SAF FM | ONLINE
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NEWSLETTER

THE ULTIMATE FORCE MULTIPLIER

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EMPOWER YOUR CAREER: Supporting Your Professional Development on Your Terms

DAF FM Strategic Plan Connections
Goal 1 | Obj. 1.1

by Dr. Yolanda Rutland, SAF/FME

Throughout my career, I have heard the same questions from dedicated members of our Financial Management (FM) Enterprise—civilians, enlisted, and officers (also known as C.E.O.s) alike:

How do I take control of my career? What opportunities are available to me? Who can help guide my next step?

These are the right questions to ask. They reflect a workforce that is motivated, forward-thinking, and invested in serving the Department of the Air Force (DAF) at the highest level.

Our DAF FM Enterprise already offers a wide range of development programs, resources, and opportunities because there is no single path to success. Each of you brings your own unique strengths, goals, and experiences to our mission, and **YOU** deserve support which recognizes and respects that individuality.

That is why we are proud to introduce **Empower FM**, a new career development campaign designed to help you take greater ownership of your professional growth with clarity, confidence, and purpose. ➤

EMPOWERFM
GROWTH ON YOUR TERMS

Earn CET Credits!

Newsletters: 0.5 CET each

Magazines: 1.5 CETs each

Want to earn CET credit for reading this month's edition of the *SAF/FM Online Newsletter?* Complete a short quiz after reading the full publication. Access SAF/FM publications and their quizzes on myFMHub.

EMPOWER YOUR CAREER: Supporting Your Professional Development on Your Terms *(cont.)*

What Is Empower FM?

Empower FM builds on the strong foundation already in place across DAF FM by bringing together a targeted set of tools and resources to help C.E.O.s better understand their options and actively shape their own career trajectories. At its core, Empower FM is about ensuring every member of our FM workforce feels informed, supported, and empowered to make deliberate choices about their future.

This campaign was not developed in isolation. Empower FM emerged from a thoughtful, collaborative process led by a working group of representatives from the civilian, enlisted, and officer forces. These individuals shared their own real-life experiences, successes, challenges, and lessons learned to help identify what tools would have been most valuable to them and could now benefit others across the force.

The effort began in Fall 2024 with a series of team alignment sessions, including exploration of themes such as *Why We Serve and Why We Stay*. Through this process, three potential paths emerged. Ultimately, the team selected the concept of **Empowerment** – a framework centered on recognizing the uniqueness of individual career journeys and giving each person the confidence and control to guide their own development.

This concept was shared with the SAF/FM Board of Directors during the 2025 Fall Executive Session, where it received strong support as a meaningful investment in our people and our future.

A Simple, Practical Framework

Empower FM introduces a clear, three-step model to guide career development:

1. **Define Your Vision**
2. **Create Your Career Plan**
3. **Take Action and Grow**

To support this approach, the campaign includes new **C.E.O. Career Worksheets** to be your guide – with three versions that share a common foundation yet are tailored for civilian, enlisted, and officer paths. These worksheets are designed to help you reflect on your goals, assess where you are today, and build a personalized, actionable plan for where you want to go.

Just as importantly, the worksheets consolidate existing programs, resources, and opportunities in one place, making them easier to understand, explore, and apply. This is not about adding complexity, it is about reducing friction and making career development more accessible.

EMPOWER YOUR CAREER: Supporting Your Professional Development on Your Terms *(cont.)*

Why This Matters

Empower FM is designed to:

- Make it easier to navigate career options by organizing familiar resources into a more user-friendly experience
- Encourage greater ownership of career growth by providing structure and confidence
- Support more productive conversations with supervisors and mentors through clearer understanding of opportunities and next steps
- Better position civilians, enlisted members, and officers to be competitive for promotion and prepared for the roles and experiences they seek

We encourage every member of the FM workforce to take the first step with Empower FM as soon as possible. This initiative is **not** an additional task or requirement. It is an invitation – an opportunity to invest in yourself and intentionally shape the career you want to have within our FM Enterprise.

