

AIR FORCE

COMPTROLLER

THE ULTIMATE FORCE MULTIPLIER

FALL 2024



**CHANGE MANAGEMENT:
GOING FROM *WHERE WE ARE*
TO *WHERE WE NEED TO BE!***



SAF FM
The Ultimate Force Multiplier

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The Honorable Frank Kendall

Secretary of the Air Force

Carlos Rodgers, SES

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

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THE COMPTROLLER'S CORNER



Dear FM Team,

To quote the Greek philosopher Heraclitus, "The only constant in life is change." Heraclitus' words highlight the importance of being adaptable and open to change. It also emphasizes the need for organizations to be proactive in managing change, rather than simply reacting to it.

In the past, the Department of the Air Force Financial Management (DAF FM) was characterized by manual processes, paper-based transactions, and siloed operations. These outdated practices resulted in inefficiencies, delays, and a lack of transparency. The need for a more modern, agile, and efficient financial management system became increasingly apparent as the DAF sought to maintain its operational readiness and strategic advantage in an ever-changing global environment, which has been captured in the Great Power Competition (GPC) effort.

John Wooden, the great UCLA basketball coach, once said, "If we fail to adapt, we fail to move forward." To meet this challenge, the DAF FM team has embarked on a journey to revolutionize its practices and embrace change management of the future, providing what our workforce and customers need now and in the future.

The transformation began with a clear mission laid out in our DAF FM Strategic Plan FY22-26: *to provide fiscally responsible resource management, auditable and timely financial services, and actionable decision support to deliver Air and Space capabilities for our nation.*

The first step was to identify the key areas for improvement. This involved a comprehensive review of DAF FM's existing processes, systems, and structures. The review highlighted several areas for improvement, including the need for greater automation, improved data management, and enhanced collaboration. We identified three goals: 1) Develop and Retain a Highly Skilled FM Team; 2) Harness Technology, Standardized Processes, and Data Analytics to Enhance Accountability; and 3) Optimize Resources, Mitigate Risk and Improve Service to Customers. These goals are underpinned by a commitment to change management principles, emphasizing the importance of engaging with stakeholders, managing resistance, and providing support throughout the change process.

We committed to engage you, our stakeholders, through transparent, regular updates and a data analytical working group. I'm happy to report that over this last year, we have made great progress. To simplify our FM systems portfolio, we completed

a review of 30 business systems in the first FM Portfolio Parade. In an effort to eliminate manual processes through the use of automation, we completed and delivered twelve Robotic Process Automation (RPA) tools. At the end of October, the SAF/FM Executive Session met to define the CPTS of the Future initial operating capability (IOC) and full operating capability (FOC) milestones and timelines. We also refined plans and the Courses of Action for the MAJCOM of the Future.

These are just a few of the highlights. As DAF FM moves forward, it is important to recognize that the transformation is an ongoing process. There will be challenges, and a need for continuous improvement and adaptation. However, with a commitment to change, and a focus on supporting our stakeholders and customers, DAF FM is well positioned to navigate changes to reoptimize for Great Power Competition and achieve our strategic goals.

One Team, One Fight!

Best regards,

Carlos Rodgers

Acting Assistant Secretary of the Air Force,
Financial Management
and Comptroller



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CHANGE IN FM: THIS IS HOW WE DO IT!

by Dr. Yolanda Rutland, SAF/FME

In our [Summer 2024 issue of the Air Force Comptroller](#), we explored the future of FM through a plethora of initiatives and resources established to pave the blueprint for continued success. From MAJCOM and CPTS of the Future to the Future of FM Training, readers were able to take a firsthand look at what FM is doing to actively shape our way forward. To facilitate the blueprint created, we need to first understand how we can leverage what we already have to attain mission success. This issue of the magazine will assess how change or change management processes can facilitate our growth from “**where we are**” to “**where we need to be,**” and will highlight success stories and people who have and will apply practices to effect tangible change. To get started, let’s have a conversation to dissect or explore “change.”

Change in the workplace is inevitable. Whether it’s a new boss, organizational restructuring, technological advancements, or shifting goals, navigating these changes can be challenging. Fear of the unknown is a natural response, but it can also limit one’s personal growth, hinder productivity, and create a culture of resistance. In today’s rapidly evolving environment, particularly within defense organizations, like the Department of the Air Force (DAF), the importance of change management, or adapting to change, has never been more crucial for our Airmen and Guardians. For financial managers being tasked with navigating complex budgets, optimizing resource allocations, and ensuring fiscal efficiency, change management can be both a formidable challenge and a vital tool for success. As we change, I believe we can turn potential setbacks into growth opportunities and create a “win-win” for all stakeholders.

If you attended the “This Is How We Do It” workshop during Air Force Community Day at this year’s Professional Development Institute (PDI), you will remember that the panel on stage was comprised of leaders from the three personnel groups: **C**ivilian, **E**nlisted, and **O**fficer—or what I like to call **CEOs**. Our FMers are all CEOs. Most CEOs of any successful organization have embraced change at various levels, and truly understand the value change contributes to their overall success. Charles Darwin stated, “It is not the strongest or the most intelligent that will survive but those that can best manage change.” As CEOs it is vital for us to understand and recognize change, learn from it, and embrace the goodness that comes from it.

One of the primary benefits of effectively navigating change is the development of psychological resilience. Change, especially unexpected or difficult change, can often trigger stress, anxiety, or even fear. These responses are natural, as change often brings uncertainty, and we as humans are evolutionarily wired to favor stability. However, learning to manage these feelings by actively engaging with change rather than resisting it helps foster mental toughness and adaptability. Resilience, in this context, becomes a crucial skill for managing not only the immediate challenges of change but also future disruptions.

Psychological adaptability is also linked to our capacity for personal growth. When faced with a change, whether positive or negative, we are often challenged to step out of our comfort zones, reassess our values and priorities, and learn new ways of thinking or behaving. For instance, PCSing to a new duty station, changing jobs, or learning to use new technology can all be demanding but often lead to new perspectives, skills, and relationships that ultimately enrich one’s life. By embracing change and adopting a growth mindset, we are more likely to see change as an opportunity rather than a threat, allowing us to derive a greater sense of purpose and fulfillment.



Brig Gen Jason Corrothers, Dr. Yolanda Rutland, and CMSgt Leah Anderson were the panelists for “This is How We Do It” workshop at PDI 2024.

Furthermore, the psychological benefits of navigating change extend to overall mental health. Studies have shown that individuals who view change positively or who actively work to adapt to it report lower levels of stress and anxiety. Instead of feeling trapped by circumstances beyond their control, they feel empowered to take proactive steps to shape their own responses to change. This proactive mindset can result in a more satisfying, less stressful life overall, where individuals feel more in control of their future and well-being.

Change is inherently tied to innovation and creativity. When individuals or organizations face new challenges or changing circumstances, they are often forced to think outside the box and find creative solutions. This process fosters innovation, as it compels us to question established ways of doing things and experiment with new methods, products, or services. By cultivating a mindset that sees change as an opportunity for creative exploration, individuals and organizations can stay competitive and relevant in their respective fields. Our Data Analytics Steering Group led by Ms. Teresa Frank, AFMC/FMC, is an excellent example of infusing innovation and creativity with Data Analytics/Data Visualization into our culture. This group is changing how we view and display data in a more efficient and effective manner.

Creativity and innovation can also thrive on an individual level when change is embraced. Whether it’s adjusting to a new process, experimenting with a new medium, or exploring alternative solutions to a familiar problem, the process of change allows for personal and professional growth. By stepping outside of familiar patterns and routines, people discover new aspects of themselves and their abilities, ultimately leading to enhanced creativity and a more dynamic outlook on life. Below are three common strategies from various researchers along with my own suggestions to effectively manage change:

1. Effectively navigating change requires more than just a willingness to adapt; it also involves practical strategies and skills. One key strategy is cultivating a mindset of continuous learning. Change often involves learning new skills or adapting to new methods. Embracing a mindset of continuous learning can make change less daunting and more exciting. Focus on change as a steppingstone to personal and professional growth. Whether it’s a new technology, workflow, or skill, approach it with an open mind, ready to learn. By regularly updating our skills and knowledge, individuals become more adaptable and prepared for new challenges. This can be achieved through professional development courses, personal research, or even informal learning through social networks. Lifelong learning not only prepares one for change but also enhances our sense of purpose and personal growth. Some research has proven lifelong learners are typically more adaptable and resilient in the face of change.

2. Another important strategy is establishing realistic goals and maintaining flexibility. Change often disrupts our established plans, so being able to reassess goals and adjust strategies is essential. Instead of viewing adjustments as setbacks, we should approach them as opportunities to refine our objectives and explore alternative pathways. By staying flexible, we mitigate the stress of change and remain focused on our overarching goals, as specific steps or approaches evolve.
3. Lastly, communication is a crucial component of effectively navigating change, particularly in a group or organizational setting. Often, fear is rooted in a lack of information. One of the best ways to combat this is to seek clarity. Schedule time with your supervisor and ask how this change will impact your role and expectations. Open communication fosters transparency and reduces resistance, as we are more likely to accept and engage with change when we understand the reasons behind it. Leaders who communicate the benefits and rationale for change help alleviate fears, build trust, and foster a collaborative environment. Listening to feedback from those affected by change also ensures that the process is inclusive, addresses concerns, and promotes a smoother transition.

As our Air and Space Force embark upon rapid organizational and technological transformations, navigating change is essential for everyone. Embracing change fosters psychological resilience, enhances career development, and fuels our innovation, while simultaneously strengthening our cultural cohesion. By cultivating skills such as adaptability, open communication, and continuous learning, we can respond more effectively to both expected and unforeseen changes. While change can be challenging, it also offers unparalleled opportunities for growth and progress. When approached with a positive, proactive mindset, change not only leads to personal and professional advancement but also contributes to a more adaptive, creative, and inclusive DAF/FM culture.

About the Author

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CHANGE MANAGEMENT FROM THE “CEO” PERSPECTIVE

In the previous article, Dr. Rutland discusses how our DAF/FM community is made up of CEOs (civilian, enlisted, and officer personnel) who must be able to recognize, grow from, and embrace change in order to be successful. However, what does this mean for our financial managers and does it vary between CEOs? Let’s take a deeper dive into what change management means and how to be successful through change. Explore the following perspectives, with one article segment from each type of CEO, and consider how change management is integrated into your organization or team!

Civilian Perspective

Charting Our Course to the Future

by Ms. Hillary Johnson, AFPC

Change is like a new season arriving; sometimes it catches us off guard, but it often brings fresh perspectives and opportunities for growth. In the world of financial management (FM) within the Department of the Air Force (DAF), we are ready to embrace change with open arms (and perhaps a cup of great coffee). As we strive to become the FM team of the future, it’s important to understand what change management really means for us and how we can navigate this transformative journey with a bit of humor and resilience.

What Is Change Management Anyway?

Change management is like transitioning through the seasons, sometimes it’s a gentle breeze, and other times it can be a stormy downpour. It’s all about preparing ourselves, our teams, and our organization to move from the current season to the vibrant one we envision tomorrow. For DAF/FM, this means embracing innovation and adaptability while keeping our eyes on the ultimate: effectively serving our mission to *provide fiscally responsible resource management, auditable and timely financial service, and actionable decision support to deliver air and space capabilities to our nation.*

Let’s face it: Change can be intimidating. But it doesn’t have to be. Change management is a shared responsibility, where everyone from the newest recruit to the seasoned veteran has a part to play in ensuring a successful transformation. So, let’s unite and make change our new season of growth and opportunity.

What Change Management Means to Me

For many of us, change management represents a chance for growth and renewal, much like the transition from winter to spring. It’s about shifting our mindset from viewing change as a challenge to seeing it as an opportunity for blossoming and improvement. Change management encourages us to stay curious, embrace continuous learning, and be open to discovering new ways of doing things. It’s about asking, “How can we cultivate this better?” instead of “Why do we need to change?” Adopting this perspective can transform the intimidating prospect of change into a vibrant and exciting journey of growth and exploration.

