

SAF FM

The Ultimate Force Multiplier
ONE TEAM, ONE FIGHT!



FM Force Development Primer

for Department of the Air Force
Financial Management Professionals



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*Education and training are the foundation of our airpower advantage
Vision for the Department of the Air Force*

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Dear Air Force Financial Management Professionals,

It is my pleasure to introduce this Primer as a comprehensive guide to your professional development. As the Principal Deputy Assistant Secretary of the Air Force Financial Management and Comptroller, I understand the importance of staying current with the latest developments in our field, mastering the competencies required for success, and pursuing ongoing education and training opportunities.

This Primer provides an end-to-end product that outlines the force development structure for financial managers, including the use of competencies in professional development, DoD FM Certification requirements, and education, training, and experience. It also ties these elements into the DAF FM Strategic Plan for Goal 1 to Develop and Retain a Highly Skilled FM Team, ensuring that your professional development aligns with the broader goals of the Air Force Financial Management community.

As Financial Management professionals, you play a critical role in ensuring that the Air and Space Force has the financial resources necessary to meet its mission objectives. To succeed in this role, you must possess a range of competencies, including Foundational, DAF FM Occupational, and DoD FM competencies. Ongoing professional development is essential to developing and maintaining these competencies and ensuring that you are equipped to meet the Air and Space Force's financial management needs.

I encourage you to use this Primer as a guide to your professional development, taking advantage of the many training and development opportunities available to you. By mastering the competencies required for success, pursuing ongoing education and training, and aligning your development with the goals of the DAF FM Strategic Plan, you will be better equipped to meet the challenges of the Air Force Financial Management profession and achieve your career goals.

Thank you for your service and dedication to the Air Force Financial Management community.

One Team, One Fight!

Best Regards,

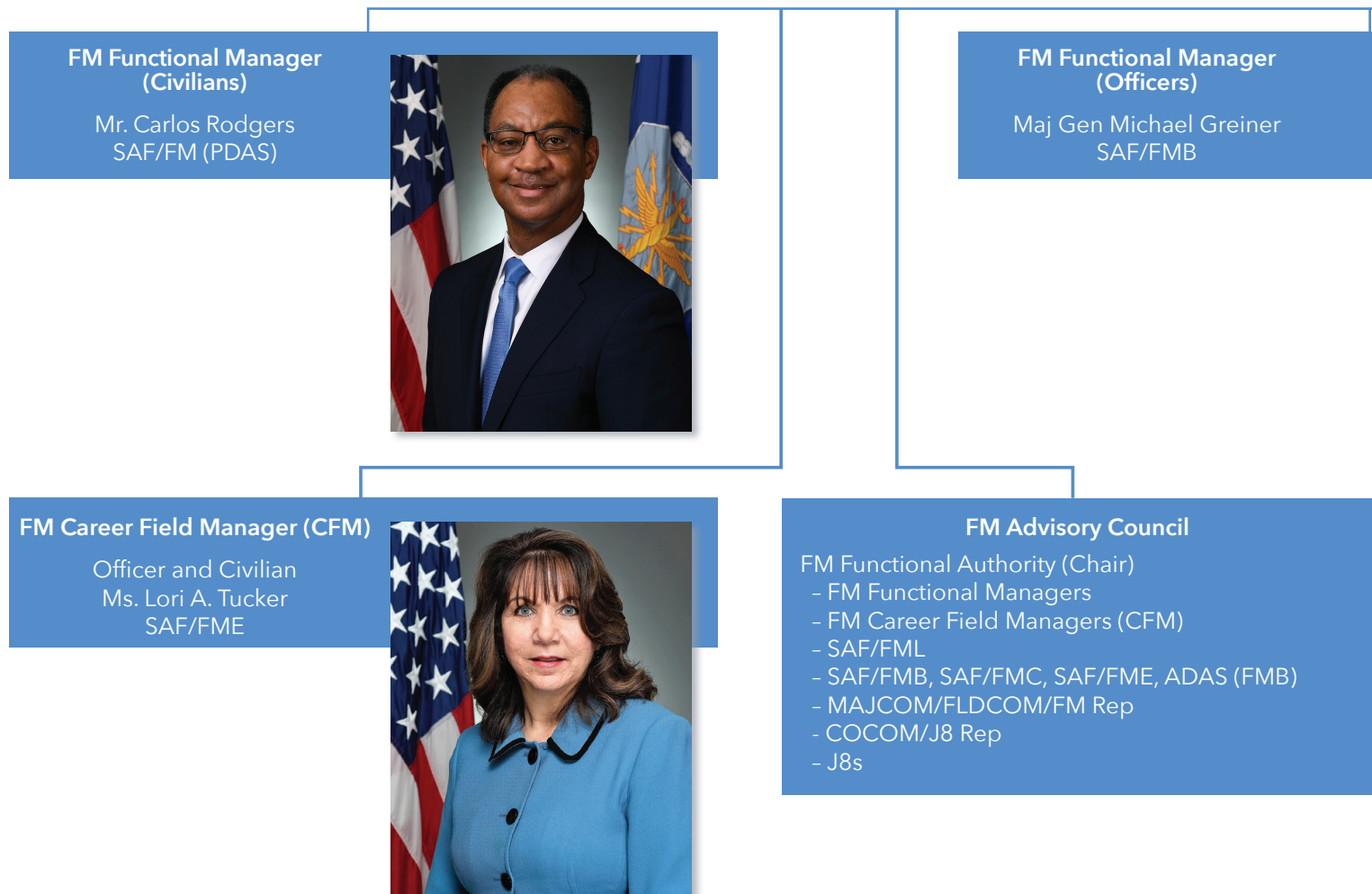
Mr. Carlos Rodgers
Principal Deputy Assistant Secretary of the Air Force
(Financial Management and Comptroller)



FM Force Development Structure

As an FM professional, you should know that FM Force Development (FD) is chartered through two governing bodies: the Advisory Council and the FM Development Team (DT). The **Advisory Council** provides total force, strategic-level direction, and oversight of the FD process within the FM Community. The Council also develops and promulgates FD policies and guidance for the Officer, Enlisted, and Civilian segments of the FM workforce while conducting senior-level succession planning.

The **FM Development Team** on the other hand, provides necessary developmental direction and formal guidance to qualified officers, enlisted members, and civilian employees within the FM workforce. The DT seeks to develop the FM workforce through tactical, operational, and strategic levels, providing FM professionals with the necessary institutional leadership and functional competencies needed to satisfy current and future DAF institutional requirements. If you want to learn more about the DT as it pertains to your career path, you can refer to page 20 (Civilians), page 27 (Officers), and page 36 (Enlisted).





FM Functional Authority

The Honorable
Hon. Kristyn E. Jones
SAF/FM



FM Career Field Manager (CFM)

Enlisted
CMSgt Kaci K. Duhart
SAF/FM



Officer Development Team

FM Functional Managers (Co-Chairs)
- FM CFMs
- MAJCOM/FLDCOM/COCOM
Comptrollers
- AFPC (Officer team)

FM Development Team

Enlisted Developmental Team

- SAF/FMB
- CFM
- MAJCOM/FLDCOM/CEMs
- AFPC Enlisted Team

Civilian Developmental Team

FM Functional Managers (Co-Chairs)
- FM CFMs
- MAJCOM/FLDCOM/
COCOM Comptrollers
- AFPC Civilian Career Field Team

Developing You – The Financial Management Professional

The mission of
the United States
Air Force—
To fly, fight, and
win...airpower
anytime,
anywhere.

FM IMPACT ON THE DEPARTMENT OF THE AIR FORCE MISSION

FM impacts the entire Department of the Air Force mission through decision support and financial services. When you look around the Air Force, you see dollar signs everywhere. Financial professionals cost, budget, account, and pay for the dollars of every fighter that takes to the air, the munitions they use, and the hangars where they are repaired. You see dollar signs on the concrete poured for your base's sidewalks, the light shining in your fitness centers, and each fire truck responding to an alarm. There are dollar signs on things you do not see, such as the dollars needed to develop and operate the satellite orbiting in space and the dollars used to develop and update the code securing your computer in cyberspace. Financial professionals process the pay for every doctor in every clinic, every pilot in every cockpit, and every technician at every help desk. Financial professionals pay for every dusty tent put up in the desert, each meal served in the dining facility, and every piece of body armor worn for force protection. We reach beyond our traditional Air Force roles and source the dollars of joint commands and support our sister services and multinational task forces. We are everywhere as we provide agile combat support.

DEVELOPING YOU – DEVELOPMENT OF OUR PEOPLE

The Air Force Strategic Plan regards Airmen (civilian and military) development as central to combat capability. People are our most critical weapon system for mission accomplishment because they leverage the value of strategy, technology, and organization. Leaders develop the potential in people and create the professionals of the future.

In a speech given at the Air Force Association Global Warfare Symposium, former Secretary of the Air Force Michael Donley discussed the demands the public's trust places on us as stewards of the federal budget. "We are living in a time of great strategic and budgetary uncertainty, but throughout our history the Air Force has demonstrated the flexibility to evolve according to changing needs and requirements. The Air Force must be prepared to keep evolving as we finish today's fight, and continue our mission to protect America today and in the future."

To support changing warfighter needs, the Air Force FM community continues to strive for the continuous development of financial managers who are deployment capable, able to maintain home station operations, perform effective decision support to our leaders, and deliver financial services to the Air Force. To fulfill our core missions around the globe and across the spectrum of operations, we need motivated professionals who are highly proficient in a variety of skills and can lead others in challenging and rapidly changing environments. We need professionals who are proud members of the Profession of Arms, upholding the Air Force core values. We need professionals of integrity, selflessness, and excellence who understand the Department of the Air Force customer base consisting of both Airmen and Guardians.



Air Force Core Values

To be a great FM professional you must be a great Airman. The Air Force core values are the bedrock of all great Airmen. The core values provide the framework of institutional values and principles of conduct we uphold as we accomplish the mission. Your success as an individual and our success as a community hinge on how well each of us incorporates these values into our daily operations. The Air Force's *The Little Blue Book*¹ summarizes our core values in ten words, "Integrity first, Service before self, Excellence in all we do."



Integrity first – *The Little Blue Book* describes integrity first as "doing the right thing all the time, whether everyone is watching, or no one is watching. It is the compass that keeps us on the right path when we are confronted with ethical challenges and personal temptations, and it is the foundation upon which trust, and respect are built." This inner voice gives you the courage to stand up for honesty and practice justice fairly. It is your acceptance of responsibility and accountability. It is your moral trait of being honest, courageous, accountable, open, humble, and never behaving in ways that might bring discredit to you or the Air Force.

Service before self – *The Little Blue Book* describes service before self as "choice to serve is a decision to hold ourselves to a higher standard; it is a calling, a daily commitment that takes energy, dedication, and sacrifice. Selfless service places demands upon us which are not levied upon the American public or those who choose other professions." You display this trait when following rules unless there is a clear, operational reason for refusing to do so. You have respect for the fundamental worth of people and tolerate the beliefs of others. As a professional you are disciplined and maintain self-control. You place service before self when you maintain faith in the system and faith in your leaders.

Excellence in all we do – *The Little Blue Book* "continuously advance our craft and increase our knowledge as Airmen. We must have a passion for continuous improvement and innovation that propels America's Air Force in quantum leaps toward accomplishment and performance." We strive for product and service excellence. We seek to achieve personal and interpersonal excellence. "Excellence in all we do" demands we ensure the best possible cradle-to-grave management of resources while maintaining operations excellence.

These ten simple words found in our Core Values point to what is universal and constant in the Air Force. By examining integrity, service, and excellence you discover the richness of these core values. They lead you to examine the importance of duty, honor, country, dedication, fidelity, competence, and a host of other ethical demands and professional characteristics. The Air Force core values reinforce your respect for the heritage you carry of the Lafayette Escadrille, Women's Air Force Service Pilots (WASPs), Tuskegee Airmen, and countless Airmen who served and sacrificed for our country.

¹ *The Little Blue Book*:
https://www.doctrine.af.mil/Portals/61/documents/Airman_Development/BlueBook.pdf

Character...above all The Space Force Handbook (SFH) 1-1, Guardian Spirit, describes character as the emphasis the importance of integrity, accountability, and ethical behavior in all aspects of service. It requires personnel to prioritize character and uphold the highest standards of conduct.

Connection... toward unity
 This value highlights the importance of teamwork, collaboration, and communication in achieving shared goals. It requires building strong relationships, fostering inclusivity, and promoting a sense of belonging.

Commitment... to mastery
 This value is about the ability to continuously learn, adapt, and improve all aspects of service. It is a requirement to strive for excellence, seek out new knowledge and skills, and embrace innovation and change.

Courage...to be bold This value focuses on the importance of taking calculated risks, challenging the status quo, and embracing innovation and change. It requires creativity, adaptability, and forward-thinking approaches to problem-solving and decision making.



Unlocking Your Success: The Power of Competencies

To achieve success in your career, you must define what success means to you. It may vary from person to person, such as being promoted to General, Major, Command Chief Master Sergeant, completing 20 years of enlisted service, or effective annual budget execution at base-level. Whatever your aspirations are, planning your career is crucial to achieving your goals. The Department of the Air Force (DAF) and the Office of the Secretary of Defense (Comptroller (OUSD (C))) have identified several competencies that you should focus on to develop your career.

Competencies are the skills, knowledge, and abilities you need to perform your job effectively. For financial management professionals in the Air Force, success is dependent on mastering competencies in three key areas: AF Foundational Competencies, DAF FM Occupational Competencies, and DoD's FM and Leadership Competencies.



BREAKING DOWN THE INTERRELATIONSHIP OF THE COMPETENCIES:



The 29 **DoD FM and Leadership Competencies** provide the overarching framework for Financial Management within the Department of Defense (DoD). Next, the AF Foundational Competencies directly link to the 5 DoD FM Leadership Competencies and outline leadership and management skills for developing oneself and others. The 7 DAF FM Occupational Competencies and 168 skill sets provide specific functional activities required for job performance within the Air Force, each linking back to the 24 DoD FM Competencies.

By aligning the DAF FM Occupational Competencies and the AF Foundational Competencies to DoD FM competencies, they support the achievement of the DoD's Financial Management objectives. Together, these

competencies provide the foundation for effective financial management within the Air Force and support the achievement of the DoD's financial management objectives.

To support the Air Force's financial management objectives, FM Airmen must be flexible, adaptable, and properly trained. Keep in mind, with an increasing number of joint deployments, FM personnel from all branches of military service must be ready, willing, and able to do their job anytime, anywhere.



DAF AND FINANCIAL MANAGEMENT COMPETENCIES

Ultimately, as we strive to achieve our individual goals, we share a common goal for success—accomplish our organization’s mission through effective financial decision support and services. Our force development relies on the assumption that Air and Space Force missions—and the DAF’s ability to provide warfighting assets to combatant commanders—are accomplished by Airmen who possess the optimum combinations of competencies. Competencies shape your expertise for a particular job or task. To begin, let us examine AF foundational competencies tied to leadership skills.

Air Force Doctrine Document (AFDD) 1-1, *Leadership and Force Development*, and Air Force Handbook (AFH) 36-2647, *Competency Modeling*, provides the competency construct from which we develop the professional FM Airman—officer, enlisted, or civilian; active, reserve, or guard. This is the basis of our FM force development efforts. The dual-track construct defined in AFDD 1-1 identifies the need for Airmen to possess the foundational and occupational competencies.

TABLE 1: FOUNDATIONAL COMPETENCIES

FOUNDATIONAL COMPETENCY	FOUNDATIONAL SUB-COMPETENCY	
DEVELOPING SELF		
<ul style="list-style-type: none">- Accountability- Perseverance- Communication	<ul style="list-style-type: none">- Decision Making- Information Seeking- Flexibility	<ul style="list-style-type: none">- Resilience- Initiative- Self-Control
DEVELOPING OTHERS		
<ul style="list-style-type: none">- Teamwork- Develops People	<ul style="list-style-type: none">- Service Mindset- Leadership	<ul style="list-style-type: none">- Fosters Inclusion
DEVELOPING IDEAS		
<ul style="list-style-type: none">- Analytical Thinking- Digital Literacy	<ul style="list-style-type: none">- Creative Thinking- Fostering Innovation	<ul style="list-style-type: none">- Influence
DEVELOPING ORGANIZATIONS		
<ul style="list-style-type: none">- Resource Management- Results Focused	<ul style="list-style-type: none">- Change Management- Strategic Thinking	<ul style="list-style-type: none">- Precision

Your Success Depends on You

Foundational Competencies

The Airman's **Foundational Competencies** are categorized into four major groups: **Developing Self**, **Developing Others**, **Developing Ideas**, and **Developing Organizations**. There are 24 foundational competencies for all Airmen, as part of a systematic competencybased approach to develop the force. Below captures the maincategories and some of the important competencies of each.

Developing Self

- **Flexibility** – Adapts to and works with a variety of situations, individuals, or groups effectively
- **Communication** – The ability of the Airman to actively listen, speak clearly and forthrightly, and write effectively in order to share meaning and ensure everyone understands their role in pursuing commonly shared goals.

Developing Others

- **Leadership** – Inspires, builds, and sustains others' motivation and morale to accomplish the mission; organizes people and actions.
- **Fosters Inclusion** – Creates a culture where all members of an organization are free to make their fullest contributions to the success of the group and where there are no unnecessary barriers to success.

Developing Ideas

- **Fostering Innovation** – Builds a culture of behaviors and business practices that encourages, champions, and rewards creativity and informed risk-taking; is open to change.
- **Digital Literacy** – Uses technology to identify, critically evaluate and synthesize data and information; explore, create, and manage digital content; and appropriately interact in a virtual environment.



Financial Management Development Team

Developing Organizations

The third type of institutional competency, organizational, is represented at all levels of the Air Force, but mostly at the strategic level. Strategic leaders apply organizational competencies to establish structure, allocate resources, and articulate strategic vision.

- **Resource Management** – An Airman demonstrates aptitude in effecting change management, applying resource stewardship, and striving for continual improvement.
- **Strategic Thinking** – An Airman fosters this critical skill by developing a vision for organizational progress, demonstrate superior decision-making ability, and be adaptable in the dynamic, highly fluid landscape of today. The Airman develops this by reading literature on strategic thinking, spending time working across all DAF functional areas, seeking mentoring from DAF senior leaders, developing a network of peers within and outside the DAF, and leading a cross-functional team each year to improve FM support to the installation.





DAF FM Occupational Competencies

Occupational competencies are the specific areas of expertise we need to perform our unique financial management duties. **They focus on aspects of your job and career.** Focusing on specific occupational competencies means being deliberate in the outcome of your skills and abilities. Whereas foundational competencies cut across career fields and apply to everyone, occupational competencies (as the name implies) focus specifically on your occupation—a specific aspect of financial management. The DAF identifies seven FM occupational competencies listed below.

Our occupational competencies focus on FM's mission to provide high-quality, objective guidance to the decision maker and customer-focused financial services to the DAF. Through the synergistic combination of AF foundational competencies and our occupational competencies, we provide FM warfighting capabilities and effective decision support.

TABLE 2: FM COMPETENCIES

CAREER FIELD	FM COMPETENCY	DEFINITION FOR FM COMPETENCIES			
financial management	Financial Operations	Provide customer service through entitlement/payment processing and disbursing services.			
	Accounting	Knowledge of accounting processes, principles, standards, federal/DoD financial statements and reports, federal accounting systems, and laws/regulatory requirements.			
	Budget Formulation and Execution	Manage budget requirements by forecasting, justifying, allocating, monitoring, and analyzing budgets in compliance with statutory/regulatory guidance.			
	Financial Analysis	Apply analytical frameworks and conduct special studies to forecast benefits/resources needed to optimize business, budgetary, operational, and sustainment decisions and mitigate risks.			
	Cost Estimation	Develop life cycle resource requirements for program feasibility, acquisition program management, and budget decisions.			
	Program Control	Lead the integration of long-term financial planning including scheduling, earned value management, and risk management of a defense acquisition program office.			
	Internal Controls and Audit	Develop, monitor, interpret, and report processes/operations to ensure transparency and statutory compliance, regulatory, and leadership guidance/intent while promoting effectiveness and accountability.			
			FM Stewardship	FM Data Analytics/Decision Support	FM Systems

In addition to the seven FM competencies outlined in the table above, there are four focus areas that are inherent in our competencies and worthy of mention. As Airmen we must embrace technology and use it with **FM Data Analytics** and leverage with sound **Decision Support** practices. Additionally, each competency area includes **FM Systems** and **Financial Stewardship**, with a focus on the tools and processes used in our career field.

DAF FM Competency Crosswalk

In the chart below, the seven FM competencies on the left align to the 20 DoD competencies in the middle with a few exceptions. Note the four vertical columns within the DoD competencies cut across all seven of the DAF competencies. In other words, Decision Support, Financial Stewardship, Financial Management Systems, and Fundamentals and Operations of Finance are relevant to every FM occupational competency. Competencies listed horizontally within the DoD competencies column correspond to specific FM occupational competencies. As you focus your career within a particular competency, you may wish to incorporate other competencies to tailor your development plan to fit your needs. For example, to be good at Budget Formulation and Execution, you might also seek to expand your knowledge of some Accounting and Financial Analysis competencies. Looking at another example, Program Control has no predominant link, yet it ties to Budget Formulation, Justification and Presentation, Budget Execution, FM Analysis and FM Report Analysis. As you read from left to right the FM occupational competencies link to the DoD competencies and related skill sets used to outline duties, expectations, and building your Individual Development Plan (IDP). Use the IDP found on [myVector website](#) as you sit down with your supervisor to build your IDP and update it periodically as necessary.

TABLE 3: FM/DoD COMPETENCY CROSSWALK

FM OCCUPATIONAL COMPETENCIES	DoD COMPETENCIES	COMPETENCY SKILL SETS
Financial Operations	Commercial Pay Concepts, Policies, & Principles Payroll Concepts, Policies, & Principles Fundamentals & Operations of Mil/Civ Pay	17 Skill Sets
Accounting	Accounting Analysis Accounting Concepts, Policies, & Principles Financial Reporting Fundamentals & Operations of Accounting	33 Skill Sets
Budget Formulation & Execution	Budget Concepts, Policies, & Principles Fundamentals & Operations of Budget Budget Formulation, Justification, & Presentation Budget Execution	29 Skill Sets
Financial Analysis	Financial Management Analysis Financial Management & Reporting Analysis	30 Skill Sets
Cost Estimation		28 Skill Sets
Program Control		16 Skill Sets
Internal Controls & Audit	Advanced Financial Management Finance Concepts, Policies, & Principles Audit Concepts, Policies, & Principles Fundamentals & Operations of Audit Audit Planning & Management Audit Reporting Decision Support - Audit Execution	15 Skill Sets

DECISION SUPPORT
FINANCIAL STEWARDSHIP
FINANCIAL MANAGEMENT SYSTEMS
FUNDAMENTALS & OPERATIONS OF FINANCE



Proficiency Levels

You can see that the FM and DoD enterprise-wide competencies are related to each other, as the crosswalk on page 12 outlines. Competencies refer to the skill sets that you perform on a daily basis. As you gain experience and education, your proficiency in performing a certain skill will change. The DoD Proficiency levels, ranging from beginner (Level 1) to expert (Level 5), capture your advancement or progression in knowledge or skill. The FM and DoD enterprise-wide competencies are rated across these five proficiency levels. The DoD FM Certification Program and DAF FM Occupational Competency align courses to Proficiency Levels 1, 3, and 5. Additionally, the DAF FM Occupational Competency Skill Sets include simplified proficiency levels for **Basic** (between DoD Proficiency Levels 1 and 2), **Intermediate** (between DoD Proficiency Levels 3 and 4), and **Advanced** (between DoD Proficiency Levels 4 and 5).

