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## SPOTLIGHT:

# FM is Creating Multi-Capable Airmen for the Force

by Maj Ustem Nu, PACAF

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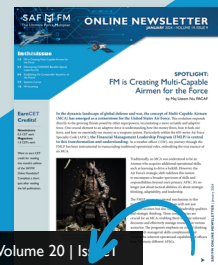
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Volume 20 | Issue 1

Jan Quiz

In the dynamic landscape of global defense and war, the concept of Multi-Capable Airmen (MCA) has emerged as a cornerstone for the United States Air Force. This evolution responds directly to the growing threats posed by other superpowers, necessitating a more versatile and adaptive force. One crucial element to an adaptive force is understanding how the money flows, how it fuels our force, and how we essentially use money as a weapons system. Particularly within the 65F-series Air Force Specialty Code (AFSC), **the Financial Management Leadership Program (FMLP) is central to this transformation and understanding.** As a weather officer (15W), my journey through FMLP has been instrumental in transcending traditional operational roles, embodying the true essence of an MCA.



Traditionally, an MCA was understood to be an Airman who acquires additional operational skills, such as learning to drive a forklift. However, the Air Force's strategic shift redefines this notion to encompass a broader spectrum of skills and responsibilities beyond one's primary AFSC. It's no longer just about tactical abilities; it's about strategic thinking, adaptability, and leadership.

FMLP serves as a pivotal mechanism in this transformation. It equips Airmen with not just financial acumen but also nurtures leadership qualities and strategic thinking. These competencies are crucial for an MCA, enabling them to make informed decisions and effectively manage resources in various scenarios. The program's emphasis on critical thinking paired with managerial skills complements and elevates the inherent operational capabilities of officers from many different AFSCs.

*At the 35th CPTS in Japan, we rely on the Mighty Samurai Comptroller to protect the money.  
Image created by the Airmen of the 35th CPTS.*



# FM is Creating Multi-Capable Airmen for the Force (cont.)

My personal journey from a weather officer to a student in the FMLP has been both challenging and enlightening. The transition required me to step out of my comfort zone and engage with complex financial and management concepts. This experience significantly enhanced my problem-solving skills and ability to adapt to diverse scenarios which are quintessential traits of an MCA. Ultimately, as a result of completing FMLP, I assumed command of the 35th Comptroller Squadron at Misawa Air Base in Japan.



FMLP's impact on the 65F-series AFSC is profound. By fostering a diverse skill set, the program ensures that personnel in this field are not just adept at financial management but are also capable of assuming leadership roles in various contexts. Finance officers are exceptionally smart, and this program grants officers from other AFSCs the opportunity to siphon some of that raw power to enhance their abilities. **The program molds Airmen to be able to contribute innovatively to mission success, transcending the traditional boundaries of their AFSC.** The unique blend of financial expertise and leadership skills cultivated through FMLP is invaluable in strategic planning and resource optimization, both of which are critical areas in modern military operations. Through this program, it's as if FM is building superheroes with Comptrollers holding the wrench and soldering iron as they put us together.

Looking forward, the role of MCAs in the Air Force is set to become increasingly pivotal. As threats evolve and new challenges emerge, the ability to adapt and apply a wide range of skills will be crucial. Programs like FMLP will need to evolve, incorporating emerging technologies and methodologies to stay ahead of the curve. The emphasis should remain on fostering a culture of continuous learning and adaptability, ensuring the Air Force remains agile and responsive in the face of changing global dynamics. Without the PACAF/FM Ohana and specifically the leadership of Col Gibson, Mrs. Melissa Blakesly, Mrs. Elizabeth Mendoza, Col Nicholas, both Lt Col Masons, and Mr. Frederick Springer, I would not be as capable, knowledgeable, and focused as I am in this FM world.

FMLP plays a critical role in shaping the future of the Air Force by developing well-rounded MCAs whose veins are full of Air Power. My experience exemplifies the transformative impact of such programs. As the Air Force continues to confront new challenges, the importance of programs like FMLP in cultivating adaptable, strategic-minded personnel cannot be overstated. **The journey from a specific AFSC to an MCA is not just a career transition; it's a strategic evolution vital for the Air Force's success in the 21st century.** For those interested in applying, reach out to your functional Air Force Personnel Center for details.