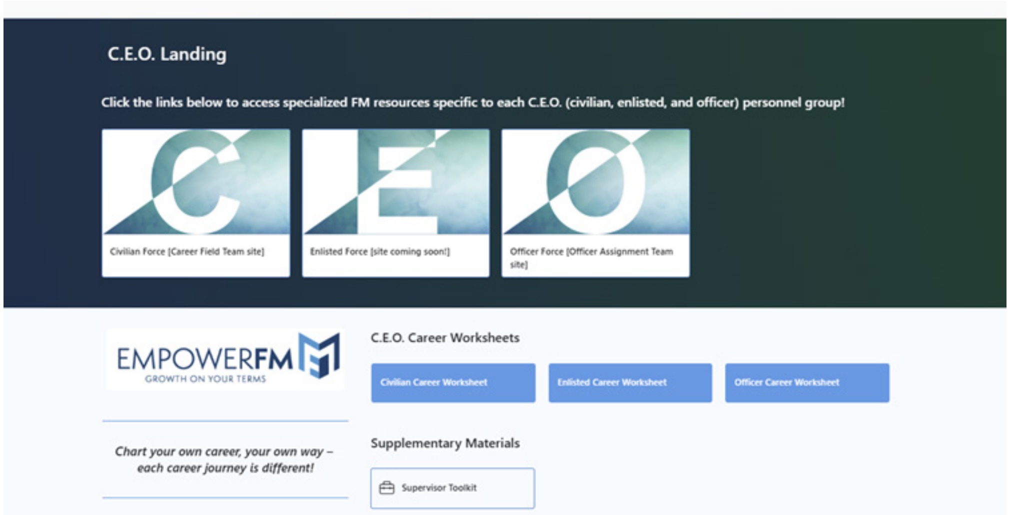
How to Get Started

All Empower FM materials, including your personalized C.E.O. Career Worksheet, are available on the C.E.O. Landing page of the FM Force Development Runway. We encourage you to explore the resources, reflect honestly on your goals, and engage in open conversations with your supervisors and mentors.

DAF FM believes deeply in the potential of every member of our workforce. Empower FM is a shared investment in helping each of you succeed, today and over the long term.

Your career journey is uniquely yours. With Empower FM, you now have clearer, more accessible guidance to help shape the path that fits you best. As you explore, plan, and grow, know that you are supported by a community committed to your development and success.

Everything we do within the FM Enterprise impacts combat capability. That's why we want to make sure you have access to tools and resources to achieve your goals – because your success is our collective success. This is your opportunity to take charge, lean into your strengths, and build the career you envision.



About the Author

Dr. Yolanda Rutland is the Director of Workforce Management and Executive Services for the Office of the Deputy Assistant Secretary of the Air Force for Financial Management & Comptroller located at the Pentagon, Washington, D.C.

BEYOND COMPLIANCE: How Financial Decisions Shape Mission Credibility

DAF FM Strategic Plan Connections
Goal 1 | Obj. 1.1

by MSgt Carlos Herrera, AETC

The decisions that pass review but still fail the mission often reveal more about judgment than regulation.

In my current role, I serve as the Air Education and Training Command (ATEC) Financial Management inspector. Each month, my work places me inside wings across the command and in enterprise-level leadership discussions, often during periods of fiscal pressure, constrained resources, and competing priorities. I rarely encounter organizations that lack knowledge of the rules. More often, I observe the effects of decisions that comply with law and policy yet fall short of being prudent.

Within the Department of the Air Force, legality remains foundational. It defines the outer boundary of acceptable action. What inspections consistently reveal, however, is that many mission and credibility challenges originate well inside that boundary. These decisions are technically correct, properly documented, and defensible on paper, yet they introduce avoidable risk when consequences, timing, and precedent are not fully weighed.