Each level gradually increases the responsibilities relating to that particular competency as your knowledge, skill, experience, and ability evolve. The table below provides a simplified overview of these proficiencies and helps convey what each proficiency level entails concerning responsibilities and expectations.

TABLE 4: PROFICIENCY LEVEL DESCRIPTIONS

<ul style="list-style-type: none"> - Applies competency in simple situations - Requires close monitoring and extensive guidance 	basic	level 1	Applies the competency in the simplest situations; can name parts, tools, and simple facts/terms about the task; requires close/extensive guidance and needs to be told or shown how to do most of the task
		level 2	Applies the competency in somewhat difficult situations; can do most parts of the task but requires frequent guidance and oversight
<ul style="list-style-type: none"> - Applies competency in difficult situations - Requires occasional guidance 	intermediate	level 3	Applies the competency in difficult situations, needing only spot checks; can determine step-by-step procedures for the task; only requires occasional guidance
		level 4	Applies the competency in considerably difficult situations and is able to do all parts of the task; requires little or no guidance; able to analyze facts and principles and draw conclusions about the subject/situation
<ul style="list-style-type: none"> - Applies competency in considerably difficult situations - Generally, requires little or no guidance 	advanced	level 5	Applies the competency in exceptionally difficult situations; evaluates conditions and can predict, isolate, and resolve problems; serves as key resource and advises others on how to complete task quickly and accurately

Suppose you are a Voucher Examiner at Proficiency Level 1. You will require constant supervision and will only be assigned basic tasks such as verifying the signature corresponds to the person of record submitting the voucher. If you advance to level 3, you might be validating all aspects of multiple types of vouchers against internal policy and procedure, as well as fact-checking the work of level 1 staffers. Finally, if you reach level 5, you might be interpreting the policies you applied at level 3 to ensure they follow the intent and spirit of the law. You will also be supervising level 1 employees and mentoring level 3 staff.

Now, let us shift our focus to the linkage between DoD competencies and your occupational series. This will help you identify which competencies apply to you based on your job position. So far, we have covered AF foundational competencies, Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) occupational competencies, DoD enterprise-wide FM competencies, and how proficiency levels capture progression in knowledge and skill.

Certification Programs

DoD FM CERTIFICATION PROGRAM

The National Defense Authorization Act (NDAA) for FY12 authorized the Secretary of Defense (OSD) to establish a financial management professional certification program that includes a combination of education, training, and experience. This program affects all FMers from all Services, including all AF active officers, enlisted, and civilians as well as guard and reserve members.

You can refer to the [DAF FM Certification site](#) to view FM Certification tools and resources:

This program assists the Air Force in achieving this mandate by providing a structured framework of standardized competencies for professional development across the DoD, and it empowers senior leaders to better evaluate and manage human capital.

- Serves as a step-by-step guide to focus your professional development on the competencies that will help you do your job better
- Creates a knowledge base for all DoD FMers, including standardizing training requirements and creating a common FM language
- Helps us identify where we need new training and the training you need when seeking new jobs/responsibilities
- Improves FM and leadership skills across the DoD

HOW IT WORKS

Each FM position has been mapped for Level 1, 2, or 3. Each certification level encompasses competency-based training and experience. The FM Certification Program also includes an emphasis on education and test-based FM professional certifications at Levels 2 and 3. After obtaining your certification, you will be required to earn continuing education and training hours every two years in order to maintain your certification.

As complicated as it sounds, our training teams have developed several tools and products to assist users with their Certification. The Automated Learning History Worksheet found on the FM Certification SharePoint site allows you to track and identify the courses you need to complete the requirement. Talk to your supervisor about what certification means for you.

HOW IT TRANSLATES TO DAF FM



AF FMers already do a lot of what the DoD FM Certification Program asks—this program mainly aligns training in competency “buckets” to provide deeper training in our core business areas and highlights our current training gaps. Those gaps become our training development priorities as we move forward. Bottom line: We will be able to better track who is learning what and when, and ensure the training is designed to help you do your job better. FM training courses across the DoD are continuously being mapped to each certification level. The e-catalog on [FM myLearn](#) links back to the DoD FM competencies and provides a comprehensive list of all DAF FM-sponsored education and training. You will take targeted training that meets the certification and proficiency level outlined for your current position, plus you can see what is needed to meet the next level of certification. The certification helps build a training plan with the specific courses needed to get certified—no more guessing on

the courses that help you get trained at the right level, because there is a menu of courses for you to choose from, making life a little easier for you, your supervisor, and your unit training manager!





HOW IT TRANSLATES TO YOU

If your position is mapped to the DoD FM Certification Program, you will be responsible for completing the Three-step Process in the DoD FM Learning Management System (LMS) to document your education and training (E&T) achievements. Your local and Command Certification teams can provide assistance along the way. Once you have a DoD FM LMS account, you will compare your record of achievements to that which is required of your Certification Level and have two years to close any identified E&T gaps. You will work with your supervisor to make sure your progress is on track.

WHY IT MATTERS

The DoD FM Certification provides the financial management team across all the Services (Army, Navy, Air Force, Marines) and the Defense Agencies with standard competencies and proficiency levels, ensuring personnel are trained on the right things, at the right time. The certification serves to make us better financial Airmen and shows the American people and our national lawmakers that we are honest brokers of taxpayer dollars.



WHAT'S IN IT FOR ME?

Foundational knowledge, deliberate learning ... credibility! The program allows you to identify courses tailored to what you need. Your education and training are at the ready from a DoD-wide library of FM courses located on [FM myLearn](#). The certification helps you develop your FM and decision support skills that are crucial for supporting the warfighter. Last, but not least, you will have a certification to carry with you throughout your career—a sign of your dedication, commitment, and expertise.

On the AF FM Certification SharePoint site, linked below, you will find DoD requirements and AF-specific tools for each certification level. Visit [FM Online](#) to keep up with information about the certification directly from the Office of Secretary of Defense (Comptroller).

ALTERNATIVE PROFESSIONAL CERTIFICATION (APC)

APPLICATION WITH DoD FM CERTIFICATION AWARD

On 21 January 2021, OSD published a policy allowing individuals whom possess an active professional certification apply them in lieu of their initial DoD FM certification requirements. The acceptable professional certifications are:

- Certified Defense Financial Manager (CDFM)
- Certified Management Accountant (CMA)
- Certified Government Financial Manager (CGFM)
- Certified Public Accountant (CPA)
- Certified Information Systems Auditor (CISA)

APC may be used for initial certification only and is acceptable to meet the initial DoD FM Certification requirements for any level. If individuals have already earned their DoD FM Certification and are in the sustainment period, they cannot elect to use the APC.

Certification and Leadership

Finally, the DoD FM Certification Program seeks to develop leadership enterprise-wide. To do this, the program incorporates the [DoD Civilian Leader Development Continuum](#) to define leadership competencies at each certification level. The first three leadership levels—[Lead Self](#), [Lead Teams/Projects](#), [Lead People](#)—correspond to the three certification levels, with each certification level requiring a varying number of course hours devoted to leadership development.

The following sections focus on the FM Learning Continuum highlighting how education, training, experience, and FM leadership supports a continuous learning environment for the DAF FM community. Continuous learning, through either on-the-job training or official learning events, such as taking an online training course, is what enables you to build on the skill sets required by FM competencies.

Certification Programs

DAWIA CERTIFICATION

The Defense Acquisition Workforce Improvement Act (DAWIA) is a critical program that provides guidance and standards for the development and management of the acquisition-related workforce within the DoD. DAWIA requirements are designed to ensure that our personnel who work in acquisition-related and financial manager positions possess the knowledge, skills, and abilities necessary to effectively carry out their duties.



Financial management is a critical component of the DoD acquisition process. Financial managers are responsible for managing and executing the financial aspects of DoD acquisition programs, including budgeting, cost estimation, financial analysis, and contract management. To ensure that financial managers possess the competencies necessary to carry out their duties effectively and align training to support the Warfighter, the DoD has established specific DAWIA certification requirements for financial managers.

DAWIA certification requirements for designated financial managers vary depending on the level of responsibility and complexity of the position. The DAWIA program is a two-level certification framework designed to prepare our workforce to support acquisition programs throughout the life cycle while providing flexibility to tailor training to job performance and mission need. At a minimum, financial managers must complete training and certification requirements

for **Practitioner**. This level includes a basic understanding of financial management principles, budgeting, accounting, and financial analysis.

For more complex financial management positions, DAWIA certification requirements may include completion of training and certification requirements for the **Advanced** level. This level requires more advanced knowledge and skills in financial management and years acquisition experience.

Once certification is awarded, personnel will complete 80 hours of Continuous Learning every 2 years with an acquisition or Leadership focus. The importance of DAWIA certification for financial managers cannot be overstated. DAWIA certification demonstrates that an individual possesses the knowledge, skills, and abilities required to carry out financial management duties effectively within the DoD acquisition process. It also provides a clear path for career development within the DoD acquisition workforce, with opportunities for advancement and promotion based on the achievement of higher levels of certification.

DAWIA certification is critical for financial managers who work within the DoD acquisition process. It provides a clear path for professional development and career advancement and ensures that financial managers possess the competencies necessary to carry out their duties effectively. By completing DAWIA certification requirements, financial managers can enhance their skills, knowledge, and abilities, increase their marketability, and advance their careers within the DoD acquisition workforce. For more on the DAWIA certification, visit [Defense Acquisition University's \(DAU\) website](#).



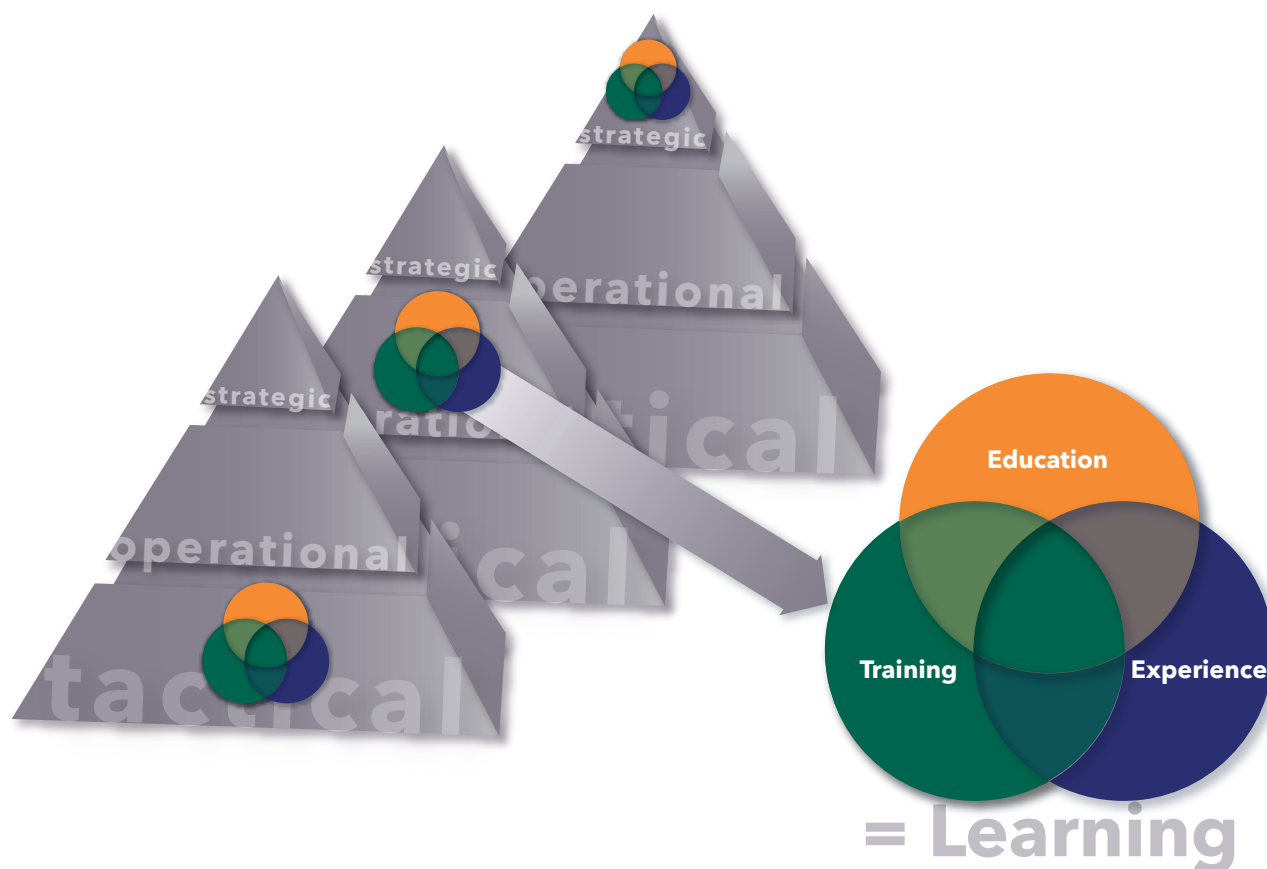
Education, Training, and Experience

Continuum of Learning

In the FM environment, change is constant and it is important for you to be agile and flexible to keep up. A significant part of your professional development is to continually refresh and refine your knowledge and technical skills through education, training, and experiences. You will encounter numerous changes throughout your career, and your ability and willingness to adapt to new systems and structures are crucial for both your success and the success of your organization.

Your career progress is a deliberate series of challenging experiences combined with education and training opportunities aimed at developing your tactical expertise, operational competence, and strategic vision to lead. The Air Force believes that learning occurs throughout an Airman's service, beginning at accession and continuing throughout your career.

The Air Force equips you with the competencies to serve and lead as you progress in level of responsibility through a continuum of learning. This continuum of learning is a blend of education, training, and experiential opportunities. Learning is a blend—a combination of education, training, and experiential opportunities.



Helpful Links

FM Online: <https://fmonline.ousdc.osd.mil/>

FM myLearn: <https://fmonline.ousdc.osd.mil/FMmyLearn>

DAF FM Certification SharePoint: <https://usaf.dps.mil/teams/fmhub/DoDFMcertification>

– continued on page 16

Certification Programs

In the force development construct, both **EDUCATION AND TRAINING** are critical in preparing individuals to gain productive experiences. Although both education and training are essential to operational capability, they are fundamentally different. Education prepares individuals for dynamic operational environments, while training is essential in developing skill sets for complex systems. Education and training are complementary and will commonly overlap, and while the distinction between them is unimportant within this ‘gray area,’ the distinction between their essential natures remains critical to the success of each.

EDUCATION provides critical thinking skills and encourages exploration into unknown areas and creative problem solving, both of which are FM skills used to provide effective decision support. Education prepares you for unpredictable scenarios. Education provides long-term benefits in that your reasoning skills are developed over time by being closely linked to experience. Because these generally ‘soft’ skills are not as demonstrable as technical skills, it is sometimes difficult to recognize their value in the short term. However, over time, you may realize the development of your critical and creative thinking skills is education’s greatest benefit.



TRAINING provides immediate benefits by teaching you how to accomplish specific tasks. Training is primarily designed to ensure you can do your current job or one you might hold in the next year. Training is focused on a structured skill set, and your resulting performance is consistent within defined parameters. FM training teaches you how to perform a specific process such as how to process a transaction or perform a computer inquiry. When you receive training, it is focused on producing reliable, standard outcomes. Training is very important in our transaction-based processing environment as it establishes the accepted DAF-wide way we do business. This standardization encourages consistency in our financial data and resulting analyses.



The following items distinguish education from training:

EDUCATION	TRAINING
Appropriate when ADAPTIVE outcomes are desired	Appropriate when STANDARDIZED outcomes are required
PROCESS dependent	TASK dependent
Focus to develop CRITICAL THINKING SKILLS	Focus to develop DUTY SKILL SETS
Requires TRANSFORMATIVE application	Requires RESTRICTIVE application
Functions best OUTSIDE defined parameters	Functions best WITHIN defined parameters
Functions best within UNEXPECTED environments	Functions best within EXPECTED environments
Value INCREASES with uncertainty	Value DIMINISHES with uncertainty



EXPERIENCE is where the synthesis of education and training occurs. While education and training form the foundation of your development, it is through experience that you learn to apply lessons learned to accomplish missions and tasks for which you are responsible. The lessons you learn through experience are among the most critical components of your continuous development.

Your competence and credibility begin with a requirement for **depth** of experience, which forms the basis of your effective technical expertise and leadership. You will not gain depth overnight, but rather over time and through your job experiences and assignments. Demanding duty assignments and jobs are more likely to help you develop depth of expertise than less challenging ones.

You **broaden** your professional development by acquiring expertise, knowledge, and skills across the DAF and DoD. Look for operational, staff, joint, special duty, and career broadening opportunities with other functional areas in Air Force and DoD financial management areas where you lack experience. This breadth of experience enhances your understanding of DAF and DoD capabilities and missions. Generally, you seek these opportunities to broaden your experience base after you have developed your functional expertise and achieved depth.

If you are a **Civilian**, you may be eligible for a special 30-month career-broadening program. Positions are specifically designed and strategically located to provide highpotential, mid-level personnel developmental opportunities that broaden skills and enhance leadership perspective. To learn more about applying for the Career Broadening Program, go to the [myFSS website](#) and search “Career Broadening Program.” As an Officer, you can indicate interest in career broadening opportunities on your development plans and by discussing options with your leadership. The Air Force Personnel Center (AFPC) announces officer career broadening opportunities via email to all eligible officers, and selections for these assignments usually occur once a year. Enlisted personnel can identify their interest in career broadening assignments by applying for Equal-Plus assignments.



“Proficiency in our core mission areas ensures that we remain the world's finest Air Force, capable of defending the homeland, projecting power abroad, and achieving national objectives. Training and education are essential to achieving this proficiency, and we must continue to prioritize these efforts to remain the world's most capable and effective fighting force.”

- General C.Q. Brown Jr., Chief of Staff of the Air Force



DAF Financial Management Leadership

To develop your leadership proficiency, consider joining professional organizations, volunteering as a committee member or chairperson, and eventually taking on an executive board position. When you have the opportunity, listen to others and volunteer to speak as a leader in the organization. Reading expert journals and submitting your own work for publication can also help you improve your leadership skills.



Your choices and how you define success will determine how far you progress in the DoD. Consider taking career broadening opportunities, volunteering for an executive assistant job, participating in the Key Career Program, or completing your CCAF degree early on in your career. These positive choices can open up future opportunities for you. Although some aspects of your career may be beyond your control, you can still reach out to the FM Development Team for career counseling and to learn about opportunities you might not otherwise know about. **Becoming a mentee or mentor can also help you develop your leadership skills.**

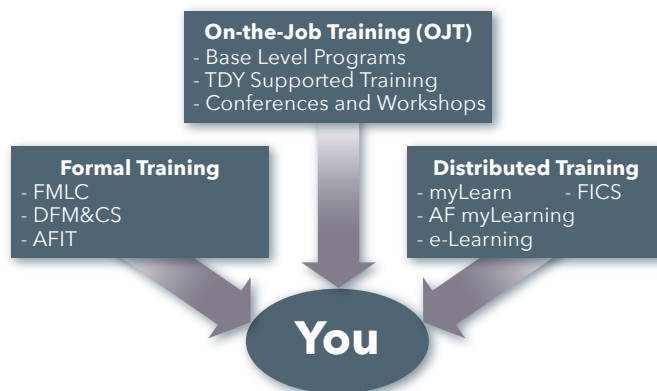


FM Development Team

The FM Development Team (DT) exists to develop future FM officers, enlisted, and civilian leaders. Co-chaired by the functional managers of SAF/FM (PDAS) and SAF/FMB, DT members include FM General Officers, Senior Executive Service civilians, major commands (MAJCOMs), field commands (FLDCOMs), and combatant commands (CCMD) comptrollers, and other senior leaders representative of the total FM workforce. The DT's overarching purpose is to optimize DAF personnel decision processes to ensure we invest education, training, and experiences in the right people at the right time. The intent of the DT is to provide oversight of officer (Lt Col and below), enlisted (MSgt and SMSgt), and DAF civilian personnel (GS 15 and below) professional development. The DT seeks to develop the institutional and occupational competencies FM needs to satisfy current and future Air and Space Force requirements.

The FM DT focuses on the individual by recommending appropriate developmental assignments for Airmen within and outside the FM career field. The FM DT identifies candidates for FM squadron commander positions, prioritizes FM candidates for developmental education, validates school choices, and provides officer, enlisted, and civilian career vectors for education and experience. The DT also gives feedback about career development progress via the Opportunity Development process. The civilian, officer, and enlisted sections of this Primer offer more specific information about the DT process.

- Civilians, learn more about the opportunity development process on page 24
- Officers, learn more about how the DT applies to you, page 33
- Enlisted, learn more about how the Enlisted DT applies to you on page 4





FM CDTAC serves as the primary advisory body to the civilian DT on civilian force renewal, talent management, and human capital planning. The CDTAC provides recommendations to the civilian DT on career and development opportunities for the FM civilian workforce to ensure consistent, enterprise-wide developmental planning.

The objective of the FM CDTAC is to support civilian force development by evaluating enterprise-wide career development opportunities, facilitating career development planning for FM civilians up to GS 13/equivalent, and making recommendations for programming and/or policy as needed in accordance with AFI 36-130, *Civilian Career and Developmental Programs*, DAFI 36-117, *Civilian Human Capital Framework*, and DAFI 36-142, *Civilian Career Field Management and Force Development*.

Mentorship

Mentorship can take many forms, from a guest speaker at a formal school or unit gathering, to the “old head” taking the “new kid” under his or her wing. Mentoring is a relationship that establishes trust and loyalty between Airmen and the DAF, providing you with developmental opportunities arising from sincere concern for your development. Role modeling is also a form of mentoring and those of you in senior-level positions should remain aware that your conduct and bearing influence your junior members. Mentoring promotes a cohesive DAF team by fostering opportunities for free conversation and a more relaxed atmosphere than a formal school can provide.

Mentorship is about relationship building. You should actively seek the wisdom of more senior or experienced Airmen and strive to have multiple mentors. You should also pass on your own wisdom and experience to your less experienced coworkers and interact with your peers so you can learn from each other. Mentorship is extremely valuable at the strategic level, especially, for example, when a senior leader needs ready access to the wisdom of his or her peers to effectively confront a difficult issue.

Mentorship is about communication. It is about passing on lessons learned, wisdom, and advice. This is a time-honored tradition and is not stove piped in the civilian, officer, or enlisted communities. The seasoned Chief can mentor the up-and-coming Captain as easily as the veteran commander can counsel the young intern and the wise deputy comptroller can guide the energetic Noncommissioned Officer (NCO).