What Do I Need from Leadership to Succeed?

Now, let’s talk about what we really need from our leaders during this transition. After all, change is easier when we have a good support system in place. Here are some key ingredients for a successful recipe for change:



1. **Clear Communication:** Think of it like planting a garden without knowing the right conditions; chaos can easily ensue! Leaders must provide clear communication about the vision for change, the reasons behind it, and what we can expect along the way. Transparency nurtures trust, and trust is the vital sunlight that fosters that collaboration.
2. **Support for Professional Development:** As we adapt to new processes, access to training and development opportunities is essential. Leaders should prioritize our professional growth, equipping us with the skills needed to flourish in an ever-changing environment. Consider it like enriching our soil, let’s ensure we have the right nutrients to help us grow and thrive!
3. **Encouragement of Experimentation:** Change often requires a bit of bravery, much like trying to grow a new plant in the garden. Leaders should cultivate an environment where we feel safe to experiment, take risks, and learn from our missteps. Just as a garden thrives through trial and error, nobody becomes a master gardener without facing a few challenges along the way.
4. **Recognition of Contributions:** Acknowledging our efforts is crucial for maintaining high morale. Leaders should celebrate both small victories and major achievements, reminding us that every step we take toward change is worth recognizing. Just as each season brings its own beauty, every contribution helps to create a vibrant and thriving landscape.

Navigating Change: Strategies for Success

Now that we have our leaders’ support, how do we navigate this journey of change? Here are some strategies to keep our spirits high and our focus sharp:

1. **Develop a Flexible Mindset:** Change can sometimes feel like trying to do yoga on a rollercoaster—unsettling but also exhilarating. Cultivating a flexible mindset allows us to adapt to new situations and embrace challenges as opportunities for growth.
2. **Build Collaborative Networks:** Change is rarely a solo mission. Engaging with colleagues from various departments fosters collaboration and teamwork. Working together makes the process smoother and more enjoyable. Plus, sharing a laugh over the chaos can make any transition feel less daunting.
3. **Prioritize Self-Care:** Change can be stressful, so it’s important to take care of ourselves. Just like you wouldn’t run a marathon without training, we need to recharge our batteries to tackle new challenges. Whether through exercise, mindfulness, or simply taking a moment to breathe, self-care is a must.
4. **Embrace a Continuous Learning Culture:** Let’s keep the learning train rolling! Encouraging team members to pursue professional development and share their newfound knowledge creates an environment where innovation thrives. After all, the more we learn, the better equipped we are to handle whatever comes our way.

Becoming Comfortable with the Uncomfortable

Ah, the discomfort of change—like wearing a new pair of shoes that pinch a bit. It’s natural to feel uneasy, but let’s learn how to get comfortable with being uncomfortable:

1. **Shift Your Perspective:** Instead of viewing uncertainty as something to fear, let’s see it as an opportunity for growth. Embrace the idea that discomfort is part of the journey and can lead to new insights.
2. **Practice Resilience:** Building resilience is like strengthening our mental muscles. We can develop coping strategies to manage stress and uncertainty, whether through positive self-talk, seeking support, or practicing mindfulness techniques.
3. **Set Realistic Goals:** Change can feel overwhelming, so let’s break it down into manageable steps. By setting achievable goals, we can track our progress and celebrate our successes along the way. Every small win counts!
4. **Seek Feedback:** Embracing feedback from peers and leaders can provide valuable insights as we navigate change. Constructive feedback allows us to refine our approaches and adapt more effectively to new circumstances.

Conclusion: The Bright Future of FM

As DAF/FM embarks on this exhilarating journey of change, embracing change management is essential. It's about more than just adapting; it's about thriving in the face of uncertainty and seizing the opportunities that change brings.

By understanding what change management means to us, advocating for support from leadership, and developing effective strategies for navigating change, we can create a culture that flourishes amid transformation. Let's embrace the discomfort, support one another, and keep our eyes on the horizon.

Together, we can shape the future of FM, ensuring that we are not only prepared for the challenges ahead but also positioned to excel in a constantly evolving landscape. So, let's buckle up and enjoy the ride—because the journey ahead promises to be as rewarding as the destination!



About the Author

Ms. Hillary Johnson is the Chief of the Financial Management Career Field Team located at Joint Base San Antonio-Randolph, Texas.

Enlisted Perspective

Space-Level to Base-Level

by TSgt Thomas "TJ" Morris, SpOC

Working in positions outside of the normal financial management (FM) experience is something that everyone should do at least once in their career. This can range from completely stepping away from Finance and bringing in the next generation of military members through Recruiting, staying within the career field and moving into a one-deep position as a Resource Advisor, or any of the numerous other options available to us. These opportunities and others like them can show you a different perspective of the Department of the Air Force or the FM career field. Other perspectives broaden your understanding of the overarching mission and how we, as financial managers, impact that mission. These opportunities can also have both a challenging and a rewarding influence on your career.

I have had the opportunity throughout my career to step away from a Finance office twice. The first time, I was a brand-new airman first class stationed at the Air Force Financial Services Center, now known as Travel Pay Processing – Ellsworth. I spent three years as a Travel Technician there, processing both Permanent Change of Station (PCS) vouchers and Temporary Duty (TDY) vouchers within the Reserve Travel System (RTS). We were located within a tenant unit of Ellsworth Air Force Base, and in being a tenant unit, we were not subjected to taking part in base exercises. Once I moved to my second duty station, I was a senior airman and was expected to have a decent understanding of what we did as FM and how the Air Force worked. Unfortunately, this was not the case. Having only processed travel vouchers, never working a counter or having customers, and no experience in anything exercise or contingency related, I was unprepared as I moved to a base with a normal FM mission. This is an instance where being at a "special" or different assignment had a negative influence on me because I felt I was behind where the rest of my peers were.

The second time I entered a position outside of the squadron was much later in my career. At this point, I was a technical sergeant selected to become part of the FM Resource Training Center (RTC). My job there was to standardize training across the career field through collaboration and collecting "best practices" and to help create innovative tools that would support Comptroller Squadrons (CPTS) in their day-to-day jobs. Specifically, I would create animated training videos with voiceover narrations explaining the content. I also rebuilt the Financial Information Collaboration Space (FICS) SharePoint to make the resources easier to find and more readily available. We were a relatively new organization when I arrived, and we were given the flexibility and freedom to see what we could do.

My RTC assignment is where the "Space-Level" component of this article's title comes into play. In fact, had you told me five years ago that I would be in that position, I would have told you that you were out of your mind. As mentioned, working at the RTC took a lot of collaboration. We worked directly with the Executive for Enlisted Matters, the Executive for Officers and Civilian Matters, Air Force Installation and Mission Support Center (AFIMSC), Air Force Accounting and Finance Office (AFAFO, now SAF/FMFF), Directorate of Workforce Management and Executive Services (SAF/FME), and many other organizations. If you can name the organization, I more than likely had a standing meeting or two with them at some point throughout the year. We would brief at Major Command (MAJCOM) FM Commander and Senior Enlisted Leader conferences, Financial Services Office Worldwide (FSO WW), and a few other conferences. Two of our FM Career Field Managers know me by first name, and one of them and a few of our MAJCOM Chief of Enlisted Matters have eaten dinner with my family. I was exposed to aspects of the career field I never before imagined being involved in and had the opportunity to make magic happen with other great people across our career field. To me, that is Space-Level.

As with all good things, though, my time at the RTC had to come to an end. After three years there, I received orders to Buckley Space Force Base in Aurora, Colorado. Initially, I thought I would fulfill the role of the Noncommissioned Officer in Charge (NCOIC) of the Financial Operations Flight (FMF), but when I arrived, I learned that the current Flight Chief was leaving, and I was his replacement.



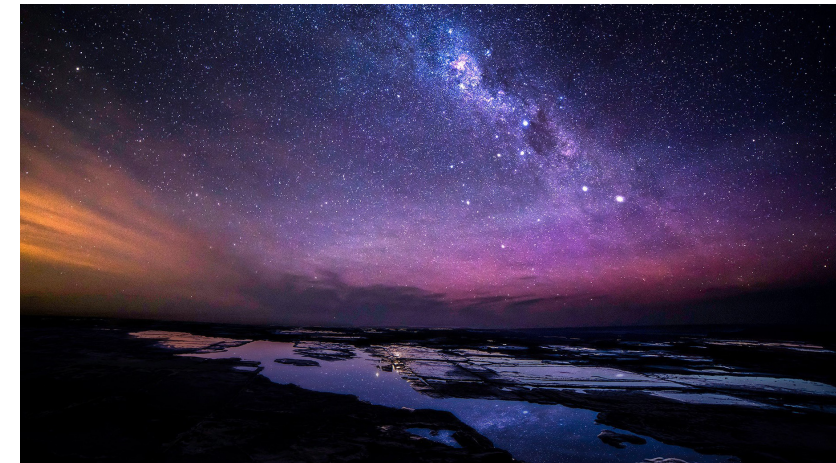
At first, I really struggled with the idea that I am no longer a technician, and I may have forgotten how some of the work goes. As Airmen and early noncommissioned officers, a large amount of our time is spent on processing documents and working with our customers; being the ones to get the day-to-day job done. When you progress in rank, you start to take a step away from that part of the job and begin focusing on the management aspect of it and taking care of your people. Right around that time in my career, I went to the RTC; I was no longer leading and was back to being the person getting the work done. By leaving that assignment and stepping back into the role of a leader and not a technician, I struggled because I wanted to continue to get after the job. FM is like riding a bike, you may leave or forget how to do something but once you start going again, it quickly comes back. There was a period where I was getting back on the bike, but once I started riding again, I took off. I wanted to do it all. I wanted to clear the Comptroller Services Portal cases. I wanted to answer all the e-mails in our organization box. I felt like I should be able to do it all, because that's mostly all I've known. I've had to learn to let go of that mindset. I have people on my team who are responsible for those tasks now and my focus should be on providing the best tools to them so they can get the job done. I think my time at the RTC set me up for success in this area.

Knowing what is available to us on FICS and having worked on automation and other innovative tools during my time at the RTC helped me gather a library of resources to provide to my Airmen. If don't know the answer to their questions, I can at least guide them on where to look or find a tool that can make the process easier. I've used my Power Platform experience to automate and digitalize a few things already in the hopes that it makes their jobs easier. **Having the higher-level perspective from my time at the RTC has also allowed me to explain why certain decisions or process changes have been made in the career field.**

Returning to a CPTS office after spending a few years outside the squadron will be an adjustment. You might feel like you've forgotten how to do the job. You might feel like you are not ready, especially if you are going into a role that you've never filled before. Knowing the resources available to you and not being afraid to ask for help or advice from your peers and leadership team will be critical in your success, and the success of your new team .

About the Author

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Officer Perspective

Revolutionizing Change Management: Strategies for Success in a Rapidly Shifting Landscape

by Lt Col Gordon Randall, PACAF



This article is written from the perspective of a Comptroller Squadron Commander. I'll get my disclaimers out of the way early. These are my thoughts; I am sure other members of our force may have differing ideas to get us to the same goal. The intended audience is any leaders within a comptroller squadron (of any capacity) and leaders of higher echelons looking to push guidance or resources toward our journey to the FM of the Future. I am honored to express my ideas on the Department of the Air Force (DAF) Financial Management's (FM) change management approach to becoming the FM of the Future.

What Does Change Management Mean to Me?

To me, change management is two-part: first, it is the art and science of effectively leading our force to understand where we were, where we currently are, and where we need to be in the future. To institute change, members within the organization must understand the vision and context of the change. Getting the team to realize the purpose behind the change could lead to buy-in and inspire members to invest in making the change a reality.