Financial managers operate at the point where intent becomes reality. Their assessments determine not only whether a course of action can proceed, but how it proceeds, when it proceeds, and what trade space is preserved for the future. This influence is often understated because it does not announce itself. It is embedded in recommendations, execution strategies, and the quiet shaping of options presented to commanders.

Across inspections, struggling units almost never lack technical proficiency. They understand fiscal law, thresholds, and timelines. Their challenges stem from cumulative decisions that prioritize permissible actions over mission impact. Obligation benchmarks are met while operational alignment drifts. Risk is accepted implicitly rather than acknowledged and owned. Short-term solutions become routine practices. No single action triggers a finding, but together they degrade confidence, increase oversight friction, and narrow commanders' ability to maneuver.

By the time inspectors arrive, these patterns are often entrenched. At that stage, leaders are forced into corrective action rather than prevention, which is always more disruptive and more costly.

When financial managers pause to ask whether a course of action is prudent, trajectories change early. That pause does not require new authority or additional policy. It requires disciplined judgment. Questions such as: How will this decision affect the unit absorbing the impact? What precedent does it establish for the next fiscal year? Does it align with commander intent beyond the current quarter? Would this decision withstand explanation to an auditor, an inspector, or a congressional staffer months later?

Timing is often where financial judgment exerts its greatest influence. A decision that is legally sound but poorly timed can stall execution, distort priorities, or create downstream rework. Financial managers shape operational tempo by determining when to obligate, defer, restructure, or sequence funding. In practice, these timing decisions can matter as much as the amount itself.

Financial managers also serve as translators of risk. Commanders accept risk as part of operations. Financial professionals convert abstract risk into concrete consequences by clarifying what is gained, what is deferred, and what is forfeited. When that translation is absent, risk is accepted by default rather than by design. ➤

The effect on organizational climate is immediate. When senior financial leaders model prudent judgment and explain why a lawful option is declined due to broader risk, they signal that ethical reasoning is expected. Airmen and civilians learn that raising concerns is part of stewardship, not a career liability. Fear of retaliation diminishes because the standard shifts from blind execution to aligned execution. In those environments, issues surface earlier and leaders retain flexibility to adjust before problems escalate.

From an enterprise perspective, this approach strengthens compliance rather than competing with it. Organizations that rely solely on rules train people to search for boundaries. Organizations that value prudence train people to recognize intent, proportionality, and consequence. That distinction reduces audit friction, improves inspection outcomes, and lowers the burden on oversight mechanisms designed to catch failure after it occurs.

Over time, financial managers become carriers of institutional norms. The advice they give, and the standards they reinforce or relax, shape how organizations understand stewardship, urgency, and accountability. Those signals compound. Culture is not formed by policy alone, but by repeated decisions that teach what is acceptable under pressure.

For senior noncommissioned officers, officers, and civilian leaders, visibility in ethical decision making is instructional. Leaders must demonstrate how tradeoffs are weighed, how risk is acknowledged, and why certain options are rejected despite being legally available. When leaders articulate their reasoning, they establish standards that persist beyond written guidance or leadership turnover. They teach the force how to think when guidance is silent or ambiguous, which is precisely when judgment matters most.

From my seat as an inspector, the Department of the Air Force does not suffer from a lack of rules. It struggles when judgment is reduced to compliance alone. Prudence is not a brake on mission execution. It is a stabilizing force. It keeps the institution aligned when pressure, tempo, and resource constraints tempt expedient answers.

The future Air Force will be shaped less by extraordinary decisions than by thousands of routine financial choices made under pressure. Those choices determine how effectively the institution converts resources into readiness. Financial managers do not simply support the mission. They shape the conditions under which the mission succeeds or stalls.

What Inspectors See When Financial Judgment Is Strong

- Financial managers present options with clear tradeoffs, not just legal justifications.
- Risk is articulated explicitly and owned, rather than absorbed quietly.
- Timing of execution aligns with operational reality, not just obligation targets.
- Leaders explain why certain legal options are declined, reinforcing shared standards.
- Subordinates raise concerns early without fear of retaliation.
- Compliance mechanisms function as safeguards, not primary controls.

