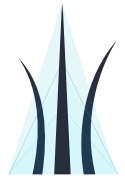


Department of the Air Force Financial Management Strategic Plan



FY22-26

FM Vision: Financial Excellence—Powered by Airmen, Fueled by Innovation

FM Mission: Provide fiscally responsible resource management, auditable and timely financial services, and actionable decision support to deliver air and space capabilities for our nation

DAF FM Strategic Plan FY22-26



Strategic Picture - “Why” We Must Act

- We face a ‘Serious Strategic Competitor’
- Pacing Threats: China...then Russia
- SECAF: My highest personal goal...instill a sense of urgency about our efforts to modernize
- CSAF: Accelerate Change or Lose
- CSO: Adapt to outpace aggressive competitors
- Operational Imperatives
 - Strategic roadmap - Prioritizes modernization goals
- Management Initiatives
 - Optimize resources; stop low-value efforts



FM Response - “What” We Must Be

- An FM workforce that:
 - Delivers excellence across all FM competencies
 - Celebrates the strength of the FM community...enterprise-wide
 - Employs advanced data analytics capabilities
 - Executes auditable FM processes...every day
 - Smartly innovates and collaborates to elevate standard practices and raise FM-wide capability
 - Provides excellent service to ALL...Airmen/Guardians/Vendors...in-garrison and deployed



FM Blue Print - “How” We Will Get There

Develop and Retain a Highly-Skilled FM Team

- **Prioritize our people**
- Implement a Human Capital Strategy to Attract/Train/Develop/Retain a **highly-skilled, agile workforce**
- Expand recruiting, deliver relevant, modernized training and **retain high-quality FMers**
- Define and implement the **FM Organization of the Future**
- Enhance FM workforce flexibilities

Harness Technology, Standardized Processes and Data Analytics to Enhance Accountability

- Accurately **account for and safeguard taxpayer dollars**
- Produce auditable and repeatable financial transactions
- Implement **audit compliant financial systems** that minimize risk of loss/mis-statement
- **Mitigate manual work** through streamlining and automation
- **Enhance data analytics** capabilities, through unified, reliable data feeds

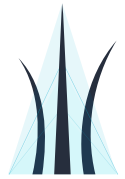
Optimize Resources, Mitigate Risk and Improve Service to Customers

- Provide high-value and timely **resourcing solutions**
- Deliver decision-quality cost and financial analysis at every level
- Reliably **satisfy customer needs**
- **Innovate**, share, **standardize**, and train to improve FM business operations at all levels
- Evolve FM contingency model for new strategic environment
 - **FMers always ready**

Visit www.myfmhub.hq.mil to read the full AF FM Strategic Plan. Submit ideas to the SAF/FME workflow at SAF.FMEW.Workflow@us.af.mil.

Department of the Air Force Financial Management
STRATEGIC PLAN
ONE TEAM, ONE FIGHT!

Department of the Air Force Financial Management Strategic Plan



FY22-26

GOAL 1: Develop and Retain a Highly-Skilled FM Team

- **OBJECTIVE 1.1. Implement FM Human Capital Strategy**
 - Robust recruiting policy and capabilities
 - Relevant training and competency development
 - High-quality workforce through improved leadership development
 - Increased retention driven by agile, responsive workforce policy
- **OBJECTIVE 1.2. Refine FM Organizations to Meet Tomorrow's Needs**
 - Comptroller organizations with the right structure and number of billets (across competencies) to fulfill evolving DAF needs
 - A community of FM professionals armed with right skills and experience to effectively address the requirements of the future



GOAL 2: Harness Technology, Standardized Processes and Data Analytics to Enhance Accountability

- **OBJECTIVE 2.1. Provide Accurate and Auditable Accounting Support**
 - Positive audit opinion on the General Fund financial statement by 2026
 - Positive audit opinion on the Working Capital Fund financial statement by 2028
 - Strengthened and standardized FM business processes and tools with effective internal controls
- **OBJECTIVE 2.2. Develop and Implement an FM Enterprise-wide IT Strategy**
 - Simplified FM systems portfolio and governance
 - Audit compliant financial/resource systems
 - Manual processes eliminated through use of automation, standard tools, and Robotic Process Automation
 - Enhanced Cybersecurity posture of FM IT systems
 - Improved technology acumen and knowledge management of FM Workforce
- **OBJECTIVE 2.3. Develop and Implement an FM Enterprise-wide Data Operating Model**
 - Secure, interoperable, and efficient data solutions that are aligned with the DAF implementation plan for DoD Data Strategy
 - Unified, reliable FM Data on governance-approved, mature, and accessible platforms for decision-makers
 - Data used as an effective weapon for timely, informed decision support and services

GOAL 3: Optimize Resources, Mitigate Risk, and Improve Service to Customers

- **OBJECTIVE 3.1. Build Defendable Budgets, Reduce Execution Variances, and Drive Standardization**
 - Optimized utilization of budget resources to meet mission demands
 - Modernized budget formulation tools and improved justification books
 - Enhanced Congressional awareness of DAF requirements and DAF understanding of Congressional perspectives
 - Enterprise-wide standardization of budget and decision-support processes and tools
- **OBJECTIVE 3.2. Optimize Resource Management through Excellent Cost and Economics Support**
 - Analytically rigorous products consistently delivered to support DAF programming and acquisition processes and timelines
 - Program risks identified and managed early in the SPPBE process to protect DAF resources
 - Non-Advocate cost and economic analysis support expanded into broader aspects of the SPPBE, acquisition, and requirement processes
- **OBJECTIVE 3.3. Consistently Deliver Outstanding Financial Customer Service**
 - Every Airman and Guardian consistently paid accurately and on-time
 - Mission Partners consistently paid accurately and on-time
 - Improved Customer Service Delivery Model implemented across the FM enterprise
- **OBJECTIVE 3.4. Enhance the FM Contingency Capabilities to Support the New Strategic Environment**
 - Updated FM Contingency/Deployment model that supports the expected operational realities
 - Re-vamped FM deployment training and exercises that strengthen FM's contingency capabilities and value to Combatant Commanders
 - FM Military workforce always ready to deploy and respond when called