Mentorship is about caring. Think about it: nothing speaks as loudly as when one of your mentors is willing to take the



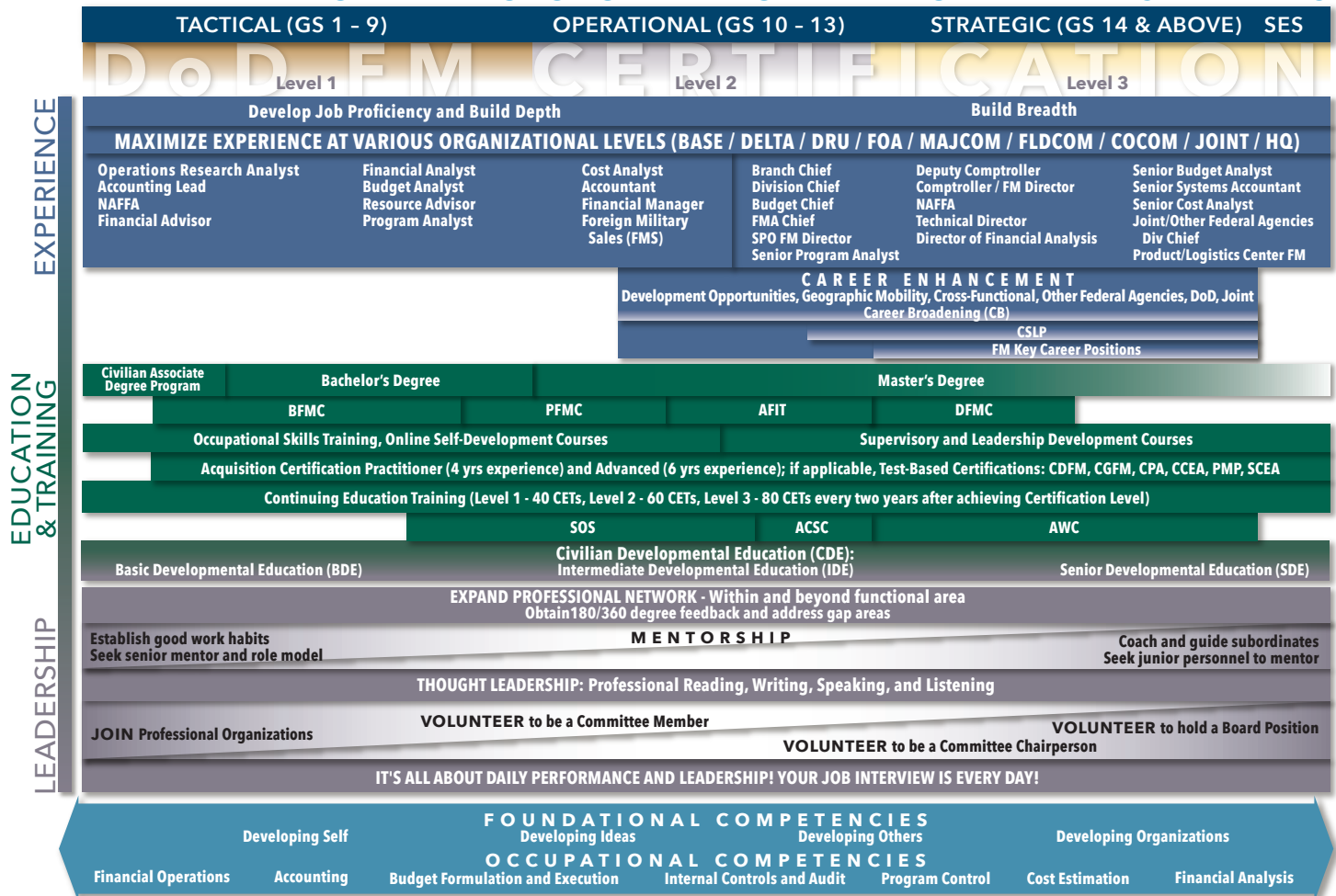
time out of his or her hectic day to give you a call to see how things are going. Do not be shy about asking for their help. They were once in your shoes, and they understand the challenges you face. Most important, they truly want to help you, both personally and professionally.

SAF/FM leadership develops the FM Force Development Roadmaps (found on pages **20**, **21**, **27**, and **36**) and encourages participation in leadership speaking engagements. Another tool is the **myVector** website which is dedicated to providing a forum for employees to see and provide mentorship. These tools help you understand the different forms that mentoring can take and why you should strive to have multiple mentors. The roadmaps are designed to communicate FM's expectation for your development.

Investing time in a mentorship relationship can benefit you and those around you. You can learn from those senior to you or from those with different experiences and teach others what you have learned from your own education, training, and experiences. Mentorship is a form of leadership that connects us as a professional force.

Civilian

CIVILIAN FORCE CAREER ROADMAP FOR ENTERPRISE LEADERS



Civilians comprise about 60 percent of the FM population, or in simpler terms, for every one military FMer there are nearly three civilian FMers. And, unlike your military counterparts who, for the most part, are grouped in a single general FM specialty code, you are in a group that includes accounting, budget, program analysis, and cost positions.

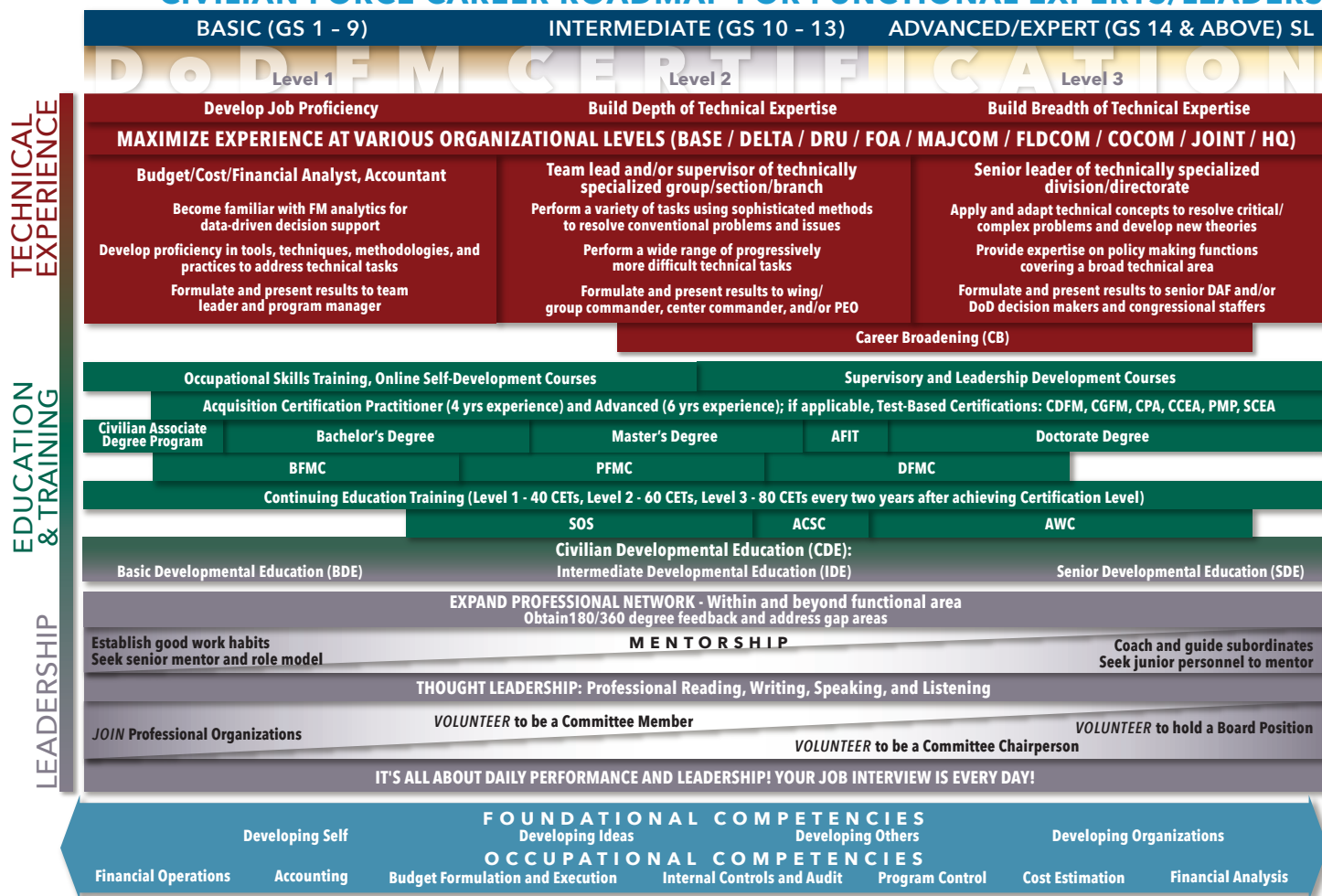
Also, unlike your military counterparts who are tied to a time-in-service/grade progression, your advancement depends on your progression along a continuum of increased levels of expertise and responsibility from developmental to journeyman to expert and, potentially, to technical senior leader or senior executive. This career continuum outlined in the civilian force development roadmap delineates each step in your professional development and helps you gauge whether you are on track with your peers and with FM expectations.

FM Civilian Job Series

- Management and Program Analysis (343)
- Financial Management Specialist (501)
- Financial Clerical and Technician (503)
- Financial Management (505)
- Accounting (510)
- Accounting Technician (525)
- Civilian Pay (544)
- Military Pay (545)
- Budget Analysis (560)
- Budget Clerical and Assistance (561)
- Operations Research (Cost Analysis) (1515)



CIVILIAN FORCE CAREER ROADMAP FOR FUNCTIONAL EXPERTS/LEADERS



As a civilian, you can choose either the [Enterprise Leader](#) or [Functional Expert](#) roadmap for your force development. These two paths are very closely linked; education and training expectations are very similar although they fall in a different order of priority. Experience is likewise very similar but with the difference of choosing to pursue a career specializing in a field of technical expertise or one with greater breadth of experience. The functional expert path mirrors the DAF model for the desired development of Senior Executive Service employees. This path, unlike the civilian functional expert path, emphasizes broad experience across Operations and Maintenance (O&M), acquisition, budget, cost, and accounting. This is further emphasized through the corporately managed, strategic deliberate development obtained under the Key Career Position (KCP) program.

This program provides high caliber aspirants with progressive leadership assignments to broaden organizationally, technically, and functionally into the most significant DAF leadership positions and develop Senior Executive Service competencies.

There are a variety of specialized areas from which you can choose the focus of your technical expertise. For example, [Accountants](#) perform work related to financial operations of the organization. [Operations Research Analysts](#) apply multidisciplinary scientific principles and mathematical methods to study and analyze problems affecting complex systems and provide advice and insight about probable effects of alternative courses of action. [Budget Analysts](#) formulate and defend financial resources required to support the Air and Space Force missions and execute the budget process by funding, tracking, and reporting financial data. [Cost Analysts](#) perform cost estimates for systems and

Civilian



and experience necessary to achieve your goals. Recognize that those who are most effective at carrying out their performance standards are those who are professionally prepared to assume greater responsibilities. Remember your career development is a continuous process. Additionally, there are many paths to “success.”

Experience

Your initial placement at the **tactical/basic-level (GS 1-9)** affords the opportunity to establish and build your technical proficiency. After your first job, you should seek to gain depth in your field by pursuing different positions that emphasize higher levels of responsibility. This aptitude increases your potential for leadership development and establishes a functional foundation that serves you well throughout your financial management career.

As you progress along in your career, with **operational/intermediate-level (GS 10-13)** responsibilities, you continue to build depth of expertise and seek opportunities to build greater breadth of experience. You seek supervisory roles and pursue career broadening opportunities.

You can both deepen and broaden your professional development as you acquire expertise, knowledge, and skill in the DAF, other Services, DoD, and other federal agencies. The DAF specifically designs and strategically locates career broadening positions to provide developmental opportunities that expand your skills and enhance your leadership perspective. These positions are aimed at high-potential, mid-level personnel and may require a willingness to be mobile.

As you seek experiences to develop your leadership perspective, ask yourself if you are willing to relocate. Although developing opportunities can take various forms, senior leaders anticipate all civilian personnel aspiring to become leaders in DAF FM will reflect on the advantages of mobility. Geographic mobility affords benefits gained through varied work experiences providing a range of challenges and demands in different organizations, levels, and locations that one may not experience in a single type of position or at only one installation or organizational level. You meet new people, handle new challenges, and learn new ways of doing business. Such experience opens doors for development and advancement and makes you a more competitive candidate for jobs, leadership opportunities, and

programs using statistical and quantitative analyses of available data to highlight trends, accomplishments, deficiencies, and other cost indicators. To plan your career successfully while balancing other aspects of your life, begin by assessing your current position and realistically determining the highest level of success you aim to achieve. Work backward to your present position and identify the education, training,

Civilian Deployment

The Department relies on civilian employee volunteers to meet many contingency operations mission requirements. An agile civilian workforce with expeditionary capabilities positions the Department to prevail in the myriad challenges around the world and other complex operations including stability and reconstruction efforts. DoD civilians who deploy support the Department's highest mission priority. When you return, you bring with you a broadened and enlightened perspective, experience in contingency operations and joint/interagency operations, and a deeper understanding of your role in supporting DoD's expanding global missions. Volunteers may apply for any position, regardless of the supported Service or agency, and openings are predominantly on Joint Task Force HQ staff. Typically, tours are either six or twelve months. If you wish to volunteer for a deployment, check with your supervisor, unit commander, base civilian personnel flight, and command FM warplanner to determine your qualifications. If you qualify, the MAJCOM/FLDCOM warplanner will find out which taskings in future rotations are willing to accept civilians. You will then choose the tasking you wish to fill from the available list. Once selected, you will complete the same training and out-processing procedures as military members. For additional guidance, refer to AFI 36-129, Civilian Personnel Management and Administration, and the OSD civilian preparedness website at <http://www.cpms.osd.mil/expeditionary/>.



Online Resources

myFSS - <https://myfss.us.af.mil/>

myFSS provides a one-stop-shop for personnel information and services for all Active Duty, Civilian, Guard, and Reserve components. Here you can find information on all things personnel, including promotions and benefits. myFSS frequently publishes articles and announcements to provide the most current personnel information. myFSS brings together force development programs, policy, briefings, and related documents and content into one site for the Total Force Airmen Community.

By using the search feature in myFSS, you can find information on the [Civilian Strategic Leadership Program \(CSLP\)](#).

Civilian Development Resource Center (CDRC)

[AF Portal](#) > [Career and Training](#) > [Force Development](#) > [Civilian Development Resource Center](#)

The CDRC provides access to thousands of no-cost courses, books, simulations, exercises, and job aids aligned to AF Foundational Competencies. Information included on this portal is targeted to your development level ranging from new employees, journeymen-level, and experienced supervisors.

This portal provides links to the following courses:

- New Employee Orientation
- Developing to Journeyman Employee
- New Supervisors
- Experienced Supervisors
- And many others!

in-residence Civilian Development Education (CDE).

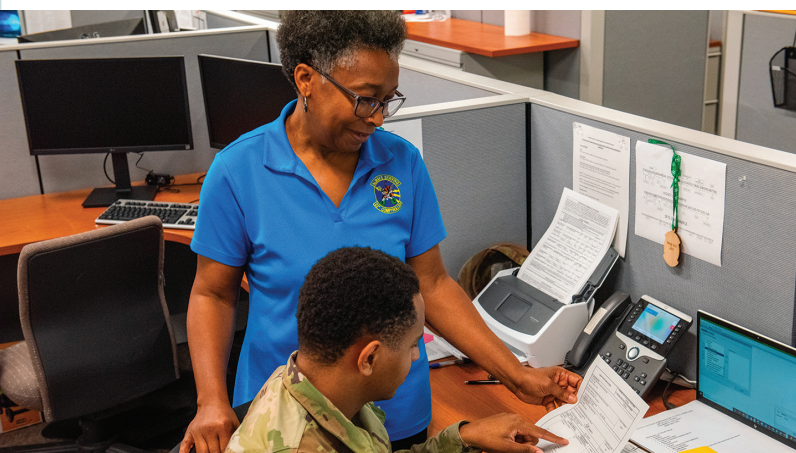
Mobility prepares you for senior leadership positions because you gain a broad, strategic professional perspective and achieve a beneficial balance of depth and breadth to effectively lead highperforming teams. The FM DT considers geographic mobility as a favorable attribute when considering individuals for seniorlevel management positions and key leadership development opportunities and selection into a key career position.

As you move to the more senior [strategic/advanced/expert-level \(GS 14 and Above\)](#) positions, seek opportunities to leverage your technical expertise and hone your leadership skills; these are very important aspects of the jobs you fill at this level. Apply for jobs that expand and strengthen your general competencies, deepen your specific technical expertise, or both. Search for challenging positions that provide you with institutional DAF, joint, intergovernment, business, and international perspectives. A joint assignment is especially valuable if you strive to compete for Senior Executive Service.

The FM KCP program process is corporately managed through the FM DT. As an integral part of the Air Force's Civilian Position Management Framework, KCP positions are specifically designated to provide experiential opportunities in key DAF leadership positions. The DT will identify and provide aspirants with progressive leadership assignments and opportunities to enhance specific knowledge, skills, and abilities. Assignments will broaden an aspirant organizationally, technically, and functionally following the senior executive service accession leadership anchors, ensuring key AF leadership positions are filled with the highest caliber candidates.

Education and Training

The DAF provides many opportunities to enhance your education. Take advantage and look for ways to apply what you learn in the various Professional Military Education (PME) and FM courses. You are encouraged to complete your bachelor's and master's degree as well as a professional FM certification. Training occurs each and every day, sometimes formally but most often informally. Like your educational opportunities, you should fully explore your training opportunities. They occur during compliance inspections, staff assistance visits, self-inspections, or in daily talks with your peers, subordinates, and mentors.



Civilian

As a **tactical/basic-level (GS 1-9)** employee, you must build your functional expertise as you strive to gain a deep understanding of your position through on-the-job training. Learn from those around you and by reading applicable Air and Space Force instructions and policies. Take advantage of distance learning courses available to you on the AF myLearning. Complete the FM Body of Knowledge (Basic) set of courseware. Earn your FM Certification Level 1 and, if applicable, your Acquisition Certification. Also, pursue your formal education and earn your bachelor's degree. The sooner you earn your undergraduate degree, the sooner other doors of opportunity will open for you. If you already have your bachelor's degree, then enter a related master's degree program.

As an **operational/intermediate-level (GS 10-13)** employee, pursue your formal education and complete a master's degree program. PME is an outstanding opportunity for career-minded employees who are goal-oriented and whose aspirations are to achieve high levels of responsibility. Squadron Officer School (SOS) provides excellent leadership doctrine and management philosophy as part of Basic Developmental Education (BDE). In-residence SOS is an eight-week program.

To apply, you must be a GS 9-12 employee with at least two years of continuous service by the beginning of the fiscal year and possess a bachelor's degree.

If you have completed BDE, have a bachelor's degree, and are a GS 9-13, you may apply to the FM DT for competitive selection to attend Intermediate Developmental Education (IDE) in-residence such as Air Command and Staff College (ACSC). You may also accomplish ACSC via correspondence (distance learning) or seminar by applying to [Air University online](#).

In addition to IDE, as a GS 09-12, seek to attend the Professional Financial Management Course (PFMC) at Maxwell AFB, and, as a GS 12 and above, seek to attend the Defense Financial Management Course (DFMC) and offered by the Defense Financial Management and Comptroller School. Complete a professional test-based certification in a financial management discipline. Earn your FM Certification Level 2 and, if applicable, your Acquisition Certification. Also, keep your expertise up to date with continuing professional education (CPE). FM senior leadership expects you to complete 80 hours every two years and a minimum of 20 hours in any given year.

FM Development Team (DT)

Civilians have the potential to develop their skill sets and continue to grow professionally regardless of their job or mobility status. Development opportunities exist at all levels of the Air Force, and it is a team effort among you, your supervisors, and the FM Development Team (DT) to identify opportunities for professional development depending on where you are and where you want to go. The FM DT deliberately matches civilians to education, training, and experiential opportunities. Through this iterative process, the DT seeks to develop an agile, balanced workforce equipped with the leadership and functional skills necessary to meet the requirements of tomorrow's Air Force.

In the fall, the DT provides tailored career recommendations to civilians regarding the education and training needed to either move forward along their career path or strengthen their current skill set. One of the purposes of the DT is to ensure senior FM leaders are familiar with their workforce. Evaluating experience and career goals to match opportunities at all levels of an organization is one way the DT accomplishes this goal.

In the summer, the DT evaluates Civilian Development Education packages to determine competitive candidates for Intermediate Developmental Education (IDE) and Senior Developmental Education (SDE) opportunities. The DT plays a critical role in making certain that selected IDE/SDE candidates are best suited to compete against the other career fields for select educational opportunities. To read more about the CDE process see page 25.

To find out more about these and other developmental opportunities, email AFPC CFT at afpc.fm.cft@us.af.mil.



Civilian Development Education (CDE) Overview

Each year, the CDE selection board convenes to select high-potential employees to participate in AF Developmental Education. The goal of CDE is to develop Department of the Air Force civilians for increased responsibility and leadership roles through training, education, and experiential opportunities. The focus of CDE is on enterprise-wide leadership development.

Nomination Procedures

Civilians may apply for CDE opportunities and are endorsed by their leadership. Applications are submitted through [MyVector](#).

To be eligible for CDE, you must meet the grade requirements, appropriate education level, and have served at least two years in DAF civilian life.

Resources

AFPC Civilian Leadership Development Office –
DSN – 665-2524 or 210-565-2524

Timeline

Civilian Applicant Window	Jan - Feb
Civilian Endorser Review Window	Jan - Mar
Development Team Review	Apr - Jun
DAF CDE/CSLP Selection Board	Jul
AF/A1 Review/Approve Selections	Aug
CDE/CSLP Selections Announced	Sep
CDE/CSLP Selections Announced	Sep

IDE opportunities

Traditional Schools

Air Command and Staff College (ACSC)

Fellowships

DAF Legislative Fellows Program

Joint Schools/Other

DoD Executive Leadership Developmental Program (ELDP)

AF Institute of Technology (AFIT)

Master's Program (accredited university)

SDE opportunities

Traditional Schools

Air War College (AWC)

Fellowships

Excellence in Government Fellows Program

Joint Schools/Other

Dwight D. Eisenhower School for National Security
and Resource Strategy

Defense Senior Leader Development Program (DSLDP)

You can find a complete list of programs and number of quotas on the [AFPC website](#).

As a [strategic/advanced/expert-level \(GS 14 and Above\)](#) employee, earning a graduate degree, in concert with either a professional certification or IDE completion, affords you the opportunity to be vectored by the FM DT. This provides the opportunity to compete for CDE at military officer equivalent senior developmental education (SDE) institutions such as Air War College (AWC). Like ACSC, you can complete AWC by correspondence or seminar.

The FM enterprise leader and functional expert roadmaps illustrate typical career paths starting at the wing/unit level as an intern or technician and progressing to the journeyman level at the wing or higher levels. The typical career path makes it incumbent on you to take advantage of training, educational, and experiential opportunities as you develop your technical depth and leadership competencies. As you progress in your career, you may seek career broadening opportunities to increase your breadth and enhance your potential through CDE. As you develop realistic career expectations, consider personal choices and the availability of employment opportunities. Though the roadmaps do not guarantee you an exceptional career, they are great tools to help you set up your long-range plan for success.

Leadership and the Path to Success

Ms. Lori Tucker, *Director Workforce Management and Executive Services*

Occupying a leadership position alone does not make you a leader, what MAKES a leader is internal drive, heartfelt passion, actions with results, reasonable reactions, and most importantly—effective collaboration. These skills must be sharpened through continuous reflection, self-development/training, and deliberate improvement. During my career, I utilize a set of tenets to create expectations that I embrace:

Performance is Key – No one should know your job better than you, bloom where you are planted, and leave the position better than you found it

Diversify your Abilities – Set yourself apart by mastering multiple functional arenas, take on the hard jobs/challenges that enable growth and strategies

Track Successes and Failures – Be humble, reflect, and learn from both experiences

Customers are your Priority – Always strive to exceed customer expectations

Ownership – Find “your” work/life balance, develop career goals, seek a mentor, be a mentor and remember; loyalty, trustworthiness, and integrity are what you own, **protect it**.