About the Authors

MSgt Carlos R. Herrera II is the Command Financial Management Inspector for the Air Education and Training Command Inspector General located at Joint Base San Antonio–Randolph, Texas.

IMPORTANCE OF STRATEGIC FORESIGHT IN THE FINANCIAL WORLD

DAF FM Strategic Plan Connections
Goal 1

by Capt Gonca Dequeant, AETC

To be an effective leader, one must possess not only knowledge and experience in one's field but also the foresight to anticipate potential outcomes. Strategic foresight is a discipline that involves a deliberate and organized exploration of future possibilities, strengthening our understanding of alternative scenarios to inform sound decision-making. Historically, this competency often determined the success or failure of leaders. A notable example is Winston Churchill's leadership during World War II, where his ability to recognize the growing threat of the German Air Force, the Luftwaffe, led him to advocate for strengthening Britain's Royal Air Force. He thoroughly assessed the complex dynamics of the era and made strategic decisions that ultimately shaped a more favorable trajectory for his country.

Considering how this skill benefited Churchill and countless other leaders in the past, we can ask: Is this skill something that can be acquired, or is it an inherent trait? While it is impossible to predict the precise intentions of senior leaders or forecast future events with certainty, the ability to interpret prevailing indicators—a skill that can indeed be cultivated and refined at all levels—proves invaluable.

For financial leaders, this is our daily endeavor. Our objective extends beyond mere technical expertise; we aspire to be architects of strategy, skilled decision-makers, and proactive implementers. In my role, I oversee more than 30 additional-duty resource advisors, comprising ranks from senior airman to lieutenant colonel. The challenge lies not only in managing diverse funding streams from three major commands (MAJCOMs), each with distinct priorities and requirements, but also in fostering effective communication, ensuring clarity of the commander's intent, and developing a sound financial strategy for our wing.

A financial strategy must balance near-term execution with long-term planning; we are responsible for crafting and executing that strategy. The fiscal strategy should not focus solely on pursuing metrics; rather, it should involve formulating a deliberate plan that spans today, tomorrow, and beyond. When leaders establish a robust financial plan, it provides clear direction for everyone, much like a train following its tracks.

Long-term financial planning is essential for maintaining wing stability, even amid frequent leadership changes. While establishing a five-to-ten-year strategy may seem daunting, this long-range view ensures our initiatives remain aligned with the wing's mission and resilient through transitions in commanders and senior leaders within our government (e.g., Administration, SecWar, SecAF, and CSAF). By staying grounded in our core purpose as a financial professional, we enable strategic priorities to endure beyond any single leadership rotation.

To excel as a financial leader with good foresight, consistent practice is crucial. While we may not often acknowledge it at the wing level, we engage in this discipline every day. Our goal should be to observe and learn from exemplary leaders who can foresee challenges before they arise. Effective financial management also requires staying informed about changes in federal administration priorities, strategic guidance such as the National Defense Strategy (NDS), the wing's mission, and how their wing fits into the broader enterprise. Anyone can address a problem after it emerges; true leadership lies in the ability to anticipate risk and take early action to prevent escalation.

In times of change, strive to anticipate the needs of your commander, wing, MAJCOM, or even the Department of the Air Force. Think beyond immediate concerns; it involves recognizing not only the raindrops but also the potential for a flood and preparing accordingly.

About the Authors

Capt Gonca Dequeant is the Comptroller for the 58th Special Operations Wing located at Kirtland AFB, Albuquerque, New Mexico.

OBIEE: A New Era of Financial Reporting for DEAMS

by the DEAMS Functional Manager

We are pleased to announce a monumental achievement: the stabilization of the Defense Enterprise Accounting & Management System (DEAMS) Data Warehouse and full deployment of all General Ledger reports on the Oracle Business Intelligence Enterprise Edition (OBIEE) Dashboard. This means the DEAMS community now has another exceptionally reliable and accurate source of data, empowering you to execute your critical missions with greater confidence than ever before.

