

NEWSLETTER

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

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PREPARING TO LEAD: A Squadron Command Seminar for Financial Management Professionals

DAF FM Strategic Plan Connections

Goal I

by Maj Thomas Tarantella, AFMC and Maj Sarah Garcia, AFGSC

Being selected for Squadron Command in the Air Force is a moment filled with complex emotions. Excitement and pride are often the first to surface, fueled by the recognition of achieving what many consider the pinnacle of an Air Force career. However, as the reality of the immense responsibility sinks in, self-doubt can creep in, along with concerns about preparedness and the fear of failing the Airmen entrusted to your care.

Fortunately, the SAF/FM community provides a unique and invaluable resource: an annual seminar designed to prepare incoming squadron commanders. This seminar connects participants with a diverse group of FM senior leaders, including both current and former command teams. These interactions help refine leadership philosophies and underscore the critical importance of building strong relationships for a successful command tour.

Looking Inward:

Before embarking on this new chapter, the seminar offers an opportunity for self-reflection. The DISC assessment, facilitated by Dr. Darrin DeReus, provided insights into individual leadership styles. DISC analyzes individuals based on four core personality traits: Dominance, Influence, Steadiness, and Compliance. While not a comprehensive evaluation, this tool helps participants understand their natural tendencies in the workplace and improve communication within teams, particularly during dynamic or challenging times. ➤

“

[The seminar] made me prepare and reflect well in advance. My peers provided great feedback and needed encouragement.

- Participant Feedback

”

From left: Maj Michael Wade, Maj Sarah “Bobbi” Garcia and Maj Mark Thompson taking a reunion photo after being stationed as 1st LTs together at JBSA, 502 CPTS.



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PREPARING TO LEAD: A Squadron Command Seminar for Financial Management Professionals (cont.)



Developing a Leadership Philosophy:

While other command team preparation courses exist, such as Air University's Leadership Development Course, the SAF/FM seminar offers a unique element: the chance to practice, receive feedback, and refine a personal leadership philosophy before the first commander's call. This allows for thoughtful consideration of the tone and initial expectations to be set, ensuring clear and impactful messaging. The course facilitators also provided often overlooked topics that first-time commanders should consider within their first 60-90 days in establishing themselves and their leadership style in command.

Building the Force:

The FM community has long prioritized the development of its members. In line with this commitment, the seminar included a "C.E.O. Development" component, providing insights into how commanders can stay informed about opportunities and support their civilian, enlisted, and officer (C.E.O.) members' goals. It is crucial we remain informed in how to support our FM teams as we look towards changes from the "FM of the Future" model and other external impacts to the force.

The Power of Trust and Relationships:

The seminar reinforced the understanding that one is not alone while assuming the role of commander. Successful commanders build and leverage relationships to achieve objectives. A discussion with a current comptroller squadron (CPTS) command team (Major Christopher O'Dell, Senior Master Sergeant Jackie Summers, and Master Sergeant Shane Balkom, Keesler AFB, 81 TW) highlighted the importance of fostering strong internal relationships, starting with the command triad. An effective triad brings diverse perspectives that enable the commander to make well-informed decisions. Guest speakers consistently emphasized the need to cultivate relationships and improve team dynamics with other squadron commanders, mission partners, and wing staff agency chiefs. This peer network provides invaluable support within the Wing, particularly during challenging times. Colonel Anthony Smith (JB MDL, 87 ABW) emphasized the effectiveness of proactively addressing issues and communicating openly with the wing commander. Finally, participants were reminded that MAJCOM FMs are available to support CPTS teams; It's important to include them in potential problems so that they may offer solutions and assistance in influencing wing leadership.

The seminar provided a refreshing and empowering start to command, expanding participants' networks with peers who will share future challenges. It underscored the importance of vulnerability, embracing diverse perspectives, and demonstrating humility. It also highlighted the value of explaining the "why" behind decisions to foster buy-in. Maintaining support of one another within the squadron command peer group will be crucial for navigating both successes and obstacles.

A special thank you is owed to Major General Frank Verdugo for his passion in preparing the next generation of FM leaders and dedicating his time to the seminar. Sincere appreciation is also extended to the SAF/FME team for organizing the event, and to the guest speakers for their enlightening perspectives and open discussions.



From left: Maj Danielle Mrla, Maj Evan Gist, and Maj Thomas "Butters" Tarantella.

About the Author

Maj Thomas "Butters" Tarantella is the Comptroller for the 47th Flying Training Wing located at Laughlin AFB, Del Rio, Texas.