UNDERSTAND YOUR MISSION/ROLE:

Absorb yourself in the organization, really understand the ins-and-outs, and know how your job fits into the overall mission. Think of it as a kind of organizational immersion as you begin talking with your peers and leadership to gain a holistic picture. Find out what is working, what could use some extra attention, and what leverage do we have or what requires an external focus? Most importantly, early, and often, get to know your people on a deeper level. What motivates them and where are their struggles personally and professionally? A valuable technique in starting the conversation is the **Who, What, When, Where, Why** approach with the **Why** being the most valuable of all. We are responsible for understanding not only **What** we do, but **Why** we do it across all levels of the organization. Common answers such as, “That’s how it’s always been done,” and, “I’m doing what I’ve been told,” are not acceptable. Encourage everyone to understand the mission they support, their role, and how their work enables the success of the mission.

COLLABORATE AND COMMUNICATE ALWAYS:

Collaborate and communicate both internally and externally. Encourage everyone to create collaborative, cross-functional, and organizational relationships. A collaborative environment supports a deeper understanding of second and third order effects and eliminates duplication of effort towards a common goal.

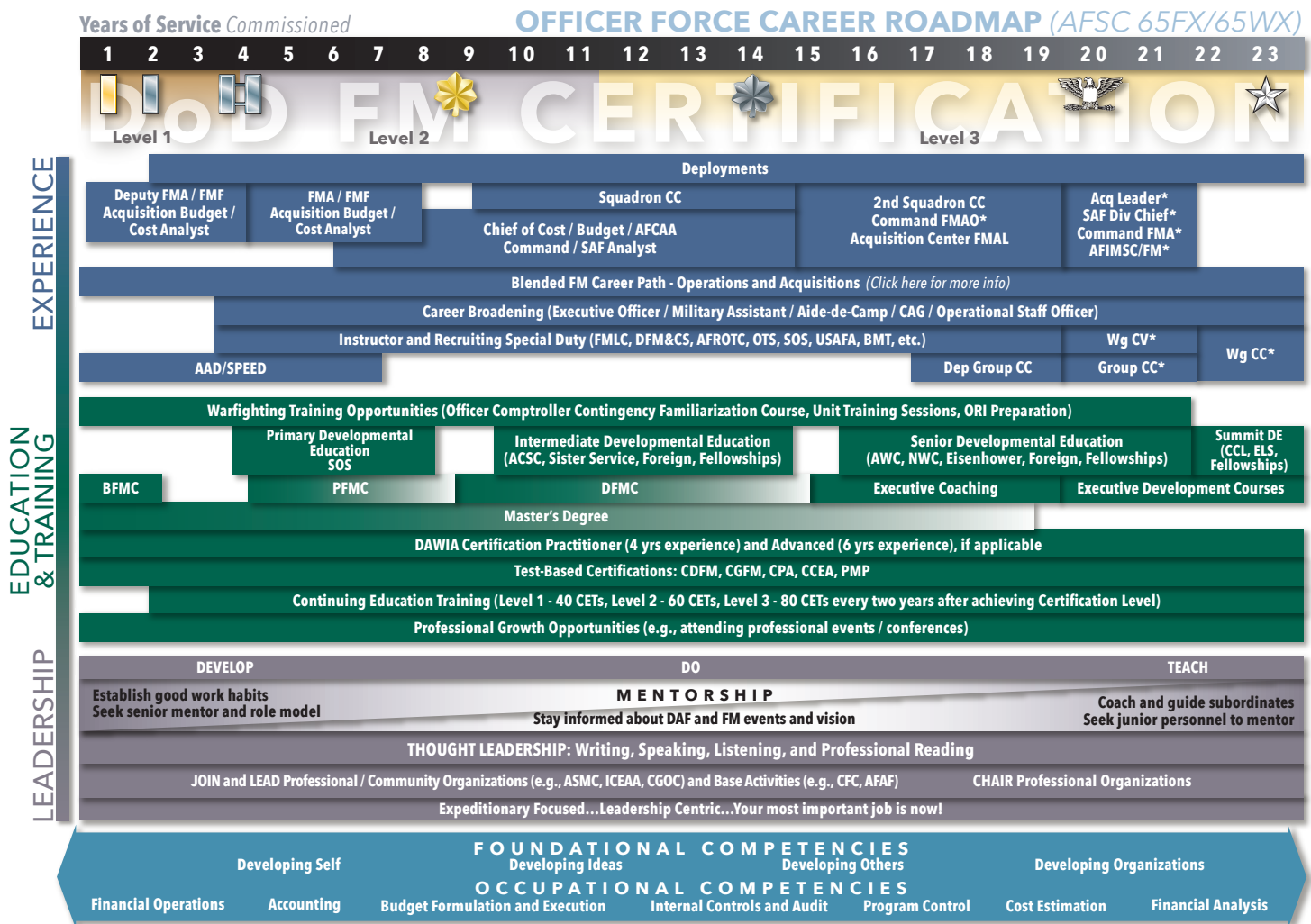
OKAY TO FAIL AND TAKE RISK:

Taking risks is scary, especially when it involves a personal endeavor or systemic organizational challenge, but we need to challenge ourselves to promote growth. I contribute my successes and failures both personally and professionally, to the times I have made myself vulnerable, thrown caution to the wind, while accepting the consequences and learning. You should approach each challenge in the shallow end, gather needed information, and slowly work your way to the deep end. Build the foundation of trust and understanding, taking small, deliberate steps to achieve the “quick” wins along the way, rebuilding the blocks for the harder challenges, and working towards “buy-in” on the needed change. This approach will spark your creativity and provide you with opportunities where you exceed your own initial expectations.

Bottom line, leaders are not born, they are developed. That development involves learning from their individual and team’s **performance**, getting out of their comfort zone to **diversify** skill sets, evaluating their **successes** and **failures**, continually view the landscape through a **mission/customer** lens, and taking **ownership** of their personal and professional goals.



Officer



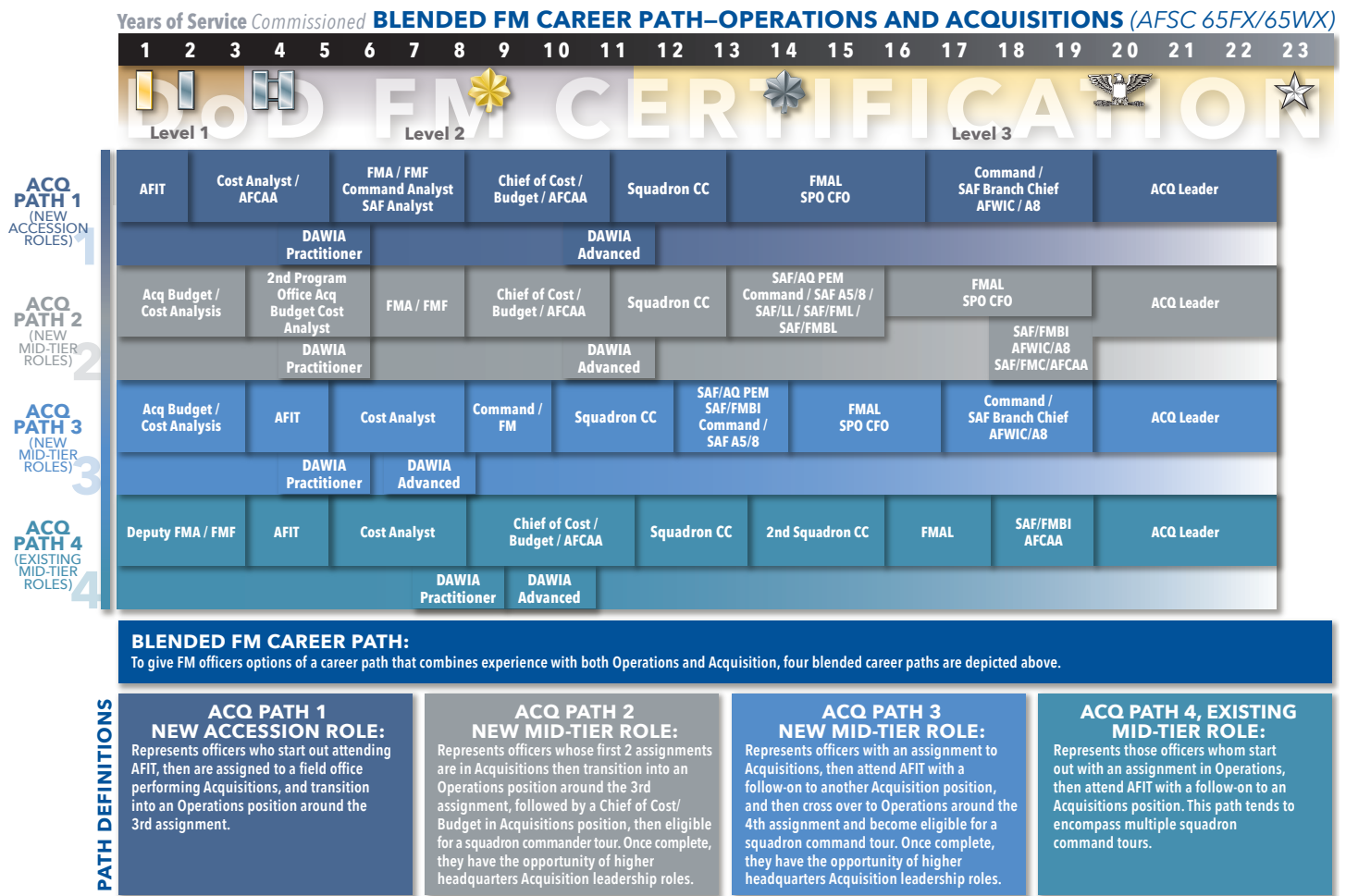
Your first step in career planning is to assess where you are and then determine the top position you would like to reach in your AF career as you determine success. Work backward to your present position and identify the education, training, experience, and timing necessary to achieve your goals making sure you balance those career aspirations with your personal and/or family goals. Then, understand this is merely a plan. Albeit necessary, there are factors such as training, opportunity, and the needs of the DAF that will change your course. Because this will happen throughout your career, it is important to update your plan often and throughout it have several options. The officer who is most effective at carrying out the mission is the one who is professionally prepared to assume the responsibilities that go with a particular rank.

Remember your career development is a continuous process. There is no one career path every officer must follow to achieve success. Job performance is the single most significant factor in determining promotion potential and qualification for future FM leadership positions. In other words, your most important job is the one you have now. An exceptional FM officer is one who acquires a balance of personal, functional, staff officer, and leadership experience with the proper schooling at the right time. The exceptional officer is prepared for opportunities as they arise.

Experience

You must build your functional FM expertise early in your career. Think of this like time in a jet: the more time you get, the more proficient you become. When first assigned to FM,

Officer



senior leaders expect you to build depth in your functional specialty and breadth through various work experiences in the career field. This requires timely changes from one position to another to establish a broad base of experience.

While there are two main areas of FM functional expertise, operations and maintenance (O&M) and acquisition, you gain a distinct third area of expertise with FM deployment experience. O&M is comprised of wing financial services and financial analysis officers. Acquisition is divided between program office and staff jobs performing business financial management analysis or cost estimating functions. FM deployment is the unique application of direct decision support to the warfighter in the area of responsibility.

Operations & Maintenance

As a financial services officer (FSO), you provide decision support as the lead for all finance functions associated with military, civilian, and travel pay customer services as well as disbursing operations. As a FSO, you serve as the installation's liaison with the Air Force Installation and Mission Support Center (AFIMSC). Through this function, you gain experience with settlement and audit of travel claims. FSOs lead approximately 9-16 military and civilian Airmen.

As a financial analysis (FMA) officer, you provide financial decision support through the application of accounting, budget, and cost skills. You perform analyses in the preparation, distribution, and execution of funds. This includes, but is not limited to, budgets economic analyses and business case analyses. You also serve as the installation's accounting



liaison to the Defense Finance and Accounting Service (DFAS). Through the liaison function, you gain experience with accounting systems and operations. The FMA officer leads approximately 16-34 military and civilian Airmen.

Acquisition

Acquisition assignments are typically at Space System Command, the Air Force Life Cycle Management Centers, or the Air Force Cost Analysis Agency. In an acquisition position, you provide financial decision support for the development and procurement of major weapon systems such as satellite, new aircraft, information management systems, and various munitions programs. Responsibilities in this area include financial planning, cost estimating, budget formulation, and budget execution. A critical responsibility of acquisition financial managers is their annual input to the budget estimate submission (BES) and program objective memorandum (POM) for Major Defense Acquisition Programs (MDAPs) informing both MAJCOM/FLDCOM and Air Staff budget and program submissions to OSD and Congress. Officers must actively pursue acquisition certification in either financial management or cost estimating while residing in acquisition positions (refer to DoD 5000.66, Defense Acquisition Workforce Education, Training, Experience, and Career Development Program)

Deployment opportunities lead to experiences interacting with our sister services and other federal agencies as well as relationship building with foreign governments and local national hosts. Successful deployment assignments and experiences advance and support the requirements of our 21st century leaders where joint knowledge, enterprise-wide experience, and cultural and regional knowledge and expertise are valuable and important aspects of leadership positions.

As a **company grade officer (CGO)**, you should aim for one

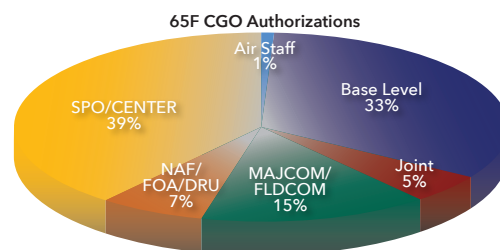
O&M assignment and one acquisition cost or acquisition budget assignment

in your first two or three tours to build functional FM depth and breadth and to help determine your career interest.

As you complete

O&M and acquisition duties, you learn different technical and leadership skills inherent to the nature of the job. For example, an assignment to a base level FMA or FSO greatly enhances your daily applied leadership skills as well as your O&M financial decision support skills, whereas an assignment to a systems program office (SPO) or a product center staff greatly enhances your technical cost estimating, acquisition budget management and reporting, and schedule analytical decision support skills. Take on a large additional duty such as unit deployment manager responsibilities and be actively involved in professional organizations such as American Society of Military Comptrollers (ASMC) or International Cost Estimating and Analysis Association (ICEAA). For additional information on professional organizations, search “Professional Organizations” on FM Online.

In addition to FM assignments, Company Grade Officer (CGO) billets are available for jobs outside the career field and will help broaden your skills. These opportunities include serving as a Reserve Officer Training Corps (ROTC) or PME instructor, wing, or MAJCOM/FLDCOM/FM executive officer, Education With Industry (EWI), and many others. The assignment “bottom line” is to seek opportunities, not locations.



FM Deployment – Warrior Ethos

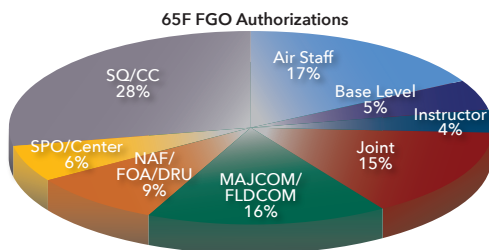
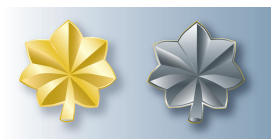
It is hard to overemphasize the importance of deployment experience. In addition to command, your greatest duty experience is in the deployed environment. The experience you gain with Air Force and joint deployment tours adds to your operational credibility when you provide decision support advice and enhances your leadership ability because your subordinates recognize you have “walked the talk.”

Officer

The functional foundation and leadership skills you focus on early in your career will pay off as you transition to a **field grade officer (FGO)**.

As a Major and Lieutenant Colonel, this is the time for you to continue to build on your functional depth and breadth, as well as explore opportunities to broaden your

Air and Space Force perspective through operational, joint, and special duty assignments.



Squadron/Commander Board Overview

FM Officers must compete for Command if eligible:

- Grade: Maj(s), Maj, Lt Col
- TOS: 24 mos. by 30 Sep, DEROS, or must move
- Joint: 24 mos. joint credit (waiverable to 22 mos.)

Officer not eligible if:

- Open UIF on file or deferred promotion
- IPZ to O-6 during the first year of command

Development Team selects candidate list

MAJCOM/FLDCOM/FM's bid candidates to Wing Commanders

Staff officer jobs provide you with an opportunity to develop the big picture view of the mission and a chance to hone your decision-making skills. Increased job responsibility is key in developing expertise that enhances decision-making leadership skills. Staff jobs at various levels (e.g., MAJCOM, FLDCOM, Air Staff, Joint Staff, and SAF) provide you with a unique perspective into organizational relationships. Staff billets above wing level are prevalent at every major and joint command as well as the air staff, field operating agencies, and direct reporting units (e.g., Air Force Cost Analysis Agency [AFCAA] and Financial Management Center of Expertise [FM CoE]). Particularly important is an Air Staff tour because it provides the unique professional development opportunity to learn about the Air Force and Space Force Corporate

LEADERSHIP &

Structures and how the Department engages Sister-Services, OSD, and Congress, as well as other critical agencies within the federal government. This is critical for your future development and value to the DAF, particularly as a senior leader. Squadron command positions are very important in the FM career field because they develop you as an officer and a leader. Squadron command is an assignment of high trust. It affords you the opportunity to lead a large group of people through shared vision and values. The experiences you accumulate as a company grade officer greatly influence your success as a commander. Serving as a commander is an extremely rewarding, challenging, and gratifying experience and highlights a combination of functional competence and leadership.

Joint Duty

Joint duty is key to our warfighting capability as we increasingly depend on interoperability among the services. The best way to gain valuable joint service experience is through joint billets which you should pursue early in your field grade career although there are some limited joint opportunities available for CGOs. The Air Force's joint officer management program recognizes there are officers in the field who are accomplishing the joint mission and *gaining joint experiences both in joint and nonjoint billets*. This system grants you joint credit based on a combination of factors including education, experience, deployments, exercises, and other criteria. To self-nominate and receive joint credit go to the AFPC myFSS website.

As we do joint training exercises, combat operations, and humanitarian missions together, getting experience in the multi-service environment shows senior leaders you are an expert in our expeditionary joint forces. Commanders place a high premium on officers who have exposure to these greater experiential assignments.



Officer



PERFORMANCE IS KEY!

You gain great personal and professional growth by serving in these positions of trust. Other excellent FGO leadership opportunities exist at wing, center, command, and SAF levels for branch and division chiefs. Remember, the Air Force promotes officers based on demonstrated leadership potential.

As a senior leader, i.e., Colonel and General Officer, you opt to pursue Major Command, Field Command, and SAF Staff comptroller leadership opportunities or explore broader DAF leadership opportunities such as group or wing command positions. As a general officer, you lose your 65 AFSC identifier as the Air Force expects you to lead wherever the need for leadership exists. These opportunities allow you to grow your replacements while you lead them with a shared vision of integrity, service, and excellence.



Education and Training

Education and Training opportunities arise every day throughout your Air Force career. Education is often formal and results in a specific degree or certification. Training is often informal and occurs on a daily basis during compliance inspections, staff assistance visits, self-inspections, or in daily talks with your peers, subordinates, and mentors. The Officer Assignment Team (OAT) recognizes this exists, however, we emphasize to our officers to use Ribbon Charts to map out their next 5-10 years while leveraging the many existing developmental tools, such as the officer roadmap and critical officer milestones chart found on our **Air Force**

Comptroller (65F) Officer

Assignments Team (OAT) site.

To help you focus your development on a daily basis use the FM Occupational Competencies and related Skill Sets in **Attachment 1**. Your motivation to enhance your leadership and functional competencies, in balance with your primary duties, is a strong indicator to your mentors of your commitment and level of desire to excel.



As a **company grade officer**, you should consider pursuing a master's degree. You also must build your functional expertise and increase your understanding of financial management through on-the-job training. You will complete Basic Financial Management Course (BFMC) within the first 12 months of your commission and will have the opportunity to attend Professional Financial Management Course (PFMC) as a captain. Learn from those around you and by reading applicable Air and Space Force instructions and policies. Take advantage of distance learning courses available to you on the AF myLearning. Once you gain technical depth, complete, and sustain your DoD FM Certification. As you progress in your career, your job will dictate the level of additional training you require. For example, as a **field grade officer**, staff assignment at a MAJCOM, FLDCOM, and SAF Staff require budget system training. Similarly, if assigned to an acquisition billet, you must earn the Acquisition Certification level (either Practitioner or Advanced) according to the position requirements.

The Air Force provides you with many opportunities to enhance your **education** through Basic, Intermediate, and Senior Developmental Education. Take advantage of them and look for ways to apply what you learn in various PME and FM courses. It is important that you embrace continuous learning and understand the importance of professional reading.

For additional information about SOS refer the **SOS website**.

Officer

Basic Developmental Education (BDE) and Graduate Degrees



All officers with four-seven years of commissioned service will be selected to attend Squadron Officer School (SOS) in-residence. Officers are not allowed to sign up to take the course via correspondence, if they are inside this window, unless the situation warrants a waiver. The main focus of SOS is officership based on Air Force core values. SOS provides the leadership tools you need to build military teams and lays a foundation for critical thinking in air and space power through education on air power history and doctrine. To attend in-residence SOS, you must have pinned-on captain by the time classes start. Moreover, Air University offers a nonresident, Distance Learning Leadership Development Program which has online courses on topics such as Organizational Leadership and CGO Development. To learn more about these courses, visit [Air University](#).

Additionally, the Air Force offers tuition assistance (TA) to officers seeking graduate degrees under DAFI 36-2670 *Total Force Development*. If you elected to sign-up for the Montgomery GI Bill, you can use it to cover expenses above TA caps. The GI Bill also reimburses for selected test-based certifications such as Certified Defense Financial Manager

(CDFM) or Certified Government Financial Manager (CGFM). Be selective when choosing a school and a degree program and tailor it to your individual interests and career goals. Visit [GI Bill](#) or contact your base education office for specific policy and procedure. Note: Advanced Academic Degrees (AADs) will no longer be considered for officers meeting line of the Air Force promotion boards below the grade of colonel. Prior completion of an AAD is at the discretion of each individual officer (unless functionally required).

Intermediate and Senior Developmental Education (IDE/SDE)

Each winter, HQ AFPC releases an IDE/SDE nomination call for the following academic year and identifies officer eligibility requirements. You should visit the [myFSS](#)

for specific information on IDE/SDE programs, procedures, and policies.

IDE expands and refines the skills you need to operate effectively and assume increasingly higher levels of responsibility. It also emphasizes analytical and practical tools you need as a military leader. To be eligible to apply for IDE in-residence, you must be a [Major or a Major select](#)

and within your eligibility window. Your eligibility window is three years following your selection for promotion to Major. Also, you must be nominated by your senior rater for designation to school during the annual Developmental Education Designation Board (DEDB).

For additional opportunities refer to the Officer Developmental Education Guide on the AFPC website.

SDE prepares you to lead in the strategic environment, emphasizing joint operations and the employment of air and space power in support of national security. To be eligible to attend SDE in-residence, you must be a [Lieutenant Colonel select or above](#), with less than 23 years commissioned service at the time of graduation, and within your eligibility window. Your eligibility window is four years following your selection for promotion to Lieutenant Colonel. You must be nominated by your senior rater, your package reviewed, and designated to attend school during the annual DEDB





PERFORMANCE IS KEY!