What is OBIEE?

OBIEE is the target reporting tool for DEAMS, designed to provide timely, accurate, and reliable reports and data. It functions as a central "DEAMS Data Warehouse," a repository of data organized by category, to support your analytical needs. OBIEE replaces legacy systems, like Oracle Discoverer Viewer (DV) and the custom Oracle Application Development Framework (ADF) reporting solutions, with a more robust, user-friendly, and integrated platform for your financial data analysis and reporting.

Designed to work directly with Oracle E-Business Suite (EBS), OBIEE can gather and analyze data from various sources, including relational databases, online analytical processing (OLAP), flat files, and spreadsheets. Some of the key advantages of OBIEE are:

- **See Your Data Clearly:** Transforms complex data into simple, easy-to-understand formats like tables and graphs
- **Get the Latest Information:** Collects up-to-date information so you're always working with the most current data
- **Make Faster Decisions:** Delivers critical data to you and other decision-makers without delay

What's Available to You Now

The rollout of OBIEE has been incremental since its initial release in the second quarter of FY24. Users can access many available reports, and we continue making steady progress in moving all reporting to the new system. The transition from the old DV is now down to a total of just 149 reports. Here's a snapshot of what you can access right now in OBIEE:

Subject Area	Available Reports
Accounts Payable (AP)	AP Invoice Lookup By Line of Accounting (LOA), Invoices On Hold, Open 1081 JV
Accounts Receivable (AR)	Air Force Security Assistance Training (AFSAT) Collection Voucher, AR Customers
Federal Admin	Budget Execution Transaction Register
General Ledger (GL)	Overspent Funds
Project Accounting	Project Agreement Funding, Project Task Command Oversite, Project Task Expenditure, Project Task and Expenditure Organization (PTEO) List
Purchasing	PO Receiving- Expense, Purchase Order History, Purchase Order and Payment Information, Unapproved Purchase Orders

Here's a look at our progress in retiring the old DV reports as of February 2026:

Customer	Initial DV Reports	Total Unshared from DV	Remaining to Unshare
Air Force	884	806	78
DFAS	12,357	12,292	71

What's Next and How to Get Help

Our goal for FY26 is to achieve full operational capability and completely phase out DV by April FY26. We will also be focusing on:

- **Decommissioning Legacy Systems:** Replacing the old solutions for Status of Funds (SoF) and Open Document Listing (ODL) reports with new ones in OBIEE
- **Data Reconciliation and Validation:** Continuing to ensure the data you see is always accurate and trustworthy
- **User Training and Support:** The DEAMS Functional Management Office (FMO) has published several training aids to get you started. Find the applicable job aids in the Job Aid Index on the DEAMS Outreach Portal, by filtering the **Section** column to **OBIEE**. Additionally, assistance is always available through the Command Subject Matter Experts on the Ask a Command SME Teams channel, or via the Assistant Secretary of the Air Force for Financial Management & Comptroller (SAF/FM) Self Service Portal.

We are excited for this new chapter in financial reporting and encourage you to explore the OBIEE dashboard for yourself. See how this new tool can enhance your mission. While OBIEE advances continue to improve financial data access, DEAMS modernization extends beyond reporting. The Deployment and Training Team is accelerating adoption across the Air Force by preparing users, organizations, and systems for the next phase of enterprise-wide implementation.

Powering Progress: How the DEAMS Deployment & Training Team is Modernizing Your Financial World

The DEAMS Deployment/Training team is spearheading a massive effort to modernize financial management across the U.S. Air Force. From major system deployments to hands-on training, the team is working to bring you more powerful and efficient tools.