Secondly, it is rallying our teams to get us there. Once the members of the team have a common sight picture, change management comes down to the execution. Some use the phrase "easier said than done," but I believe execution is the easier part. We are in an Air Force comprised of extremely talented, knowledgeable, resourceful, and capable Airmen. These Airmen are full of innovative ideas that are necessary for us to succeed. They will get it done. The key is for them to receive proper guidance (commander's intent) and room to perform.

Both parts are equally important. Change management starts at the top but should be echoed and refined through each echelon in the organization. I full-heartedly believe our noncommissioned officer and mid-tier leadership members are the competitive advantage that our nation has over every other in the ability and freedom to execute the mission. To employ change management, there must be buy-in. The commander's intent must be not only relayed but received and implemented down to the lowest level.

What Do I Need From Leadership to be Successful in Managing Change?

To execute effective change management, leaders need four things: decision space, resources, top cover, and direction/intent. This applies to all levels of leadership, from the most senior to the Airmen leading programs.

1. Decision Space

To execute and manage change, leaders need the ability to make decisions. As no two comptroller squadrons are the same, certain unique situations may require judgment and subjective reasoning to adjust to the dynamic environment. Leaders need to be afforded the ability to flex their approach to managing change depending on the particulars of their situation. Leaders also need to be bold and empowered to meet the demands of the future.

2. Resources

To be able to manage change, leaders need the required resources. These can either come in the form of funds or personnel. I do understand that this is easier said than done, and resources are becoming more finite, however, resources can help leaders facilitate transitions. Extra manpower can smooth continuity challenges. In a fiscally constrained environment, this may be one of the parts that is difficult to promise. Members need to be provided with the tools necessary to accomplish the objective.

3. Top Cover

For effective change management, Airmen need to know their leaders have their back and will support and encourage their efforts. In my personal leadership philosophy (High TECH) which revolves around **Trust**, **Empowerment**, **Commitment**, and **Honesty**, top cover falls in line with both trust and empowerment. Members who know they have the support of their leaders overperform because they are willing to take more calculated risks to achieve objectives.

4. Direction/Intent

Just as I mentioned earlier in the first part of what change management means to me, guidance and intent from the highest echelon down is imperative to enable leaders to move forward with a change or shift in the focus of an organization. Clear guidance with boundaries and references helps provide leaders with the confidence to be successful and resourceful.

We Must Get This Right. Wanna Hear a Story?

Ideally, change is for the good. However, I have seen instances where the change within FM has not worked out so well. It is important to learn from those lessons, so we do not repeat the same mistakes. For those who have been around long enough to remember the infamous "Poppa Smurf Cards" or Controlled Spend Accounts (CSAs) blue cards, you may recall the pain of getting that program into operation. I remember the change very clearly as I was a financial services officer at my first assignment at Kadena Air Base, Okinawa Japan. It was an interesting concept, however, in execution and practicality, it felt like a nightmare. From an overseas base, it proved not to be ideal and caused many headaches for the Agency Program Coordinators across the base. They had to always be on standby at the wee hours of the night, knowing that there was likely going to be some deployer stuck at some random airport because their travel card travel limit went to zero.

Need I mention the Air Force Integrated Personnel and Pay System (AFIPPS)? Assignment after assignment, I heard that it was right around the corner, eventually that story got mind-numbing. No offense, this is a friendly jab at those members that I know are working very hard to provide a quality product to the warfighter!



Where Are We?

Over the last decade, I believe we have taken our foot off the gas from a strategic competition perspective. We have been focusing our limited resources on the fight against terrorism. We are in catch-up mode to meet the challenges of tomorrow. We must be more efficient and more lethal. It is important to realize the adversary has a vote; that is the fundamental premise of strategic competition. I argue that we have moved from a strategic dynamic of "near peer" to now "peer to peer" competition. We are now at what some deem "a time of consequence." Our entire FM community needs to realize that we are at a pivotal time; even with our limited resources, we need to get creative in meeting tomorrow's requirements.

Where Do We Need to Be?

One of the only parts of our military that will continue to remain constant is change. To me, this means we must maintain a force that is adaptable, agile, and non-rigid. We need to be at the cutting edge of technology. This ties directly to the concept of a rapid acquisition process. We need to exercise agile combat employment (ACE). 'Where we need to be,' in my honest opinion, is 'where we needed to be yesterday.' There is a sense of urgency across the highest echelon of leadership. In our Chief of Staff of the Air Force's *Case for Change*, he said, "Throughout its history, the United States Air Force has thrived by embracing adaptability and change." I argue embracing change is what has led to the successes thus far. We cannot just lay back and be comfortable and content. General Alvin mentions, "to remain ready, the United States Air Force must change" and that "our motivation is crystal clear: change is not an option but a necessity." We need to be better; we need to progress. I believe if we do not move forward, we will fall behind, or as General Brown worded it, "accelerate change or lose."

The call for action is out. Now, we must only execute. My suggestion for managing change: do not completely squash the nay-sayers that often say, "It's always been like this...At my old base...That's not how I'm used to doing it," but rather hear what they have to say, grab some golden nuggets if any, be inquisitive and ask the quiet ones in the room (often these have the most well-thought ideas), and work to advance. Encourage your Airmen to have a willingness to accept change. Resistance to change is a part of human nature, so motivating the team to be open-minded may be worthwhile. Change is hard. We need to understand and expect there will be bumps in the road or obstacles that we need to be able to overcome. It is important to get into the mentality of tackling these challenges head-on.

36th Wing: Transform

Here at the 36th Wing at Andersen Air Force Base, Guam, our priorities as messaged by our Wing Commander are very clear and straightforward:



People



Win



Transform



36 Wg/CC Coin, taken by our Stellar SrA Jason King.

Change refers directly to our third priority of “transform.” We need to posture ourselves in a way that is ever-evolving and improving. To win in the future, we need to enhance our abilities and become more efficient, dynamic, and versatile. The rigid nature of the past was great back then, but the adversary has a vote. If we decide to remain stagnant and not adapt to the strategic environment of tomorrow, we will be at an extreme disadvantage.

About the Author

Lt Col Gordon Randall is the Commander of the 36th Comptroller Squadron and Wing Staff Agencies located at Andersen Air Force Base, Guam.

DAF/FM THEN AND NOW: TRANSFORMATIONS AND PREPARING FOR PROGRESS

DAF FM Strategic Plan Connections:
Goal I - Objective I.1

by *CMSgt David Graham, AFMC*

“If you don’t like change, you’ll like irrelevance even less.”

– *General (retired) Eric Shinseki*

Over my 25-year career, starting as an Airman Basic at Defense Finance Accounting Service (DFAS) San Bernardino, I’ve witnessed, participated, and led efforts to make our career field more effective. The privilege of looking back in time at those changes allows us to critique decisions, but I sincerely believe the leaders before us made the best decisions with the information they had available at the time and always intended to best to support our customers (the members, the missions, and the taxpayers). The Department of the Air Force (DAF) Financial Management (FM) has made many efforts to improve and refine the decisions to revector to meet the everchanging global demands. The fact is that today’s Air Force is not the same Air Force I joined; similarly, neither is FM.

Throughout this article, we walk through just a few examples of the many changes I’ve experienced in my career and prepare for the upcoming changes we anticipate as FM adapts to support Great Power Competition (GPC).

We MUST remember... Eliminating risk eliminates growth. Like the leaders who served before us, we must look for opportunities to evolve, sincerely evaluate the data behind our ideas, refine decisions, and balance the “Mission-Resource-Risk” triangle to meet FM’s vision: *Financial Excellence – Powered by Airmen, Fueled by Innovation.*

CONGRATULATIONS!



WINNER OF THE BEST ARTICLE: SUMMER 2024

Diamond Saber and Silver Flag: The Way Forward on FM Contingency Training

MSgt Sam Spaethe



The Air Force Financial Services Center team in 2010.

Decentralized...Centralized

THEN
Each major command and installation had its own FM organization, which led to inconsistencies in FM practices and inefficiencies in service delivery.

NOW
Centralization improves consistency, accuracy, and efficiency in financial practices, facilitates communication and coordination, and ensures regulatory compliance.

EXAMPLE
I was number 12 on station when the Air Force Financial Services Center (AFFSC) was stood up. The plan was for AFFSC to assume all Travel and MilPay processing responsibilities for the Air Force and stand up an FM call center. While well-intended, it became apparent that adaptation was needed. MilPay processing was returned to the bases, and the call center never truly stood up. Today, the Travel Pay Processing Center at Ellsworth Air Force Base, South Dakota expertly processes travel entitlements for Air Force military and civilian personnel, ensuring they are paid accurately and on time.

Reactive...Proactive

THEN
FM was often reactive, with financial managers responding to problems and issues as they arose.

NOW
FM is proactive, with financial managers using data analytics and other tools to anticipate and prevent problems before they occur.

EXAMPLE
The Centralized Asset Management team at Headquarters Air Force Materiel Command (AFMC) FM leverages a real-time canceling year dashboard to monitor which programs truly expended the executed funds. This macro spending analysis helps resource managers make informed decisions when funds must be closely scrutinized.



The Centralized Asset Management team at HQ AFMC.

Focus on Performance

THEN
FM was often too focused on blind compliance with regulations, standards, and fulfilling requests for information.

NOW
The FM focus has shifted toward improving performance and achieving mission objectives.

EXAMPLE
Team AFMC/FM recently completed a deep review of all tier two and three compliance items and presented an in-depth analysis to the AFMC Commander who elected to waive the tier two and three compliance items allowing financial managers to accept prudent risk and direct attention toward actions that directly impact Air Force missions.

Data-Driven Decision Making

THEN
Financial managers had siloed access to data and information, making it difficult to make informed enterprise decisions.

NOW
Financial managers have access to a wealth of data and information, allowing data-driven decisions that improve FM and support mission objectives.

EXAMPLE
SAF/FM recently stood up a Data Analytics Steering Group to review the plethora of tools used across the career field. This team recently took an objective look at the many county-option budget tools in use today and is working toward finalizing a standardized Power BI tool to use across the career field, thus creating clear and consistent financial reporting.

Integrated FM

THEN
FM processes were often fragmented and needed to be better integrated with other Air Force installations, systems, and processes.

NOW
The Air Force has implemented integrated FM processes to improve coordination and collaboration across different functions and systems.

EXAMPLE
The Air Force has implemented a Maintenance, Repair, and Overhaul (MRO) initiative throughout the Air Depots to improve FM with logistics and supply chain management processes to improve efficiency and effectiveness and keep our aircraft mission-ready. When paired with financial data, this tool will help lead the Air Force to auditability and help program managers make data informed decisions.

Improved Audit Capability

THEN
The Air Force had limited interest in auditability and struggled to provide accurate and timely financial statements.

NOW
The Air Force has improved its audit capability and is actively working toward systematic and process improvements to achieve a clean audit opinion.

EXAMPLE
While much of the Air Force has been using Defense Enterprise Accounting and Management System (DEAMS) as their primary accounting system for the last decade, parts of AFMC have continued to use legacy systems. In FY25, the Centralized Asset Management team transitioned the \$6.4B Flying Hour Program into DEAMS, reducing DAF lines of accounting by 72% and simplifying the auditability of the 847-hour program.

Performance Metrics

THEN
FM processes did not adequately measure performance and effectiveness. Metrics existed, but standards and expectations were often inconsistent across commands and installations.

NOW
The Air Force has implemented performance metrics and measures to evaluate the effectiveness of FM processes and identify areas for improvement.

