

NEWSLETTER

THE ULTIMATE **FORCE** **MULTIPLIER**

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ARCTIC RESILIENCE: STRENGTHENING FINANCIAL MANAGEMENT TEAMS IN THE FACE OF UNCERTAINTY

DAF FM Strategic Plan Connections

Goal 1

by Maj Scott Kozlak, PACAF

Resilience isn't just about weathering the storm; it's about being ready to face it head on whenever it arrives. I have quickly realized that the true value of resilience lies in its ability to prepare us for the unexpected, equipping us with the mental and physical strength to respond effectively at a moment's notice. While I understood the importance of resilience in my personal and professional life, it wasn't until I participated in Arctic Resiliency Training that I truly appreciated the depth of preparation required to remain resilient in even the harshest conditions. This training taught me that resilience isn't a trait we simply possess, it's a skill we can actively develop and refine, making us stronger and more capable when adversity strikes.

In November 2024, I attended Eielson Air Force Base's inaugural Arctic Resiliency Training, a two-day course in the Alaskan wilderness designed to cultivate resilience among the Force by teaching the skills needed to survive and thrive. The course exposed members to the extreme Arctic environment of Interior Alaska, which is unlike any other, with its biting cold and unpredictable weather patterns that demand respect and adaptability. The training taught survival skills such as proper layering for temperatures that reach below -40°F, how to construct an emergency shelter, build a fire if stranded in a remote location, and vehicle recovery techniques.

However, the course was not just about survival techniques; it was a journey of self-discovery. As we engaged in various survival scenarios, I learned more about my own limits, strengths, and the importance of mental fortitude. The emphasis on teamwork and collaboration among participants reinforced the idea that resilience is not merely an individual trait, but a communal effort. In a setting where we were all learning to navigate the harsh Arctic landscape, I forged bonds with my fellow Airmen that transcended our respective roles. This sense of camaraderie is vital for fostering a resilient workplace culture, where we can rely on one another, not just for our professional responsibilities, but also for emotional support during the cold and dark winter of Interior Alaska. ➤

Photo: The Aurora over the training site on Eielson AFB.



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ARCTIC RESILIENCE: STRENGTHENING FINANCIAL MANAGEMENT TEAMS IN THE FACE OF UNCERTAINTY (cont.)



Building a skill set that allowed me to thrive in the Arctic winter was crucial for maintaining my focus and emotional well-being. The skills I acquired during the course are not just practical; they have become a part of my mindset. I am now equipped with strategies to combat the potential isolation and lethargy that can accompany the long winter months. By actively engaging in outdoor activities and applying the survival techniques I learned, I can ensure that my mental and emotional state remains refreshed and active. This personal growth translates directly into my professional responsibilities, allowing me to approach my job with renewed energy and focus. When I prioritize my resilience and well-being, it has a ripple effect on those around me. A focused and resilient Airman can foster an environment where teammates feel supported and empowered. As I implement the lessons learned from the Arctic Resiliency Training, I am better positioned to address the needs of my teammates, ensuring that we remain effective stewards of our financial resources. A strong foundation of resilience not only enhances individual performance but also elevates the entire team's capability to achieve our mission.

In Air Force financial management, resilience is essential not only for adapting to unexpected challenges, but also for maintaining operational effectiveness amid fiscal uncertainty. When operating under continuing resolutions and the looming changes that come with a new administration, financial managers must be prepared to adjust quickly to shifting priorities and resource constraints. Just as Arctic Resiliency Training teaches us to adapt to extreme conditions, financial managers must cultivate the ability to make informed decisions and maintain mission readiness, even in an unpredictable budget environment. By fostering resilience, we ensure our teams can navigate the complexities of evolving fiscal policy, prioritize effectively, and remain focused on executing the Air Force's mission regardless of political and budgetary dynamics.

Photo: The Aurora over the training site on Eielson AFB.

About the Author

Maj Scott Kozlak is the Commander of the 354th Comptroller Squadron located at Eielson Air Force Base, Alaska.