## About the Author

*Maj Ustem Nu is the Commander of the 35th Comptroller Squadron located at Misawa AB in Japan.*

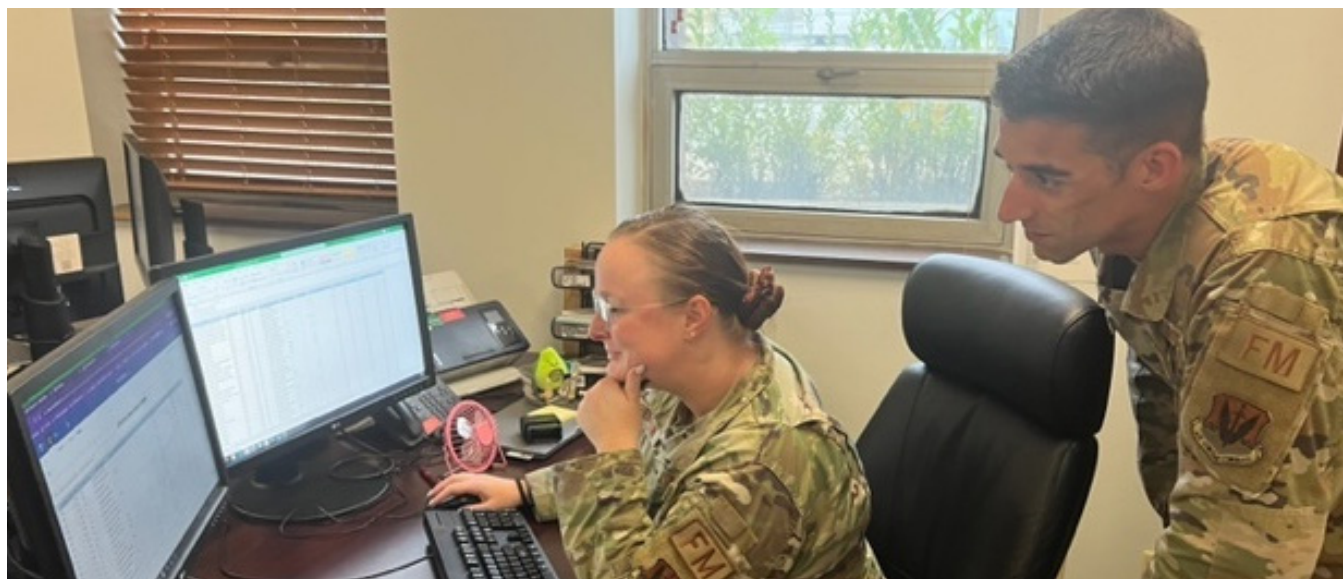




# Discovering COGNOS Benefits: Special Leave Accrual

by TSgt Carolyn “Noelle” Pearson, ACC

**A popular topic towards the end of each fiscal year is always “use or lose leave.”** Since the COVID pandemic, Financial Management Offices have had to become even more proficient and knowledgeable on this subject. Specifically, the basic understanding of how leave is earned, used, and computed when a member has Special Leave Accrual (SLA) is an important skill to have.



*MSgt Eric Avellar, Flight Chief, 55 CPTS, and TSgt Pearson, NCOIC, 55 CPTS, review SLA COGNOS reports.*

The 55th Comptroller Squadron (CPTS) receives an average of seven to ten Comptroller Services Portal (CSP) inquiries per week regarding use/lose leave and SLA balances. Additionally, the 55th CPTS receives requests from squadron leadership teams for similar information regarding their members. In the past, compiling this information could be quite time consuming, requiring different reports from WebDMO and Leaveweb. Those reports would then be combined within Microsoft Excel to determine a member’s current leave balance. However, after further research, we discovered that COGNOS could be leveraged to produce this important information in a more timely and organized manner.

In speaking with other comptroller offices, we learned that their experience with using COGNOS was limited, but that this reporting dashboard could produce a multitude of useful outputs, depending on the specified report parameters. For example, the 55th CPTS’s report generates the member’s servicing Disbursing Station Number (ADSN), last four digits of PASCode, pay grade, name, SLA expiration year (if applicable), the approved SLA leave balance, the number of leave days brought forward from the last fiscal year, leave used, the current leave balance, any leave that will be earned through 30 September, and the current use/lose balance.