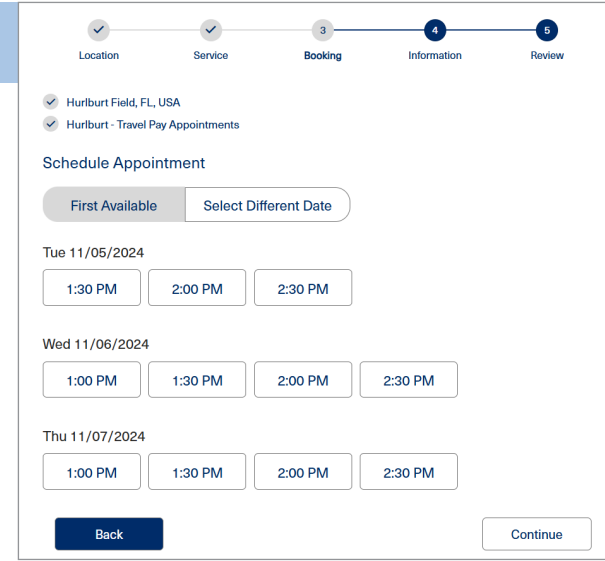
EXAMPLE
Today, the Air Force Installation and Mission Support Center (AFIMSC) Financial Services Office (FMF) Dashboard provides commanders and senior enlisted leaders a quick glimpse at their unit’s performance. Additionally, the Resource Training Center (RTC) Critical Task Listing shares detailed information for tactical level financial managers. These tools help quickly revector priorities to best serve our customers.

Customer Experience

THEN
Customer service in FM was largely reactive, focused on resolving individual cases as they arose.

NOW
The field has adopted a more customer-centric approach with tools designed to ease the friction of customer service. In addition, data analytics is used to improve the customer experience and predict trends in issues, making financial processes more user-friendly.

EXAMPLE
Initiated by the 1st Special Operations Comptroller Squadron at Hurlburt Field, FM launched an enterprise-wide customer service solution that allows customers to select a time to meet with a customer representative that balances their duty schedule with FM needs. Further, this system allows the career field to extract large scale data analysis to refine focus areas within our functional community.



The Qtrac Booking solution is improving customer experience for appointment scheduling.

Shift in FM’s Strategic Role

THEN
FM’s role was more transactional, focusing mainly on disbursements, accounting, and payroll.

NOW
FM has shifted toward a more strategic role in the Air Force’s overall mission. Financial professionals are now actively involved in mission planning to better advise commanders on budget execution, resource allocation, and fiscal strategy. This has elevated FM’s importance in operational decision-making and overarching mission planning.

EXAMPLE
Our DAF FM Strategic Plan demands that we develop and retain a highly-skilled workforce; harness technology, standardized processes, and data analytics to enhance accountability; and optimize resources, mitigate risk, and improve service to our customers. As part of objective 1.2, Refine FM Organizations to Meet Tomorrow’s Needs, FM leaders have defined what a Comptroller Squadron of the Future will look like and are actively working to re-define our Command-level FMs to best support Air Force missions.

As we look at these changes, just over the course of my own career, we must remember that change is constant, and our Air Force and career field are looking at significant changes in our future too. While we may not know exactly what the future holds, we—as leaders at all levels—must prepare our teammates for success. Here are just a few tips to help us along the way.

Communicate a Vision for the Future

In the context of FM, this means understanding the why behind the changes we’re experiencing. New systems, processes, and expectations are driving the Air Force toward greater efficiency, effectiveness, and financial accountability. FM professionals must see themselves as part of this larger mission, helping secure the future of the Air Force.

Communicate the Benefits

Change can be daunting, but the benefits are clear. Modernization through automation, AI, and machine learning will enhance our ability to forecast, budget, and allocate resources effectively. FM teams will become more strategic partners within the Air Force, driving decision-making and resource allocation. These are exciting times that will enable us to deliver even more impact.

Empower Others to Act

As leaders in FM, it’s important to empower every Airman by ensuring they have access to the training, tools, and resources they need to excel. Programs like the Air Force FM Certification Program (FMCP) ensure that every team member can tackle the challenges of a rapidly evolving career field. We can help everyone in FM thrive in the new environment by fostering a culture of empowerment.

About the Author

CMSgt David Graham is the Chief Enlisted Manager for HQ AFMC/FM located at Wright Patterson Air Force Base, Ohio.

Celebrate Short-Term Wins

The transition to new systems and processes often happens gradually. Along the way, it’s essential to celebrate the small victories—whether it’s completing an audit, automating a new process, or improving response times for travel requests. Recognizing these milestones keeps momentum strong and demonstrates the value of the changes.

Encourage a Growth Mindset

The FM career field is moving beyond traditional roles into more strategic, data-driven positions. FM professionals must be adaptable and open to learning new technologies, strategies, and leadership roles. A growth mindset will help us see every change as an opportunity to improve ourselves and the Air Force as a whole.

As we embrace the future of FM, it is clear that the transformations we’ve experienced so far are only the beginning. The adoption of automation, advanced analytics, and artificial intelligence will continue to shape the field, creating even more opportunities for FM professionals to influence mission success at all levels.

Our role as financial managers is evolving, and this evolution comes with the potential to make an even more significant impact. By embracing change, staying agile, and continuing to develop our skills, FM professionals will remain essential to the Air Force’s success. The next 25 years hold tremendous promise, and together, we will continue to lead the charge into this exciting future.

ONE TEAM, ONE FIGHT: LEADING CHANGE THROUGH POM INTEGRATION

by Ms. Abigail Zofchak, SAF/FMB

DAF FM Strategic Plan Connections:
Goal 3 - Objective 3.2

Making Smart Resourcing Decisions for Two Services



With the creation of the United States Space Force (USSF) in 2019, the Department of the Air Force (DAF) needed to relook at how it manages resourcing decisions throughout the programming and budgeting phases of the DAF Planning, Programming, Budget, and Execution (PPBE) process. In the first couple of years following the USSF stand-up, the USSF and United States Air Force (USAF) programmed and built their budgets with some degree of isolation, lacking a holistic framework. Although in practice the two Services build and manage their own budgets, the DAF must navigate mission requirements, risk, and tradeoffs

under one overarching department topline. Final decisions ultimately land with the Under Secretary and Secretary of the Air Force, who need a cohesive department-wide picture of how the two Services collectively plan to resource capabilities to support the joint fight.

Throughout his tenure, the Secretary of the Air Force, Frank Kendall, has placed a heavy emphasis on a “One Team, One Fight” mentality, highlighting the need for the DAF to work together as one force that supports a wide range of missions to counteract Great Power Competition. As the USAF continues to focus on bolstering capabilities in the air domain, the USSF is leading developments in the space domain. Both missions are essential for maintaining and promoting the country’s competitive advantage as China and other adversaries also work to establish power in those domains.

Given the rapid development of new technologies, global reach, and developments in the space domain, the strategic environment is increasingly volatile, dynamic, and ambiguous. As the DAF works to develop critical operational capabilities, it must navigate the challenges of resourcing two separate Services within one departmental budget topline. We know that without financial resources, critical capabilities simply cannot come to fruition. Given the complex nature of the strategic environment today, the DAF must manage change and adapt to ensure resources are being properly identified and managed for critical requirements across the DAF. If the DAF not only fails to invest resources in new technologies, but also fails to do so in a cohesive, strategic fashion, it will put the country’s competitive dominance at risk. We cannot afford a lapse in key investments, and our ability to ensure successful capability development and delivery depends on sound resource management decision making across the DAF.

Putting Change Into Motion

So what is the DAF doing to add cohesion between the USAF and USSF throughout the PPBE process? Starting in 2022, DAF senior leaders began to consider a variety of approaches to operationalize efforts to integrate resource decision making across the DAF PPBE process. As a refresher, the PPBE process is an annual, internal process that the Department of Defense (DoD) established 60 years ago. It is a calendar driven, cyclic process that revolves around four distinct steps: planning, programming, budgeting, and execution. Planning outlines the future security environment, programming proposes programs for investment, budgeting develops a detailed budget request according to fiscal controls, and execution spends the resources eventually appropriated by Congress. In theory, each step leads to the next, informing and shaping budget

decisions as time progresses. By nature, it is a process designed with an emphasis on predicting long-term future requirements and aligning resources to those requirements over time.

After considering a diverse set of options to tackle this issue, leadership landed on the creation of a new team in a Secretariat office to work alongside both Services to seamlessly integrate, develop, and disseminate comprehensive guidance, budget materials, executive-level communications, and reference products. Leadership placed priority and emphasis on the programming and budgeting phases of PPBE, as these are the key points in the process where the Services and DAF Leadership make decisions on what programs they will invest in and where they will assume risk.



In August 2023, the Secretary officially established the Program Objective Memorandum (POM) Integration Team, housed in the SAF/FM side of the DAF Engine Room. The Engine Room is the hub of the DAF’s PPBE process, with USAF Programmers from AF/A8, USSF Programmers from SF/S8, and Financial Managers from SAF/FM. The Engine Room is the perfect place to bring together the two Services as they move through each step of developing their respective POM, fighting for resources during the Program Budget Review (PBR) process, building the final President’s Budget Request, and ensuring a clear, cohesive, strategically informed message along the way.

Our team’s mission is to collaborate with both Services to enhance efficiency, transparency, and strategic alignment in financial management. We achieve this through strategic messaging, advocating key priorities, translating DAF leadership’s forward-thinking ideas into actionable outcomes, facilitating resource planning processes, and cultivating inter-Service collaboration to optimize resource utilization in support of the DAF’s mission and objectives. It is key to note that while this is a change for the DAF, it does not negate the individual corporate processes owned by each Service. The USAF and USSF maintain ownership over how they choose to build their POMs and move decisions through their Service’s corporate processes. However, the POM Integration Team now marries USAF and USSF processes together with the DAF corporate process and integrates decisions under overarching shared strategic direction.

It’s Been a Big Year

Over the past year, the POM Integration Team has worked through all the challenges that come with managing change while also delivering mission success. We have navigated through resistance from organizations to change, building trust, creating new guidance, meshing a gamut of separate functional processes together, revitalizing DAF Council meetings, and bringing together DAF leaders to support a successful, risk-informed, and balanced POM submission and strong PBR season.

The team kicked off the FY26 season by building the FY26 DAF Program Guidance Memorandum (PGM). This guidance provides an integrated framework for how the USAF and USSF will refine their programs and align with the Defense Planning Guidance (DPG) that is released by the DoD to inform the components’ approaches to investing in the resources and capabilities the Joint Force will need to address key operational issues. Additionally, the POM Integration Team wrote the FY26 DAF Fiscal Guidance Memorandum, which provides topline broken out by Service that serve as their fiscal ceilings as they make programmatic decisions in the POM.

With topline in hand, the Services moved to building their FY26 POMs. During this phase, the POM Integration Team worked in step with the AF/A8 and SF/S8 to bring together the work being done in their respective Service processes with the processes of the functional and Secretariat communities. It involved an “all hands” effort to coordinate timelines and schedules to align with decision points. On a regular basis, the team coordinated with AF/A8 and SF/S8 as they held groups and boards, managed weekly vectors with the Under Secretary, DAF Council meetings, Under Secretary POM Councils, and Secretary Councils. These efforts collectively lasted for about six months from February to July, when the Services submitted their final balanced POMs.

After the POM submission, the Office of the Secretary of Defense (OSD) requires components to submit Strategic Priority Memos, which include each Service’s top unfunded requirements that did not make it into their POM submissions. The Strategic Priorities supplement and inform resourcing decisions made throughout the PBR process with OSD. With the POM submission, the Secretary highlighted his overarching priorities for the DAF. In building the USAF and USSF Strategic Priorities Memos, the POM Integration Team worked with both Services to nest their Strategic Priorities under the Secretary’s DAF Strategic Priorities umbrella. Along with the Strategic Priority Memos, the team worked hand in hand with the AF/A8 and SF/S8 to develop strategic messaging points for DAF Top Four Leadership designed to defend the resourcing decisions made during the POM build to support the development, acquisition, and

sustainment of mission critical capabilities for the USAF and USSF. This comprehensive set of POM talking points aligned with DAF strategic goals while addressing financial realities.

