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SAFMIONLINE VOLUME 21 ISSUE 08 NEWSLETTER

THE ULTIMATE FORCE MULTIPLIER

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MAKING AL UDEID A HOME AWAY FROM HOME

by SrA Cherrymin Clarke, AFCENT

When I arrived at Al Udeid Air Base in March, I knew I had a job to do as a Disbursing Cage Cashier for the 379th Air Expeditionary Wing. What started as a standard deployment quickly turned into a journey of growth, resilience, and unexpected challenges. I was more than just a cashier crunching numbers. Early in my deployment, we faced a major problem: the Eagle Cash kiosks went down. For 42 days, over 700 warfighters couldn't access their funds. Getting the system back online was a major challenge my team and I worked hard to overcome, but the feeling of resolving such a significant issue was incredibly rewarding. Eventually, the Eagle Cash program was phased out and our team also



Deployed and still balancing the books. FM team Al Udeid edition, Apr-Sep 2025.

supported the effort to decommission the kiosks. This is just one example of the constant evolution of operations at Al Udeid.

More important than any financial transaction is a strong team. I firmly believe a strong team is a ready team, so I took the initiative to organize our Finance team's first morale event. We embarked on a desert adventure, riding camels, dune bashing, and immersing ourselves in Qatari culture. It was more than just a break; it was an opportunity to strengthen our relationships and broaden our perspectives. Weekends found some of us exploring Doha, indulging in local cuisine, seeing the sights, and collecting mementos. It's so important to prioritize de-stressing and connecting with the world around you, even in the midst of a deployment.

Photo left: Stepping away from the spreadsheets to experience the beauty of the desert.

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MAKING AL UDEID A HOME AWAY FROM HOME (cont.)

The "down time" wasn't meant to last forever. My deployment took a dramatic turn when Al Udeid became a focal point for high-profile visits. Seeing the President and other leaders firsthand was surreal. The environment on 23 June intensified when the base was attacked. For 12 days, we were on high alert, following strict protocols and relying on our training. Luckily, I'm a Grand Slam Leadership Academy grad, so I used the principles I learned to support my teammates during and after the 12-day war conflict, fostering empathy and reinforcing unit cohesion for combat readiness. Even as the tensions simmered down, the need for highly trained and prepared Airmen remained. With the base still on edge in July I was selected for a classified paying agent mission. It was a short-notice, vital cargo mission that pushed me out of my comfort zone. Although I can't share the details, it was an incredible experience that broadened my perspective and skillset. It became clear to me that even amidst a large-scale deployment, Financial Management Airmen are an asset to any mission and every person's contribution counts, and that even individual efforts can have an outsized impact.

That sense of individual responsibility also extended to those around me. With this being my first deployment, I realized first-hand how challenging it can be for mothers. That's why I spearheaded the creation of a support community for deployed mothers at Al Udeid. It's a safe space to connect, share their experiences, and offer mutual support as they navigate the specific challenges of deployment. My vision was to create a mentorship programs and a "Buddy System" to help moms adjust to life in a deployed environment.

Looking back, my time at Al Udeid was more than just a job; it was a transformative journey that covered a full range of experiences. From financial challenges to unexpected dangers, and creating a community, I faced adversity, learned valuable lessons, and made lifelong connections. I'm proud of what I accomplished and grateful for the opportunity to have served alongside so many dedicated individuals.

About the Author

SrA Cherrymin Clarke is a Budget Analyst for the 436th Comptroller Squadron located at Dover Air Force Base, Delaware.

Top: Deployed Mom Support Group Building Strength, Sharing Experiences.

Middle: SrA Clarke living life in the fast lane! Enjoying the desert experience.

Bottom: More than just a team, we're a family. Sharing a unique experience in the desert during our morale event.

COMMUNITY FOR DEPLOYED MOTHERS AL UDEID, QATAR



01/2 11/4/

WE COME TOGETHER TO SUPPORT EACH OTHER DURING THIS TIME AWAY FROM OUR CHILDREN. FOSTERING CONNECTIONS AND HELPING EACH OTHER NAVIGATE DEPLOYMENT. WE ARE BUILDING A LASTING LEGACY OF SUPPORT HERE AT AL UDEID AB.