**Due to the number of requests regarding SLA from both leadership and members, our office created a useful COGNOS SLA report.** We made specific edits so that the last four digits of a member’s PASCode would generate in the report. This adjustment allows our office to plug the information into a template to quickly generate the members’ units, improving ease of use for squadron leadership. The template utilizes the XLOOKUP feature within Excel to match the member’s name and PASCode with the Base Alpha roster to generate needed units.





# Discovering COGNOS Benefits: Special Leave Accrual (cont.)

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	UNIT	Servicing ADSN	Unit	SSN	Pay Grade	Member Name	SLA Expiration Year	Approved SLA	BR FWD Lv Balance (FY 22 to FY 23)	FY 2023 Lv used	Current Leave Balance	Leave Earned by Sep30	Use Or Lose
2	OL NECC US STRATEGIC CMD JQ FF0001	4020	F000						64	31	63	1.5	4.5
3	OL 43XW 343 USAF RECRUITING SQ FF0120	4020	F012				2024	60.5	60.5	0	64	1.5	5
4	OL 43CB 343 USAF RECRUITING SQ FF06W0	4020	F06W						59.5	1	88.5	1.5	30
5	OL 43CA 343 USAF RECRUITING SQ FF0810	4020	F081						57	18	69	1.5	10.5
6	OL 43CG 343 USAF RECRUITING SQ FF08Z0	4020	F08Z						52.5	16	66.5	1.5	8

*Example of COGNOS SLA report generation in Excel.*

By leveraging this new report, **we save an average of four hours per month**. Any time this information is requested, we can easily pull a new report, plug the information into the template, and provide the report to whomever is inquiring. This functionality also provides squadron and wing leadership with the ability to see which units have members with large numbers of use/lose leave balances, as well as the ability to ensure members are aware of their current leave balance to avoid losing unused leave at the end of the fiscal year.

If you are interested in learning more and the step-by-step process, please contact TSgt Pearson at [carolyn.pearson@us.af.mil](mailto:carolyn.pearson@us.af.mil).

## About the Author

*TSgt Carolyn "Noelle" Pearson is the Noncommissioned Officer in Charge for the 55th Comptroller Squadron located at Offutt AFB, Nebraska.*



## You can be a SAF/FM published author!

The SAF/FM Online Newsletter is your opportunity to share recent workplace innovations and updates, training opportunities that helped you develop new skills, highlights on addressing and overcoming complex situations, a reflection on your experiences within the FM community, or other DAF FM related content.

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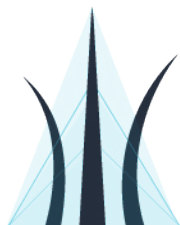
If you have an article topic idea for an upcoming publication, please reach out to [SAF.FMEW.Workflow@us.af.mil](mailto:SAF.FMEW.Workflow@us.af.mil) with your submissions!





# Establishing the Comptroller Squadron of the Future

by Col Douglas Pierce, AETC



**In June 2022, SAF/FM released the FY 2022-2026 Department of the Air Force (DAF) FM Strategic Plan, providing a blueprint to improve and innovate our financial management capabilities.** This blueprint ensures we are adapted to address an increasingly dynamic national security environment and is built on three goals, each with multiple objectives (and sub-objectives) that have “objective champions” to drive actionable results.

Objective 1.2, championed by Brigadier General Frank Verdugo (AFMC/FM), aims to “Refine FM Organizations to Meet Tomorrow’s Needs.” This objective has a few sub-objectives with one being the “Comptroller Squadron of the Future,” led by Colonel Doug Pierce (AETC/FM). At the Fall 2023 SAF/FM Executive Session, the Board of Directors voted this as the #1 overall key focus sub-objective to address. This initiative is very appropriate, especially with Secretary Kendall recently launching his “re-optimization” effort to better prepare for great power competition. One of his lines of effort focuses on how the DAF is organized, both at the headquarter’s echelon and in the field.

The Comptroller Squadron of the Future endeavor aligns nicely with both the FM Strategic Plan and Secretary Kendall’s re-optimization effort. Words matter, and the definitions of re-optimize and refine are similar; re-optimize is to make as perfect, effective, or functional as possible again, and refine is to improve (something) by making small changes. By making small changes to the structure of the “host-installation” level FM office, the Comptroller Squadron of the Future will be designed in the most effective and functional manner to support current and future FM requirements.