With PBR for FY26 well underway, the team has begun to turn to FY27. To further refine DAF resourcing processes, the team developed the first ever DAF Initial Strategic Guidance, establishing a new framework to align military objectives with departmental priorities throughout the FY27 cycle. Collaborating closely with the Under Secretary directorates across the DAF, we guided multiple cross-functional teams across the DAF to create the DAF Council Plan of Action and Milestones document, providing key milestones, process frameworks, and tasking accountability. With this framework in place, the DAF is better postured to intentionally step through the POM and budget build for FY27.

The Work Continues...

As the DAF continues to manage two increasingly important mission sets in air and space, it will need constant integration and collaboration between the USSF and USAF. With a central team in place that can work to communicate with stakeholders, identify gaps, recommend solutions, and carry out the responsibility of integrating the two Services during the PPBE process, the DAF can better serve the larger DoD and nation. The POM Integration Team is not redefining how the Services move through their POM processes. Rather, we have found ways to build on them and integrate department-wide perspectives that support

the broader DoD joint mission and strategy. We have successfully submitted the FY26 POM and FY26 Budget Estimate Submission, worked through the Program Budget Review process with the Office of the Secretary of Defense (Comptroller), and are leading the way for the FY27 cycle. The team has accomplished a lot in the past year, but, as with most change, it takes time and there is always more to do. The POM Integration Team looks forward to continuing our work in the FY27 cycle. From balancing readiness and modernization, to maintaining strong investments in the DAF Operational Imperatives, all while optimizing for Great Power Competition, it will not be easy, but it will certainly be worth it.

About the Author:

Ms. Abigail Zofchak is the Deputy Branch Chief of the POM Integration Team in the Office of the Assistant Secretary of the Air Force for Financial Management –Engine Room, Budget Programs (SAF/FMBP).

Photo Below: The Under Secretary of the Air Force, Hon Melissa Dalton celebrating the submission of the FY26 POM with the DAF Engine Room Team with members from SAF/FMBP, AF/A8PE, and SF/S8PE.



EMBRACE YOUR POWER AS AN FMER IN AN OPERATIONAL WORLD

DAF FM Strategic Plan Connections:
Goal I - Objective I.1

by CMSgt Leah Anderson (SAF) and CMSgt David Weaver (PACAF)

Over our 20+ years in the Financial Management (FM) career field within the Department of the Air Force (DAF), we have witnessed significant changes in how we operate and respond to global challenges. Yet, five core principles have remained steadfast throughout this evolution. Our journey in Financial Management and Comptroller development begins in a pivotal moment in history when the Army Air Forces (AAF) were recovering from the harsh realities of World War II.

As World War II concluded on September 2, 1945, a proposal emerged from then Secretary of War, Mr. Robert Lovett, directed to Chief of Air Staff Major General Curtis LeMay. This proposal highlighted the pressing need for improved business management procedures as AAF had grown so large and complex that the senior leadership could not effectively manage their responsibilities without technical expertise. The memorandum gained traction, ultimately reaching General Hap Arnold, who established a committee to explore its ideas.

The committee outlined five fundamental philosophies for the creation of the Air Comptroller:

1. Never consider themselves a policymaker or operator.
2. Advise and assist the Commanding General.
3. Translate programs into budgetary requirements.
4. Defend the budget before the War Department and Congress.
5. Measure current progress toward program objectives and evaluate AAF's results versus costs.

These principles took root as the United States Air Force (USAF) solidified its identity. Just four years after its establishment, General Hoyt Vandenburg, Chief of Staff of the USAF, signed Air Force Regulation 170-10 on October 10, 1951, which outlined the core functions of the Comptroller: management analysis, budgeting, accounting, finance, statistical services, and auditing.

As we navigate the complexities of the modern battlefield, these foundational philosophies remain more relevant than ever, particularly in light of the current Great Power Competition (GPC). This strategic shift requires the DAF to effectively adapt and optimize its resources to counter geopolitical maneuvers by rival nations such as China. As financial managers, we are uniquely positioned to embrace our power and influence in shaping an Air Force that meets the demands of this competitive landscape.



CMSgt Leah Anderson presenting the PDI DAF Community Day Keynote.

So, Why This Article?

This article will explore how effective budget analysis, accounting, cost analysis, military pay, travel pay, and, most importantly, financial warrior ethos are crucial to operational success. We will discuss the vital role financial managers play in aligning fiscal responsibility with the Air Force's overarching goals, enabling us to thrive in an era where every decision impacts our readiness and capability. Let's explore how embracing our power through financial leadership can enhance the mission and secure a strong future for the DAF.

As financial managers, your role is increasingly critical, not only in ensuring fiscal responsibility but also in driving operational success. Now, more than ever, we as financial managers must embrace our power and take ownership in how we lead in shaping a DAF that is prepared for the challenges ahead.

In an evolving global landscape, the DAF is at the forefront of a strategic shift—one that reoptimizes its approach in response to GPC. This competition, largely characterized by the geopolitical maneuvers of China, has profound implications for the Department of Defense, particularly in how it manages its financial resources.

It is vital that we as financial managers, understand GPC, in order to embrace our power and know our role.

GPC marks a significant departure from the previous two decades of counterterrorism efforts. This new phase requires readiness to face peer and near-peer adversaries across multiple domains, from traditional air and land warfare to cyber and space. It demands reevaluating strategic priorities, including allocating financial resources to modernization efforts, deterrence, and force readiness. As financial managers, your insight into the financial implications of these strategies is vital to keeping the DAF agile and mission-ready.

We Are Budget Analysts

Budget Analysts are at the heart of financial management. The competition with major global powers necessitates precise budgeting to ensure the most effective use of limited resources. Financial managers must provide actionable insights to commanders, ensuring every dollar is strategically allocated. Your role extends beyond simple budgeting—it is about ensuring the right balance between current readiness and future modernization, all while avoiding inefficiencies.

Budget analysts directly impact decisions regarding procuring new technologies, such as hypersonic missiles or advanced cybersecurity systems. You critically analyze cost-benefit scenarios, allowing the decisionmakers to weigh the potential risks and rewards and ultimately support decisions that enhance the DAF's competitive edge. Whether you're reviewing costs for aircraft maintenance or Space Force projects, your ability to forecast future financial needs while assessing current budget allocations, is essential for long-term operational success.

The financial world within the DAF requires careful attention to cost across the board, from operations and maintenance to procurement and personnel. Cost management takes center stage as the DAF strives for increased operational efficiency in the face of tighter budgets.

We Are Cost Analysts

Financial managers are instrumental in conducting cost analyses that support cost-cutting measures while maintaining combat effectiveness. For example, understanding the lifecycle costs of platforms like the F-35, or managing the expenses associated with space capabilities, can help the DAF avoid expensive pitfalls. Additionally, your analysis helps mitigate risks from overfunding low-priority areas to underfunding crucial operational needs. You become a key player in making us more resilient and resource-efficient, giving commanders the tools to make informed data-driven decisions.

We Are Accountants

Financial accounting is another vital component of the DAF's FM landscape. Accurate financial accounting ensures that all transactions are appropriately recorded, providing a clear and transparent view of the DAF's financial health. It serves as the backbone for effective budget analysis and cost management, allowing financial managers to track expenditures, manage resources, and ensure compliance with regulations.

By maintaining meticulous financial records, financial managers can generate reliable reports that inform strategic decision-making. These reports help assess whether operating within budgetary constraints, identifying trends in spending, and support future financial planning. As financial managers, you must also ensure the integrity of financial data, as any discrepancies can lead to misallocated resources and impact mission readiness. A way to accomplish this is to separate budget analysts from accountants so each can find their identity in their empowerment.

We Are Military Pay Experts

Military pay (for now) is another essential aspect where financial managers wield significant influence. With the increased pressure on military personnel to meet the demands of GPC, ensuring fair and timely compensation is critical to maintaining morale and retention.



CMSgt David Weaver briefing PDI attendees during the DAF Community Day Keynote.



CMSgt Weaver (left), Chief Enlisted Manager for PACAF/FM, and CMSgt Anderson (right), Executive for Enlisted Matters for SAF/FM.

You play a pivotal role in this by overseeing the extremely outdated Defense Joint Military Pay System (DJMS) and making sure that entitlement transactions are input and posted correctly. All while having to interpret regulations and policies that do not belong to the FM community. Correct and efficient pay entitlements are a direct incentive that impacts recruitment and retention, especially for high-demand skills. From pilots to cybersecurity experts, to our defenders and support career fields, the proper allocation of military pay ensures that members remain focused on the warfighting mission competitive in attracting and retaining talent. In an era where private sector opportunities are also plentiful, offering competitive pay packages—along with the associated benefits—is more important than ever.

We Are Travel Pay Experts

With the heightened focus on global power competition, travel pay also becomes a more critical issue. Financial managers ensure that personnel can swiftly move between domestic bases and international locations, from temporary duty assignments (TDY) to permanent changes of station (PCS).

Understanding the intricacies of travel pay—including per diem rates, entitlements, and regulations—is vital to ensure personnel readiness and mission efficiency. Financial managers must streamline travel processes and minimize delays or confusion, which can adversely affect mission outcomes. Whether it’s deploying aircrews to overseas locations for joint exercises or sending teams to work with international partners, accurate and timely travel pay processing is key to supporting the DAF’s global presence.

We Symbolize Financial Management Warrior Ethos

As financial managers we must harness our power through the Financial Management Warrior ethos by embracing the principles of the Mission Ready Airman (MRA) framework and the Agile Combat Employment (ACE) model. By prioritizing excellence and accountability, financial managers demonstrate professionalism and take ownership of their responsibilities, fostering a culture of continuous improvement. Creating and implementing a robust contingency training and development program to ensure we remain equipped to support mission objectives, while collaborating with other mission areas enhances resource allocation. Also, implementing robust internal controls and streamlining processes increases efficiency and productivity, enabling financial managers to focus on strategic financial planning. Finally, leveraging technology, such as data analytics and automation, further enhances decision-making and financial forecasting capabilities. By fostering a strong team culture that encourages open communication and continuous learning, financial managers can significantly enhance their impact, contributing to mission success while empowering themselves and their teams in their vital roles.

Embracing the Power of Financial Leadership

As a financial manager in today’s DAF, you hold the power to influence strategic decisions, optimize operations, and ensure fiscal responsibility during a critical era of competition. Embracing this power means fully understanding the broader operational goals of the DAF and aligning financial policies to support them. Find your voice. Continue to educate yourself and build relationships with all other career fields and establish your knowledge and expertise in all readiness and mission topics.

Leadership in this role goes beyond number-crunching. It involves becoming a trusted advisor to commanders, providing them with the financial intelligence they need to make informed decisions. Your expertise in budget analysis, cost management, military and travel pay, and overall financial oversight positions you as a cornerstone in the DAF’s success.

GPC requires a leaner, smarter, and more agile force, and it is through effective financial management that the DAF will continue to thrive. As you step into this critical role, you are not just managing funds—you are shaping the future of the DAF in an increasingly competitive world.

As Shmi Skywalker once said...

“You can’t stop the change, any more than you can stop the suns from setting.”

And as Darth Vader once said...

“Trust your power for it will lead you on the path to greatness.”

About the Authors:

CMSgt Anderson is currently assigned as the Executive for Enlisted Matters for Secretary of the Air Force Financial Management and Comptroller at the Pentagon, Washington, D.C.

CMSgt David is currently assigned as the Chief Enlisted Manger for Financial Management and Comptroller at Pacific Air Forces, JB Pearl Harbor-Hickam, Hawaii.

