values:** All FM personnel are members of the Profession of Arms and are honored to serve this nation and to safeguard and wisely use taxpayer resources to defend the nation and wage wars, if necessary. This demands an environment in which every Airman is able and eager to offer their skills, abilities, and ideas. Respect is at the core of getting the most out of every individual. As the Air Force’s “Little Blue Book” states: “Respect is at the root of the Profession of Arms and bonds every Airman who voluntarily serves. Respect is the feeling of esteem or deference for a person or other entity, but in the Air Force it takes on a greater meaning and importance. Respect is the lifeblood of our profession. Without it, we simply cannot stand strong in the defense of our nation. Mutual respect strengthens our team and eliminates seams that reveal a weakness in the force.”

Our team, strengthened by respect, holds our Air Force Core Values as the framework of institutional values and principles of conduct. Our success as individuals and as a community both hinge on how well each of us incorporates these values into our daily operations. These values are also more than the minimum standard—they inspire us to do our best at all times.

## **INTEGRITY FIRST**

Integrity is the first of the Core Values for a reason—without integrity, all else suffers in meeting mission requirements. Financial Management leaders make recommendations on how scarce resources are allocated. Air Force senior leaders must have complete trust in those recommendations since critical Air Force operational and personnel decisions are based on those inputs.

## **SERVICE BEFORE SELF**

Service is about always placing the needs of Airmen and the Air Force first. Customer service is at the core of our responsibilities as financial managers—it’s what we do! Strong FM leaders also serve at the direction of commanders and senior leaders—we serve them to improve financial decision-making and to make our Air Force stronger. We also know that serving others creates more cohesive teams, greater job satisfaction, and better results.

## **EXCELLENCE IN ALL WE DO**

At the end of the day, personnel are measured on how they perform their assigned responsibilities. In the FM business, there’s little room for error. What we do makes a difference to Airmen and their families; we provide financial resources and are obligated to help enable Airmen to deliver combat capability and achieve mission success.



# FM Enterprise Goals and Objectives



**FM Enterprise Goals:** From Air Force values to the FM Vision and Mission statements, excellence is an FM standard. Excellence begins with a continuous evaluation of how we can best meet our customers' needs. As a result, we continually assess what Air Force senior leaders, commanders, and Airmen value most about our FM capabilities—and how we can strengthen that value.

The **FM Enterprise Goals** below reinforce our commitment to excellence in our daily operations today and in the future, and summarize the feedback we received from commanders across the Air Force. Each of these goals will be supported by objectives and desired outcomes that assess our performance in supporting the Air Force mission. We will also develop measures that will help us gauge our progress in achieving the desired outcomes. At each level of command, leaders can design additional measures that give them a “health assessment” of how their organization/command is meeting the needs of the commander.

Embedded in each goal and objective is the need for **innovation**...to get better every day...to give Airmen, senior leaders, and the American taxpayers our best. The CSAF and CMSAF said it best in their NOTAM, Expectations of a Successful Command Team:

“The game-changing idea that will alter the course of history is in the mind of one of our Airmen today. For commanders and senior NCOs, our job is to nurture an environment that unleashes this brilliance and allows the idea to make it to a decision-maker who can act. Said another way, it is time to “squint with our ears.” The challenges we face as a Nation are “wicked hard,” but our Airmen are “wicked smart.”

# FM Enterprise Goals and Objectives

## GOAL I: Develop and Take Care of the FM Team



### DEFINITION:

FM Airmen are the key to our ability to deliver FM capability to the Air Force. As a result, we developed and will implement FM's first-ever FM Human Capital Strategy (a separate document linked to our overall FM Strategic Plan). This plan will allow FM senior leaders to more deliberately guide and plan FM workforce development needed to support the Air Force now and in the future. We will also develop improved tools to allow personnel to chart their paths to success.

We will develop initiatives to attract and retain high-quality people. We will

build training and education opportunities to help FM personnel achieve their goals and focus on competency development that meets the evolving needs of the Air Force. And, we will reward excellence. Bottom line: We Will Develop and Take Care of the FM Team.

FM leadership is committed to ensuring our team, at all levels of leadership, reflects the diversity of our workforce and the nation we serve. As reflected in the Air Force Master Plan, diverse backgrounds, experiences, and competencies drive innovative perspectives and facilitates a blend of varied perspectives, cognitive approaches, and critical thought. This is imperative in growing the FM team to best serve the Air Force.

We also realize an Airman's time is valuable, that we demand much, and that FM personnel are expected to deliver excellence. As a result, we will institutionalize continuous reviews of FM business processes to streamline them, provide systems and tools that mitigate manual work, and better collaborate and share best practices—to give time back to personnel and their families.