*In December 2023, USAFA and the 21 CPTS hosted the Comptroller Squadron of the Future Working Group.*

**To be the most effective and functional, the Comptroller Squadron of the Future must focus on the basics: the blocking and tackling of our profession.** These include accounting, budgeting, customer service, disbursing, and cultivating a warfighting ethos. These five focus areas, which were approved by the FM Board of Directors for the Comptroller Squadron of the Future initiative, underpin multiple objectives outlined in the FM Strategic Plan.

With the focus areas approved, a small group consisting of Colonel Pierce, Lieutenant Colonel Chris Brumfield (21 CPTS/CC), Lieutenant Colonel Ashley Housley (SDE student), and Major John Rosson (28 CPTS/CC) laid the groundwork to hammer the Comptroller Squadron of the Future into action. A few other members were added to the team during the process and with the foundation finally set, Brigadier General Verdugo and Colonel Pierce brought together enthusiastic, experienced, professional FMers of all grades (NCO, SNCO, CGO, FGO, and civilian) from across the FM enterprise at an off-site in mid-December 2023. Objective champions, or their representatives, were also present.

# Establishing the Comptroller Squadron of the Future (cont.)



At the offsite, the team actively engaged to improve the established framework and ensure proposed structures, or COAs, supported FM Strategic Plan objectives and initiatives. These COAs will be presented to the Board of Directors at the Spring 2024 Executive Session with the goal of one of the COAs being selected for implementation.

To set the stage, the offsite began by discussing the FM Strategic Plan and how this endeavor underpins many of the goals and objectives of the plan. Colonel (Retired) Craig Harding provided a quick history lesson discussing the evolution of Financial Management, beginning as “pay-masters” during the Revolutionary War, shifting to focusing on analysis after World War II, and our current day construct after years of centralization efforts from the mid-1990s to early 2010s. The objective champions/representatives then outlined their efforts and the team examined the relationship between these goals and the Comptroller Squadron of the Future.

With the stage set, the team assessed the current state and identified what’s broken and what needs to be refined while keeping the five focus areas in mind. Based on this, the team reviewed and built COAs to fix and refine the identified issues and accomplished a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for each. **Over the course of a couple of days, the team cultivated a few COAs for the Board of Directors to consider. While the heavy lifting of this endeavor is completed, there is still much work to be done before the Spring 2024 Executive Session.**

The team continues to polish the COAs and prepare for the presentation, but the recommended COA supports current and future FM requirements in an effective and functional manner the FM Strategic Plan requires. Keep an eye out for more updates regarding the Comptroller of the Future effort after the Spring Executive Session.

## About the Author

*Colonel Douglas Pierce is the Director, Financial Management and Comptroller for Air Education and Training Command located at Joint Base San Antonio-Randolph, Texas.*

## Take a deeper dive into the Financial Management Strategic Plan...

This newsletter highlights recent progress made in establishing the Comptroller Squadron of the Future, but this initiative is only one of many components to the Air Force FM Strategic Plan. You can learn more about the other strategic goals and objectives through the resources available on myFMHub’s [FM Strategic Plan page](#)!

### The FM Strategic Plan encompasses three key goals:

1. Develop and Retain a Highly-Skilled FM Team
2. Harness Technology, Standardized Processes and Data Analytics to Enhance Accountability
3. Optimize Resources, Mitigate Risk and Improve Service to Customers

Visit <https://www.myfmhub.hq.af.mil> and go to the *Resources* tab in the top right navigation bar, then select *Strategy and FM Strategic Plan*. Here you will find a great collection of information and files about the FY22-26 FM Strategic Plan, which provides a roadmap for the future of DAF FM.



Air Force Financial Management  
**STRATEGIC PLAN**

One Team, One Fight!



# SYSTEMS CORNER

## DEAMS Update

by Mr. Todd M. Baker, DEAMS Functional Manager

### DEAMS Prepares to Install G-Invoicing Functionality in 2024

The Defense Enterprise Accounting and Management System (DEAMS) Functional Management Office (FMO) is working on the Department of the Treasury's mandate for all government agencies to standardize intragovernmental transactions ([31 U.S.C 3512\(b\)](#) and [3513](#)), also known as G-Invoicing, with plans to go live with the Requesting Side functionality in the summer of 2024. DEAMS development efforts began in December 2022 to provide capabilities to import General Terms and Conditions (GT&C) or Treasury form 7600A, which is a high-level agreement regarding the services needed between the Requesting Agency (buyer) and the Servicing Agency (seller). Since then, we have incrementally configured Intragovernmental Requisitions, and in June of 2023 developed the capability to auto-create Intragovernmental Orders. In September 2023, we began development efforts in DEAMS to import and record G-Invoicing receipts and invoices.