RECOVERING NON-RECURRING COSTS: How the Air Force is Improving Oversight and Recoupment of Weapon System Investment Dollars

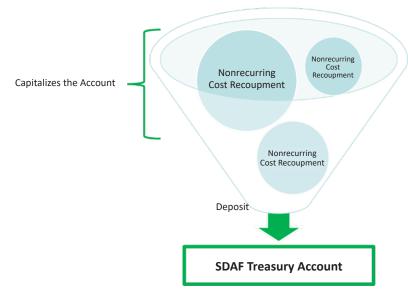
DAF FM Strategic Plan Connections Goal 2 | Obj. 2.1 & 2.2

by Marie Ely and Ariel Quesinberry, AFSAC

Non-recurring costs, those one-time expenses incurred during the research, development, and initial production phases of defense system acquisition, represent a significant investment for the US taxpayer. While not directly tied to the production of individual units, these "sunk costs" – covering requirements like specialized tooling, specialized testing equipment, and production rearrangements – contribute substantially to overall weapon system prices. Recovering a fair share of these non-recurring costs (commonly referred to as NC or NRC) is crucial when military equipment is sold as Foreign Military Sales (FMS).

In the FMS environment, NCs are a key consideration when estimating procurement costs for foreign partners and allies. While the Defense Security Cooperation Agency (DSCA) can waive these charges under certain conditions, the primary objective remains to recoup a proportionate share of the US government's investment in these advanced technologies.

Furthermore, collected NCs are an important and primary funding source for continuous recapitalization of the Special Defense Acquisition Fund (SDAF), a revolving account that finances the procurement of defense articles and services in less than normal procurement lead-times ahead of anticipated transfers under the Arms Export Control Act (AECA). NCs that are not waived are to be collected in the SDAF account (with few exceptions). A solvent SDAF ensures that urgent partner requirements can be met without diverting assets intended for US forces, thereby also safeguarding US force readiness.



Despite the importance of NC recoupment, historical challenges have hampered effective collection. First. although mandated by the Department of Defense Financial Management Regulations (DoD FMR), quarterly reporting of NC recoupments by each DoD component has been mostly non-existent. Next, the difficult task of NC collection, hindered by antiquated systems and the lack of process oversight, has traditionally led to a significant number of FMS cases being closed without any NC recoupment, leaving nothing to report. Finally, with cases predating accounting systems, systems tables missing NC tracking data, or case and line managers incorrectly inputting NC coding, multiple issues have shielded and only exasperated the issue . . . until now.

RECOVERING NON-RECURRING COSTS: How the Air Force is Improving Oversight and Recoupment of Weapon System Investment Dollars (cont.)





This situation is undergoing a dramatic transformation thanks to a dedicated team within the financial management division of the Air Force Security Assistance and Cooperation Directorate (AFSAC). Leveraging the Enterprise Analytics (EA) capability within the Project Management Resource Tools (PMRT), this team has developed a system to extract each item's Military Articles & Services List (MASL) designation from case documentation. That data can then be filtered to focus on active statuses and evaluated within the system to uncover specific associated details including non-recurring cost information and waiver status.

This capability is a significant breakthrough. It has unveiled a wealth of insights into pertinent NC case data, leading to the discovery of nearly \$1 billion in uncollected NCs from USAF FMS cases. Remarkably, almost half of this amount has already been processed for recoupment. Furthermore, the tool facilitated the first Air Force-wide NC review in over 20 years and is now modeling the way for tri-service-wide application by DSCA.

Beyond developing the tool, this innovative team is also documenting NC recoupment processes and providing comprehensive training on both the tool and the established procedures. The future looks promising for NC recoupments and the long-term health of the SDAF, led proudly by some of your fellow USAF FMers. **Let's go!**



About the Author

Ms. Marie Ely is the Deputy Chief Financial Officer for AFSAC (AFLCMC/WF) located at Wright-Patterson Air Force Base, Ohio.

Ms. Ariel Quesinberry is the Branch Chief for AFSAC's International Division Financial Support Branch (AFLCMC/WFFI) located at Wright-Patterson Air Force Base, Ohio.

Congratulations to all FMers for closing out a successful Fiscal Year 2025!

Check out some photos of our awesome financial management teams across the workforce celebrating the end of one fiscal year and beginning of the next!

Did your team take any FY closeout celebration photos? Send them to SAF.FMEW.Workflow@us.af.mil for a chance to be featured in future content.



THE NEURODIVERSITY EDGE: Strengthening Air Force FM From Within



DAF FM Strategic Plan Connections Goal I

by Rachel Lawinger, ACC

Neurodiversity, a term coined by sociologist Judy Singer, recognizes that variations in brain function and behavioral traits are normal and natural differences. This encompasses a range of conditions, including Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), dyslexia, dyscalculia, and Tourette's Syndrome. While these conditions can present challenges, they are often accompanied by remarkable strengths that can be invaluable in FM if we leverage them appropriately.