COMING THIS DECEMBER CY24-25 Financial Management Leadership Series



The Financial Management Leadership Series (FMLS) team is excited to unveil our CY 2024-2025 programming to the FM workforce and to offer a preemptive “Thank you!” to our esteemed guest speakers who grace us with their time and inspire us with their stories. Over the years, FMLS has changed significantly and impressively. What began as a few uniformed (mostly officer) personnel in a Pentagon conference room chatting with seasoned leaders about how to lead a Squadron has transformed into a platform to encourage leadership growth, critical thinking, and collaborative learning with the FM workforce at large – the last session of 2024 had over 600 attendees! While many things have changed, our core motivation remains constant: learn and engage with those who have walked the path already. Mark your calendars - I’ll see you there.

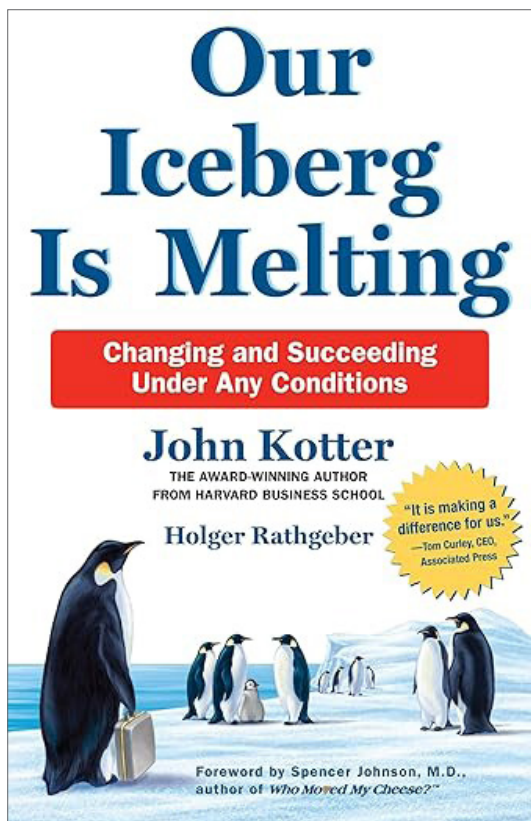
Mr. Carlos Rodgers
(Acting) Assistant Secretary of the Air Force, Financial Management and Comptroller

The coming year will bring significant change to us as DAF financial managers, primarily through implementation of Re-Optimizing for Great Power Competition (GPC) efforts across the Department. Nevertheless, our core mission remains the same. Through this series we will explore what changes and what remains constant for us as leaders and FM professionals as we navigate significant events.

Visit the [FM Leadership Series SharePoint site](#) for materials and recordings!

OUR ICEBERG IS MELTING CHANGING AND SUCCEEDING UNDER ANY CONDITIONS

by John Kotter and Holger Rathgeber; reviewed by SrA Marvin Polanco, AFSOC



In the realm of organizational change, few books manage to be both enlightening and engaging, yet *Our Iceberg Is Melting* by John Kotter and Holger Rathgeber achieves just that balance by weaving a captivating fable with profound lessons on change management. The tale centers on a colony of emperor penguins faced with a life-threatening crisis—their iceberg is melting. This seemingly simple narrative serves as an allegory for any organization facing significant change. The story begins with Fred, a curious penguin who discovers the melting iceberg and presents the problem to the Leadership Council. Initially met with skepticism and resistance, Fred’s persistence underscores a critical first step in Kotter’s eight-step process: creating a sense of urgency. This aligns closely with the Department of the Air Force Financial Management (DAF/FM) community’s current focus on transformation, driven by recognizing the urgency to evolve into the FM of the Future. Kotter’s eight-step model, illustrated through the penguins’ journey, also includes forming a guiding coalition, creating a vision, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating gains, and anchoring new approaches in the culture. Each step is embodied by different penguins, which offers a clear and relatable understanding of how to implement change effectively.

Throughout the narrative, the authors emphasize the importance of communication. The penguins hold frequent meetings and involve the entire colony in discussions about the impending danger and the proposed solutions. This open communication fosters trust and encourages participation—parallels that resonate with DAF/FM’s approach to navigating change through transparency and engagement. A particularly striking element of the book is its focus on overcoming obstacles. The colony faces numerous challenges,

from initial disbelief to finding a new iceberg. These obstacles represent the real-world barriers that organizations, including DAF/FM, encounter.

Kotter’s framework highlights the necessity of resilience and adaptability in the face of a challenge, reinforcing the idea that sustainable change is an ongoing process rather than a one-time event. Moreover, *Our Iceberg Is Melting* aligns with the fall magazine theme, Change Management: Going from Where We Are to Where We Need to Be. The story of the penguins is a metaphorical journey of transformation, mirroring DAF/FM’s mission to evolve and innovate. It provides a blueprint for leading through change and emphasizes that success lies in collective effort, strategic planning, and continuous improvement.

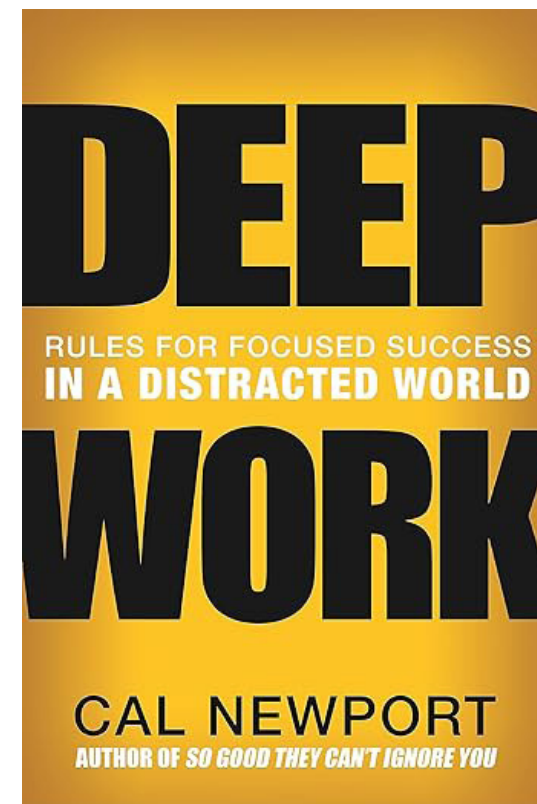
Our Iceberg Is Melting is not just a story about penguins; it is a powerful tool for understanding and navigating change. Its lessons are universal and particularly relevant to the DAF/FM community as we strive to become the FM of the Future. By embracing Kotter’s principles, we can better prepare for, manage, and thrive amidst the inevitable changes ahead.

About the Author:

SrA Marvin Polanco is a budget analyst for the 353rd Special Operations Wing located at Kadena Air Base, Japan.

DEEP WORK RULES FOR FOCUSED SUCCESS IN A DISTRACTED WORLD

by Cal Newport; reviewed by MSgt Duane Robinson, ACC



In a world where distractions are abundant and transformation is inevitable, Cal Newport’s *Deep Work: Rules for Focused Success in a Distracted World* provides a roadmap for cutting through the noise and dedicating focus to what truly matters. As the Department of the Air Force (DAF) Financial Management (FM) community works toward becoming the “FM of the Future,” Newport’s strategies for developing deep work habits are more relevant than ever. The book offers a compelling blueprint for those navigating significant organizational changes, such as those faced by FM professionals today.

Newport introduces the concept of “deep work” as a state of intense focus on cognitively demanding tasks. He argues that deep work is becoming increasingly rare in the modern world, as technology and workplace cultures prioritize quick communication and multitasking. However, Newport asserts that mastering deep work is essential for individuals and organizations aiming to achieve significant breakthroughs. In contrast, shallow work—such as emails, meetings, and administrative tasks—rarely moves the needle but consumes much of our time. For FM professionals, adopting a deep work mindset can provide the clarity and focus needed to manage change and drive future FM improvements.

As the DAF/FM community embraces transformation, Newport’s concept of deep work offers a powerful framework for focusing on the long-term goals of change management. Transformation requires FM professionals to engage deeply with strategic challenges—whether it’s redesigning processes, implementing new technologies, or navigating resource constraints. Newport’s guidance on eliminating distractions and dedicating time to “deep work blocks” can help FM leaders stay focused on these high-priority tasks, ensuring

the FM of the Future is built on thoughtful, deliberate actions, rather than reactionary responses to day-to-day demands.

FM professionals can begin incorporating deep work principles by scheduling uninterrupted time blocks to tackle their most critical tasks. Newport suggests minimizing shallow work—such as excessive email checking or attending non-essential meetings—and focusing on high-impact areas like process improvement or strategic financial planning. Additionally, developing habits that protect focus, such as setting clear priorities for the day and reducing digital distractions, will enable FM leaders to make meaningful progress on transformation goals. By embracing a deep work mindset, FM professionals will be better equipped to lead change and deliver innovative solutions that drive the Air Force forward.

In times of rapid transformation, the ability to focus on what truly matters is more critical than ever. Deep Work equips FM professionals with the tools needed to lead with purpose and achieve lasting change. As the FM community navigates its journey toward the future, adopting Newport’s principles will ensure success is built on thoughtful, focused efforts.

About the Author:

MSgt Duane Robinson is the Senior Enlisted Leader for the 20th Comptroller Squadron located at Shaw Air Force Base, South Carolina.



FROM THE DESK OF MR. MIKE SMILEY, SES, SAF/FMF

GREETINGS FROM OUR NATION'S CAPITAL! I genuinely enjoy this time of year as we begin to transition into the fall—NFL season, more outdoor time with my family, and of course excitement for the upcoming holidays. Also, happy fiscal new year to all who celebrate!

Supporting the Department of the Air Force (DAF) continues to be an incredible experience. As I have become more acquainted with the DAF's Financial Management (FM) community through my time with the Office of the Deputy Assistant Secretary for Financial Operations (SAF/FMF) and my new position, I am continually impressed by

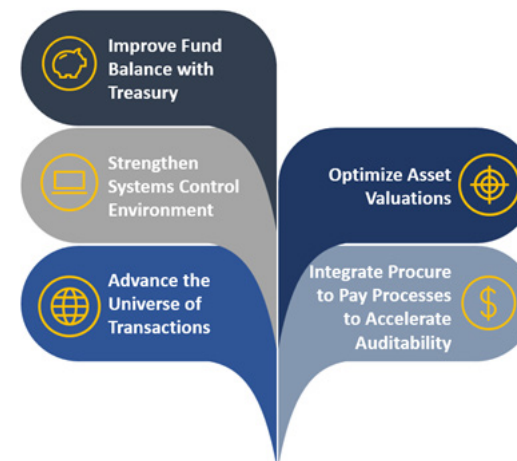
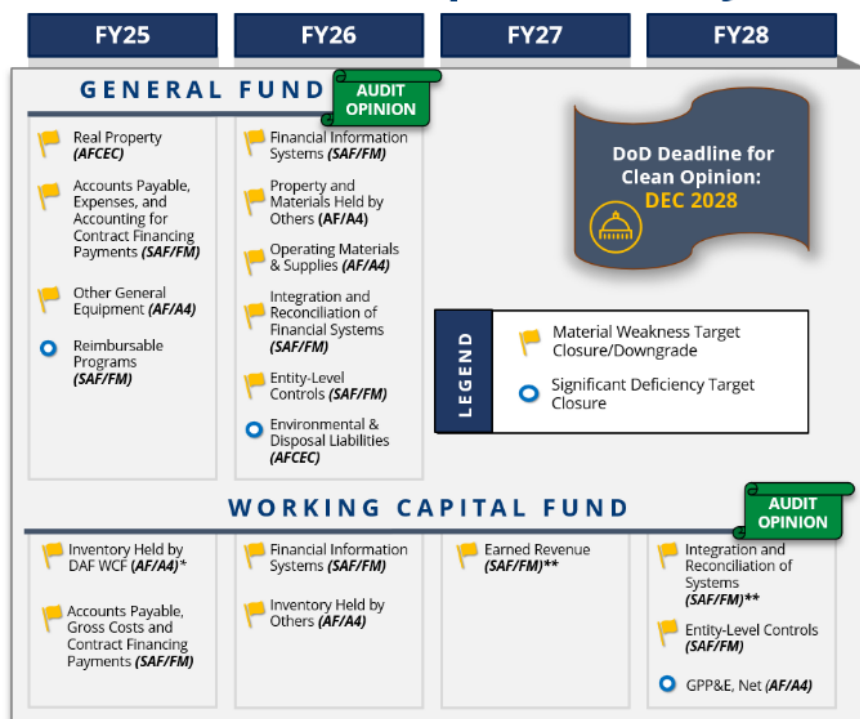
the caliber of FM professionals across the DAF. It is an honor to share my thoughts with you all, and I am eager to continually modernize our operations to prepare for the FM of the future.