Maj Sarah "Bobbi" Garcia is the Comptroller for the 28th Bomb Wing located at Ellsworth AFB, Rapid City, South Dakota.

***I feel like every aspect added value for us!
Thank you. A lot was put into this.***

- Participant Feedback

A TOOLBOX OF QUESTIONS FOR NEW COST ANALYSTS



by Maj James Okamoto, SSC

No one has to take the advice of a cost analyst. Our reputations depend on the quality and timeliness of our work. This gives us a freedom (and responsibility) to make recommendations based on what we think is best. But for new analysts, how do you go about thinking through a problem and making a credible recommendation? One necessary, large piece of the puzzle is contextual competence – an understanding of the program you work on and the typical questions to which stakeholders need answers. Below I'll discuss three levels of contextual competence through the types of questions you might receive. Understanding the background and how to answer these questions can help guide your attention early on as a cost analyst:

1. Basic questions with easy answers (i.e., know what it is you're working on).

These are the questions you can typically find answers to as you review previous briefings and mission overviews. Think about questions you'd get from folks outside your office that are generally unfamiliar with your program. What's your program's mission? How does it fit into a larger architecture/interact with other programs? What's your total estimate? Next year's estimate? Given vs. required funding both for the current year and throughout the Future Years Defense Program? What Work Breakdown Structure (WBS) items do you anticipate costing the most in your estimate? How does that compare with other estimates out there (proposals, Non-Advocate Cost Assessment/Independent Cost Estimate, Program Office)? Try reverse engineering past excursions that your Systems Engineering and Technical Assistance support or predecessor did (it can be helpful to walk a teammate through this yourself and verbalize your understanding out loud).

2. Anticipated questions that have uncertain answers (i.e., prepare for the busy seasons ahead of time).

These are questions you'll most likely need to ask your cost team for help with. Think about inquiries your Program Manager/Senior Materiel Leader get from MAJCOMs/SAF/Congress. Prepare answers to commonly asked questions and make sure these answers are consistent with each other. How does this compare with previous estimates (both cost and inputs)? What's the impact of a budget cut in the year we're focusing on? What are our "Lego pieces" to cut costs, if needed? What are the high-risk costs? What's the cost impact if we delay Initial Operational Capability one year? What about two years? What specific WBS items get pushed out? What impact, if any, will we get if we front-load funds? What are your methodologies for each WBS item? There are plenty of questions you'll get without a lot of time to respond; you'd best use available time to prepare now.

3. Difficult questions without definitive answers (i.e., brainstorm cross-checks/alternative methodologies and reasons why your recommendation is best).

These encompass questions you can work through between your team and other cost analysts. Think questions independent analysts tend to ask. What are the data points behind your cost estimating relationships/methodologies? And why did you use those ones and not others? What happened with the outliers in those data sets? Is it reasonable to expect similar things to happen here? What scope of work goes into each of your WBS elements? How does this match up with the contract? When will we have better data to potentially update our model? When will our high risks be burned down?

Personally, having specific questions to refer to and guide my understanding would have helped tremendously earlier in my career when I'd just open up random documents or sit through any number of meetings that went right over my head. These questions, similarly, are for anyone lost in a new cost job that needs a little nudge in the right direction.

Working through these three levels of contextual competence as a new analyst can help build your exposure to relevant content and boost your confidence along the way. I hope it helps.

About the Author

Maj James Okamoto is the Deputy Chief Financial Officer, Space Sensing located at Los Angeles Air Force Base, California.

DEAMS Update

G-Invoicing Marches Forward

by DEAMS Functional Management Office



G-Invoicing is a hot topic in DAF/FM and the Department of Defense these days, as agencies bring their solutions to meet the Department of the Treasury's mandate for a standardized platform to address accounting and reporting challenges in intragovernmental buy and sell transactions. We've been talking about G-Invoicing frequently in these articles and other venues, such as the recent virtual Society of Defense Financial Management National Professional Development Institute. Mr. Todd Baker, Ms. Rosie Tinsley, and Ms. Beth Neuffer provided insights on Defense Finance Accounting Service's (DFAS) journey to implement G-Invoicing, and the DAF's solution, being developed and deployed by the Defense Enterprise Accounting Management System (DEAMS) Functional Management Office (FMO).