Key Deployment Activities

The team is making huge strides in its multi-year plan to transition more organizations to the DEAMS platform. The October 2025 deployments to the Air Force Lifecycle Management Center (AFLCMC) and Space Systems Command (SSC) were major successes. These efforts, which involved approximately 210 users and $2.8 billion in obligations, yielded valuable lessons that have led to revamped processes. Building on this momentum, the team is now gearing up for these major deployments:

Deployment Wave	Key Organizations	Users Impacted	Value
May 2026	Space Systems Command, Combat Forces Command, Air Force Nuclear Weapons Center (AFNWC), and AFLCMC	~480	$31.1B
October 2026	Additional Air Force Materiel Command (AFMC) Organizations and ACC Test & Training Ranges	~780	$29.5B
2027	Air Force Research Laboratory (AFRL) & Air Force Test Center (AFTC)	TBD	TBD

In addition to these major rollouts, the Legacy to DEAMS (L2D) project streamlines operations by retiring outdated systems and migrating critical financial transactions into DEAMS for organizations like Secretary of the Air Force – Acquisition (SAF/AQ), Air Force Installation and Mission Support Center (AFIMSC), Combat Forces Command (CFC), and most recently AFMC.

G-Invoicing Implementation & Adoption

A top priority is the wider adoption of Government Invoicing (G-Invoicing), a mandatory requirement from the United States Department of the Treasury. While progress is strong with about 1,500 orders valued at nearly $800 million processed so far on the Requesting side, we know that moving away from familiar legacy processes can be challenging.

To make this transition smoother for everyone, the team is actively working on piloting the new Servicing side functionality with partners like ANGRC, the 127th ANG, and AFIMSC to refine the process and address issues before a full-scale launch. This will help reduce manual work and make G-Invoicing a clear and easy process for your intergovernmental transactions.

Unmatched Training and User Support

We believe that new tools are only as good as the support behind them. That's why a robust training strategy is at the core of everything we do. Our support is designed to meet you where you are:

Support Type	What We Offer
Real-Time Help	Live **war room** support via Microsoft Teams to assist G-Invoicing users with issues as they happen
Hands-On Training	Targeted **Command Days** provide on-the-job training tailored to your organization's needs
A Massive Resource Library	Including G-Invoicing job aids and guides, we maintain over 200 job aids, 11 user guides, and 25 different courses covering the full spectrum of processing transactions in DEAMS to ensure you can always find the answer you need

With this comprehensive support system, including training over 140 users on G-Invoicing in February alone, we are committed to ensuring you feel confident and ready to master these new capabilities.

Accounting Focus Areas: A Unified Framework for Financial Excellence

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

SAF/FMFO is proud to introduce a four-tiered framework of Accounting Focus Areas developed to strengthen financial stewardship, ensure operational stability, and bolster audit readiness across the enterprise. This framework is designed to provide clear, actionable priorities that will guide our daily operations and long-term financial management. By aligning our efforts under this unified structure, we can uphold the highest standards of integrity and accountability. The tiers that follow outline these priorities in order of criticality, beginning with the protection of our core financial health.

Tier 1: Safeguarding Our Core Financial Health

Tier 1 sits at the foundation of our priorities and represents the core financial health, solvency, and integrity of our revenue-generating programs. This tier is paramount because any failure here has the most significant and direct impact on our mission. The primary focus is on reimbursements. Excellence in this area requires precise expenses to revenue balancing, maintaining accurate reimbursement funds, and judiciously reconciling unfilled customer orders to undelivered orders outstanding. Mastering these fundamentals strengthens audit readiness by demonstrating that every dollar of revenue is matched to a corresponding expenditure, giving leaders a true picture of their financial position to enable effective decision-making and sustain trust with our partners. ➤