As we conclude our **SEVENTH** full financial statement audit, I want to extend my heartfelt congratulations to our colleagues in the Office of the Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ), DAF Judge Advocate General's Corps, and Air Force Materiel Command (AFMC) FM for their (highly anticipated) remediation of the General Fund (GF) Military Equipment material weakness, the GF Contingent Legal Liabilities significant deficiency, and the Working Capital Fund (WCF) Fund Balance with Treasury (FBwT) material weakness. I am sincerely thankful for your long hours, hard work, and perseverance that have brought us to this point, moving us even closer to achieving a clean audit opinion by 2028.

As we transition into FY25 and beyond in our audit journey, I challenge each of you to consider the bigger picture of the audit. The audit is not a never-ending compliance drill—it helps the DAF identify cyber vulnerabilities, it leads to efficient use of taxpayer dollars, and it supports Airmen and staff in the field with resources they need to achieve the mission. Achieving an audit opinion is critical for the DAF and it will require us to think creatively about solutions that address our most pressing issues related to GF and WCF. FY25 and FY26 will be particularly busy for the GF, with many roadmap targets leading up to the FY26 goal for an audit opinion.

As we pursue the DAF FM Strategic Plan and advance our intentions and goals, the DAF will make sure to align with the Secretary of Defense's audit priorities as we progress towards broader Department of Defense (DoD) goals. The DAF is a leader within the DoD—the first service to remediate our GF FBwT material weakness—and I have no doubt we can continue to lead. We are committed to these priorities and with the addition of the Procure to Pay (P2P) priority for FY25, I am confident we will deliver.

DAF Audit Roadmap (FY25 & Beyond)



FY25 SecDef Audit Priorities

How we deliver today must continue to evolve. Across SAF/FM, we have put processes in motion over the last few years to ensure greater integration and oversight across the FM community. We must now work to inculcate these changes as part of the FM culture. We can do this by encouraging and emphasizing change management activities that drive innovation and growth for our mission. To aid the progression of change management activities, we will enhance our focus on the following key areas:

LEADERSHIP AND GOVERNANCE – Active involvement of senior leadership provides direction, support, and accountability to our FM community. We have made great strides in establishing the Executive Steering Committee as the overarching governance body for audit. We should continuously evaluate the level of executive oversight provided to ensure sufficient buy-in across the Department and to ensure that future decisions align with our goals. I challenge all leaders across the DAF to think about sound financial management as you make informed decisions.

COMMUNICATION STRATEGY – Providing informed and transparent updates that address expectations, concerns, or changes across the Department. These updates should be recurring and should also leverage a variety of communication vehicles (i.e., email, in-person meetings, video calls, etc.). I commit to sharing our audit progress regularly with the workforce, through the quarterly audit newsletter. I also challenge leaders at all levels to communicate our audit strategy regularly.

TRAINING AND DEVELOPMENT – DAF's auditor has noted the FM workforce is hampered by a lack of sufficient training in key topics such as internal control concepts and accounting topics, which is a growth area for DAF. Adapting to change requires equipping all teams with the necessary skills and knowledge to be successful in their respective roles. For instance, we are organizing audit focused site visits and road shows to provide ongoing opportunities for hands-on or virtual experiences. Such activities are a creative example of enabling our teams to better understand new processes, procedures, or requirements through on-the-job learning.

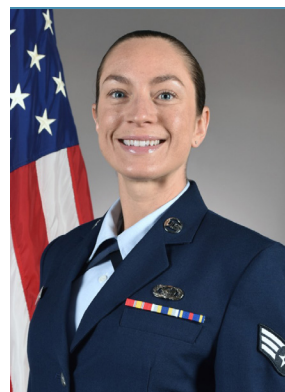
PROCESS STANDARDIZATION – The DAF has become a standard-bearer across the DoD in how we have standardized audit processes through our Integrated Master Schedule and Enterprise Governance, Risk, and Compliance (eGRC). Standardizing and documenting audit-related processes creates consistency, clarity and ensures that all teams are working from a baseline understanding. We are implementing best practices across DAF to enhance audit efficiency and effectiveness by leveraging technology such as automating repetitive tasks and streamlining workflows. We must ensure that our processes are part of a lasting culture and create enduring changes—this is something all of us, regardless of title or tenure, must support.

As we can all see in the audit roadmap, we have little room for error. Let's remain focused on the bigger picture and identify opportunities to collaborate with our partners across the DAF to drive progress. We continue to welcome new ideas and ways to leverage technology for DAF. In conclusion, thank you for welcoming me as the Associate Deputy Assistant Secretary (Financial Operations). As we continue with our audit activities, let's focus on the future and drive towards achieving results that minimize risk and enhance the integrity of the DAF. I have no doubt that with continued hard work and forward thinking, we can achieve our FY25 goals and continue to be an audit leader for the DoD. Remember, **"ALL ROADS LEAD TO AUDIT;"** embrace the changes!

About the Author:

Mr. Mike Smiley is the Department of the Air Force Associate Deputy Assistant Secretary for Financial Operations located at the Pentagon, Washington, D.C.

ACES HIGH AWARDS



SrA Nicollette Stanculescu

*319th Comptroller Squadron,
Grand Forks Air Force Base,
North Dakota*

Senior Airman Nicollette Stanculescu, a Financial Operations Technician with the 319th Comptroller Squadron at Grand Forks Air Force Base (AFB), North Dakota, has demonstrated exceptional

leadership and dedication since joining the Air Force in June 2022. Originally from Virginia Beach, Virginia, she has achieved numerous accolades, including Honor Graduate at Basic Military Training, Distinguished Graduate in technical school, and promotion to Senior Airman Below the Zone.

Upon arrival to Grand Forks AFB, SrA Stanculescu quickly mastered accounting and budgeting, showcasing exceptional financial skills as an analyst. She managed a \$1.7M budget, reconciled two years' worth of temporary memorandums of agreements, trained new advisors in all aspects of financial management, and played a key role in reducing unprocessed vouchers from 138 to eight, leading the team to #1 in Air Combat Command (ACC). In April 2024 she joined the financial operations team, providing crucial support with temporary and permanent change of station travel.

SrA Stanculescu embodies the spirit of service and community engagement, with a remarkable track record of dedication and leadership. She has held key position in the Booster Club, Armed Forces Sergeants Association, Wing Diversity and Inclusion Council, and Habitat for Humanity, while also lending her time to Turtle Mountain Animal Rescue. Her tireless efforts have helped rehome 633 animals in 2023 alone. Additionally, she is pursuing her MBA with the goal of commissioning in the Medical Service Corps. Her exemplary performance and selfless service makes her an inspiration to all, earning her the well-deserved title of **ACES HIGH!**



SrA Gryphon Bidwell

*374th Comptroller Squadron,
Yokota Air Base, Japan*

Senior Airman Gryphon Bidwell is the cashier for all disbursing and collection operations at Yokota Air Base, Japan. Born in Fayetteville, Arkansas and raised in Whitney, Texas, he began his military career at Yokota shortly after graduating high school.

SrA Bidwell has supported 4K walk-in customers, 1.6K Comptroller Services Portal (CSP) inquiries, and over 8.1K phone calls, ensuring timely and accurate resolution of finance concerns. He serves as the Wing Lead Defense Travel Administrator (LDTA), ensuring timely reimbursement of 145 travel vouchers totaling \$596K that support six joint bilateral exercises, thus strengthening interoperability across the Indo-Pacific Command Area of Responsibility.

SrA Bidwell managed 145 Overseas Housing Allowance advances and 260 final separation payments. He was selected by the commander to serve as the paying agent for Operation PACIFIC ANGEL. He managed the purchase of critical supplies and equipment, directly supporting the training of Papua New Guinea personnel in search and rescue operations and jungle survival techniques.

SrA Bidwell led the African American History Month committee along with the African American Heritage Association and Army and Air Force Exchange Services (AAFES) to plan two base-wide events to increase cultural awareness and promote camaraderie. He dedicated ten hours to the wing humanitarian project to feed the homeless. His team collected and handed out over 3,990lbs of supplies and food to the local homeless population in Tokyo.

SrA Bidwell is a highly valued member of Pacific Air Forces, the 374th Comptroller Squadron, and the United States Air Force. SrA Bidwell's exceptional contributions make him truly deserving of the recognition **ACES HIGH!**

FALL ACES HIGH



TSgt Jacob Speicher

*126th Comptroller Flight,
Scott Air Force Base, Illinois*

Technical Sergeant Jacob Speicher is the Financial Management Analyst at the 126th Comptroller Flight, Scott Air Force Base, Illinois. He began his career at the 126th Medical Group as a Patient Movement Item Technician, where he played a crucial role

in supporting the global aeromedical evacuation mission. He facilitated the tracking and management of 22.4K pieces of critical medical equipment valued at \$120M across 82 locations worldwide, significantly enhancing patient safety.

TSgt Speicher's commitment to excellence was also demonstrated in his role with the 126th Comptroller Flight, where he processed 7.4K transactions within 24 hours of document receipt. He streamlined payment processes, generating over \$60K in back payments and certifying Defense Travel System documents worth \$1.5M. TSgt Speicher's meticulous attention to detail ensured that 177 members received \$10K in back payments related to COVID response efforts, earning him the prestigious title of Noncommissioned Officer of the Year for 2022. Most recently, as a Budget Analyst for the 380th Air Expeditionary Wing in the United Arab Emirates, TSgt Speicher executed an impressive \$28.5M in essential purchase requests, directly supporting 26.9K flight hours and base facility repair projects. His innovative processes led to \$165K in Government Purchase Card rebates, showcasing his exceptional leadership and initiative. His distinguished service exemplifies the highest standards of excellence, professionalism, and dedication to duty in the U.S. Air Force.

TSgt Speicher has consistently distinguished himself through exceptional achievements in the U.S. Air Force, demonstrating unparalleled dedication and expertise throughout his career making him **ACES HIGH!**



SSgt Myke Marquez

*360th Recruiting Group,
New Cumberland, Pennsylvania*

Staff Sergeant Myke Marquez is a Financial Analysis Technician at the 360th Recruiting Group (RCG) in New Cumberland, Pennsylvania. He was born in the Philippines and came to the United States in 2010. He then joined the Air Force in 2019 in Mechanicsburg, Pennsylvania.

He began his career at Pope Army Airfield, North Carolina, serving as a Financial Analysis Technician. There he managed the reimbursement program saving the Air Force \$5.4M annually. He oversaw Noncombatant Evacuation Order funding support securing \$96K to expedite the movement of 28 Airmen, enabling missions to save 124K Afghans. He secured \$156K for Quality of Life upgrades and enabled tactical injects for 15 joint exercises resulting in being coined by the Expeditionary Center Commander and earning Air Mobility Operations Group Airmen of the Year in 2020. At the end of this assignment, he was entrusted as the Financial Operations Supervisor where he managed a team of six and quickly rehabilitated the debt management program for two major commands in less than a month.