AFPC handles SDE for Lieutenant Colonels and Lieutenant Colonel selects and the Air Force Senior Leader Management Office (AFSLMO) handles SDE for Colonels and Colonel selects. For additional Developmental Education information refer to DAFI 36-2670, Total Force Development.

The Development Plan and FM DT Vectoring

The FM DT—comprised of the FM functional managers, the FM career field managers, MAJCOM, FLDCOM, and CCMD Comptrollers, AFPC (officer and civilian career field team)—vectors all Majors selects, Lieutenant Colonels selects, outgoing squadron commanders, and graduates from IDE or SDE. Additionally, the Development team provides vectors for officers two years prior to O-4 IPZ and O-6 IPZ.

If meeting the development team as a part of the SQ/CC process, eligible officers will submit a statement of intent (SOI) through the **MyVector** system and route their application to their Senior Rater for endorsement.



In addition to the SOI, the FM DT uses the information contained in the Single Unit Retrieval Format (SURF), and your record of performance ([Officer Performance Report] OPRs and decorations) to evaluate and provide development vectors for you. Therefore, make sure your records are current.

MyVector

MyVector is a comprehensive web-based tool that is designed to assist officers in developing their careers. This tool is specifically designed to help officers identify their strengths and weaknesses, set career goals, and create a personalized development plan.

MyVector

The MyVector tool analyzes an officer's strengths and weaknesses through a series of self-assessments and evaluations. The tool then provides you with a variety of resources and development opportunities to help achieve your goals. Whether you are a new officer just starting out or a seasoned veteran looking to take your career to the next level, MyVector can provide you with the resources and guidance you need to succeed.

The FM DT uses a whole person score evaluation method for both command and developmental education boards.

The FM DT evaluates you on:

1. Performance
2. Professional Qualities
3. Leadership
4. Job Responsibility
5. Depth and Breadth of Experience
6. Specific Achievements

The FM DT is charged with ensuring officers are vectored to the right professional opportunities at the right time to meet Air Force mission requirements today and into the future.



Officer

IDE opportunities

Traditional Schools

Air Command and Staff College (ACSC)
ACSC - Political Affairs Strategist
Air University Fellowships

Sister Service Schools

Army Command and Staff College
College of Naval Command and Staff
Marine Corps Command and Staff College

Fellowships

DAF Legislative Fellowship
DAF Strategic Policy Fellowship
CSAF Masters Program

International Schools

French War School
German Forces Staff College
Spanish Joint Command and Staff College

Joint Schools/Other

National Intelligence University
Naval Post Graduate School
USAF Squad Air Officer Commanding (AOC)

SDE opportunities

Traditional Schools

Air War College (AWC)
Instructor - ACSC (follow-on to AWC)

Sister Service Schools

Army War College
College of Naval Warfare
Marine Corps War College

Joint Schools

College of International Security Affairs
Dwight D. Eisenhower School
Joint Advanced Warfighting School
National War College

Fellowships

National Defense Fellowships
RAND Fellowships
SECDEF Corporate Fellowship

International Schools

Australian Defense and Strategic Studies
Inter-American Defense College
Israeli Defense Forces (IDF) National Defense College
NATO Defense College
Pakistan NDU National Security and War Course

* For a full list of SDE programs refer to the IDE-DE Program Description Guide on the myFSS website.

Officers who have attended or are currently attending select advanced academic degree programs may request in-residence IDE/SDE credit, Deliberate Development, during their eligibility window.

For additional opportunities refer to the Officer Developmental Education Guide on the [AFPC website](#).





FM Officer Leadership— Start with “Why”

Maj Gen Michael A. Greiner

“Can you describe your leadership philosophy?” This is a question I am often asked, even today; and one that has been a recurring question throughout my 30-year Air Force career. What I have also learned over that same time is that in order to best answer this question, you need first to self-reflect and ask “Why?” In the great Simon Sinek book, “Start with Why,” the most inner part of his Golden Circle addresses the “Why.” What is your cause? Why does your organization exist? For me, the question is, “Why do I serve?” Why deploy for months at a time, four times over my career? Why ask my family to pick up everything and PCS move 17-times in 30 years? Why work long hours? Why spend what will likely be more than 12 years serving in the Pentagon? For me, I can distill the answer to these questions into three foundational themes: Faith, Family, and the Flag.



FAITH

For different leaders, Faith will have many different definitions to include one’s personal faith. But in this context, I use Faith to describe our faith in others; those we serve with, our family, and humanity in general. This requires leaders to have faith in their team and trust that they will take care of the mission and support each other. Today’s leaders need to be engaged. We are charged as leaders with motivating and inspiring those around us. We are called upon to mentor and support, encourage and inspire, setting the conditions which will allow for our teams to thrive in the workplace.

FAMILY

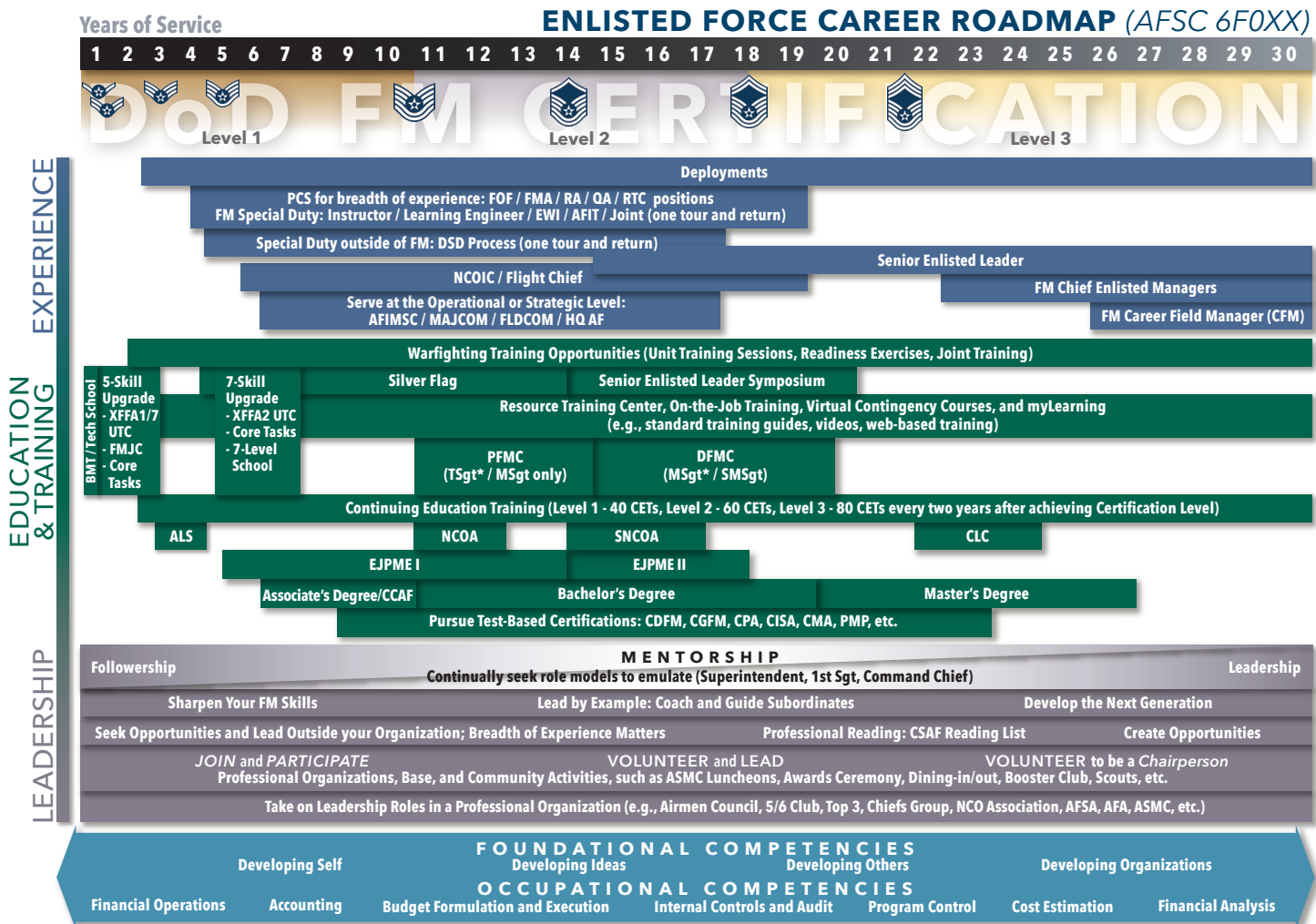
For me, Family represents both your personal family and friends, and those you serve with. The time spent with your teammates at work needs to be just as intentional as the time with your family and friends. You need to invest time to truly understand those that work with and for you as a leader. If you do not make time to understand who they are as a person, understand their strengths, weaknesses, vulnerabilities, and challenges going on in their lives, it will be nearly impossible to develop high-performing teams in your organization. The best leaders must lead with humility and vulnerability. You set the tone with your team and need to lead by example. If you do not actually live a life where family, friends, and teammates at work really matter to you, then those that serve alongside you will be less willing to investing the time necessary to strengthen those key relationships.

FLAG

When we raise our right hand and recite the Oath of Office, included in that call to action are the words, “I will support and defend the Constitution of the United States, against all enemies, foreign and domestic.” Serving in today’s officer corps is serious business, and one we should all reflect upon frequently. Often, the United States is referred to as the Great Democratic Experiment, and I believe that accurately captures the reality that as a nation we are a work in progress, and there will always be attributes of this great experiment that need to be improved upon. I have been blessed with the opportunity to deploy multiple times during my career, often to places of conflict, oppression, and tremendous poverty (i.e., Haiti, Cuba, Iraq, and Afghanistan). And every time I have returned home from one of my deployments, I am struck with sincere gratitude for our freedoms, the abundance of resources we enjoy, and the opportunities provided to chase our dreams that are not found in most of the locations where I have served abroad. I serve today because I believe the United States is still a beacon of hope and freedom; a beacon worth defending when called upon by our nation’s leaders.

These are my “Whys.” What are yours? Leaders, take the time to reflect and better understand who you are and why you serve; the earlier, the better. You do not need to be in a leadership position or role to lead. We all have an opportunity to lead, whether at home, in our community, or with your team. I envy you, no matter where you are in your FM journey, I would do it all again, in a nanosecond. Remember, it all starts with “Why.”

Enlisted



Your first step in career planning is to assess where you are right now and then determine the top position you will strive for as you determine what success is. Work backward to your present position and identify the education, training, experience, and timing necessary to achieve your goals. Remember your career development is a continuous process. There are many paths enlisted members may follow to achieve success. That said, on-the-job performance is the single most significant factor in determining promotion potential

and qualification for future FM leadership positions. The exceptional enlisted member has a balance of functional expertise and the leadership skills necessary to get the job done.

Experience

When starting your career as a **financial manager**, you must focus on developing your general Air Force military and financial management skills. The best way to do this is through experience and training. Combine what you learn in basic military and technical training schools with what you learn through on-the-job training, and you will get the most out of your job experiences. Depending on your first assignment, learn how to provide customer service and become knowledgeable in military and travel pay. Become skilled at



The **6F0X1 Career Field Education and Training Plan** is available on the Air Force e-Publishing website www.e-publishing.af.mil, key word search "CFETP6F0X1."



maintaining accounting records and preparing reports. Be able to determine fund availability and propriety of claims. Know how to validate commitments, obligations, payments, and collections. Step forward and be willing to assist in developing and compiling financial data for budget preparation, budget execution plans and reports, and narrative justifications.

As you progress to **SrA and SSgt**, working various jobs and positions helps you gain a deeper and broader functional understanding of the FM mission. Look for opportunities to increase your responsibilities. Supervise and perform financial management activities and financial service operations.



SSgt - TSgt

Promotion to SSgt and TSgt are based on the Weighted Airmen Promotion System (WAPS) and is covered in DAFI 36-2502, *Enlisted Airman Promotion and Demotion Programs*. Airmen should start studying at least 3 months before their test window and should review AFH 1, *Air Force Handbook* along with the Enlisted Promotions References and Requirements Catalog (EPRRC) and the Enlisted Promotion Eligibility Chart in myFSS.

MSgt - CMSgt

SNCO promotions are accomplished via a central board. Airmen going up for promotion should review the Enlisted Promotion Board Formal Board Charge in myFSS.

As **TSgt or MSgt**, you provide guidance and leadership. By broadening your exposure to different functional jobs, you are more prepared as a senior enlisted leader (SEL). In addition, continue to build your functional expertise in financial analysis and service, seek opportunities as a quality assurance manager. As you do so, focus on delivering mission-oriented financial analysis and financial services both at home station and in the deployed environment.



As a **SMSgt**, you have broad supervisory and managerial responsibilities. As a SEL, you learn from the experience of forming a partnership with your commander to lead your squadron. You implement effective training and oversee daily financial operations. You also prepare your Airmen for deployment operations and develop them for future career and leadership opportunities.



By definition, as a **CMSgt** you are in the top one percent of the enlisted ranks and your primary function is to mentor and lead. Continue to learn how best to accomplish both. You do this as a wing-level SEL or as a MAJCOM/FLDCOM functional manager. You can also broaden your experience and serve as a group or command chief or take advantage of other opportunities such as PME. As a chief, you partner with senior leaders in decision making processes as you blend your tactical and operational experiences into a strategic perspective.



Enlisted

The keys to succeeding as an FM Chief are taking care of Airmen, developing the next generations of FMers, and accomplishing the mission today. Your legacy resides in those who follow in your footsteps, those you lead and mentor on a daily basis, and those you lead through FM enlisted policy and procedure.

Education and Training

The *6F0X1 Career Field Education and Training Plan (CFETP)* establishes the training you receive to develop and progress through your career. The CFETP identifies your initial skills, upgrade requirements, qualification, advanced, and proficiency training. Supervisors use the CFETP to identify training at the appropriate point in your career. Download your own copy of the [CFETP](#).



As an **AB through A1C**, with completion of basic military training and technical training, your primary education and training focus is earning your 5-skill level. You achieve this by the Financial Management Journeyman Course (FMJC), job qualification training, and being signed off on all STS core tasks and all tasks on the XFFA1 and XFFA7 unit type code (UTC) task listing based on UTC assigned. Once you have satisfactorily completed your FMJCs you should get started on the path to earning your CCAF degree in Financial Management.



FM Combat Comptroller Training Aids/Tools

The resources below provide contingency related info for Financial Managers both military and civilian.

- FICS Contingency Scenarios
- Deployment for Deployment-Contingency Channel
- Total Force Combat Comptroller Familiarization Course (TF-CCFC) Suite
- Ready Airman Training (RAT)
- Combat Comptroller SharePoint

As a SrA, your first PME opportunity is to attend Airman Leadership School (ALS). SrA with a line number for SSgt have priority for ALS, if you do not, selection is based on Time in Grade (TIG) and Time in Service (TIS). As a SrA, FM deployment opportunities are available to you and contingency training is extremely valuable. One of your most critical requirements is to provide sound financial service and decision support to your deployed commander. Seek real world training through locally based contingency training, participate in base exercises, and become familiar with the available FM Combat Comptroller training aids and tools. The site is an excellent source for deployment information; on it you will find everything from training scenarios to mid-tour reports.



Enlisted



When you are selected for the rank of SSgt, you are automatically enrolled in 7-skill level upgrade training. To be awarded your 7-level, you must review and validate your knowledge of all core tasks and complete the Financial Management and Comptroller Craftsman (FMCC) in-residence course at the FM Learning Center (FMLC) in-residence course. Additionally, you must be signed off on all XFFA2 UTC tasks. In concert with these efforts, you should complete your CCAF degree in financial management within your first four to six years of military service.



Community College of the Air Force (CCAF)

You can earn an accredited regional associate's degree from CCAF by combining technical training, professional military education, and general education credits from accredited colleges and universities. You can then apply your CCAF credits to a bachelor's degree from a variety of universities and colleges. You can do this through the Air Force Virtual Education Center (AFVEC) which links you to the Air University Associate-to-Baccalaureate Cooperative (AU-ABC) program. For more information log on to the Air Force Portal and search "AFVEC." This site also offers you other professional and distance education courses.



Contingency training continues to be in the forefront of your requirements, but is even more important now because as a **SMSgt**, you lead FM deployments. You are encouraged to attend Defense Financial Management Course (DFMC) and complete a master's degree in a financial management-related field and earn a professional test-based certification, such as the Certified Defense Financial Manager (CDFM). For more information about FM-supported certifications, visit FM Online and search under Professional Development.



One of our primary deployment capabilities is the independent **TSgt or MSgt** paying agent. As such, you need to enhance your deployment skills through OJT, supplemental training, and distance learning opportunities. As a TSgt-select or TSgt, you should attend Silver Flag as well as complete the NCO Academy to develop both your functional leadership competencies.



Additionally, as a TSgt with two years' time-in-grade and completion of the NCO Academy, you can complete the Enlisted Joint Professional Military Education (EJPME) I distance learning course. Completion of this course hones your leadership and management skills and enhances your knowledge of joint operations.

As a MSgt, you may be selected to attend the PFMC at the Defense Financial Management and Comptroller School (DFM&CS). You should also consider completion of the EJPME II learning course available via the **Joint Forces Staff College**.

CCAF, SNCOA, and Senior Rater Endorsement

Air Force Senior Non-Commissioned Officers (SNCOs) must meet certain education requirements to be eligible for senior rater EPR endorsement. To keep yourself competitive for the top two enlisted grades, ensure you complete the applicable levels of PME, correspondence courses, and your CCAF degree or associate level degree from an accredited college. Following that, senior enlisted leadership recommends you complete your bachelor's degree and work towards your master's degree.

Enlisted

Although a college degree and professional certification are very important for your continued development, there are also other opportunities available to you. Periodically, you will have the chance to attend leadership or continuous improvement seminars. Take advantage of these opportunities whenever possible. These seminars provide insightful information to help you become a more effective leader.

As a **CMSgt**, continue to lead from the front by honing your contingency skills so you are always prepared when called on to deploy.



Development Special Duty (DSD)

DSD assignments are opportunities for Airmen in the U.S. Air Force to take on assignments outside of their AFSC. DSD assignments are typically designed to provide Airmen with valuable leadership and professional development experience, and exposure to a wide range of career fields and specialties. They can be highly competitive and are often sought after by Airmen for career-broadening. In addition to the professional development opportunities that DSD assignments offer, it is another way for FM Airmen to mentor and mold future leaders. To get more information on DSD assignments, visit [myFSS](#) and review the Special Duty Assignment Category (SPECAT) Guide.



Enlisted Development Team

The Enlisted Development Team (EDT) is the force development steering group for the FM enlisted career field. It seeks to provide direction to develop future FM enlisted leaders and to enable appropriate developmental opportunities during the operational and strategic phases of an individual's career. The EDT Chair is the Executive for Enlisted Matters (CFM), and EDT members are the 6F MAJCOM and FLDCOM Chief Enlisted Managers.

The EDT's overall purpose is to deliver the necessary tools and guidance to maximize the capabilities of FM SNCOs, to ensure the Air and Space Force can provide superior air, space, and cyberspace power in support of our nation's security. Moreover, the goal of the EDT is to provide the right person with the right qualifications at the right time, as it strives to ensure that necessary experiences and skill sets are achieved prior to assuming critical leadership positions in FM. The EDT aims to produce highly qualified FM enlisted leaders so that they may execute current and future DAF missions.

The EDT focuses on providing development through maintaining a career field prioritization plan for allocating enlisted personnel (MSgt and SMSgt only) and a career path pyramid for deliberate career development. The EDT ensures that position candidates meet minimum career field standards (as approved and published by the Career Field Manager) and vectors qualified personnel to the highest priority positions. The EDT also identifies the education, training, and experiences (both selfdevelopment and corporately resourced) appropriate for SNCOs based on current and future requirements, while providing guidance on Airmen Development Plans, mentoring, accessions, cross flows, special duties, and other areas as required.

The results of the EDT will be provided to AFPC. Selection for assignments will be based on results of the EDT. To find out more about these or other developmental opportunities, email SAF/FMEW at SAF.FMEW.Workflow@us.af.mil.



Leadership

CMSgt Kaci K. Duhart, *Executive for Enlisted Matters*

Throughout my 29-year military career, I have had the distinct pleasure of working with some of the Department of Defense's most inspirational military and civil service leaders. The element that separates these great leaders is their exceptional ability to motivate by creating opportunities, influence individuals to achieve goals, lead the team to accomplish the mission, and improve their organization's effectiveness. They possess a strong leadership mindset that originates from an honest appraisal of their strengths and weaknesses. These leaders do not over-inflate their ability, and they understand the value of building a team with different thoughts and talents.

Developing great leaders is an investment we make in ourselves and others.

My leadership philosophy is deeply grounded in my enlisted roots; it has evolved based on my values and military experiences: (S)ervant Leader, (T)raining, (R)espect, (I)ntegrity, (P)atience, (E)mpower, (S)elf-Care. Or simply, STRIPES. These principles can guide your reaction to people, events, and situations and help you create the next generation of exceptional Department of Defense leaders.

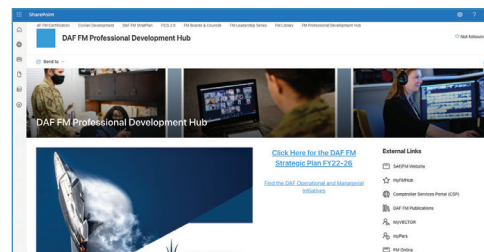


- A **Servant Leader** aids their team. The team's needs come first. The leader must ensure a positive work environment (climate and culture) and eliminate as many organizational stressors as possible.
- When it comes to **Training**, a leader's responsibility is to ensure the delivery of a workforce fully capable of doing their job.
- Respect has two aspects. You must earn the **Respect** of those you lead by proving that you are worthy of their followership. At the same time, every team member must be treated with dignity and **Respect**.
- Already a part of our Air Force core values, **Integrity** is key to everything we do. If you do not lead with integrity, you will lose the trust of your team.
- As a leader, you must have **Patience** because not everything will go as planned. Establishing an internal locus of control is paramount to the four pillars of comprehensive Airmen fitness.
- The beauty of **Empowerment** is that it removes barriers that suffocate creative minds by giving them the freedom to make decisions and solve problems. To empower your team, you must ensure they possess the knowledge and confidence to accomplish the task and that they are mature enough to see failures as learning opportunities.
- Finally, leaders focus so thoroughly on subordinates that we sometimes neglect our **Self-Care**. Over time, juggling internal and external stressors can create shortfalls in our decision-making capabilities and affect our work-life balance. Resiliency is real. Asking for help is a sign of strength. We tell our Airmen this, but are we practicing it ourselves?

DAF FM Professional Development Hub

The DAF FM Professional Development Hub serves as one website where FMers can find detailed information regarding all FM professional development opportunities.

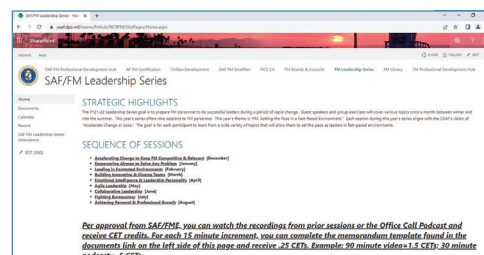
The [DAF FM Professional Development Hub](#) is a central location from which you can access additional SharePoint sites that provide specific information on FM's three components of professional development: [leadership](#), [experience](#), and [education and training](#). Other sites housed on the DAF FM Professional Development Hub include FM Leadership Series, FM Library, Combat Comptrollers, and DoD FM Certification. The FM Professional Development Hub includes links to Financial Information Collaboration Space (FICS).