RECAP: FALL 2024 SAF/FM EXECUTIVE SESSION



by Ms. Maddy Junco, SAF/FME

SAF/FM leaders convened 30-31 October for the Fall 2024 Executive Session at Joint Base Andrews, Maryland in the Air National Guard Readiness Center. This session not only affirmed the progress and accomplishments that have been achieved since the Spring 2024 Executive Session (highlighted in the June 2024 newsletter [here](#)), but also introduced new decision briefings, additional discussion topics, and way forward on established goals and objectives that will further FM's commitment to fulfilling the Department of the Air Force Financial Management (DAF/FM) Strategic Plan and the organization's vision of financial excellence in FY25 and beyond.

Mr. Carlos Rodgers, Acting Assistant Secretary of the Air Force, Financial Management and Comptroller, welcomed leaders on day one with opening remarks, notably reiterating to the group that setting tangible goals and gauging their progress throughout the year is critical at both the individual and broader workforce level. With that being said, the Objective Champions subsequently briefed their respective DAF/FM Strategic Plan goal and objective updates to recognize all the progress that has been made since the spring session and their proposed priorities for FY25.

Dr. Yolanda Rutland shared a demonstration of the Enterprise Workforce Dashboard, which contains dynamic fields related to DAF/FM workforce demographics. The dashboard will complete testing and should be released to the field in 2025. Other goal and objective highlights include updates regarding Comptroller Squadron (CPTS) of the Future, MAJCOM of the Future, and Diamond Saber (the largest exercise in 20 years took place this year!); FY25 priorities for financial customer service; and success across Canceling Funds, Budget Process Improvements, Standardization of Budget Tools and Processes, and Congressional awareness of DAF requirements.

During the session, members also received briefings focused on several high interest items, including:

- Brigadier General Jason Corrothers and Colonel Jack Gardner provided an update on Great Power Competition Units of Action and led a discussion on the impacts to DAF/FM.
- Mr. Elwood Lewis provided a briefing around data and analytics capabilities, and Ms. Teresa Frank later provided an update on the Data Analytics Steering Group.
- Colonel Leria Diaz also led a discussion around the Resource Training Center (RTC) and their online collaboration site Financial Information Collaboration Space (FICS 2.0), which hosts 927 total FM Trainings and Tools!

Additionally, participants from the Education with Industry (EWI) program spoke about their respective experiences working at companies including Apple, Microsoft, and Deloitte. EWI is a career development program for the Air Force that aims to improve the technical, professional, and management skills of its members. Participants who were present at the session shared insights gleaned from the program and areas where they believe the Air Force could support them in moving forward.

Closing remarks for the session included a review of the FY25 Priorities, decision points, and action items. Finally, Mr. Rodgers thanked everyone for their passion and continued efforts, and leaders recognized that FM is working better across all the departments than ever before. For further insight into the topics discussed at the Executive Sessions, you can access FM strategy documents, including the FM Strategic Plan, and other resources on [myFMHub](#).

About the Author

Ms. Maddy Junco is a Guidehouse consultant supporting Workforce Development under the Workforce Management and Executive Services Directorate, Pentagon, Washington D.C.



Air Force Financial Management
STRATEGIC PLAN



SAF/FM leaders gathered for a quick photo at the Air National Guard Readiness Center.

THE MAJCOM/FLDCOM OF THE FUTURE: A DATA-DRIVEN TRANSFORMATION



DAF FM Strategic Plan Connections

Goal 1, Obj 1.2

by Ms. Melissa Blakesly, SES, AFIMSC/FM

During the Fall 2024 SAF/FM Executive Session, we presented the Board of Directors (BoD) a vision for the future of Major Command (MAJCOM) and Field Command (FLDCOM) Financial Management (FM) organizations. The “MAJCOM/FLDCOM FM of the Future” (MoF) briefing proposed a bold transformation centered on Cost and Data Analytics (C/DA) that was responsive to the core argument presented: The current FM structure is insufficient to meet the evolving demands of the Air Force, and a significant overhaul in our approach to C/DA is necessary to ensure readiness and responsiveness in the face of modern challenges.