SSgt Marquez is now managing the \$14M budget and execution for nine recruiting squadrons disbursed across a 15.5M square mile area of responsibility. For three weeks he was entrusted to manage his team, filling the leadership roles during the absence of both the Noncommissioned Officer in Charge and the vacant Superintendent position. His hard work earned him the 360 RCG Airman of the 1st and 2nd quarters of 2024. SSgt Marquez is without a doubt **ACES HIGH!**



PROMOTIONS & RETIREMENTS

Promotions

AETC

Cordero, Sedelia, CMSgt
502 CPTS/FMD – JBSA-Lackland

AFMC

Verdugo, Frank, Maj Gen
AFMC/FM – Arlington, VA

ANG

Wells, Kadence, CMSgt
139 CPTF/FM – Rosecrans ANGB

SAF/FM

Reyes, Amber, NH-04
SAF/FMIB – Arlington, VA

SSC

Jans, Benjamin, Col
SSC/AC FM – Los Angeles AFB

DRUs and FOAs

Turco, Donald, GS-15
AFAA/FDZ – JBSA-Lackland

ACC

Brown, Elicia, Lt Col
23 CPTS/CC – Moody AFB

Burth, Roshawn, GS-13
HQ ACC/FMF – JB Langley-Eustis

Clarke, Samantha, GS-12
HQ ACC/FMF – JB Langley-Eustis

Early, Latisha, GS-14
HQ ACC/FMAI – JB Langley-Eustis

Hicks, Jasmine, GS-12
HQ ACC/FMAIE – JB Langley-Eustis

Laughlin, Kevin, GS-12
53 WG/A8Q – Eglin AFB

Michaud, Michelle, GS-13
HQ ACC/FMAOS – JB Langley-Eustis

West, Chelsea, GS-12
HQ ACC/FMAOO – JB Langley-Eustis

AETC

Afalla, Kristen, GS-12
502 CPTS/FMA – JBSA-Lackland

Anthony, Shannan, GS-13
502 CPTS/FMA – JBSA-Lackland

Garcia, Sarah, Maj
HQ AETC/FMAO – JBSA-Randolph

Longnecker, Desmond, TSgt
14 CPTS/FMA – Columbus AFB

Mitchell, Willard, Maj
335 TRS/FM Learning Ctr – Keesler AFB

Thomas, Brooke, GS-12
502 CPTS/FMA – JBSA-Lackland

AFGSC

Alcantara, Adrian, MSgt
341 CPTS/FMF – Malmstrom AFB

Mascarenas, Connie, GS-13
377 CPTS/FMA – Kirtland AFB

Ordiales, Corrin, MSgt
2 CPTS/FMF – Barksdale AFB

Poullignot, Jace, GS-12
AFGSC/FMAI – Barksdale AFB

Tuiletufuga, Myzah, GS-13
AFGSC/FMAI – Barksdale AFB

Urioste, Albina, GS-12
377 CPTS/FMA – Kirtland AFB

AFRC

Armstrong, Amber, SMSgt
514 AMW/FM – JB Mcguire-Dix-Lakehurst

Bridge, Joseph, GS-12
911 AW/FM – March ARB

Carrillo, Silvia, MSgt
482 FW/FM – Homestead ARB

Watson, Mariah, MSgt
514 AMW/FM – JB Mcguire-Dix-Lakehurst

AFSOC

Easton, Kathleen Kaye, SMSgt
27 SOCPTS/SEL – Cannon AFB

Fahle, Brody, GS-12
1 SOMSG/RA – Hurlburt Field

Gellinger, Mika, GS-13
HQ AFSOC/A6 – Hurlburt Field

Goodwin, Anysia, Capt
1 SOCPTS/FMA – Hurlburt Field

AMC

Eaken, Tim, GS-13
FM/ FMAO – Scott AFB

Farey, Christina, GS-12
FM/FMFP – Scott AFB

Grandberry, Skyla, MSgt
628 CPTS/AMC/FMF – JB Charleston

Hancock, Shawn, TSgt
22 CPTS/FMF – McConnell AFB

Lohmiller, Kristin, GS-12
FM/FMFAA – Scott AFB

Martin, Jared, MSgt
375 CPTS/FMA – Scott AFB

Miller, Trevor, Lt Col
60 CPTS/CC – Travis AFB

Renwanz, Amy, GS-12
FM/FMFAA – Scott AFB

Smith, Stephanie, GS-12
FM/FMFA – Scott AFB, IL

Trice, Jessica, GS-12
FM/FMFPC – Scott AFB

ANG

Alvarado, Julio, SMSgt
106 CPTF/FM – Francis S. Gabreski ANGB

Anstead, Thomas, TSgt
175 CPTF/FM – Martin State ANGB

Bonneau, Randy, Lt Col
102 CPTF/FM – Otis ANGB

Borozinski, Kaitlyn, Capt
189 CPTF/FM – Little Rock AFB

Coble, Brendan, Capt
111 CPTF/FM – Biddle ANGB

Copeland, Billie, TSgt
187 CPTF/FM – Dannelly Field

Delong, Linda, SMSgt
NGB/FM – JB Andrews

Douglas, Cheri, MSgt
192 CPTF/FM – JB Langley-Eustis

France, Mitchell, MSgt
159 CPTF/FM – NAS JRB New Orleans

Garcia, Ronald, SMSgt
NGB/FM – JBSA-Randolph

Guzman Colon, Stephany, Capt
156 CPTF/FM – Muñiz ANGB

Hall, Mitchel, TSgt
118 CPTF/FM – Berry Field

Hebert, Jayson, MSgt
176 CPTF/FM – JB Elmendorf-Richardson

Hidalgo, Riollette, SMSgt
146 CPTF/FM – Channel Islands ANG

Judd, Jesse, TSgt
118 CPTF/FM – Berry Field

Kanouse, Zachary, TSgt
131 CPTF/FM – Whiteman AFB

Kerr, Shad, SMSgt
194 CPTF/FM – Camp Murray

McAleavey, John, Capt
176 CPTF/FM – JB Elmendorf-Richardson

Meier, John, TSgt
115 CPTF/FM – Truax Field

Perez, Corinna, TSgt
128 CPTF/FM – General Mitchell Field

Sorg, Wyatt, Capt
122 CPTF/FM – Fort Wayne ANGB

Tan, Godwin, MSgt
144 CPTF/FM – Fresno ANGB

Wilson, Chandini, TSgt
176 CPTF/FM – JB Elmendorf-Richardson

Wiss, Lawrence, TSgt
136 CPTF/FM – NAS JRB Fort Worth



Promotions (cont.)

PACAF

Beers, Jeanette, Capt
8 CPTS/FMA – Kunsan AB

Coudriet, Anthony, MSgt
374 CPTS/FMA – Yokota AB

SAF/FM

Chang, Katherine, NH-03
AFCAA/FMCI – JB Andrews

Davenport, Megan, NH-03
SAF/FMBF – Arlington, VA

Katz, Tiffanie, Lt Col
HAF/CX – Arlington, VA

Keegan, Kyle, GS-13
SAF/FMIN – Wright-Patterson AFB

McElhany, Carter, Maj
SAF/FMID – JB Andrews

Muhammad, Nuri, MSgt
SAF/FMFO – JB Andrews

Share, Jacob, NH-03
AFCAA/FMCT – JB Anacostia-Bolling

Vasconi, Dawson, Capt
AFCAA/FMCS – JB Andrews

Yellin, Anne, GS-12
SAF/FMIN – Wright-Patterson AFB

SSC

Lugo, Kaitlyn, NH-03
AATS/AAFB – Los Angeles AFB

Ly, Suong, GS-12
AATS/AAFB – Los Angeles AFB

Santoyo-Gonzalez, Maria, NH-03
SBD3/FM – Los Angeles AFB

Yeh, Linh, NH-03
MCPNT/CGF – Los Angeles AFB

USAFE

Ortega Guzman, Miguel, TSgt
39 CPTS/FMF – Incirlik AB

Garza, Aaron, TSgt
100 ARW/FMA – RAF Mildenhall

Allen Nix, Sutanya, SMSgt
100 ARW/FMA – RAF Mildenhall

Ocasio, Randy, Capt
AFAF/FMAO – Ramstein AB

USNORTHCOM

Martin, Todd, GS-12
USNORTHCOM/J83 – Peterson SFB

Windham, Mack, GS-13
USNORTHCOM/J83 – Peterson SFB

USSOCOM

Christy, Britney, TSgt
HQ SOCOM/HBO – MacDill AFB

Han, Junhee, Capt
SOCKOR/SOJ8 – Camp Humphreys

Koonce, Tasha, GS-14
HQ SOCOM/SOFM-AH – MacDill AFB

McCarthy, Meara, Maj
HQ SOCOM/SOFM – MacDill AFB

USSPACECOM

Bowman, Abygail, Capt
USSPACECOM/SNFB – Los Angeles AFB

Ishii, Justin, GS-12
USSPACECOM/SNFC – Los Angeles AFB

USSTRATCOM

Benson, Chiaki, NH-03
USSTRATCOM/J832 – Offutt AFB

USTRANSCOM

Butler, Alesha, GS-12
USTRANSCOM/TCJ8 – Scott AFB

Gunter-Hicks, Jennifer, GS-14
USTRANSCOM/TCJ8 – Scott AFB

Thole, Patrick, GS-13
USTRANSCOM/TCJ8 – Scott AFB

DRUs and FOAs

Moreno, Gervacio, GS-13
11 CPTS/FMA – JB Anacostia-Bolling

Retirements

AMC

Coats, Kristopher, CMSgt
HQ AMC/CEM – Scott AFB

ANG

Patterson, Dillon, Col
AR STATE HQ/CC – Camp Robinson

SAF/FM

Carroll, Christopher, Col
FM/FMBP – Arlington, VA

Hill, Roger, NH-04
AFCAA/FMCS – Hill AFB

USTRANSCOM

Pray, William, GS-15
USTRANSCOM/TCJ8 – Scott AFB

ACC

Bailey, Robert, MSgt
70 ISRW/FM – Fort Meade

Chapman, Sheila, TSgt
325 CPTS/FMF – Tyndall AFB

Hay, Katrina, MSgt
633 CPTS/FMA – JB Langley-Eustis

Kostic, David, GS-14
AFNORTH & AFSPACE/FM – Tyndall AFB

McCollum, Lynn, GS-12
633 CPTS/FMAO – JB Langley-Eustis

Mincey, Micah, TSgt
325 CPTS/FMA – Tyndall AFB

Sundberg, Tara, GS-12
55 CPTS/FMA – Offutt AFB

Vega, Francisco, MSgt
23 CPTS/FMA – Moody AFB

AETC

Myers, Jason, MSgt
17 CPTS/FMA – Goodfellow AFB

AFRC

Kniola, Scott, Maj
911 AW/FM – March ARB

AMC

Leon, Walter, MSgt
92 CPTS/FMA – Fairchild AFB

Muenchow, Brian, GS-13
FM/FMAO – Scott AFB

ANG

Baker, Charlotte, Maj
146 CPTF/FMA – Channel Islands ANG

Boldizar, William, Lt Col
134 CPTF/FMA – McGhee Tyson ANGB

McMahon, Andrew, Maj
104 CPTF/FMF – Barnes ANGB

Melendez, Yuri, TSgt
194 CPTF/LGRMMM – Camp Murray

Moss, Richard, SMSgt
194 WG/FMF – Camp Murray

Noori, Rashad, MSgt
147 CPTF/FMF – Ellington Field

Price, Kristy, SMSgt
192 CPTF/FMQ – JB Langley-Eustis

Quick, Joyce, Capt
145 CPTF/FMF – Charlotte ANGB

Stohman, Lisa, SMSgt
101 CPTF/FMF – Bangor ANGB

Walker, Tamvaria, SMSgt
145 CPTF/FMF – Charlotte ANGB

Weber, Douglas, MSgt
168 CPTF/FMF – Eielson AFB

SAF/FM

Fecher, Jamie, GS-14
FMI/FMIE – Wright-Patterson AFB

USSOCOM

Myrda, Stacy, GS-13
USSOCOM/SOFM-IIP – MacDill AFB



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