Consider the demanding nature of FM: meticulous budget analysis, complex data interpretation, strict adherence to regulations, and the ability to identify and mitigate financial risks. Individuals with certain neurodivergent conditions often possess traits that align perfectly with these requirements.

Specific Strengths and Applications in FM:

they are empowered to try.

- Attention to Detail and Pattern Recognition: Individuals with ASD are often known for their exceptional attention to detail and ability to spot subtle patterns that others might miss. This translates directly to identifying discrepancies in financial reports, detecting fraudulent activities, and ensuring compliance with regulations. Imagine a budget analyst with ASD meticulously scrutinizing a complex spending report, uncovering an inconsistency that could save the Air Force significant funds if given the opportunity.
- Hyperfocus and Deep Analytical Thinking: ADHD, while often associated with distractibility, can also manifest as hyperfocus, an intense concentration on a specific task. In FM, this can be invaluable for analyzing large datasets or specific tasks, developing complex financial models, and deeply understanding intricate financial regulations. A financial analyst with ADHD, hyper-focused on developing a cost-saving strategy for a specific program, could uncover previously unforeseen efficiencies and even more so should this same individual have a keen interest in AI integration or automation.
- **Creative Problem-Solving and Innovative Thinking:** Dyslexia, often associated with reading challenges, can also foster creative problemsolving and innovative thinking. Individuals with dyslexia often approach challenges from different angles, identifying alternative solutions and generating novel ideas. This can be incredibly beneficial in developing new budgeting strategies, improving resource allocation, and streamlining financial processes. Imagine a budget officer with dyslexia developing a completely new and more efficient method for tracking program expenditures if
- Logical Reasoning and Systems Thinking: Individuals with dyscalculia, despite struggling with mathematical calculations, often demonstrate strong logical reasoning and systems thinking skills. This allows them to understand the interconnectedness of different financial systems and identify potential risks or vulnerabilities. This can be particularly beneficial in developing comprehensive financial risk assessments and implementing robust internal controls that perhaps neurotypical individuals may not think to test.



Neurodivergent brains can be connected and operate in various diverse ways. This is an AI Generated Image to depict how neurodiversity is a wide array of varied connectivity.

THE NEURODIVERSITY EDGE: Strengthening Air Force FM From Within (cont.)



• Exceptional Memory and Data Recall: Some neurodivergent individuals possess exceptional memory and data recall abilities. This can be incredibly helpful in remembering intricate financial regulations, recalling past audit findings, and identifying recurring financial trends. A financial manager with this ability can quickly access critical information to improve decision-making and ensure compliance.

Creating a Supportive Environment:

Unlocking the potential of neurodiversity in FM requires creating an engaging and supportive environment. This includes:

- Awareness Training: Educating FM professionals about neurodiversity, its strengths, and its challenges is crucial. This training should dispel common misconceptions and promote understanding and empathy. Additionally, integration of team building would greatly assist in those individuals feeling included and 'part of the team', which is imperative for team cohesion and effectiveness.
- **Flexible Work Arrangements:** Offering flexible work arrangements, adjustable schedules, and quiet workspaces, can help neurodivergent individuals thrive when feasible.
- Assistive Technologies: Providing access to assistive technologies, such as screen readers, text-to-speech software, and organizational tools, can help individuals overcome specific challenges.
- Clear Communication and Instructions: Communicating clearly, concisely, and consistently is key. Providing written instructions, offering multiple ways to access information, and ensuring communication occurs frequently can benefit everyone, but particularly neurodivergent individuals.
- Focus on Strengths: Emphasizing individual strengths and providing opportunities to leverage those strengths can boost confidence and motivation. For example, if a team member has a clear interest in Power Automate, PowerBI Integration, or AI Integration, why not lean into it when time-permits and leverage these capabilities to increase efficiency in productivity?



Mentoring and Support: Providing mentoring and support from experienced FM professionals can help neurodivergent
individuals navigate the complexities of the workplace and develop their full potential, but it is important that those who
mentor understand the various types of neurodivergence and how to help those individuals succeed.