Requesting side pilots have been successfully deployed by the DEAMS FMO since October 2024, with more in the pipeline. We're pleased to say, our solution is working extremely well. To quote a US Transportation Command (USTRANSCOM) FMer "USTRANSCOM had a great experience in our DEAMS G-Invoicing pilot!" Most recently, 12 pilots are in various stages of continuing support with a total value of approximately \$80M. These pilot projects have allowed us to ensure the product is ready for the enterprise-wide go-live in October 2025, and to fine tune our training strategy and materials.

Training for registered G-Invoicing users has been scheduled for late July through early August. All training will be delivered via Microsoft Teams, with meeting links to be provided at a later date. Additionally, reach-back support will be available to organizations following the full deployment of the Requesting side.

As the Servicing side becomes ready to deploy (expected in Q3FY26), these same processes will be repeated. We are expecting to deliver Servicing side functionality in October 2025, with a full implementation planned for April 2026.

Please note: G-Invoicing is applicable only to reimbursable agreements. Direct cite transactions will continue to follow the existing MIPR process. As we advance the modernization initiative, it is essential that financial managers proactively prepare their teams ensuring they are available for training, actively engaged, and fully equipped to leverage the enhanced capabilities G-Invoicing provides.

The benefits of this common platform will be improved efficiency, fewer errors, and enhanced financial reporting. While not all agencies currently have G-Invoicing capabilities, the initiative is expected to positively impact the government's overall financial management practices as it continues to evolve. Visit and 'follow' the [G-Invoicing news page](#) on the DEAMS Outreach Portal for updates as they develop.

OBIEE vs. Discoverer Viewer

The DEAMS FMO Reports Team continues to burn down the unsupported Discoverer Viewer (DV) reports with more than 200 reports being replaced by Oracle Business Intelligence Enterprise Edition (OBIEE) reports since March of this year. A complete list of unshared DV reports can be found in the [Unshared Disco Report List](#). A crosswalk of DV to OBIEE replacement reports is also available. Feedback or questions on any of these DV reports and their corresponding OBIEE reports should be channeled through your Command [DEAMS SMEs \(CSME\)](#).

The best way to stay up-to-date on these and other OBIEE and Discoverer Viewer updates is to 'Follow' the [OBIEE page](#) on the DEAMS Outreach Portal. ➤

FY26 Planning PTEOS

The DEAMS Data Team's initial FY26 Planning Project, Task, Expenditure Type, and Organization (PTEO) bulk load is complete. As a result, the following FY26 Projects and Tasks associated with FY25 execution have been created.

The creation of remaining FY26 Projects and Tasks referencing Department 57 Funds (Fund 057%) and Department 97 Funds (Fund 097%) is currently pending while awaiting finalized fiscal guidance. These Projects and Tasks will not be generated until the FY26 modifications have been defined. The DEAMS FMO will continue to monitor the situation and execute subsequent bulk loads through September 2025.

Department 57 Funds:

- 057000074500000002626D (Fund Code 3Y)
- 057000074500000002626R (Fund Code 3Y)
- 057000340000000002626D (Fund Code 30)
- 057000340000000002626R (Fund Code 30)
- 057000341000000002626D (Fund Code A8)
- 057000341000000002626R (Fund Code A8)
- 057000370000000002626D (Fund Code 50)
- 057000370000000002626R (Fund Code 50)
- 057000374000000002626D (Fund Code 54)
- 057000374000000002626R (Fund Code 54)
- 057000385000000002626D (Fund Code 56)
- 057000385000000002626R (Fund Code 56)
- 057000384000000002626D (Fund Code 58)
- 057000384000000002626R (Fund Code 58)

Department 97 Funds:

TWCF Funds:

- 0970004930003FD4026XXR (Fund Code 68)
- 0970004930003FD5026XXR (Fund Code 6F)
- 0970004930003FD6026XXR (Fund Code 6J)

REMEMBER: Users should validate a PTEO is built correctly **PRIOR** to using the PTEO. Follow the job aid, [View an Indirect Project and Task](#), or pull a report using the [DEAMS Oracle Business Intelligence Enterprise Edition \(OBIEE\)](#) reports. On the OBIEE Dashboard, select "PTEO List" from the list of real-time reports.

This information is available on the DEAMS Outreach Portal home page rotating news pages, where updates will be posted as they are available. Please direct questions about Planning PTEOs to your Command SME on the [Ask a Command SME](#) Teams channel.

DEAMS FY2025 Q3 Newsletter is Available

Join us in exploring the latest edition of the [DEAMS News](#). You'll find updates on upcoming events, insights into development efforts, and practical advice from DEAMS professionals. As a bonus, you can earn one CET credit by completing the quiz. Enhance your DEAMS knowledge and contribute to your professional growth; it's a win for everyone!