### OBJECTIVES:

#### – OBJECTIVE I.1. Implement Human Capital Strategy

##### DESIRED OUTCOMES:

- FM Workforce Possesses Competencies to Deliver Mission Excellence
- Modern Recruiting/Retention Capabilities
- High-Quality and Diverse Workforce

#### – OBJECTIVE I.2. Save Airmen Time

##### DESIRED OUTCOMES:

- FM Business Operations Standardized
- Effective/Innovative Financial Systems/Tools
- Resource Training Center Stand-up





## GOAL 2: Deliver Financial Management Excellence

### DEFINITION:

FM secures and executes resources to fund Air Force operations and the people who power the Air Force mission. During programming, budgeting, and budget execution, we provide cost analysis, guide the budget processes, deliver decision support, and execute the dollars. We pay Airmen and their families.

The FM team is also responsible to the American taxpayers to account for and safeguard the resources they provide. This includes establishing auditable and repeatable financial transaction processing, supporting auditability requirements, and implementing programs that mitigate or prevent fraud, waste, and abuse.

### OBJECTIVES:

#### – OBJECTIVE 2.1. Provide Excellent Financial Customer Service

##### DESIRED OUTCOMES:

- Pay Airmen Accurately and Timely
- Pay Vendors Accurately and Timely

#### – OBJECTIVE 2.2. Provide High-Quality Programming, Cost Estimating, Budget Development, and Execution

##### DESIRED OUTCOMES:

- TOA/Budget Execution Aligned to Achieve National Defense Strategy
- President's Budget Accurate, Defendable and Executable
- Provide Commanders with Integrated Resource Assessment

#### – OBJECTIVE 2.3. Provide Accurate and Auditable Accounting Support

##### DESIRED OUTCOMES:

- Unmodified Audit Opinion Achieved
- Effective Financial/Resource Systems
- Accurate, Timely, and Relevant Financial Data



# FM Enterprise Goals and Objectives



## **GOAL 3: Provide Financial Management Leadership**

### **DEFINITION:**

A key FM leadership priority is to ensure financial decisions and support to Airmen reflect the commander/senior leader's strategic direction. To do that, FM leadership must also lead from outside of their office. Visit commanders and Airmen from across your organization to see what their priorities are, how we can best support them.

Financial excellence also includes supporting the joint team and contingency operations. As the Air Force Chief of Staff reflected in his focus areas, we have an important responsibility to train and execute deployed capabilities in supporting combatant commanders and operational plans. We will not fail in this endeavor.

Lastly, financial leadership is about mentoring and growing Air Force financial capabilities. The more knowledgeable leadership are on financial processes and polices, the better they are able to make program and resource allocation decisions. While commanders and supervisors take a primary role in this, every Airman can lead others, mentor others, and help build strong financial wingmen.





## OBJECTIVES:

### – OBJECTIVE 3.1. Build Airmen/FM Leaders

#### DESIRED OUTCOMES:

- Strong Leaders at Every Level
- High Quality Workforce Development Opportunities Identified and Filled
- Communicate FM Values/Expectations to the Workforce

### – OBJECTIVE 3.2. Support Contingency/Joint Operations

#### DESIRED OUTCOMES:

- Contingency Training Updated and Executed
- Pre/Post Deployment Readiness
- Responsive and Effective Wartime Financial Management Support

### – OBJECTIVE 3.3. Grow Resource Management Capability

#### DESIRED OUTCOMES:

- Resource Advisors Trained Effectively

**INTEGRITY**  
Integrity First

**SERVICE**  
Service Before Self

**EXCELLENCE**  
Excellence in All We Do

# Summary



As we look to the years ahead, FM personnel are supporting an Air Force that is increasingly operating in a dynamic and changing national security, technology, and economic environment, along with societal changes that affect our workplace. The speed of that change is accelerating. While predicting that change is not an exact science, we do know that excellence in all we do, building the best financial managers possible, and working better as a team across FM and across the Air Force, will better prepare us to meet these challenges.

The FY19-23 FM Strategic Plan is designed to ensure we focus on our core capabilities and build people, systems, tools, and processes that put us in the best position to support the Air Force mission. We will hold ourselves accountable and measure whether we achieve what we say we're going to do—and we'll keep all FMers advised of our progress.

In taking care of the financial needs of the Air Force, we know that our best weapon system in the FM community is our people. We will succeed in all that's in front of us mostly through YOU. To make sure we're doing that the right way, we are developing a Human Capital Strategy that will guide us more intentionally in how and what we do to improve our workforce, to make Air Force FM a workplace of choice, to ensure we have a team that reflects the nation we serve, and that we collaborate across our enterprise to get the best out of our talent.

This Strategic Plan also sets in place an infrastructure to get better for tomorrow. We will reserve time, energy, resources, and people to build an FM for tomorrow and one that is continually improving and innovating.

Lastly, while this plan is established to guide our way ahead in FY19-23, it is a dynamic document. We will continually review and adjust as necessary and we encourage your feedback as we seek to deliver “Financial Excellence—Powered by Airmen, Fueled by Innovation.”





**Financial Excellence—  
Powered by Airmen,  
Fueled by Innovation**



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