Embracing neurodiversity within Air Force FM offers a powerful opportunity to cultivate a more supportive, innovative, and effective workforce. I've personally witnessed the benefits of fostering an environment where neurodivergent teammates feel safe, valued, and empowered to contribute their unique talents. For example, I've seen how clear communication and the grace given when neurodivergent personnel ask clarifying questions make a world of difference in ensuring individuals feel comfortable seeking confirmation or validation. My Commander, Maj John Oms, has also emphasized this approach by implementing quarterly feedback sessions, which promote a continuous flow of communication and actively involve us all in shaping our workplace culture. By creating this kind of environment, we unlock a wealth of potential. This not only boosts morale but also allows us to leverage various strengths to improve financial stewardship, enhance problem-solving, increase innovation, and reduce inefficiencies. Ultimately, embracing neurodiversity can strengthen the financial health of the Air Force and cultivate an environment where the entire FM Team can thrive and contribute their best to the mission.

About the Author

Rachel Lawinger is the Budget Analyst and Wing Staff Resource Advisor for the 20th Comptroller Squadron located at Shaw Air Force Base, South Carolina.



Introducing myPCS - Your Move, Your Money, Your Way

by Ms. Alina M. Hutcheson, myPSC Program Manager, SAF/FMIN

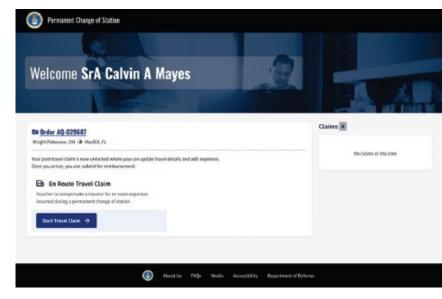
DAF FM Strategic Plan Connections

Goal 2 & 3 | Obj. 2.2 & 3.3

We're excited to announce the new, automated, user-friendly Permanent Change of Station (PCS) pay system—myPCS.

This new name isn't just branding; it's a reflection of our commitment to empower you. It's your PCS, your money, your family, and your experience. myPCS is designed to give you a streamlined, user-friendly way to file your voucher and get reimbursed faster and more accurately than ever before.

myPCS is a **fully integrated centralized system** which eliminates the need for multiple platforms and replaces antiquated processes relying on multiple hard-copy forms that request repetitive information. With myPCS, our valued members can access a onestop solution to file claims and track progress start to finish. myPCS migrates away from manual processes to a cloud-hosted digital solution that leverages automation and integration to transform the existing



PCS process to a sustainment ready solution. Salesforce, a leading Software-as-a-Service (SaaS) product with capability suited to accelerate application development, offers myPCS a secure platform while creating significant efficiencies via lower-code development options and a more efficient framework to achieve auditability. We will be using Okta Authentication for secure access management and SailPoint for secure digital access for elevated roles within myPCS, which takes the place of the manual DD2875 process.

Key Features & Highlights

Automated Calculations

Know how much you're getting **instantly**. As soon as you enter your travel details, myPCS will calculate your entitlements before you even select Sign and Submit.

Automated Processing

myPCS offers drastically **reduced processing time** with real-time tracking of claim status from end to end. Streamlining and automating the PCS process will ensure vouchers are accurately captured and traveler payments are timely.

Budgetary Advancements Compliant with Fiscal Law

Obligations will be posted to Defense Enterprise Accounting and Management System (DEAMS) after order authentication to allow for improved and more accurate management of Military Personnel appropriation.

Audit-Ready

Built with accountability in mind, myPCS is designed for compliance with the Air Force's auditability standards and business rules.



Centralized System

Say goodbye to jumping between systems. All your financial needs for your PCS, from voucher submission to disbursement, are now in one place.

Mobile Capability

myPCS is a mobile friendly option for all travelers to submit or review their vouchers at any time via their own personal mobile devices. We will be using Okta Verify for authentication and access control.

What's Next?

- Phased Approach: CONUS to CONUS moves will be targeted in the first iteration of myPCS. OCONUS, Accessions, Separations, and Retirements will follow.
- Go-Live Date: The first release of myPCS is projected to launch in the **3rd Quarter of FY26.**

Get in Touch

Have questions about the PCSA initiative or want to learn more? Reach out to us at: saf.affso.mypcs@us.af.mil.

myPCS is here for you.

This system isn't just an upgrade—it's a game-changer for Airman, Guardians, and the Air Force's FM community.