The Intragovernmental Request is a new type of requisition being added to DEAMS to support the G-Invoicing initiative. When G-Invoicing goes live, users will be able to utilize DEAMS iProcurement to create an Intragovernmental Request in lieu of creating a reimbursable DD Form 448.



*Creating Intragovernmental Requests in DEAMS iProcurement.*

To facilitate the ability to systemically create an Intragovernmental Order, or Treasury Form 7600B, more data elements will be required as compared to a typical DEAMS requisition. The approval workflow will differ slightly from other form types, with the “External Approver” in a typical workflow being replaced with the “Program Official” for the 7600B. Also, a new field, “Add to Existing Order,” will be available to indicate whether this is a new order or a modification to an existing order.

Upon certification of the Intragovernmental Request, an Intragovernmental Order will be automatically created. These orders will go into pre-approved status, and DEAMS will push the information to G-Invoicing for review by the Servicing Agency. Once the Servicing Agency approves the Order, G-Invoicing sends that information back to DEAMS, it is moved into an approved status, and funds are obligated.

Performance transactions are a new capability in the G-Invoicing process. These transactions represent billing performed by the Servicing Agency, which, when pushed to DEAMS, establishes a receipt and accounts payable invoice, depending on matching options. Matching options are determined by the Free on Board (FOB) shipping point; FOB Source/Origin requires two-way matching and an invoice only, while FOB Destination/Other requires three-way matching with a receipt and an invoice. If three-way matching is required, DEAMS users will need to create a Reference Performance transaction to verify the quantity received.

# SYSTEMS CORNER

## DEAMS Update (cont.)



To enable deployment of G-Invoicing functionality, the Air Force is working with Oracle to upgrade the enterprise business system (EBS) software. This upgrade is required not only to support the new functionality, but also to position the DEAMS application to accommodate future capabilities. Over the last year, the FMO conducted rigorous testing in multiple test environments to identify code changes and other impacts of the Oracle upgrade. The teams have executed over 200 user test scenarios to ensure no impacts to existing functionality. The upgrade to the latest Oracle version, known as Version 12.2.10, is scheduled to occur by June 2024, allowing G-Invoicing to go live shortly afterward.

With initial G-Invoicing functionality scheduled to deploy in the summer of 2024, the DEAMS FMO is identifying pilot organizations to use the new process. Once the pilot is completed and evaluated, full deployment and training across the Air Force and Space Force will follow.

### **Procure to Pay (P2P) Handshake #2: A New Interface Between Contracting and DEAMS**

**In addition to the G-Invoicing Initiative, the DEAMS P2P team is developing new functionality to support what is known as “Procure to Pay Handshake #2.”** This “handshake” is a new interface between DEAMS and contract writing systems where a contracting officer can initiate a draft award of a contract then send it to the accounting system to verify funding is still available and whether the contract obligation will automatically post.

Discover the [DEAMS Top Ten](#), a monthly medley of the latest hot topics, trending issues, and current events. Whether you’re a seasoned FMer or a casual DEAMS user, these nuggets of wisdom will keep you in-the-know.



This new interface will generate a response from DEAMS to the contract writing system, letting them know if funds are available and if any errors were encountered while processing the file. If errors did occur, they will be displayed back to the contracting officer in the contract writing system, who would then communicate them to the Resource Advisor or Financial Manager for correction as required.

When this functionality is released, currently anticipated for the second quarter of FY24, a guide will be made available to help both the financial and contracting communities understand which actions to take should an error be received.

For more information on either of these initiatives, please contact the DEAMS Strategic Communications team at [SAF.FM.DEAMS.StratComms@us.af.mil](mailto:SAF.FM.DEAMS.StratComms@us.af.mil).



# SYSTEMS CORNER

## The Latest from AFAOC

by Ms. Jenny Beer, Director, AFAOC

**Happy New Year!** It seems like just yesterday we celebrated the beginning of the Fiscal New Year. We're ringing in Calendar Year 2024 with some process improvements designed to better support you, our customers. This article describes a few of the efficiencies currently being implemented.