The main page of DAF FM Professional Development Hub SharePoint site provides news and events, along with downloadable resources including the DAF FM Strategic Plan. The main SharePoint site serves as a gateway to the three FM Professional Development sites highlighted below.

FM Leadership Series:

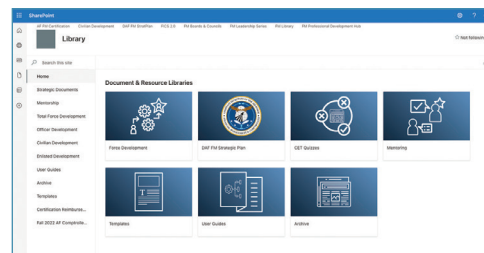
Learning about leadership and the qualities strong leaders possess helps you become a more effective FMer, regardless of whether you aim to be a senior leader or simply improve yourself. This SharePoint offers tips and information about FM programs that help Airmen develop their leadership potential. The site houses resources such as recorded FM Leadership Series, podcasts, and recommended professional reading professional development forums during which Senior Leaders mentor the workforce by sharing their career paths and providing tips on professional development based on their own experiences.



FM Library:

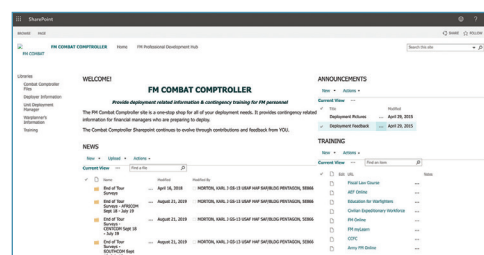
The FM Library contains documents on Force Development, Strategy, Mentorship, Templates, Archived Periodicals, and more.

Links to other online resources, such as the supervisor's resource center and professional organizations, are also available.



FM Combat Comptroller:

This site is maintained by the SAF FM Warplanners and designed to assist deployers, unit deployment managers, and trainers. It includes policy, end of tour surveys, training, and helpful links.





Bringing it All Together

There are three primary products used to assist personnel and their supervisors with professional development, they are the **What FM Values** wheel, **FM Roadmaps**, and this document, the Primer. Senior leaders use the What FM Values wheel when evaluating personnel for vectoring, promotion, education, and advancement opportunities. Next, are the FM Roadmaps that break down by category (officer, enlisted, and civilian) career paths, targeted training, and experience for individual development at each stage of one's development. Finally, is this product, the Primer. The Primer which covers the cradle to grave professional development activities, including foundational and functional competencies and associated skill sets, training opportunities, and resources. This document should be used by supervisors and personnel with career planning activities.

What FM Values

To get started, it is important to understand the six key focus areas valued by DAF FM as individuals build competencies to maneuver a successful career. These focus areas are **Performance, Leadership, Experience, Education, Training, and Certifications**.

Underpinning these six categories is finding ways to become and remain Engaged throughout your career. Senior leaders use the What FM Values wheel when evaluating personnel for vectoring, promotion, education, and advancement opportunities.

A few ways to become engaged are through mentorship, seeking out career feedback, and volunteering for opportunities to lead. The graphic (Figure 1) depicts the “What FM Values” focus areas.

How To Use the What FM Values Wheel:

1. Activities start in the center and then progress out and individual develop greater skills and exposure.
2. Individuals should review the wheel, roadmaps, and the competency skill sets to conduct a personal gap analysis to identify growth focus areas. Examples of each bucketed area are located on the **FM Roadmaps**.
3. Following an in-depth gap analysis, personnel should start to think about short- and long-term career goals that align with their work-life balance priorities and that help close their specific career gaps.



Figure 1: What FM Values

Bringing it All Together

Definitions



LEADERSHIP

- **Resilient** – Negotiates, manages, and adapts to change or stress
- **Self-Aware** – Understands their own strengths, weaknesses, emotions, and behaviors, enabling them to make informed decisions, adapt leadership style, build team trust, and be more effective in their role
- **Innovative** – Creative, informed risk-taker, encourages, and champions change
- **Strategic-Minded** – Possesses the ability to think and plan long-term and goal-oriented



EDUCATION

- **Professional Military Education** – Designed to develop and enhance the leadership, management, and strategy techniques of personnel
- **Associate Degree** – Undergraduate academic degree that typically takes two years to complete
- **Bachelor's Degree** – Undergraduate academic degree for a four-year program of study
- **Graduate Degree** – Advanced academic degree that is earned after completing a bachelor's degree



CERTIFICATION

- **DAWIA** – Individuals working in the acquisition, technology, and logistics fields— Practitioner and Advanced
- **DoD FM Certification** – Professional certification program for FM personnel – Levels 1, 2, and 3
- **Test-Based** – Standardized exam or series of exams for professional certification
- **Other Non-Test Based Certifications** – Earned through a combination of education, training, work experience, and other relevant qualifications



EXPERIENCE

- **Technical Depth and Breadth** – Level of expertise, skill, and knowledge within a specific technical area or domain
- **Organizational Depth and Breadth** – Depth: Level of expertise, experience, and skill within an organization.
Breadth: range of skills, capabilities, and services
- **Leadership/Supervisory Roles** – Responsible for guiding, directing, and managing a group of people, usually within an organization
- **Joint Assignments COCOM / Deployments** – Promotes inter-service cooperation, understanding of joint operations, and develops leaders



TRAINING

- **Professional Development** – Designed to help enhance skills, knowledge, and abilities to improve job performance and advance their careers
- **Functional** – Focuses on developing specific abilities or skills that are relevant to one's functional job or path
- **Leadership Development** – Topics such as communication, decision making, problem solving, strategic planning, and team building
- **External Opportunities** – Outside of current workplace or organization, includes various mediums: online courses, workshops, seminars, and certifications



PERFORMANCE

- **Job Proficiency** – Level of competence, skill, and ability in performing the tasks and responsibilities
- **Problem-Solving** – Cognitive process, identifying, analyzing, and resolving issues. Navigate complex situations
- **Results-Oriented** – Focuses on achieving specific, quantifiable goals, and outcomes
- **Mission-Focused** – Clear and singular focus on achieving a specific goal or objective for an organization or team



Attachment 1: DAF FM Occupational Competency Skill Sets

Each FM Occupational Competency includes demonstrative skill sets or tasks that are assigned with respective proficiency levels. The skill set should be assigned by the supervisor based on the individual's experience level for that competency and evaluated at intervals to determine performance. Below is a breakdown of the proficiency levels.

Level 1-Basic

- Applies competency in simple situations
- Requires close monitoring and extensive guidance

Level 2-Intermediate

- Applies competency in difficult situations
- Requires occasional guidance

Level 3-Advanced

- Applies competency in considerably difficult situations
- Generally, requires little or no guidance

The following pages include the FM Occupational Competencies, associated skill sets, and recommended proficiency levels.



Attachment 1: DAF FM Occupational Competency Skill Sets

FINANCIAL OPERATIONS

Provide customer service through entitlement/payment processing and disbursing services.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Explain Defense Finance Accounting Service (DFAS), Air Force Installation and Mission Support Center (AFIMSC), and Air Force Accounting and Finance Office (AFAFO's) role in Financial Operations.	●		
2	Explain the AF Travel Processing Center's role and use of their Business Rules.	●		
3	Explain FM's role with the Government Travel Card (GTC) program.	●		
4	Identify current systems to process payments, disbursing vouchers, and other pay affecting documents in Financial Operations (e.g., Defense Travel System [DTS], Reserve Travel System [RTS], Defense Joint Military Pay System [DJMS], Defense MilPay Office [DMO], Case Management System [CMS], Air Force Integrated Personnel and Pay System [AFIPPS], etc.).	●		
5	Identify the different types of supporting documentation required for pay and entitlements.	●		
6	Apply effective verbal and written customer service techniques.	●		
7	Identify the governing directives / instructions impacting pay and travel entitlements.		●	
8	Discuss role of Financial Services Officer.		●	
9	Apply concepts and understand the risk of Accountable official/certifying officers.		●	
10	Apply Disbursing operations processes and procedures.		●	
11	Perform pay processes, procedures, and entitlements.		●	
12	Perform document processing, auditing and prepare outputs and corrections for systems (RTS, DTS, DJMS, CDS, etc.).		●	
13	Identify the relationship between internal controls and separation of duties for Financial Operations.			●
14	Explain how Financial Operations are affected by the Management Internal Control Program and Risk Management.			●
15	Utilize and employ the self-inspection checklist to evaluate compliance against established standards.			●
16	Demonstrate accuracy in accounting structure for disbursements, collections, and reimbursements.			●
17	Apply self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●



ACCOUNTING

Knowledge of accounting processes, principles, standards, federal/DoD financial statements and reports, federal accounting systems, and laws/regulatory requirements.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Describe governmental accounting processes and procedures.	●		
2	Explain the basic duties of the Nonappropriated Funds Financial Analyst (NAFFA).	●		
3	Identify and Understand the importance of accounting structure (e.g., elements of fund citation or Standard Financial Information Structure [SFIS]).		●	
4	Explain role of Defense Finance and Accounting Service (DFAS) and Air Force Accounting and Finance Office (AFAFO).		●	
5	Explain relationship between key accounting stakeholders (e.g., resource advisors [RAs], Financial Management Analysis [FMA], Contracting Squadron [CONS], DFAS, etc.) to improve communications, training, and processes.		●	
6	Explain specific roles, responsibilities, and differences between AO (Accountable Officials) and Certifying Officers (CO).		●	
7	Explain the difference between Fiduciary Liability and Pecuniary Liability.		●	
8	Explain FM's role with the Government Purchase Card (GPC) program and validate data within AxOL.		●	
9	Explain the concepts of reimbursements and refunds and their impact on obligation authority.		●	
10	Explain the concepts of Working Capital Fund accounting and how it differs from other appropriations.		●	
11	Understand the different types of travel obligations and proper procedures to liquidate obligations.		●	
12	Apply principles concerning administrative control of resources and certifying officer responsibilities.		●	
13	Apply accounting processes in daily operations (payables, receivables, funds control, etc.).		●	
14	Perform data entry activities into accounting systems and extract financial reports.		●	
15	Identify the relationships between metrics and accounting processes (Dormant Account Review Quarterly [DAR-Q], DEAMS, Open Document List [ODL] review, G00, Command Metrics, Interest / Discounts).		●	
16	Describe the relationship between source documents, accurate data, and accounting system reports and research, audit, or reconcile financial data.			●
17	Explain how accounting transactions effect the status of funds and have ability to interpret status of funds (SOF) data.			●

Attachment 1: DAF FM Occupational Competency Skill Sets

ACCOUNTING cont.

Competency Skill Set Description		Proficiency		
		B	I	A
18	Explain accounting process for refunds, refund receivables, credit memos, and reimbursements (to include public receivables) in legacy and DEAMS.			●
19	Explain the Prompt Payment Act (PPA), process, and effects on discounts and interest penalties.			●
20	Explain Anti-Deficiency Act, how to identify a potential ADA, and reporting requirements.			●
21	Explain standard document numbering (SDN).			●
22	Explain how to read and decipher travel document numbers.			●
23	Explain use of and process flow and supporting documentation for Military Interdepartmental Purchase Requests (MIPRs), Miscellaneous Obligation Reimbursement Documents (MORDs), G-Invoicing, and AF 616's.			●
24	Explain the acceptable uses for MORDs and required support documentation for supporting the MORD to ensure it meet audit standards.			●
25	Explain accounting processes associated with Fiscal Year End (FYE) (e.g., Report Change Memo [RCM], Contingent Liabilities, Skeleton Records [DSK], etc.).			●
26	Explain general reviews of non-appropriated funds (NAF) processes.			●
27	Explain Trial Balance and Database Transfer (DBT).			●
28	Understand requirements for support agreements (SA), Acquisition and Cross-Service Agreements (ACSA), and reimbursement programs.			●
29	Apply knowledge of current accounting systems and feeder systems (DEAMS, Integrated Accounts Payable System [IAPS], Defense Civilian Intelligence Personnel System [DCIPS], Standard Base Supply System [SBSS], DLA, etc.).			●
30	Apply critical task list (CTL), self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●
31	Apply stages of governmental accounting including General Ledger Accounts (GLACs) and Budget Identification (BIDs).			●
32	Apply Generally Accepted Accounting Principles (GAAP), Federal Financial Accounting Standards, and Office of Management and Budget (OMB) guidance.			●
33	Build accounting code structure (e.g., Legacy fund citations and Defense Enterprise Accounting and Management System (DEAMS) Project, Task Expenditure Type, and Organization [PTEO]).			●



BUDGET FORMULATION AND EXECUTION

Manage budget requirements by forecasting, justifying, allocating, monitoring, and analyzing budgets in compliance with statutory/regulatory guidance.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Describe use of funds control documents (e.g., Automated Funds Management [AFM], Program and Budget Enterprise Service [PBES], etc.).	●		
2	Understand basic funds execution terminology.	●		
3	Identify applicable policy for budget formulation.		●	
4	Identify contracting and procurement process.		●	
5	Understand Fiscal Guidance.		●	
6	Understand fiscal law, Anti-Deficiency Act (ADA) rules for purpose, time, and amount and their implications for financial decisions.		●	
7	Use common FM data systems and tools (Commanders' Resource Integration System [CRIS], Wide Area Workflow [WAWF], GAFS, DEAMS, Defense Transaction Interface Module System [DTIMS], Electronic Document Access [EDA], FM Suite, Federal Records Center [FRC], etc.).		●	
8	Prepare and justify unfunded requirements (UFR) list.		●	
9	Perform a midyear review activities.		●	
10	Identify and apply Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) processes.			●
11	Describe roles and function of the FM Corporate Process (local and AF-level).			●
12	Describe operations under Continuing Resolution Authority (CRA) and emergency funding conditions.			●
13	Define reprogramming rules and thresholds.			●
14	Explain contingent liability.			●
15	Explain NAF funds and how they relate to appropriated funds (Cat A, B, and C).			●
16	Explain prior year fund execution (upward obligation, Fall-In / Out, and cancelling vs. expired funds).			●
17	Understand the differences between the Working Capital Fund (WCF) and Appropriated Funds (APF) and the linkages between the two.			●
18	Perform basic budget estimation techniques (forecasting, rate development, etc.).			●
19	Perform end of FY Close-out activities.			●
20	Apply strategies to analyze financial statements and use the information in budget preparation and execution process.			●

Attachment 1: DAF FM Occupational Competency Skill Sets

BUDGET FORMULATION AND EXECUTION cont.

Competency Skill Set Description		Proficiency		
		B	I	A
21	Apply problem solving/resolution techniques and concepts to develop recommendations and implementation strategies for leadership.			●
22	Apply self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●
23	Use FM Data Analytics techniques for Budget Functions (e.g., visualization, data scrub, etc.).			●
24	Conduct financial analysis of a program.			●
25	Conduct analysis utilizing various forecasting tools and methodologies to assess performance and quantify risk to perform financial analysis.			●
26	Prepare funds distribution plan and conduct distribution funds.			●
27	Prepare funds execution plan.			●
28	Build end of year [EOY] closeout plan (timelines, priority of spending, and ODL scrubs).			●
29	Track Fall-In / Out.			●



FINANCIAL ANALYSIS

Apply analytical frameworks and conduct special studies to forecast benefits/resources needed to optimize business, budgetary, operational, and sustainment decisions and mitigate risks.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Identify and understand DoD and Air Force directives, policies and publications that guide financial management analysis.	●		
2	Identify impact of reimbursement programs on direct program funding.	●		
3	Describe how mission outcomes are driven by resources.		●	
4	Explain the importance of correct recording of commitments, obligations, and obligation liquidations on a program.		●	
5	Respond to policy questions involving financial management and appropriated funds.		●	
6	Troubleshoot financial analysis issues by performing research using common resources with FM data systems, tools, Congressional reports, and metrics.		●	
7	Identify facts about commander resource optimization processes.			●
8	Conduct a Stakeholder Analysis.			●
9	Brief financial and non-financial impacts of alternatives to support decision making.			●
10	Apply funding shortfall mission impact analysis.			●
11	Apply forecasting and trend analysis.			●
12	Apply existing financial management analytical methods/processes (BCA, Analysis of Alternatives [AoA], EA, Financial Analysis [FA], Risk Analysis, Break Even Analysis, Sensitivity Analysis, etc.).			●
13	Apply self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●
14	Perform cost, risk, and sensitivity analysis in a cost estimate.			●
15	Analyze execution of budgetary resources through all accounting stages.			●

– continued on page 52

Attachment 1: DAF FM

Occupational Competency Skill Sets

COST ESTIMATION

Develop life cycle resource requirements for program feasibility, acquisition program management, and budget decisions.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Identify and understand DoD and Air Force directives, policies and publications that guide financial management analysis.	●		
2	Identify impact of reimbursement programs on direct program funding.	●		
3	Describe how mission outcomes are driven by resources.		●	
4	Explain the importance of correct recording of commitments, obligations, and obligation liquidations on a program.		●	
5	Respond to policy questions involving financial management and appropriated funds.		●	
6	Troubleshoot financial analysis issues by performing research using common resources with FM data systems, tools, Congressional reports, and metrics.		●	
7	Identify facts about commander resource optimization processes.			●
8	Conduct a Stakeholder Analysis.			●
9	Brief financial and non-financial impacts of alternatives to support decision making.			●
10	Apply funding shortfall mission impact analysis.			●
11	Apply forecasting and trend analysis.			●
12	Apply existing financial management analytical methods/processes (BCA, Analysis of Alternatives [AoA], EA, Financial Analysis [FA], Risk Analysis, Break Even Analysis, Sensitivity Analysis, etc.).			●
13	Apply self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●
14	Perform cost, risk, and sensitivity analysis in a cost estimate.			●
15	Analyze execution of budgetary resources through all accounting stages.			●



COST ESTIMATION cont.

Develop life cycle resource requirements for program feasibility, acquisition program management, and budget decisions.

Competency Skill Set Description		Proficiency		
		B	I	A
23	Apply mathematical and statistical methods to develop cost estimating relationships.			●
24	Apply appropriate inflation techniques to develop a cost estimate.			●
25	Apply appropriate discounting techniques to develop a cost estimate.			●
26	Apply a variety of analytical methods/processes (learning curve, regression analysis, parametric analysis, etc.) in a cost estimate.			●
27	Apply self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●
28	Perform cost, risk, and sensitivity analysis in a cost estimate.			●

Attachment 1: DAF FM

Occupational Competency Skill Sets

PROGRAM CONTROL

Lead the integration of long-term financial planning including scheduling, earned value management, and risk management of a defense acquisition program office.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Identify concepts of program and project scheduling, milestones, resource allocation, etc.	●		
2	Explain basic concepts of calculating risk involved with resource allocation.	●		
3	Explain basic concepts of earned value management and measuring project progress.	●		
4	Describe Earned Value Management topics and tools.	●		
5	Discuss differences between the Industry American National Standards Institute and the Department of Defense EVM process.		●	
6	Discuss Contract Performance Reports (CPR), reconcile Contract Funds Status Reports (CFSR) to the CPR and prepare a formal analysis for the Program Manager and Technical / IPT leads.		●	
7	Participate in an Integrated Baseline Review (IBR).		●	
8	Apply EVM System Guidelines.		●	
9	Perform re-planning of contract performance measurement baselines.			●
10	Participate in an internal Program Management Review (PMR).			●
11	Participate in negotiations and development of a Memorandum of Agreement / Understanding with the cognizant DCMA office as pertaining to EVM surveillance requirements.			●
12	Perform Earned Value Management (EVM) analysis.			●
13	Participate in the analysis of an Over-Target Baseline (OTB).			●
14	Prepare and justify range of statistical Estimates-At-Completion (EAC) and Estimates-To-Completion (ETC).			●
15	Apply recognized, automated, commercial EVM analysis tool.			●
16	Apply self-inspections, quality assurance reviews, external audit findings, risk management, internal control reviews, and Financial Improvement and Audit Remediation (FIAR).			●



INTERNAL CONTROLS AND AUDIT

Develop, monitor, interpret, and report processes/operations to ensure transparency and statutory compliance, regulatory, and leadership guidance/intent while promoting effectiveness and accountability.

Competency Skill Set Description		Proficiency		
		B	I	A
1	Identify regulations that govern financial operations.	●		
2	Identify processes and financial reports for administrative control of resources.	●		
3	Identify processes and financial reports for funds allocations.	●		
4	Identify processes and financial reports for funding document flow process.	●		
5	Identify processes and financial reports for inter and intra agency agreements.	●		
6	Identify the principles of internal controls pertaining to financial management.	●		
7	Use research tools and resources (e.g., Justification Books, GAO decisions, etc.).	●		
8	Explain the role of the Quality Assurance Manager in Financial Management.	●		
9	Identify financial Management's role in the audit process in order to evaluate efficiency and effectiveness of internal control tools.		●	
10	Describe the formal Government Accountability Office (GAO), Air Force Audit Agency and DoD Inspector General (IG) audit processes and program.		●	
11	Describe and identify Fiscal Law principles of Purpose, Time, and Amount (PTA).		●	
12	Describe Ratification.		●	
13	Explain how automated tools (dashboard, SMART, FM Suites, Quality Assurance Review Tool [QART]) SharePoint, forums, and reports are used to support transparency and compliance with financial statutory, regulatory and leadership guidance/intent.		●	
14	Explain the purpose, responsibilities, and process tools of the Quality Assurance Program.		●	
15	Explain Quality Assurance data analytics to measure/assess FM operational health.		●	
16	Perform audit sampling and methods.		●	
17	Perform IT and Financial (FIN) Business Process Validation Testing (applicable to individuals charged with ensuring financial and IT deficiencies are remediated and sustained).		●	
18	Perform review of audit responses (e.g., Independent Public Accountant (IPA) issued, Provide by Client (PBCs), and audit sample requests).		●	
19	Use research tools and examination to discover anomalies, errors, and potential fraud.		●	
20	Identify the impact and effects of transaction processing on auditable financial statements and the core of financial audit sample testing.			●
21	Identify stakeholders for changing, developing, or approving approve fiscal policy.			●

Attachment 1: DAF FM

Occupational Competency Skill Sets

INTERNAL CONTROLS AND AUDIT cont.

Competency Skill Set Description		Proficiency		
		B	I	A
22	Describe applicable internal control tools (self-inspection, Comptroller Access Guide) in order to evaluate efficiency and effectiveness of internal control tools.			●
23	Explain the use of Notices of Findings and Recommendations (NFRs) and Corrective Action Plans (CAPs) with deficiencies.			●
24	Explain the use of continuous process improvement techniques with financial management.			●
25	Explain risk, risk identification, and impact to the internal control environment.			●
26	Explain audit planning, internal control, substantive testing, reporting, and reports for audit remediation and sustainment.			●
27	Apply guiding principles of Fiscal Law and applicable laws, regulations and administrative directives needed to comply with fiscal guidance and inspection/audit checklists and instructions.			●
28	Perform Federal Information System Controls Audit Manual (FISCAM) testing of Information Technology (IT) System Controls (applicable to individuals charged with assessing Internal Controls over Financial Systems [ICOFS]).			●
29	Perform Complementary User Entity Controls (CUECS) testing (applicable to individuals charged with assessing Internal Controls over Financial Systems [ICOFS]).			●
30	Perform Sustainment testing (applicable to individuals charged with ensuring financial and IT deficiencies are remediated and sustained).			●



Attachment 2: DoD FM Certification Level Requirements



Under the DoD FM Certification Program, all FM-coded positions are aligned to one of the three professional certification levels. The DoD FM Certification Program encompasses competency-based training, experience, and leadership. It also includes an emphasis on education and test-based FM professional certifications at Levels 2 and 3. After obtaining your appropriate Certification Level, all employees will be required to maintain Continuing Education and Training (CET) hours every two years.