DEAMS Functional Management Office Update

by DEAMS Functional Manager

Deployment Update

On 1 October 2025, the US Space Force Comptroller offices at Patrick and Vandenberg Space
Force Bases, and five program offices at the Space Systems Command and the Air Force Lifecycle
Management Center deployed the Defense Enterprise Accounting and Management System (DEAMS).
The DEAMS team provided training and support for approximately 170 users across six locations targeting \$2.8B in execution. Additional Civilian Payroll records for 4.4K employees valued at \$858M were also transferred to DEAMS. This deployment is the culmination of months of hard work to conduct deep dive reviews to identify the scope, where business practices needed to be reengineered, to identify roles and responsibilities, create new workflows, and make sure the workforce was prepared for go-live. The DEAMS Deployment & Training Team will continue to provide on-site support through January 2026, followed by ongoing virtual support. The team has been providing minimal assistance virtually for some exempted transactions as needed during the Government Shutdown and has since resumed regular onsite support.

The team has already begun pre-deployment activities for five additional Space Systems Command and Space Operations Command program offices, scheduled to go-live in March of 2026. The DEAMS FMO is coordinating with Air Force Materiel Command (AFMC) and SSC on the schedule to deploy to the additional organizations over the next two years with the goal of no new transactions posted in GAFS-R in FY 28.

After 15 Department of the Air Force (DAF) pilots with 11 unique outside agencies and training more than 4K users, The DEAMS team declared the G-Invoicing Requesting Side functionally ready to deploy. On 1 October 2025, a G-Invoicing War Room was created in Microsoft Teams, and is being manned from 0600-2200 ET Monday- Friday to give all users access to Subject Matter Experts on DEAMS G-Invoicing processes. This collaborative effort between the DEAMS Functional Management Office and the SAF/FMFO Accounting Policy & Operations Division ensures not only DEAMS subject matter experts (SMEs), but also policy personnel are available to answer questions.



A dedicated email account is also available for users' questions (<u>SAF.FMFO.GINVSupport@us.af.mil</u>). Dial in information and the Teams link are provided on the <u>G-Invoicing news page</u> of the DEAMS Outreach Portal.

Legacy to DEAMS (L2D) conversions continue at many Commands to comply with Secretary of Defense and the SAF/FM Chief Information Officer's priorities to sunset the General Accounting and Finance System (GAFS) and are projected to continue into FY31. This program involves a detailed review of all transactions remaining in GAFS to determine appropriate actions: de-obligation, migration to DEAMS, or retention in GAFS.

Development Team Update

DEAMS Access Requests Moving from DD Form 2875 to SailPoint in FY26

In support of the Secretary of Defense's stated Financial Statement Audit Priority to strengthen the internal control environment, and the SAF/FM Chief Information Officer's objective to deploy SailPoint to support Identity, Credential, and Access Management (ICAM), DEAMS replaced its existing access request process in November 2025.

SailPoint is a modern identity governance platform that allows requests to be submitted and approved electronically. Customers will no longer request access by emailing the DD Form 2875-DEAMS but will instead submit requests for access directly into SailPoint. Supervisors and Information Officials (IO) will review and approve requests using SailPoint's electronic workflow. This process removes paperwork and redundant steps while making the process easier, faster, and more user-friendly. Requestors and approvers will have greater visibility into the status of requests, and electronic recordkeeping strengthens auditability and accountability, and will significantly reduce the administrative burden.

This transition impacts new user access, and existing users who require access updates. Product overviews began in early October 2025, with reference materials and video tutorials available now on the <u>DEAMS Outreach Portal</u>. The Help Desk stopped accepting 2875s on 29 October. A freeze on access requests began 30 October- 11 November 2025, with SailPoint going live on 12 November 2025.

DEAMS joins many other functional information technology systems that have already transitioned access provisioning to SailPoint. Financial Management (FM) systems already processing access requests include Automated Funds Management (AFM), Job Order Cost Accounting System (JOCAS), FMSuite and eFinance with additional FM systems implementing SailPoint by the end of the year.

The transition to SailPoint represents a milestone in digital transformation for financial management. By making access management more efficient, transparent, and secure, this change reinforces our commitment to modernization and positions DEAMS to better securely serve the evolving needs of the community.

System Releases

The DEAMS Agile Development teams continuously address system fixes and updates, prioritizing tickets that impact Fiscal Year End closeout activities. These updates are implemented promptly to maximize efficiency gains. Over the past two months, the teams successfully delivered 16 system releases, incorporating more than 41 stories and bug fixes. Many of these changes are behind-the-scenes system enhancements that improve performance or data integrity. Development updates included progress on Oracle Business Intelligence Enterprise Edition (OBIEE), Treasury Disbursing, Subledger Accounting Updates, and improvements to several interfaces.