Current Challenges and the Need for Transformation

We began the presentation by highlighting work of the two-plus year effort that culminated in May and August 2024 offsites. At the Spring 2023 Executive Session, the BoD decided that analytics capabilities are foundational to the future of the MAJCOM/FLDCOM FM and approved six core focus areas – Cost, Data Analytics, Budget Operations, Accounting, Contingency Operations, and Workforce Development. In our briefing, we analyzed the shortcomings of the current MAJCOM/FLDCOM FM structure, which is characterized by a lack of institutionalized data analytics capabilities, inconsistent processes, and limited training opportunities. These structural shortcomings seriously undermine the effectiveness of our current MAJCOM/FLDCOM FMs to support commanders, respond to high-level taskings, and manage resources. We emphasized the limitations of the current decentralized model, characterized by variations in skills and resources across different commands, lack of standardized processes and tools, and difficulty in collaborating effectively across different levels of command and with the Air Staff.

We proposed four decision points to the BoD that were intended to alleviate these challenges:

- **Current Core Structure:** The MoF team proposed to maintain the core structure of MAJCOM/FLDCOM FM shops, which includes a Financial Services Office (FMF) and Financial Analysis Office (FMA). Fundamentally, they believed the current structure is functioning well and only proposed renaming FMA to Financial Budget Office (FMB) to align with Deputy Assistant Secretary for Budget (SAF/FMB) and Comptroller Squadron (CPTS) of the Future’s decision to do the same. This proposal garnered BoD approval.
- **Enhanced Data Analytics Capabilities:** The proposed future model calls for the addition of robust data analytics capabilities to the current core structure of every MAJCOM/FLDCOM’s FM directorate. This requires the establishment of dedicated C/DA cells within each command that will focus on developing and implementing data-driven decision support tools and processes, improving the quality and timeliness of financial information, and creating a data-informed culture across the FM enterprise. The BoD deemed existing C/DA capabilities as insufficient, with a lack of centralized expertise and consistent support at the MAJCOM and squadron levels and a lack of integration and interoperability to allow for effective decision-making based on readily available data and insights. The BoD approved the proposed model.
- **Workforce Development:** After discussing the vision for modernization, the team agreed the workforce development efforts underway for DAF/FM Strategic Plan Goal 1.1 are sufficient to support the MoF. This includes development of new automated tools to track and manage training and the establishment of a standardized library of core documents to assist in hiring and retention efforts. Because of the ongoing work under Goal 1.1, the MoF team proposed closing Workforce Development as a core focus area; the BoD approved.
- **Financial Operations (FinOps):** Although not an approved core focus area at the 2023 Spring Executive Session, we discussed concerns regarding the distribution of FinOps responsibilities and duplicative workload occurring between MAJCOM and Air Force Installation and Mission Support Center (AFIMSC) at the two offsites. The BoD approved the proposal to include it as a new core focus area moving forward. ➤

THE MAJCOM/FLDCOM OF THE FUTURE: A DATA-DRIVEN TRANSFORMATION (cont.)



Finally, our briefing addressed the remaining three core focus areas (Budget Operations, Accounting, and Contingency Operations) by providing updates on the work performed to date. All three areas have recently undergone leadership changes and are in the process of Course of Action (COA) development to be presented at a later Executive Session.

Implementation Plan and Resource Allocation

During our briefing to the BoD, we presented a detailed implementation plan, outlining key steps to achieve this transformation. Key aspects of this plan include:

Establishment of C/DA Cells: The creation of dedicated C/DA cells in each MAJCOM is a central element. This involves detailed planning for staffing, training, and resource allocation. We proposed a specific organizational structure for the C/DA cells, detailing responsibilities and skillsets.

Resource Allocation: While recognizing that some commands already possess robust capabilities, the plan emphasizes a careful assessment of existing resources and exploration of opportunities to repurpose positions, minimize duplication of effort, and reduce unnecessary overhead. We also proposed a specific allocation strategy for the establishment and maintenance of the proposed C/DA cells and improved workforce development initiatives.

Conclusion

The “MAJCOM/FLDCOM FM of the Future” briefing presented a powerful vision of a data-driven, highly efficient, and responsive FM organization. By addressing existing limitations and proposing a strategic transformation, this initiative aims to enhance the Air Force’s ability to effectively manage resources, support commanders, and respond to complex challenges. The successful implementation of this plan will require careful planning, strategic collaboration, and a strong commitment to fostering a data-informed culture across the entire FM enterprise. Finally, after 2.5 years leading our MoF efforts, it is time for me to pass the torch on to a new leader – Colonel Erik Dunn, Air Force Global Strike Command Financial Management (AFGSC/FM). He is the right next leader, and I know he will guide our MoF efforts to success!