The following pages outline the DoD FM Certification requirements for Levels 1, 2, and 3. For more information on this program, refer to pages 16-18 or visit [FM Online](#).

LEVEL ONE REQUIREMENTS

Level 1 Requirements

FM Competencies	Course Hrs	
Financial Management Systems*	6	
Decision Support*	4	
Fundamentals and Operations of Primary Track* (Accounting or Budget or Finance or Mil & Civ Pay)	6	→ Aligned Courses are on FM myLearn
	+	
Leadership Competencies		
Lead Self Level	6	→ Aligned Courses are on FM myLearn
	+	
Other Required Courses		
DoD FM 101 Course **	24	
	+	
Total Course Hours	46	At least two years DoD FM Experience

* Proficiency Level 1
** According to DoD policy, the component certification authority may waive up to 6 of the 12 modules (except audit readiness).

FM Certification Level 1

40 Continuing Education & Training Hours every two years

FM and Leadership Competency-based Training

The FM competency-based training required for this level includes training in FM Systems (6 hours), Decision Support (4 hours), and Fundamentals and Operations of your Primary Track (6 hours). Your Primary Track varies depending on your current field—accounting, budget, finance, or civilian and military pay. You can find aligned courses that satisfy these requirements on FM myLearn.

Certification requirements in leadership competencies include 6 hours of education/training in the first level on the DoD Civilian Leader Development Continuum: Lead Self. This leadership level includes training in competencies such as oral and/or written communication, interpersonal skills, customer service, and problem solving.

Other Required Courses

In addition to FM and leadership competencies, the Other Required Courses for Certification Level 1 is the DoD FM 101 course consisting of 12 web-based modules. Components may opt to waive up to 6 of the 12 modules; however, the Audit Readiness module is mandatory. Moreover, some organizations have recommended internal courses that their personnel may substitute to satisfy some of the modules. If approved by the OFCM, the authorized substitution courses can be found on FM myLearn. There are 46 total course hours required for Certification Level 1.

Experience and Continuing Education and Training

Lastly, two years of DoD FM experience are required. Individuals have two years to complete the requirements of Certification Level 1, once notified that they are implemented into the program. Upon achieving certification at this level, personnel must complete 40 hours of continuous education and training every two years. If an individual holds some other type of certification that requires on-going training in related areas, that education and training may be used to meet the CET requirement (that is, the same training may satisfy multiple certification requirements).



LEVEL TWO REQUIREMENTS

Level 2 Requirements

FM Competencies

Financial Management Systems*

Decision Support*

Accounting Analysis **OR** Financial Mgt Analysis*

Budget Formulation, Justification, and Presentation **OR** Budget Execution*

Concepts, Policies, and Principles of Primary Track*

(Accounting or Audit or Budget or Finance or Commercial Pay or Payroll)

Fundamentals and Operations of Alternate Track**

(Accounting or Budget or Finance or Mil & Civ Pay)

Course Hrs

8

8

10

10

10

6

+

Aligned Courses are on FM myLearn

Leadership Competencies

Lead Teams/Projects Level

10

+

Aligned Courses are on FM myLearn

Other Required Courses

Audit Readiness + Ethics + Fiscal Law Courses

9

+

Total Course Hours

71

At least four years FM Experience
(Two years must be DoD FM Experience)

* Proficiency Level 3

** Proficiency Level 1 or higher

FM Certification Level 2

Recommended

- At least one 3-month Developmental Assignment
- Work towards Bachelor's Degree
- Completion of one of the DoD-approved Test-Based Certification

60 Continuing Education & Training Hours every two years

FM and Leadership Competency-based Training

The FM competency-based training required for this level includes training in FM systems (8 hours); Decision Support (8 hours); Accounting Analysis or Financial Management Analysis (10 hours); Budget Formulation, Justification and Presentation or Budget Execution (10 hours); Concepts, Policies, and Principles of Primary Track (10 hours); and Fundamentals and Operations of Alternate Track (6 hours), where the Alternate Track represents an area outside of the individual's Primary Track. All required FM training at Certification Level 2 must be aligned at proficiency level 3, except for the training in the Alternate Track, which must be at proficiency level 1 or higher. Certification requirements for leadership development include 10 hours of education/training in the second level on the DoD Civilian Leader Development Continuum: Lead Teams/Projects. This leadership level includes training in competencies such as team building, accountability, decisiveness, influencing/negotiating, and DoD Mission and Culture.

Other Required Courses

In addition to FM and leadership competencies, Other Required Courses for Certification Level 2 include Audit Readiness, Fiscal Law, and Ethics. These are offered in three web-based courses for a total of nine hours of training located on FM myLearn and via the FM Learning Management System. Components may recommend internal courses that their personnel may substitute to satisfy some of the modules. If approved by the OUSD(C), the authorized substitution courses can be found on FM myLearn. There are 71 total course hours required for Certification Level 2.



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LEVEL TWO REQUIREMENTS

Experience and Continuing Education and Training

Lastly, four years of FM experience are required, of which at least two years must be in DoD FM. It is important to note that for civilians, prior military experience in financial management does count toward meeting the years of experience requirement. Upon achieving Certification Level 2, individuals are required to achieve 60 hours of continuing education and training every two years. If an individual holds some other type of certification that requires on-going training in related areas, that education and training may be used to meet the CET requirement (that is, the same training may satisfy multiple certification requirements). Recommended at this level, but not mandatory, are a three-month developmental assignment, work toward a bachelor's degree, and completion of a DoD-approved FM certification.



LEVEL THREE REQUIREMENTS

Level 3 Requirements

FM Competencies

Financial Management Systems*
 Decision Support*
 Accounting Analysis **AND** Financial Mgt Analysis*
 Budget Formulation, Justification, and Presentation **AND** Budget Execution*
 Advanced Financial Management*
 Concepts, Policies, and Principles of Alternate Track**
 (Accounting or Audit or Budget or Finance or Commercial Pay or Payroll)

Course Hrs

4

10

12

12

12

10

Aligned Courses are on FM myLearn

+

Leadership Competencies

Lead People

12

Aligned Courses are on FM myLearn

+

Other Required Courses

Audit Readiness + Ethics + Fiscal Law Courses ***

9

At least eight years FM Experience Required
 (Two years must be DoD FM Experience)

+

Total Course Hours

81

At least one 3-month Developmental Assignment

* Proficiency Level 5
 ** Proficiency Level 3 or higher
 *** Higher Proficiency Level Course

FM Certification Level 3

Recommended - Work towards Master's Degree
 - Completion of one of the DoD-approved Test-Based Certification

80 Continuing Education & Training Hours every two years

FM and Leadership Competency-based Training

The FM competency-based training required for this level includes training in FM Systems (4 hours); Decision Support (10 hours); Accounting Analysis and Financial Management Analysis (12 hours); Budget Formulation, Justification and Presentation and Budget Execution (12 hours); Advanced Financial Management (12 hours); and Concepts, Policies, and Principles of Alternate Track (10 hours). There are a couple of distinctions from the Certification Level 2 requirements. While Certification Level 2 allows the individual to choose training from multiple competencies, Certification Level 3 requires training in each of the competencies listed. If the competencies are joined by "and," at least one-third of the required training in that category must be in one of those competencies, with the balance in the other. Certification Level 3 does not require training in the Primary Track. Individuals at this level are assumed to have sufficient expertise in their Primary Track, so that competency is not included. Also, all of the FM training required at Certification Level 3 must be aligned at proficiency level 5, except for training in the Alternate Track, which may be at proficiency level 3, or higher.

Certification requirements in leadership development include 12 hours of education/training in any of the top three levels on the DoD Civilian Leader Development Continuum: Lead People, Lead Organizations/Programs, or Lead the Institution. Leadership development at these levels includes training in competencies such as human capital management, conflict management, developing others, the DoD Corporate Perspective, and National Security Foundation.



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LEVEL THREE REQUIREMENTS

Other Required Courses

In addition to the FM and leadership competency-based training, Other Required Courses for Certification Level 3 include Audit Readiness, Fiscal Law, and Ethics. These courses are taught at a higher level of learning than the courses in the same topics at Certification Level 2. Again, organizations may recommend internal courses their personnel may substitute to satisfy some of the courses. If approved by the FM OFCM, the authorized substitution courses can be found on FM myLearn. There are 81 total course hours required for Certification Level 3.

Experience and Continuing Education and Training

Additionally, eight years of FM experience are required, of which at least two must be in DoD FM. Certification Level 3 also requires completion of a developmental assignment of at least three months. Previous work may be used to satisfy this requirement. For example, if someone is currently working in the budget discipline, but previously worked in accounting, financial services, or in another field outside of FM (for example, program management, manpower, personnel, contracting, logistics), then he or she will be deemed to have met the intent of the developmental requirement. Additionally, even if someone has worked in one area for an entire career but has experience at multiple organizational levels such as installation, major command, or headquarters, he or she likely will have met the developmental assignment requirement. The Department has developed overarching guidance regarding the kind of experience that constitutes a developmental assignment, and, as noted before, organizations may choose to develop supplemental guidance that further defines what developmental assignments mean for their organization.

Upon achieving Certification Level 3, individuals are required to achieve 80 hours of continuing education and training every two years. If an individual holds some other type of certification that requires on-going training in relevant areas, that education and training may be used to meet the CET requirement (that is, the same training may satisfy multiple certification requirements). Strongly recommended at this level, but not mandatory, are work toward a master's degree and completion of a DoD-approved FM certification.





Attachment 3: FM Training Opportunities

The FM Training Opportunities includes details on different courses, events, platforms, and resources for development. While it is not an all-inclusive list of training available, it does capture most to include training listed on the FM Roadmaps.

It is recommended that FM personnel use this information when identifying training on individual development plans (IDPs). The following pages outline the different FM Training Opportunities.



Attachment 3:

FM Training Opportunities

Financial Management and Comptroller Apprentice course (FMCA)

Description: This 27 academic-day in residence course at Keesler AFB, MS provides initial skills training for personnel in AFSC 6F0X1. Training includes Financial Management (FM) certification; financial management and comptroller organization, function, and mission; Critical Thinking; Publications; Accounting Principles and Payment Process; Excel, PowerPoint, and Outlook; Customer Service and Etiquette; and Public Speaking.

Eligibility/Target Audience: New AF FM enlisted personnel and personnel cross training into the 6F0X1 career field.

Link for more info: <https://usaf.dps.mil/teams/app10-etca>

Financial Management and Comptroller Journeyman—Operations (FMCJ-O)

Description: This course is a job site training (JST) course that is 79 academic days and is group/self-paced. This course provides training for entry 3-level members upon graduation from Technical Training and the completion of the Fundamentals Course, it is a prerequisite for 5-level skill award. The course provides training in military pay and entitlements, allowances, deductions, and allotments, pay validation, indebtedness and payments, duty status, reenlistments and final pay, military and dependent PCS, retirement, and separation, and civilian pay and dependent travel.

Eligibility/Target Audience: Individuals going for their 5-level skill award.

Link for more info: <https://usaf.dps.mil/teams/app10-etca>

Financial Management and Comptroller Journeyman— Analysis (FMCJ-A)

Description: This course is a job site training (JST) course that is 42 academic days and is group/self-paced. This course provides training for entry 3-level members upon graduation from Technical Training and the completion of the Fundamentals Course, it is a prerequisite for 5-level skill award. The course provides training in the federal budget system, funds distribution, budget execution and accounting principles.

Eligibility/Target Audience: Individuals going for their 5-level skill award.

Link for more info: <https://usaf.dps.mil/teams/app10-etca>

Financial Management and Comptroller Craftsman (FMCC)

Description: This 10-day in residence course at Keesler AFB, MS trains Airmen to perform duties in Financial Management and Comptroller Craftsman AFSC 6F071. The units of training include the Course Orientation, Introduction and Comptroller Contingency Operations, and Course Feedback and Graduation.

Eligibility/Target Audience: Enlisted 6F Airmen must be an SSgt, SSgt selectee or above. Airmen must be in upgrade training (UGT) to the 7-skill level and in Training Status Codes (TSC) C or G. Prior to attending, Airmen must satisfy all prerequisites for attendance as outlined in the applicable Career Field Education and Training Plan (CFETP), Personnel Data System (PDS) course reporting instructions.

Link for more info: <https://usaf.dps.mil/teams/app10-etca>



Silver Flag

- Description:** This 6-day in residence course at Tyndall AFB, FL is designed to provide AF Comptroller (6FXXX) with contingency operations and Home Station Readiness Training using an exercise event.
- Eligibility/Target Audience:** Enlisted personnel tasked to deploy as cashiers, paying, or disbursing agents.
- Link for more info:** <https://usaf.dps.mil/teams/12748/AC-FM-TF-01/default.aspx>

Virtual Contingency Courses (A1, A2, and A7)

- Description:** These are virtual instructor-led courses designed to provide AF enlisted personnel with refreshers on their assigned Unit Type Code (UTC). Virtual A1 is targeted for personnel assigned to the XFFA1, Cashier/Customer Service/Paying Agent UTC. Virtual A2 is targeted for personnel in the XFFA2, Financial Management Noncommissioned Officer (NCO) UTC. Virtual A7 is targeted for personnel assigned to the XFFA7, Budget Technician UTC.
- Eligibility/Target Audience:** Enlisted personnel with minimum of 5-skill level, assigned to the respective UTC in the “Prepare” Phase of AFFORGEN.
- Link for more info:** <https://usaf.dps.mil/teams/12748/AC-FM-TF-01/default.aspx>

Total Force Comptroller Contingency Familiarization Course (CCFC)

- Description:** This four-course suite is designed to provide FM personnel with basic knowledge of contingency and emergency operations at both home station and deployed locations. Personnel must complete the Foundational portion of the course. Additionally, there are tracks aligning to the specific Unit Type Codes (TC) for Financial Analysis, Financial Operations, and Disbursing. Personnel should select the tracks that align best to their UTC and mission needs.
- Eligibility/Target Audience:** All AF FM officer, enlisted, and civilians.
- Link for more info:** <https://lms-jets.cce.af.mil/moodle/>

Basic Financial Management Course (BFMC)

- Description:** This course provides the knowledge and skills to perform as a Financial Management (FM) Officer or Civilian. BFMC consists of two phases; the first is an interactive distance-learning portion for 33 academic days followed by the second phase is in residence at Keesler AFB, MS for a period of 25 academic days. The topics covered are Strategic Orientation, Customer Service and Financial Operations, Financial Governance, Budget and Accounting, Cost and Data Analytics, Professional Development, Contingency and Emergency Operations.
- Eligibility/Target Audience:** New Air Force FM Officers (O1/O1E), cross-trained FM Officers (up to O3), FM Palace Acquire Interns (PAQs), FM Civilians with less than two years’ FM experience (GS-09 and below), and International Officers.
- Link for more info:** Enrollment controlled by AETC Pipeline Manager and TRQI Manager.

Attachment 3:

FM Training Opportunities

Air and Space Force Professional Financial Management Course (A&SF PFMC)

- Description:** This 14-day in residence course at Maxwell AFB, AL provides mid-level financial management (FM) education for Air Force personnel. The goal of this course is to develop greater knowledge, analytical abilities, critical thinking skills, and leadership for mid-level Air Force FM professionals supporting readiness and America's Airmen and Guardians. Subjects include FM systems, decision support, FM analysis, planning, programming, budgeting, accounting, payroll, audit, finance, acquisition cost analysis, quantitative analysis techniques, and comptroller contingency plans/operations in contingency situations.
- Eligibility/Target Audience:** AF FM Officers (Capt), DAF FM Civilians: primarily GS-09 through GS-12 (others can be considered)—college degree desirable; AF FM Enlisted: MSgts who have completed the SNCOA (in-residence or correspondence), AFSC 6F071, CCAF or associate required.
- Link for more info:** <http://www.au.af.mil/au/ecpd/dfmcs/>

Defense Financial Management Course (DFMC)

- Description:** This 20-day in residence course at Maxwell AFB, AL is designed primarily to develop decision support skill sets to include critical thinking, analysis, advisory responsibilities, strategic orientation, leadership, and conflict resolution. The secondary focus is to broaden awareness of the multi-faceted financial management community. This mission is achieved through presentations, interactive seminars, networking, small group discussions and facilitated exercises. The course is rigorous and taught at the graduate level.
- Eligibility/Target Audience:** Students are selected by their respective Service based on the availability of quotas and the potential student's credentials. O-4 and above (or lower with waiver); GS-12 and above (or lower with waiver); E-8 (or lower with waiver)
- Link for more info:** <http://www.au.af.mil/au/cpd/dfmcs/>

Air Force Institute of Technology (AFIT)

- Description:** The Air Force Institute of Technology is the Department of the Air Force's leader for advanced, multi-disciplinary academic education, as well as its institution for technical professional continuing education. AFIT provides Airmen with world-class defense-focused and researchenabled advanced academic education, and career-long professional continuing education both on-command and on-demand.
- Eligibility/Target Audience:** Airmen seeking graduate level education or continuing education.
- Link for more info:** <https://www.afit.edu/>



Education with Industry (EWI)

Description:

The EWI Program is a highly selective, competitive, career development program designed to improve the technical, professional, and management competencies of participating students by partnering with top tier public and private sector companies. During the 10-month tour, students embed with an industry team to meet their specific career desired learning objectives. Through hands on exposure to industry best practices, students develop the necessary competencies, skills, knowledge, and abilities to build, sustain and retain a mission-ready workforce, as well as learn how to better partner with industry in the future. Upon completion, graduates are assigned to Air Force duty consistent with their EWI experience.

Eligibility/Target Audience:

Officers: Eligibility for EWI is based on having a strong performance record. Interested officers should discuss EWI with their commanders to ensure it matches their officer professional development needs. Target audience is officers with 5-12 commissioned years of service. A Master's degree and Acquisition certification are desired. Members must have a minimum of two years' time on station.

Civilians: GS 11-13. Candidates must have a strong educational background and a record of high job performance. Applicants must have a minimum of two years federal civil service. Bachelor's Degree is required. As of 1 May, civilians must have been in the applicable career field for at least five years and have no more than 14 years of federal service (military and civilian time combined). A waiver is required for applicants not meeting the 5- or 14-year rule.

Enlisted members: SSgt – SMSgt—talk with your Career Field Managers, if interested.

Link for more info:

<https://www.afit.edu/CIP/page.cfm?page=1567>

Chief Financial Officer (CFO) Academy

Description:

The CFO Academy offers graduate-level courses and services for middle- to senior- level personnel in the government financial management community to prepare them to create and lead 21st Century government organizations. All CFO Academy programs support and comply with DoD Comptroller's Financial Management Competencies. The primary educational programs offered by the CFO Academy are the CFO Leadership Certificate and the CFO concentration in the Government Information Leadership (GIL) Master of Science degree program.

Eligibility/Target Audience:

Bachelor's degree (3.0 GPA minimum), Civil service pay grade of GS-14 or officer rank of O-5 and three years of financial management experience/The CFO Academy offers graduate-level courses and services for middle- to senior- level personnel in the government financial management community.

Link for more info:

<https://cic.ndu.edu>

Attachment 3:

FM Training Opportunities

USAF Airman Leadership School (ALS)

- Description:** This 24-training day in residence course is an Air Force education program implemented at the base level that prepares SrA for positions of greater responsibility. The course teaches leadership skills required of supervisors and reporting officials throughout the Air Force. ALS enhances the development of SrA by strengthening their ability to lead, follow, and manage while they gain a broader understanding of the military profession. The principal instructional method is guided discussion. The Airman Leadership School (ALS) CCAF-affiliated course consists of 114 hours of in-residence classes accredited through the Southern Association of Colleges and Schools (SACS). Each student earns 10 hours of undergraduate credit upon completion of the course.
- Eligibility/Target Audience:** SrA with 36 months' time in service (TIS) or a SSgt selectee. The local military personnel flight works directly with the ALS commandant to ensure that eligible students are selected.
- Link for more info:** <https://usaf.dps.mil/teams/app10-etca>

Noncommissioned Officer Academy (NCOA)

- Description:** This in residence PME course prepares NCOs to be professional, war-fighting Airmen who can lead and manage Air Force units in the employment of air, space, and cyberspace power. The NCOA's 223-hour curriculum consists of five academic areas—profession of arms, warfare studies, international security studies, communication studies, and leadership studies. The principal method of instruction is guided discussion, experiential exercises, and case studies. Formative exercises are integral to NCOA curriculum and serve as feedback tools for the student and instructor. Summative objective and performance evaluations determine whether established educational requirements outlined in the course are met.
- Eligibility/Target Audience:** Students are TSgts and TSgt-select with 6 months of retainability upon completion of the NCOA. Students must complete the NCOA before they assume the grade of MSgt.
- Link for more info:** <https://usaf.dps.mil/teams/app10-etca>



USAF Senior Noncommissioned Officer Academy (SNCOA)

Description:

This 25-day in residency course provides an advanced PME program for selected senior NCOs to better prepare them for leadership responsibilities by expanding their leadership and managerial capabilities and their perspective of the military profession. The course educates and develops Senior Enlisted Leaders (SEL) and Staff SNCOs to understand how their organizations support Air Power, Joint-All-Domain Operations, and other Instruments of National Power. This course prepares students to critically think and lead through adversity and crisis. Teaching “how to think” not “what to think.”

Eligibility/Target Audience:

The Air Force Military Personnel Center identifies and notifies active-duty students for attendance. Air Force, selected Air Force Reserve (AFRES), and Air National Guard (ANG) senior NCOs attend the resident AF SNCOA. Selected Army, Navy, Coast Guard, and international military personnel also attend on a limited basis. Active-duty Air Force personnel must have at least one year of retainability following graduation and must complete this course before being promoted to senior master sergeant.

Link for more info:

<https://usaf.dps.mil/teams/app10-etca>

Enlisted Joint Professional Military Education (EJPME) I and II

Description:

The EJPME Course is a stand-alone, 100% online, web-based course using multimedia instruction. The course contains a pre-test, 11 modules of instruction, quizzes, lesson feedback forms, and a final examination.

This course is designed to help educate and prepare enlisted leaders assigned to Joint organizations or those going to Joint assignments. Upon completion of the course, students will be better prepared to: operate or work in a joint environment or organization; lead members of multiple Services; and contribute to joint mission success. EJPME I duration is 40 hours online, EJPME II duration is 45 hours online.

Eligibility/Target Audience:

E-5 and above.

Link for more info:

<https://jkodirect.jten.mil/Atlas2/page/desktop/DesktopHome.jsf>

Officer Training School (OTS)

Description:

This 59-day in residence course at Maxwell AFB, AL provides initial training to officer candidates and develops competent AF leaders. This program imparts graduates with the importance of leadership, discipline, resilience, attention to detail, and dedication to service. OTS includes physical training, communication skills, leadership studies, professional knowledge, warfare studies, and application of military competencies. It stresses commitment to the profession of arms and motivates graduates to adhere to the highest standards of integrity, service, excellence, character, connection, commitment, and courage.

Eligibility/Target Audience:

Male and female recruits of the regular Air Force, Air Force Reserve, and Air National Guard.