Future Forward Financials: 2025 SAF/FMFO Accounting Conference Takeaways and Command Data Visualization Dashboards



Ms. Jenny Beer, Director, SAF/FMFO Accounting Policy & Operations

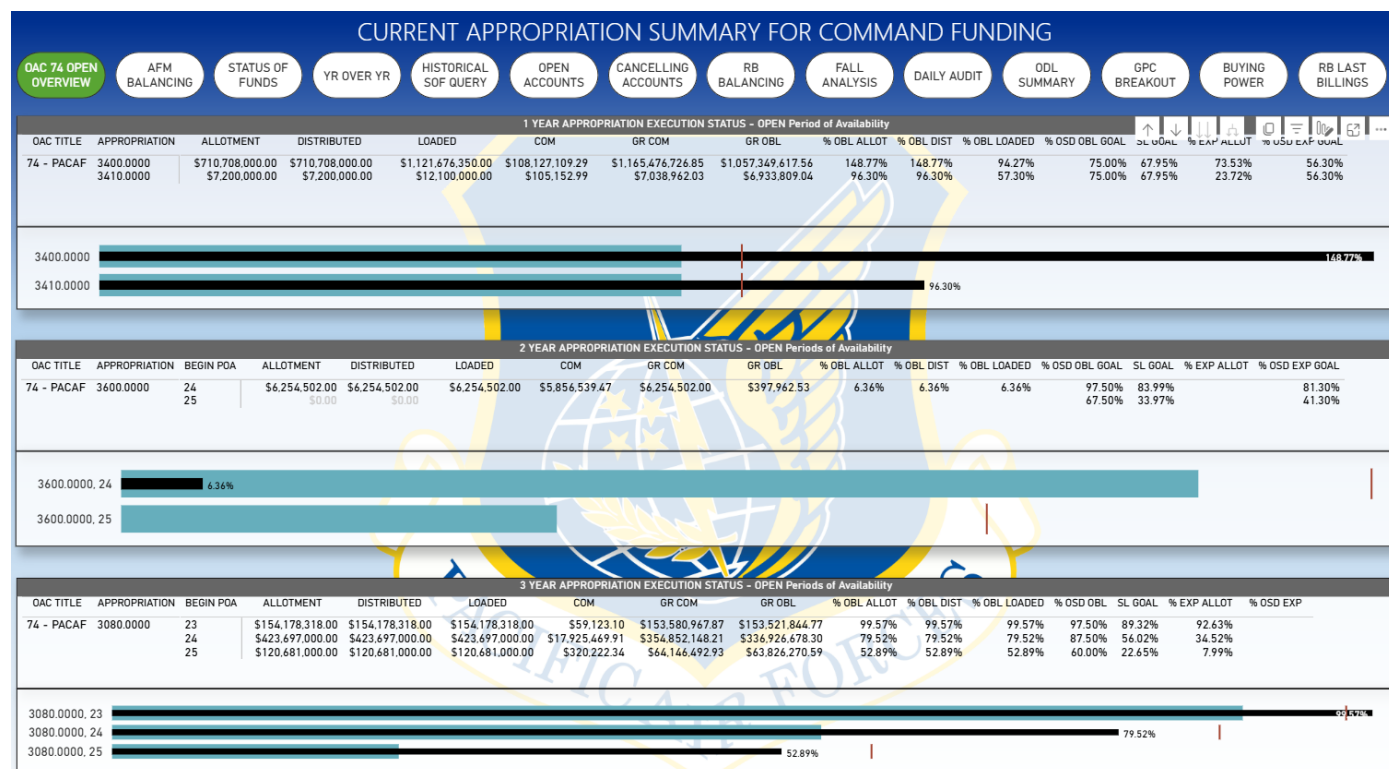
Accounting Policy & Operations (SAF/FMFO) 2025 Annual Accounting Conference, held virtually from April 28th to May 2nd, united Department of the Air Force (DAF) and Department of Defense (DoD) Financial Management professionals. The event addressed strategic initiatives, key challenges, and emphasized collaboration and innovation in achieving financial excellence amidst personnel reductions, evolving technologies, and resource constraints. Leaders stressed “doing more with less” while prioritizing audit readiness and mission support.

Key initiatives discussed included Data Analytics and Automation, Cancelling Funds Reduction, G-Invoicing Development and Deployment, MAJCOM/CPTS of the Future, Fiscal Year End, and Audit readiness. Celebrated guest speakers and an engaging SAF/FM Leadership Panel enriched the event.