About the Author

Ms. Melissa Blakesly, SES, is the Director of Financial Management at Air Force Installation and Mission Support Center (AFIMSC) located at Lackland Air Force Base, Texas.

COST AND DATA ANALYTICS (COST/DA) GAPS

PROBLEM STATEMENT

FM role as financial advisor to the Commands is **incomplete** and unable to **institutionally** adopt processes and tools that would **systematically** improve effectiveness, operation and products to the Commands

ORIGIN OF GAPS

- **Erosion in operational cost**
Reduction of cost capabilities at Commands and Squadrons
- **Increased demand for data analytics**
Explosion in data availability and analytics tools

GAPS TODAY

- Limited time to innovate (process, tools, etc.)
- Little time to stay on top of data/tech/tool advancements and how to apply
- Lack of coordination of cost/DA capability to the squadrons
- Lack of skill set training to grow and maintain cost/DA skills
- Constrained ability to prioritize unplanned requirements for analysis
- Unclear source for Command and Squadron cost/DA support
- Centralized capability is valuable, but difficult to integrate into challenges at the Command and Squadron
- Limited capability to provide cost support for competing requirements prior to budget year
- Untapped opportunities for technology and functional integration

An excerpt from the briefing that was presented to the BoD during the Fall 2024 SAF/FM Executive Session.

REVIEW AND REFLECTIONS: THE POWER OF MOMENTS IN THE FM COMMUNITY



by Chip Heath and Dan Heath, reviewed and discussed by CMSgt David Graham, AFMC

Like most impactful books we've all read, this one came to me after a great conversation. A couple of years ago, Lieutenant Colonel Eli Freeman and I were sharing perspectives about how we, as leaders, can make positive, lasting impacts across our career field. I suggested a few podcasts, which he added to his playlist, and then he mentioned *The Power of Moments: Why Certain Experiences Have Extraordinary Impact* by brothers, Chip Heath and Dan Heath.

In their book, the Heath brothers offer a profound exploration into creating memorable experiences by dissecting the psychology behind why some moments stick in our memories while others fade away forever. This book transcends the realm of personal development, offering invaluable insights. Air Force leaders can use many of these ideas to reinforce shared experiences, leaving a lasting impression on financial managers for generations to follow.

One of the book's most compelling aspects is its emphasis on the idea that every moment has the potential to be memorable. Whether a personal best in the gym, a professional breakthrough, or a simple act of kindness, Chip and Dan argue that these moments have the potential to reshape our lives. By recognizing the significance of these points in our lives, we can cultivate a keen awareness of our surroundings and actively seek opportunities to create moments of positive impact—not just impactful Air Force moments, but the type of memories that last a lifetime and shape perspectives.

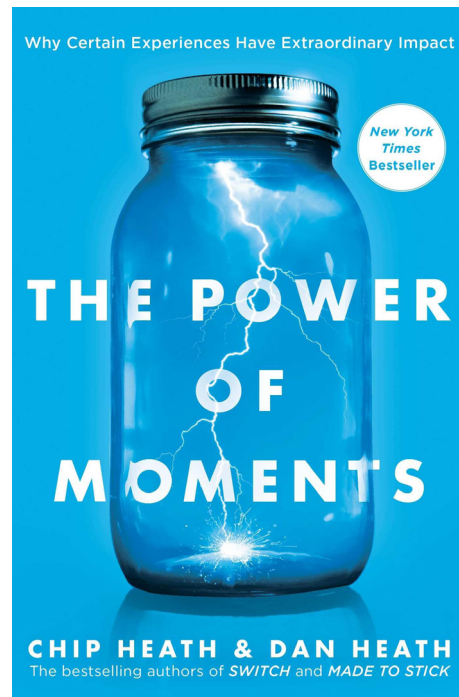
The Power of Moments is more than just a theoretical exploration; it's a call to action. Through just a few strategies, we can become architects of memorable moments. Awareness of these strategies can help us design relationships—or customer experiences—that leave a lasting impression, fostering a culture of trust, dignity, and respect within our organization and transforming passing moments into notable memories.

We have an opportunity to craft experiences that stand out in our memory because they are truly memorable, meaningful, and often transformative. Positive or negative, some moments can shape our lives.