SYSTEMS CORNER

Tier 2: Our Frontline Defense for Operational Stability

Tier 2 serves as our frontline defense against the data mismatches, payment failures, and cash reconciliation errors that can disrupt operations. Success in this tier is essential for maintaining both operational momentum and audit readiness. Key priorities include cross-system accuracy and vendor pay. Our focus areas include resolving unmatched transactions; managing Mechanization of Contract Administration Services (MOCAS), DEAMS to Automated Disbursing System (ADS) Daily Reconciliation (DADR), and Merged Accountability & Fund Reporting (MAFR) processes; and reducing the number of invoices on hold. Furthermore, diligent oversight of Government Purchase Card (GPC) transactions and contract payments is critical to preventing payment failures and ensuring our partners are paid on time. Diligence in this tier is essential for complying with federal laws like the Prompt Payment Act, which prevents wasteful spending on interest penalties. By ensuring the accuracy of our financial data, we avoid overstating available funds, prevent payment failures, and maintain good faith with our contractors, who rely on timely payments to continue their support of DAF missions.

Tier 3: Proactive Management for Long-Term Health

Moving from defense to offense, Tier 3 focuses on the proactive management of our financial commitments and internal records. This forward-looking approach is vital for ensuring the long-term health of our budget and preventing future problems from developing. The core of this tier is accounting accuracy and financial housekeeping. All professionals should prioritize the timely management of canceling year obligations, the resolution of dormant obligations and open documents, and careful scrutiny of Project Task Expenditure and Organizations (PTEO) and unapproved purchase orders (PO). This proactive stance ensures our financial system reflects accurate data, preventing work stoppages and mission delays that occur when transactions are rejected due to administrative errors.

Tier 4: The Final Line of Audit Defense

Finally, Tier 4 represents our last line of audit defense, addressing non-systemic, human-driven actions that require meticulous attention to detail. This tier underscores the importance of individual diligence in our accounting practices. The two main pillars of Tier 4 are travel pay and manual entries. Accuracy in processing travel orders is essential. Likewise, we must ensure precision in all manual accounting actions, including Voucher and Schedule of Withdrawals and Credits (SF 1081) and journal voucher (JV) entries and the avoidance of civilian pay line of accounting errors. Failing to properly manage these areas can hide financial errors. Diligent processing of these transactions is a direct reflection of our internal controls and is a key metric examined by auditors.

By applying the four-tiered framework of Accounting Focus Areas, we create a stronger, more resilient, and more accountable financial enterprise. We encourage every member of our team to integrate these focus areas and into their work, becoming the Force Multipliers the DAF mission requires. Together, we will uphold our commitment to financial excellence as one team, with one fight.

DAF FM in the Field

The 50th and 21st Comptroller Squadrons hosted leadership earlier this year for a meaningful visit where they engaged with Airmen, discussed ongoing challenges, and recognized seven team members with coins. The squadron appreciated the support and left the conversations feeling encouraged and heard.



Strengthen Your Skills and Earn CETs!

Continuous development is essential to maintaining our technical credibility and strengthening our financial management enterprise. If you are enrolled in the DoW FM Certification Program, you have access to free Becker Continuing Professional Education (CPE) courses to earn CET credits at no cost.

This is a fully funded opportunity to maintain your certification while sharpening both your technical and leadership capabilities.

Why Explore Becker CPE?

The Becker catalog offers a wide range of high-value courses, including:

- Government Accountability Office (GAO) & Yellow Book Requirements
- Generally Accepted Government Auditing Standards (GAGAS)
- Government and Fund Accounting
- Enterprise Risk Management
- Fraud and Forensics
- Effective Business Writing
- Emotional Intelligence

Courses are available on demand, allowing you to complete training at your own pace and align learning with your individual development goals.

Eligibility

- Must be enrolled in the DoW FM Certification Program
- Access is fully funded for eligible personnel

How to Get Started

New Users:

Email saf.fmew.workflow@us.af.mil to register and receive website access with a temporary password.

Returning Users:

If you have not accessed the site since August 2024, reset your password at https://cpelearning.becker.com/ using the "Forgot Password" link.

Technical Notes

- Recommended browser: Google Chrome
- For login or access issues, contact saf.fmew.workflow@us.af.mil

Take advantage of this opportunity to strengthen your expertise, maintain your credentials, and continue delivering excellence in financial management.

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