A central theme was achieving a clean DAF audit opinion. Ms. Jennifer McCann, SAF/FMFA, highlighted the audit process and outlined actions for base-level personnel, including timely responses to auditor requests, document retention, system migration participation, and data focus.

Data Analytics and automation were showcased as vital for future financial success, with customized Power BI dashboards improving data visibility and strategic decision-making; read more below. The conference was a success, paving the way for future events focused on empowering insight, driving efficiency, and ensuring financial integrity.

To access slide presentations and recordings, please visit the [Accounting Conference](#) site.



Command Data Visualization Dashboards

The FMFO Data Analytics team is revolutionizing data access with new Command Data Visualization Dashboards, offering tailored views of key metrics based on each Command's mission and leveraging enterprise-wide Financial Management data. Leadership teams are collaborating to determine essential reports and effective formats, ensuring a standardized and easily understandable presentation of critical information.

These dashboards eliminate the time-consuming process of compiling data from multiple sources, freeing up resources for mission-critical tasks. By providing real-time data insights, the dashboards empower leaders at all levels to make faster, more informed decisions.

Currently, prototype dashboards are being tested by Pacific Air Forces, United States Air Forces in Europe, and United States Space Force, with a broader rollout to other Commands scheduled throughout the year. This initiative promises to transform data access and decision-making capabilities across the Air Force and Space Force, enabling more efficient and effective mission execution.

Make sure to regularly access the [Defense Enterprise Accounting Management System \(DEAMS\) Outreach Portal](#) and [new DEAMS Users Group](#) for breaking information, guidance, and customer resources.



QTP RECAP

A dedicated team of ten, hosted by the Resource Training Center (RTC) and Chief Brandy Brown recently completed a major review of 28 Quality Training Packages (QTP) at Joint Base Andrews, MD, covering an impressive 2,302 pages of material. The group collaborated to refine and improve the documents, ensuring they were clear and up-to-date for our Airmen.

With guidance from the FM Enlisted Training Manager, the updates were strategically aligned with the Career Field Education and Training Plan, keeping the training materials in sync with our long-term FM strategic objectives. This collaborative effort, incorporating diverse perspectives and expertise, reinforced the RTC and 6F mission to standardize and sustain training and resources for the FM career field. Sign up for product announcements on the [FICS 2.0 website](#) to be the first to know when the QTPs release in July!



FM Certification Updates: Changes to Experience Requirements Now in Effect

Important updates to the Department of Defense Financial Management Certification Program (DFMCP) are now officially in effect.

In 2024, the DFMCP Requirements Review Committee voted to implement significant program changes, specifically to the experience requirements for certification at all three levels. These changes are designed to better align with the evolving needs of our workforce and streamline the certification process.

What's Changing?

Effective immediately:

- **All three certification levels** now require only **2 Years of DoD FM Experience** at the assigned certification level.
- For **Level 2**, this removes the 4 Years Total FM Experience requirement.
- For **Level 3**, this removes the 8 Years Total FM Experience and 3-Month Developmental Assignment requirements.

Although these line items are now obsolete, they will continue to appear on the DFMCP scorecards and will be automatically marked as "Yes" to indicate completion. Please note that both the Total FM Experience and Developmental Assignment will remain listed under the My Learning Assignments in FM LMS as Priority 3 – Optional. No action is required from users for these line items.

Approved Time Extension for Missing FM Years Experience?

We have great news! If you have met the 2 Years DoD FM Experience requirement at your assigned level, you are eligible to submit for your DoD FM Certification, provided all other requirements have been fulfilled.

We appreciate your continued commitment to professional development and financial excellence across the DAF. For expert guidance and resources, visit the [DAF FM Certification SharePoint](#).

If you have any questions, please don't hesitate to reach out to your [local or command component administrators](#) or our [SAF/FM Workforce Development Team](#).

News Flash

A Fresh Look at Civ FTP!

SAF/FMEW created the Civilian Foundational Training Plan (Civ FTP) with you in mind. Launched in October 2024, the Civ FTP is an agile training tool geared specifically for GS-11 through GS-13 but serves as a **helpful resource for any FMer wanting to further develop their competencies**.

The tool has 156 courses laid out by occupational series, acquisition, and fundamental course chapters. Just as individuals can utilize the Civ FTP for their own development needs, supervisors can support their team's growth by identifying relevant courses.

Leverage the Civ FTP today and be the best FMer you can be!

[Access on myFMHub](#)



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