Four Elements of Defining Moments: According to the authors, four key elements make moments memorable and meaningful: elevation, insight, pride, and connection. Moments that include one or more of these elements are more likely to be remembered and have a lasting impact. *Consider what it means for our enlisted force to transition from a Journeyman to a Craftsman. This transition indicates the member has risen above simply knowing the job to one who practices the skill with great care and precision. How do we celebrate this transition from the basic functional badge to the badge with a star? Are we missing an opportunity to reinforce a defining moment of pride in one's craft?*

Creating Memorable Experiences: The book explores how businesses, organizations, and individuals can create memorable experiences by intentionally designing moments that engage people emotionally and intellectually. Experiences can involve everything from surprise and novelty to creating moments of achievement and connection. *Our officer and enlisted force do a great job celebrating promotions. Sometimes, there is a small ceremony; other times, it is a significant event. But what do we do when our civilian counterparts leave work on Friday as a GS-9 and report to work on Monday as a GS-11? Was their promotion any less significant? Or, how do we greet new employees? Are they seated at a dusty desk half-filled with supplies or made to feel valued, celebrated, and welcomed by the team?*

Breaking the Script: The authors emphasize the importance of breaking the script – disrupting the routine and creating unexpected and memorable moments. Doing so can create opportunities for growth, learning, and connection. *Was your latest pizza party something you delegated to a SSgt to plan and coordinate, or was it a surprise you presented to the team as a small gesture of appreciation? Memorable moments are not just about what happens at work. Have you ever surprised your spouse with flowers at their office? Whether pizza or flowers, the gift must be presented with genuine appreciation. ➤*



REVIEW AND REFLECTIONS: THE POWER OF MOMENTS IN THE FM COMMUNITY (cont.)



Leadership and Moments: The book also discusses how leaders can leverage the power of moments to inspire and motivate their teams. By recognizing and celebrating achievements, leaders can create a culture of excellence and empower their employees to reach their full potential. *Have you ever invited a host wing or MAJCOM commander to your office to recognize team accomplishments? Sure, leadership will stop by at the end of the fiscal year, but what about when the customer service team is fighting to keep up during peak Permanent Change of Station (PCS) season? Recognition does not have to be a glamorous, well-planned formal event; sometimes, a small expression of gratitude is appropriate.*

Transforming Negative Moments: While much of the book focuses on creating positive moments, the authors also explore how negative moments can transform into opportunities for growth and learning. By reframing setbacks and challenges, individuals can overcome adversity and emerge stronger. *Have you had to have a conversation with a member or employee who did not get that promotion? Did you lean into the challenging conversation and help develop a plan to overcome a hurdle? Or, have you had an opportunity to address a mistake, why it was wrong, AND how to recover? It's easy to be a great leader when things are going well. Consider your impact on a life when genuine leadership is needed most.*

The Power of Moments is a must-read for anyone who cares for the personal and professional development of their team, peers, coworkers, and family. With compelling insights, actionable strategies, and captivating storytelling, the Heath brothers crafted an easy-to-follow guide that will impact readers for years. Whether you're seeking to elevate experiences or revolutionize engagement, this book is a must-read to unlock the transformational potential of moments.

If you enjoyed *The Power of Moments*, the Heath brothers also wrote another action inspiring book titled *Made to Stick: Why Some Ideas Survive and Others Die* which is now part of the [Chief of Staff of the Air Force \(CSAF\) reading list](#).

About the Author

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



DEAMS Update

DEAMS Functional Management Office

by DEAMS Functional Manager

Agile Development Update

The November 2024 release of Java Web Start (JWS) software in the Defense Enterprise Accounting and Management System (DEAMS) is making life a little easier for users. JWS allows Java-based forms to launch in DEAMS while using either the Microsoft Edge or Google Chrome Internet browsers. This update eliminates the need to configure browser settings to Internet Explorer “compatibility mode” to use Java applications. JWS is automatically accessible when logged into DEAMS via the Java-based responsibility link in the DEAMS Navigator pane; no changes to user accounts or permissions are required. For more information on using JWS, please visit the [Java Web Start News Page](#) on the DEAMS Outreach Portal.