### SAF/FMF Self Service Portal for DEAMS Incident Tickets

Air Force Accounting Operations Center (AFAOC) transitioned electronic submission of DEAMS incident tickets to the [SAF/FMF Self Service Portal \(SSP\)](#) on 1 January 2024, primarily because of the proven ease of use since its introduction in January 2022, but also because of the transparency it provides to submitters. The SAF/FMF SSP allows tracking and visibility of tickets from creation to resolution for submitters. The online forms have been made even easier to use with the addition of relevant information and resources to assist in the creation of tickets, and possibly to assist in resolving incidents without submitting a ticket.

The SAF/FMF SSP hosts a [Knowledge Base](#) section filled with resource guides and instructional content on how to submit tickets for each system supported by the SAF/FMF SSP. [The SAF/FMF SSP milBook user group](#) is available for customers to ask general questions and find content related to SSP, and the [SSP news page](#) on the [DEAMS Outreach Portal](#) is another great resource for SSP users.

New changes can be challenging to welcome, but I trust that AFAOC customers will learn to accept the benefits provided in this easy-to-use and streamlined product. The AFAOC remains postured to field questions and provide support during this transition.

### New DD Form 2875 – DEAMS v2.1.1

On 11 December 2023, a **new version of the DD Form 2875-DEAMS (v2.1.1)** was posted on the DEAMS Outreach Portal. The DD Form 2875-DEAMS (v2.1.1) is now the most current version of the form, however the AFAOC Help Desk - DEAMS will continue to accept v2.1.0.

The updated versions of the following documents have been posted on the DEAMS Outreach Portal at [DD Form 2875 User Registration](#):

- [Blank\\_DD\\_Form\\_2875-DEAMS\\_v2.1.1](#)
- [DD\\_Form\\_2875-DEAMS\\_Submission\\_Guide](#)
- [DEAMS OBIEE Reports OID Groups Assignment Restrictions Matrices](#)

### Required DEAMS End-Date Access Request Form

To meet audit readiness requirements and complete Corrective Action Plan (CAP) milestones for Notice of Findings and Recommendations (NFRs), the DEAMS Program implemented the "DEAMS End-Date Access Request Form." The form was initially briefed during the May 2023 AFAOC Users Forum. [Click here](#) to see the original DEAMS Help Desk - New DEAMS End-Date Access Request Form blog post.

We would like to remind all DEAMS Users that anyone requesting a user's access be end-dated, is required to complete the [DEAMS End-Date Access Request Form](#) and submit the PDF to the DEAMS Help Desk for review/processing by opening a ticket on the [SAF/FMF Self Service Portal \(SSP\)](#).

This form is located on the DEAMS Outreach Portal in [DD Form 2875 User Registration](#).

Please contact the AFAOC Help Desk - DEAMS with any questions.

AFAOC Help Desk - DEAMS | SAF/FMF Self Service Portal Link: <https://c1snow.cce.af.mil/saffm>

Email: [deams.helpdesk@us.af.mil](mailto:deams.helpdesk@us.af.mil) | Phone: 937-257-4377 or DSN 787-4377 | Hours (Sun 2100 to Fri 2100 ET)





## FM Leadership Series

A fresh year brings the opportunity for a fresh start, and what better way to begin your journey than by catching up on the latest content brought to you by the FM Leadership Series. With two sessions down and seven more to go, you still have plenty of opportunities to join live or watch recordings to make 2024 a year to remember!

The FM Leadership Series virtually hosts guest speakers once a month to provide their perspectives and expertise on a wide variety of leadership topics, including:



Visit the [FM Leadership Series SharePoint page](#) to stay apprised of upcoming sessions and to catch recordings of previous session you may have missed.

## Refresh your FM Know-How with Courses from the Defense Resource Management Institute (DRMI)



A Financial Manager is expected to make important and often urgent decisions. These decisions require a keen understanding of financial management processes, an understanding of strategic and operational requirements, and solid judgement backed by qualitative reasoning using reliable data.

Understanding the value of these skills, the Secretary of Defense sponsored the [Defense Resource Management Institute \(DRMI\)](#) in 1965 to provide FM personnel with education in economics, budgeting, performance management, decision making and more. See below for some of the courses currently being offered in the new year.

- Data Analytics for Financial and Resources Management
- Risk Management
- Multiple Criteria Decision Making
- Introduction to Budgeting Concepts
- Performance Management and Budgeting
- Human Capital Resources Management

And be sure to check the DRMI's [Admissions Page](#) to learn more about the applications process.