For detailed information on each of the releases, select the Release Notes tile on the DEAMS Outreach Portal home page.



DEAMS Streamlines Federal Reimbursements for Faster Payments

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

The Defense Enterprise Accounting and Management System (DEAMS) has implemented a significant change to its reimbursement billing process, introducing an auto-release feature designed to accelerate the invoicing of federal customers. This streamlined approach promises a considerable improvement in cash flow and efficiency, allowing invoices to be generated within a remarkably short timeframe of one to two business days. Understanding this updated automation is important for all users involved in the reimbursement process to validate data entered, avoid potential complications, and ensure accurate financial transactions.

The key innovation lies in the automated release of draft revenue. Previously, delays were associated with manual review, often prolonging the invoicing process. Now, SAF/FMFO automatically releases draft revenue, effectively removing this bottleneck and significantly expediting the billing cycle. This automation directly contributes to the quick generation of draft invoices, which are then manually approved by the Defense Finance and Accounting Service (DFAS) on the business day following submission.

The primary benefit of this new system is the substantial reduction in processing time. What once took days or even weeks to complete, from the initial submission to the final invoice, is now compressed into a 24 to 48-hour window. This accelerated timeline offers a tangible advantage in terms of cash flow, as balances are transferred quickly from Unfilled Customer Orders (UFCO) to Filled Customer Orders (FCO), ultimately improving the organization's financial health and operational efficiency.

To successfully navigate the DEAMS auto-release reimbursement process with its limited 24-hour error correction window, users must prioritize thoroughly reviewing all data, including customer details and billing information. The DEAMS Outreach Portal offers comprehensive instructional guides, and support is available through Command Subject Matter Experts (CSME), the "Ask a Command SME" Teams channel, or the SAF/FMFO Field Support Team.

While DEAMS' auto-release significantly enhances efficiency and cash flow, its successful implementation relies heavily on users committing to accuracy, utilizing available resources, and embracing proactive error prevention. Together...we can make it happen!

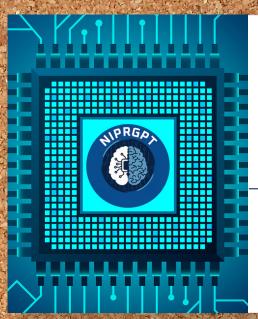
EMPOWERING OUR LEADERS: SEL Workshop Highlights

This past August at McConnell Air Force Base, Kansas our new Senior Enlisted Leaders (SEL) gathered for the SEL Workshop. They were provided with the tools, education, and training to navigate their expanding roles and responsibilities of taking care of our DAF Civilians, Enlisted, and Officers (CEOs), at both the foundational and occupational level.



THE FM BULLETIN





Introducing Your Professional AI Tool: NIPRGPT

Have you explored the Artificial Intelligence (AI) tool available to the workforce? NIPRGPT is a comprehensive AI research and development platform featuring Retrieval Augmented Generation (RAG) that lets you build a relationship with your knowledge. Upload documents, chat with your data, and collaborate across the DoD on GenAI models and applications. NIPRGPT enables model evaluation, shared workspaces, and secure document processing workflows.

Important Reminder:

Your NIPRGPT chats (prompts/outputs) and uploaded documents are private and not shared or used to improve or train the model. NIPRGPT is not authorized for use with Information protected by the Privacy Act of 1974, as amended (PII); or Information protected by the Health Insurance Portability and Accountability Act (HIPAA/PHI). NIPRGPT is encouraging safe, responsible experimentation with Generative AI and Large Language Models (LLMs) throughout the entire Department of Defense.

FM Certification CET Countdown 2025

The clock is ticking on Continuing Education & Training (CET) requirements for those with a 2025 deadline, and we want to help you finish strong! With under 90 days left in the year, roughly 2,354 of our DAF/FM teammates certified in odd years (2013, 2015, 2017, 2019, 2021, or 2023) may be feeling the pressure to complete open CETs. Don't worry – earning those credits is within reach, and we've got resources to make it easy.



Here are some great ways to earn those CET credits:

- Boost your knowledge at FM and Leadership courses, symposiums, and training events.
- Leverage education and training completed through DoD-recognized FM test-based certification programs.
- Explore the extensive catalog of courses in the FM myLearning e-catalog.
- Apply academic courses in FM or Leadership.
- Share your expertise!





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