This quarter also saw the implementation of the new interface between the Automated Funds Management (AFM) system and DEAMS, to allow for systemic processing of target loads from all Operating Budget Authority Documents (OBADs) initiated within AFM with Program Availability Type (PAT) Codes 62, 63, and a DEAMS Agency Accounting Identifier (AAI). This new functionality has initially been released as a pilot to a number of Air Force Materiel Command (AFMC) organizations. Rollouts to additional organizations are anticipated to begin in Q2FY25. More information, including Frequently Asked Questions, is available on the [AFM News Page](#) on the DEAMS Outreach Portal.

When system updates or new functionality are installed, the Functional Management Office (FMO) publishes User Release Notes explaining these system changes. These notes can be found in the [Release Notes](#) library on the DEAMS Outreach Portal.

Deployment and Training Update

FY25 Deployments

During the first quarter of FY25, the Civilian Payroll program for the Air Force Life Cycle Management Center’s (AFLCMC), the Centralized Asset Management (CAM) Flying Hour Program (FHP), and Reimbursable Civilian Pay functionality supporting Foreign Military Sales programs, successfully transitioned to DEAMS. This was the result of months of collaboration and preparation between the DEAMS Deployment/Training Team, DEAMS Development Team, the AFMC and AFLCMC program managers, Deputy Assistant Secretary for Budget (SAF/FMB), and Accounting Policy & Operations (SAF/FMFO). The Deployment/Training Team provided their initial hands-on training in October, then remained onsite to provide on-the-job training and support into December. The lessons learned from this deployment will benefit the Program Executive Office (PEO) Business and Enterprise Systems (BES) and PEO Cyber & Networks (C&N) directorates; these are the next programs scheduled to transition to DEAMS in FY25.

The team continues to support the G-Invoicing pilot program using United States Transportation Command (USTRANSCOM) and the United States Marine Corps (USMC) to test and refine the “Requesting” processes within DEAMS. Development efforts continue for the “Servicing” side functionality, which is expected to be delivered later in FY25. The pilot is also being expanded to include the Air Force Special Operations Command (AFSOC) and the West Virginia Air National Guard in December 2024.

Once the pilot programs have been determined successful, enterprise-wide training and user permissions will be provided.

Legacy to DEAMS

Legacy to DEAMS (L2D) Implementations continue across the enterprise, with United States Air Forces in Europe (USAFE) recently beginning their review of lines that can be either dropped from the legacy systems or transferred to DEAMS. The results of the FY24 L2D work led to transferring a staggering \$344M to DEAMS, which contributed to an overall total increase in execution for FY24 of \$2.6B from DEAMS Deployment/Training activities.

Refresher Training

With fiscal year end behind us, there’s no time like the present to prepare for our next fiscal year end by honing your financial skills. The DEAMS Deployment/Training Team is again offering organizations refresher training on any of the DEAMS processes. If your unit has a need for DEAMS Refresher Training, please contact Ms. Colleen Robinson at colleen.robinson@us.af.mil.

For more information on the topics discussed in this article, please contact the DEAMS Strategic Communications Team at saf.DEAMS.stratcomms@us.af.mil.



The Latest from SAF/FMFO

Ms. Jeannette Beer, Director, SAF/FMFO

The temperatures may be dropping but things are heating up for the newly established Accounting Policy & Operations (SAF/FMFO). The team is focused on critical priorities and essential updates to our available resources in FY25.

SAF/FMFO Priorities

As a result of the recent Command Analytical Steering Group, SAF/FMFO is beginning a herculean effort to address essential capabilities in Power BI. SAF/FMFO Data Analytics will develop tailored Command-specific dashboards leveraging enterprise-wide Financial Management data. Commands will have a say in which metrics to include in their dashboard, as well as work with SAF/FMFO to incorporate their unique nomenclature into their dashboard. Additionally, full Selective Transaction History (STH) reports across both General Accounting and Finance System (GAFS) and Defense Enterprise Accounting and Management System (DEAMS) will be incorporated into the Command-specific dashboards.

The SAF/FMFO Forensic Analysis Team is developing tools to make the Reimbursements process easier to monitor and ensure accounting is posted timely throughout the year. Unfortunately, a majority of Reimbursements are posted in September, leaving little time to execute funds prior to Fiscal Year End Closeout. The goal of the Forensic Analysis Team is to help maximize current year buying power and reduce fall out, while identifying current and cancelling year items requiring action. SAF/FMFO has tools available now to clear obligations and invoices based on clearly annotated comments that specify actions required for resolution.

Lastly, SAF/FMFO Subject Matter Experts are focused on monitoring FY20 cleanup actions to include the following – Government Purchase Card (GPC) efforts targeting FY20; researching items on the FY20 Open Document Listing (ODL) annotated “No Documents”; researching items on the FY20 ODL with Sales Codes, Work Order Number, and Job Order Number discrepancies; reviewing cancelling year Status of Funds (SOF) balances and ODL documents and advising command staff on implication and possible corrective actions; reviewing cancelling year reimbursement balancing and advising on possible corrective actions; and reviewing cancelling year overspent conditions. These efforts are intended to augment the research and analysis already being performed across Department of the Air Force organizations and help expedite resolution.

SAF/FMFO Training

The AFAOC FM Systems Training Team has been rebranded as the SAF/FMFO Training Team, which in turn, resulted in changes to contact information and team resources as shown below:

- **Org Email Box:** SAF.FMFO.Training@us.af.mil
- **Teams Channel:** [SAF/FMFO Training | Microsoft Teams](#)
- **Facebook:** [SAF FMFO Training | Facebook](#)
- **SharePoint URL (Training Calendar, DEAMS Sandbox Link, Webinar Recordings, etc):**
<https://usaf.dps.mil/sites/10194/Training/SitePages/Home.aspx>

With over 90 courses available on AFFSO Systems and DEAMS, converting course titles will take time. Rest assured, the FMFO Training Team will continue to deliver the same level of outstanding service as before and looks forward to meeting your training needs.

SAF/FMFO Help Desk

The SAF/FMFO Help Desk (AFFSO Systems & DEAMS) now has a single phone number for streamlined assistance; **Comm: (937) 257-3117, DSN: (312) 787-3117**. Just call in and **press 1 for AFFSO Systems or 2 for DEAMS**. Keep in mind, customers are strongly encouraged to use the [SAF/FM Self Service Portal](#) to easily submit and track incident tickets.

SAF/FMFO is thrilled to continue supporting the world's greatest Airmen and Guardians. If you have any questions or feedback, please contact SAF.DEAMS.StratComms@us.af.mil.



New Year, New Leadership Series: Changes and Constants

The FM Leadership Series has officially kicked off for FY25! This year's theme, *Changes and Constants*, reminds us that while many things have changed, our core motivation remains constant: learn and engage with those who have walked the path already. With one session down and eight more to go, there's still plenty of opportunity to join the live sessions or watch the recordings!

The FM Leadership Series virtually hosts guest speakers once a month, from December 2024 to August 2025, to provide their perspectives and expertise on a wide variety of leadership topics, including:

01	From Storming to Performing: Leading Teams to Excellence	04	GPC and FM: What's Our Role?	07	Building Success with New Teams
02	GPC Overview: What's Happening and Why?	05	Leading "Outside the Box": FM Leaders in Non-FM Jobs	08	Leading Through Challenges with Character
03	Our Oath of Service: Enlisted, Officer, Civilian	06	Managing Grief & Leading Through Loss	09	Empowering the Modern Workforce

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



WORTH THE READ: Publication Recommendations

Last month Airman Magazine released the article *Digital Literacy: Vital Tools for the Great Power Competition*. It offers insight on the increasing demands of modern warfare, and how DAF is working to equip Airmen with advanced skills in artificial intelligence, data analytics, and cybersecurity.

Colonel Paul Brenner and Dr. Lisa Tripp have collaborated with the rest of the Air Education and Training Command (AETC) staff to develop the AETC Data Literacy Foundations course, designed to help Airmen manage data effectively in their roles. "It's about more than just learning new tools; it's about changing how we think and approach problems." The DAF's commitment to digital literacy extends beyond individual development and directly influences mission success and national security.

Read the article to learn more about how important it is to develop your skills and invest in your digital education. You can take the [AETC Data Literacy Foundations course](#) yourself on Percipio through DAF e-Learning using this [link](#).

DIGITAL LITERACY Vital Tools for the Great Power Competition



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