Link for more info:

<https://usaf.dps.mil/teams/app10-etca>

Attachment 3:

FM Training Opportunities

Squadron Officer School (SOS)

Description:	Educate, motivate, and mentor captains as current and future Air Force leaders. The 147-hour, graduate-level curriculum accomplishes the SOS mission by testing and evaluating students on the entire spectrum of the Full Range Leadership Model, as well as Profession of Arms, Warfare Studies, Effective Communication, and International Security Studies. During the course, students study six modules: Essential Skills; The CGO—Introspection and Self-Awareness; The CGO in the Work Environment—Organizational and Team Leadership; The CGO as a Member of the USAF—“The Family Business”; The CGO as a Component of the US Military—The Joint Perspective; and The CGO and Future Challenges—Strategic and Global Perspectives. Students thus learn about their personal leadership skills and demonstrate not only how they fit into the Air Force but also how their service supports joint, national, and international operations.
Eligibility/Target Audience:	AF Captains (four-seven commissioned years), select Civilians, and International Officers. Captains with at least four but fewer than seven years of total active federal commissioned service who are not in a failed or deferred promotion status are eligible to attend SOS. DoD Civilians in the grades of GS 9–12, with at least four years of continuous civil service, are also eligible.
Link for more info:	http://www.au.af.mil/au/soc/sos.htm

Air Command and Staff College (ACSC)

Description:	The Air Command and Staff College (ACSC) curriculum is designed to develop higher-order thinking within the context of the war-fighting profession by challenging students to think critically and exercise a combination of analytical and practical tools required of field-grade officers serving in operational-level command/headquarters staff positions. ACSC courses emphasize applying airpower in joint campaign planning and the operational art of war.
Eligibility/Target Audience:	Military: The program is offered to O-4 selects and above. Applicants may be active-duty USAF/USAF, Air Force Reserves (AFRES), or Air National Guard (ANG), sister service active duty, Guard or Reserve or Civil Air Patrol. Civilians: DAF Civilians in the grade of GS-11 through GS-13 (or equivalent) with a bachelor’s degree and supervisor endorsement may also enroll. NH-II Civilians must contact Air Force HQ/A1 for an eligibility determination before applying. As per the supervisor endorsement letter, member must have a minimum of two years federal civil service.
Link for more info:	https://www.airuniversity.af.edu/GCPME/ACSC



Air War College (AWC)

Description:	AWC offers a distance and in resident program. The distance learning program is three years and the in resident program is 209 training days and held at Maxwell AFB, AL. AWC includes the core curriculum and an elective program. The core curriculum consists of major areas: leadership and ethics, international security studies, national and military strategy, and joint war fighting. The course is rigorous and taught at the graduate level.
Eligibility/Target Audience:	Undergraduate degree. US Students, Sister-service and Civilian students provide the AU Registrar's Office with an official undergraduate transcript. Lt Col-selects, Lt Cols, and Cols, and the equivalent in sister-service rank or civil service grade are eligible to attend AWC. The Central Senior Service School Selection Board, Headquarters USAF, selects Air Force active-duty Officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC.
Link for more info:	https://www.airuniversity.af.edu/GCPME/AWC/

Civilian Leadership Development School (CLDS)

Description:	The CLDS provides the best education in support of all civilian Air and Space professionals, providing academic tools and knowledge to create a more capable, engaged civilian force, as well as the opportunity for civilians to enhance and grow their career potential. Highlights of the CLDS includes providing both mandatory and voluntary training and education; offering various levels of development, including foundational, basic, intermediate, and advanced; supporting employee's Individual Development Plan (IDP); and being for civilians in various DAF pay systems (including GS, WG, and NAF).
Eligibility/Target Audience:	The primary target population is GS-12 and below and Federal Wage Service and equivalent employees who do not qualify for the DAF Civilian enterprise developmental education.
Link for more info:	https://airuniversity.af.edu/Eaker-Center/CLDS/

Palace Acquire (PAQ) Training Program

Description:	PAQ is a paid, full-time, 2 to 3-year training program for graduates interested in Science and Engineering, Financial Management, Cyber/IT, Civil Engineering, Intel, and more. Your training includes promotions and yearly salary increases based on performance and supervisor approval. Upon successful completion of the training plan, you will be offered a permanent position at AFCS, making it the perfect vehicle to launch the career you have worked so hard for.
Eligibility/Target Audience:	If you have graduated with a bachelor's or master's within the last two years, you may be eligible to enroll in AFCS' PAQ or COP Program. Those with a master's or bachelor's degree and real-world experience may qualify for higher-level opportunities.
Link for more info:	https://afciviliancareers.com/recentgraduates/

Attachment 3:

FM Training Opportunities

Lieutenant Training Program

Description:	The FM Lieutenant Training Program is an initiative developed by SAF/FM in response to the career field's request for a more structured plan for equipping our officers with the roles they will fill while still providing flexibility in execution. The FM Lieutenant Training Program partners the formalized technical training courses with on-the-job training (OJT) plans to enhance experiential learning and offers this handbook which contains references that will be useful for years to come.
Eligibility/Target Audience:	AF FM career field lieutenants and their supervisors.
Link for more info:	https://www.myfmhub.hq.af.mil/hub_docs/SAF_FM_Handbook_for_Lieutenants_and_their_Supervisors.pdf

Advanced Academic Degree (AAD)

Description:	<p>Advanced Academic Degree and Special Experience Exchange Duty (AAD/SPEED) programs provide targeted developmental education and broadening developmental assignments for officers in eligible career fields.</p> <p>The Air Force supports a variety of advanced academic degree programs. The Graduate Cost Analysis (GCA) program, offered through Air Force Institute of Technology, is designed to advance the knowledge and creative problem-solving skills needed to effectively estimate program resources within the global military and Department of the Air Force (DAF) environments. Additionally, the Naval Post Graduate School offers a part-time Master of Cost Estimating and Analysis program. All graduate programs have program-specific pre-requisites. If you are interested in obtaining a graduate degree, discuss the opportunities available to you with your supervisor. Find more information on the myFSS website.</p> <p>For GS 13-14 personnel in APDP coded positions, the acquisition community recently made available an Aerospace and Defense MBA from the University of Tennessee. These programs allow you to obtain an MBA in one year with minimal time away from work as you attend six 9-day in-residence sessions and conduct the remainder of the study at your home station. For more information, contact SAF/FMEW.</p>
Eligibility/Target Audience:	Officers and Cadets interested in developmental education in eligible career fields.
Link for more info:	https://myfss.us.af.mil



Attachment 3: Professional Development

FM Online and myLearn

FM myLearn is the e-Catalog of all FM courses (DoD, Federal non-DoD, and commercial) aligned to the Department of Defense Financial Management Enterprise-wide competencies and DoD Civilian Leadership competencies. Courses listed in the e-catalog include both Web-based and instructor-led courses that can be used to fulfill DoD FM Certification Program requirements.



Website: [FM myLearn \(osd.mil\)](https://osd.mil)

FM Online and myLearn

Training platform for DAF personnel which includes nearly 100 FM courses, Total Force Training, and other force development courses.



Website: <https://lms-jets.cce.af.mil/moodle/>

eLearning

AF e-Learning provides information technology resources to enhance personal and professional knowledge and improve network security. This platform includes training for leadership, Microsoft Office tools, and numerous courses to support supervisory, management, leadership, along with personal growth training and education.



Website: <https://usafprod.skillport.com>

Joint Knowledge Online (JKO)

Online distributed learning to enhance individual and staff proficiency in joint operations and improve operational readiness of the joint enterprise.



Website: <https://jkodirect.jten.mil/Atlas2/page/desktop/DesktopHome.jsf>

Defense Acquisition University (DAU)



A modern learning platform delivering continuous learning and support tailored to the needs of the Defense Acquisition Workforce. DAU offers formal courses in-person and online, events and workshops, job support tools, consulting and more to the Acquisition professional. DAU's learning assets are meant to help develop and manage acquisition programs, projects, and systems that continue to make our nation's warfighters the best-equipped armed forces in the world.

Website: <https://icatalog.dau.edu/onlinecatalog/tabnavlas.aspx>

Digital University

Digital University allows students to set bold aspirations and empower themselves with new capabilities. From design and development to analytics and project management, there's a transformative and rewarding learning path for everyone at Digital University. Choose from a wide range of careers and follow your passion. Get the training you need to start, and the skills you need to grow. Enjoy access to 1000s of knowledgebuilding courses from the leading learning platforms. Fuel your passion for learning while applying your knowledge at work.



Website: <https://digitalu.af.mil/>

Resource Training Center (RTC)

The RTC standardizes training for on-the-job (OJT), strategic initiatives, and emerging competencies. The RTC manages the collaboration site for Financial Information Collaboration Space (FICS).



Website: <https://usaf.dps.mil/sites/FICS>

Attachment 3: Professional Development

Becker CPE

Becker CPE offers more than 700 on-demand courses and over 1,000 webcasts with topics like:

- Data Analytics
- Leadership
- Enterprise Risk Management (ERM)
- Governmental Accounting
- Governmental Auditing
- IT Auditing
- GAO GAGAS/Yellow Book Courses

These courses are covered under the National Association of State Boards of Accountancy (NASBA), providing credit for the DoD FM Certification Program for both continuing education and training (CET) hours and initial certification competencies

Website: <https://www.becker.com/us-airforce>

Becker+

Defense Acquisition University (DAU)

The “myFMHub” is a robust web-based application aiming to



improve mission capability by serving as the central gateway to Air Force Financial Management information and presents users with a coherent ecosystem in which the stream of information is organized and managed. myFMHub is designed to standardize, and clearly define training and development for the FM community.

The site is organized around five primary functional areas: Accounting, Budget, Cost, Financial Operations, and Education and Training. There are also two overarching classifications, Career/Workforce Development and Quality Assurance. Together these seven areas make up the foundation for myFMHub’s organizational structure.

A flourishing FM community of upwards of 13,000 FM Officers, Enlisted, and Civilians are supported by providing development tools and subject area communications to the workforce. myFMHub’s offerings are to help one plan, make informed choices, and get closer to users’ long-term goals. Some of myFMHub’s offerings include:

- Strategic Communications organized within the seven functional areas referenced above.
- Simplified features in managing news and events pertinent to the SAF/FM community.
- Enabling AF FM information sharing by providing access to SAF/FM publications in a blog format and allowing a personalized experience by sharing, commenting on, and rating blog as well as providing downloadable PDFs.
- Recognizing the FM workforce by highlighting annual award winners and yearly achievements.
- Education and Training (E&T) engagement with supervisors, providing the ability to track and organize desired E&T trainings by priority.
- Interactive calls-to-action to encourage conversation.

Website: <https://www.myfmhub.hq.af.mil>

O’Reilly

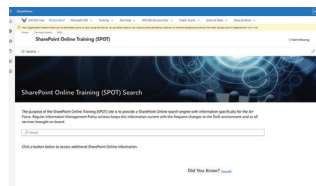
O’Reilly online learning — the world’s most comprehensive technology and business learning platform.

O'REILLY®

Website: <https://learning.oreilly.com/selfregistration/dod-mwr-libraries-air-force/>

Microsoft Tools Training— SharePoint Online Training (SPOT)

This search tool includes user training and resources for OneDrive, Office 365, SharePoint Online, guidance, and much more.



Website: <https://usaf.dps.mil/teams/SPOT/SitePages/Home.aspx>



Attachment 4: FM Roadmaps

The FM Roadmaps are tailored for Civilians, Officers, and Enlisted personnel. Each roadmap includes a targeted grade, year point, DoD FM Certification level, and activities for the major buckets to include Experience; Education and Training; and Leadership. The Civilians have two roadmaps to choose from, one for Enterprise Leaders and the other for Functional Experts/Leaders. Officers have a single roadmap which includes blended career path weaving operations and acquisition assignments. Enlisted personnel also have a single roadmap which outlines activities at specific rank and year points.

The following pages include the different developmental roadmaps.

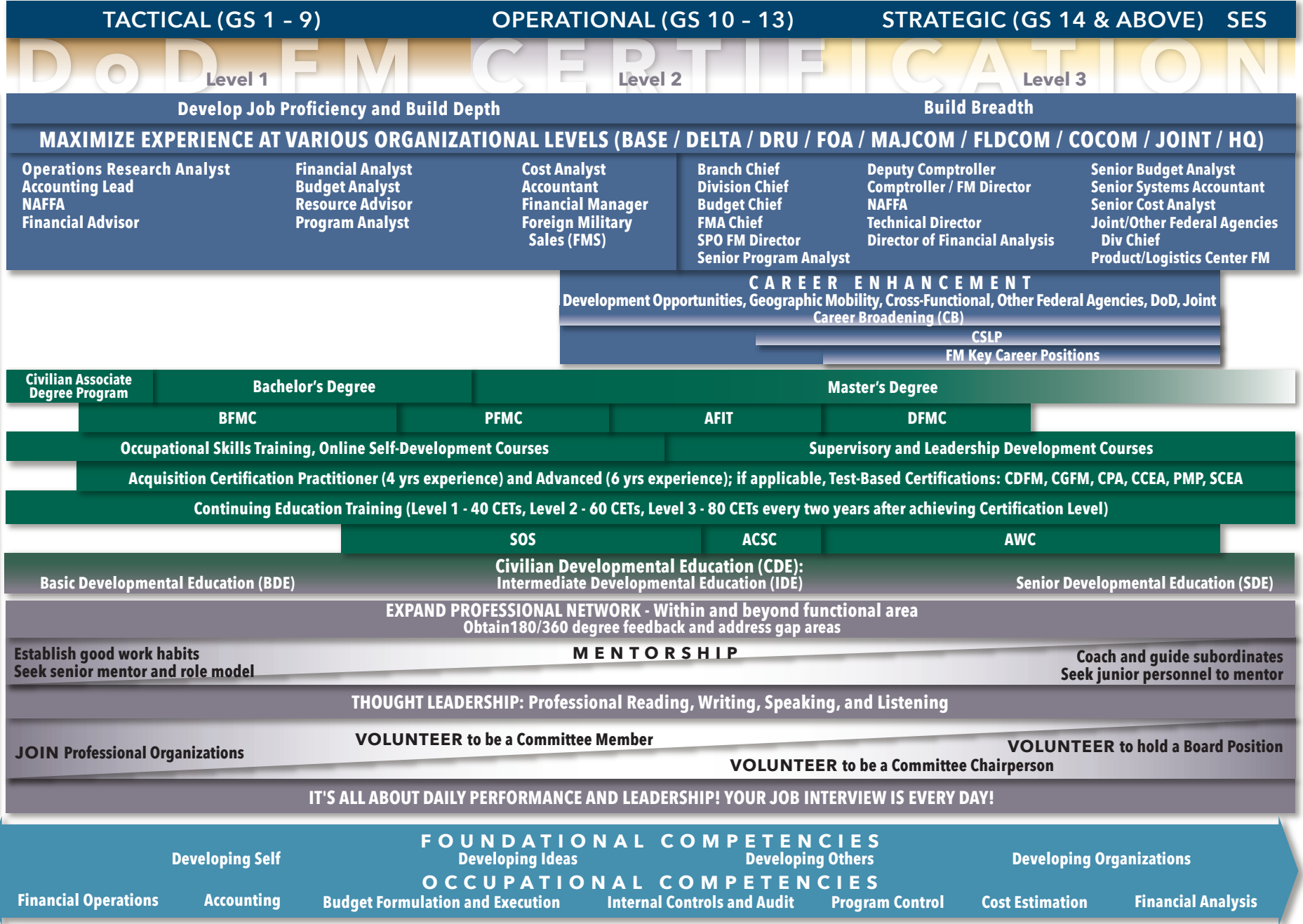


CIVILIAN FORCE CAREER ROADMAP FOR ENTERPRISE LEADERS

EXPERIENCE

EDUCATION & TRAINING

LEADERSHIP





Civilian Force Career Roadmap for Enterprise Leaders

“Force Development develops foundational and occupational competencies in all Airmen through education, training, and experience opportunities to satisfy current and future Air Force mission requirements.”

– DAFI36-2670, Total Force Development

The FM civilian roadmap depicts the corporate view of the typical employee. You should consider personal choices and the availability of employment opportunities in developing realistic career expectations. The typical career path makes it incumbent on you to take advantage of experiential, educational, and training opportunities. This will improve your opportunities for progression along your chosen career path.

Experience

Develop a strong foundation in foundational and occupational competencies to increase your financial management proficiency. Apply for positions emphasizing different duties. This variation enhances your growth potential.

TACTICAL
(GS 1 - 9/Equivalent)

Education & Training

Earn your bachelor’s degree in a related field. Maximize local training opportunities and look for distance learning courses to enhance your skills. Earn your DoD FM Certification Level 1 and, if applicable, your Acquisition certification.

Experience

As you continue to build your breadth of skills and related competencies, leverage your potential through career broadening positions, Education with Industry, Joint opportunities, or other experiential rotations/details.

OPERATIONAL
(GS 10 - 13/Equivalent)

Education & Training

Continue to pursue educational opportunities, like earning a master’s degree, earning relevant test-based certifications, and applying for Intermediate Developmental Education. Complete the appropriate DoD FM Certification Level and, if applicable, complete the requirements for DAWIA certification.

Experience

Expand your breadth of experience through cross-functional leadership positions. Seek opportunities to gain strategic decision-making experience through deployments and fellowships.

STRATEGIC
(GS 14 & Above/Equivalent)

Education & Training

Seek Senior Developmental Education opportunities like National War College or the Eisenhower School. Complete the appropriate DoD FM Certification Level and continue enhancing your skills through opportunities such as Senior Developmental Education.

Leadership

Your ability as a leader can be further honed through deliberate development built upon experience, education, and training. Any Airman can be a leader and positively influence those around them to accomplish the mission. Effective leadership motivates and inspires by creating a vision of the end-state and keeps Airmen moving in the right direction to achieve it. Grow your competence in leading by volunteering on the board of professional organizations, becoming a supervisor, or engaging as team lead on smaller projects. Use this roadmap, in tandem with the FM Values Target wheel, to identify opportunities in education, training, and leadership and always discuss growth opportunities with your supervisors and mentors.

CIVILIAN FORCE CAREER ROADMAP FOR FUNCTIONAL EXPERTS/LEADERS

TECHNICAL
EXPERIENCE

EDUCATION
& TRAINING

LEADERSHIP

BASIC (GS 1 - 9)

INTERMEDIATE (GS 10 - 13)

ADVANCED/EXPERT (GS 14 & ABOVE) SL

Level 1

Level 2

Level 3

Develop Job Proficiency

Build Depth of Technical Expertise

Build Breadth of Technical Expertise

MAXIMIZE EXPERIENCE AT VARIOUS ORGANIZATIONAL LEVELS (BASE / DELTA / DRU / FOA / MAJCOM / FLD COM / COCOM / JOINT / HQ)

Budget/Cost/Financial Analyst, Accountant

Become familiar with FM analytics for data-driven decision support

Develop proficiency in tools, techniques, methodologies, and practices to address technical tasks

Formulate and present results to team leader and program manager

Team lead and/or supervisor of technically specialized group/section/branch

Perform a variety of tasks using sophisticated methods to resolve conventional problems and issues

Perform a wide range of progressively more difficult technical tasks

Formulate and present results to wing/group commander, center commander, and/or PEO

Senior leader of technically specialized division/directorate

Apply and adapt technical concepts to resolve critical/complex problems and develop new theories

Provide expertise on policy making functions covering a broad technical area

Formulate and present results to senior DAF and/or DoD decision makers and congressional staffers

Career Broadening (CB)

Occupational Skills Training, Online Self-Development Courses

Supervisory and Leadership Development Courses

Acquisition Certification Practitioner (4 yrs experience) and Advanced (6 yrs experience); if applicable, Test-Based Certifications: CDFM, CGFM, CPA, CCEA, PMP, SCEA

Civilian Associate Degree Program

Bachelor's Degree

Master's Degree

AFIT

Doctorate Degree

BFMC

PFMC

DFMC

Continuing Education Training (Level 1 - 40 CETs, Level 2 - 60 CETs, Level 3 - 80 CETs every two years after achieving Certification Level)

SOS

ACSC

AWC

Basic Developmental Education (BDE)

Civilian Developmental Education (CDE):
Intermediate Developmental Education (IDE)

Senior Developmental Education (SDE)

EXPAND PROFESSIONAL NETWORK - Within and beyond functional area
Obtain 180/360 degree feedback and address gap areas

Establish good work habits
Seek senior mentor and role model

MENTORSHIP

Coach and guide subordinates
Seek junior personnel to mentor

THOUGHT LEADERSHIP: Professional Reading, Writing, Speaking, and Listening

JOIN Professional Organizations

VOLUNTEER to be a Committee Member

VOLUNTEER to be a Committee Chairperson

VOLUNTEER to hold a Board Position

IT'S ALL ABOUT DAILY PERFORMANCE AND LEADERSHIP! YOUR JOB INTERVIEW IS EVERY DAY!

Developing Self

FOUNDATIONAL COMPETENCIES
Developing Ideas Developing Others

Developing Organizations

Financial Operations

Accounting

Budget Formulation and Execution

Internal Controls and Audit

Program Control

Cost Estimation

Financial Analysis



Civilian Force Career Roadmap for Functional Experts/Leaders

“Force Development develops foundational and occupational competencies in all Airmen through education, training, and experience opportunities to satisfy current and future Air Force mission requirements.”

– DAFI36-2670, *Total Force Development*

This roadmap depicts the corporate view of the typical employee who has elected to pursue the FM civilian functional expert career plan. You should consider personal choices and the availability of employment opportunities in developing realistic career expectations. The typical career path makes it incumbent on you to take advantage of experiential, educational, and training opportunities. This will improve your opportunities for progression along your chosen career path.

Experience

Develop your **functional expert** skills by seeking job opportunities to increase your financial management proficiency. Apply for positions emphasizing different skills within your specific technical specialty. Focus on building both foundational and occupational competencies throughout your career.

BASIC
(GS 1 - 9/Equivalent)

Education & Training

Earn your bachelor’s degree in a related field. Look for distance learning courses to enhance your knowledge and take advantage of local training opportunities. Earn your DoD FM Certification Level 1 and, if applicable, your Acquisition certification.

Leadership

Your ability as a leader can be further honed through deliberate development built upon **experience**, **education**, and **training**. Any Airman can be a leader and positively influence those around them to accomplish the mission. Effective leadership motivates and inspires by creating a vision of the end-state and keeps Airmen moving in the right direction to achieve it. Grow your competence in leading by volunteering on the board of professional organizations, becoming a supervisor, or engaging as team lead on smaller projects. Use this roadmap, in tandem with the **FM Values Target** wheel, to identify opportunities in education, training, and leadership and always discuss growth opportunities with your supervisors and mentors.

Experience

As you continue to add depth to your **functional expertise** and related competencies, build upon your potential through career broadening, Education with Industry, Joint opportunities, or other experiential rotations/details.

ADVANCED
(GS 10 - 13/Equivalent)

Education & Training

Continue your education by earning a master’s degree in a related field. Grow your leadership capability by seeking Intermediate Developmental Education opportunities such as Air Command and Staff College. In addition to completing the appropriate DoD FM Certification Level and, if applicable, requirements for DAWIA certification, earn relevant test-based certifications.

Experience

Continue to build greater breadth by applying for positions within your chosen **functional expert** skills area in other organizations. Seek opportunities for gaining functional expertise through deployments and fellowships.

EXPERT
(GS 14 & Above/Equivalent)

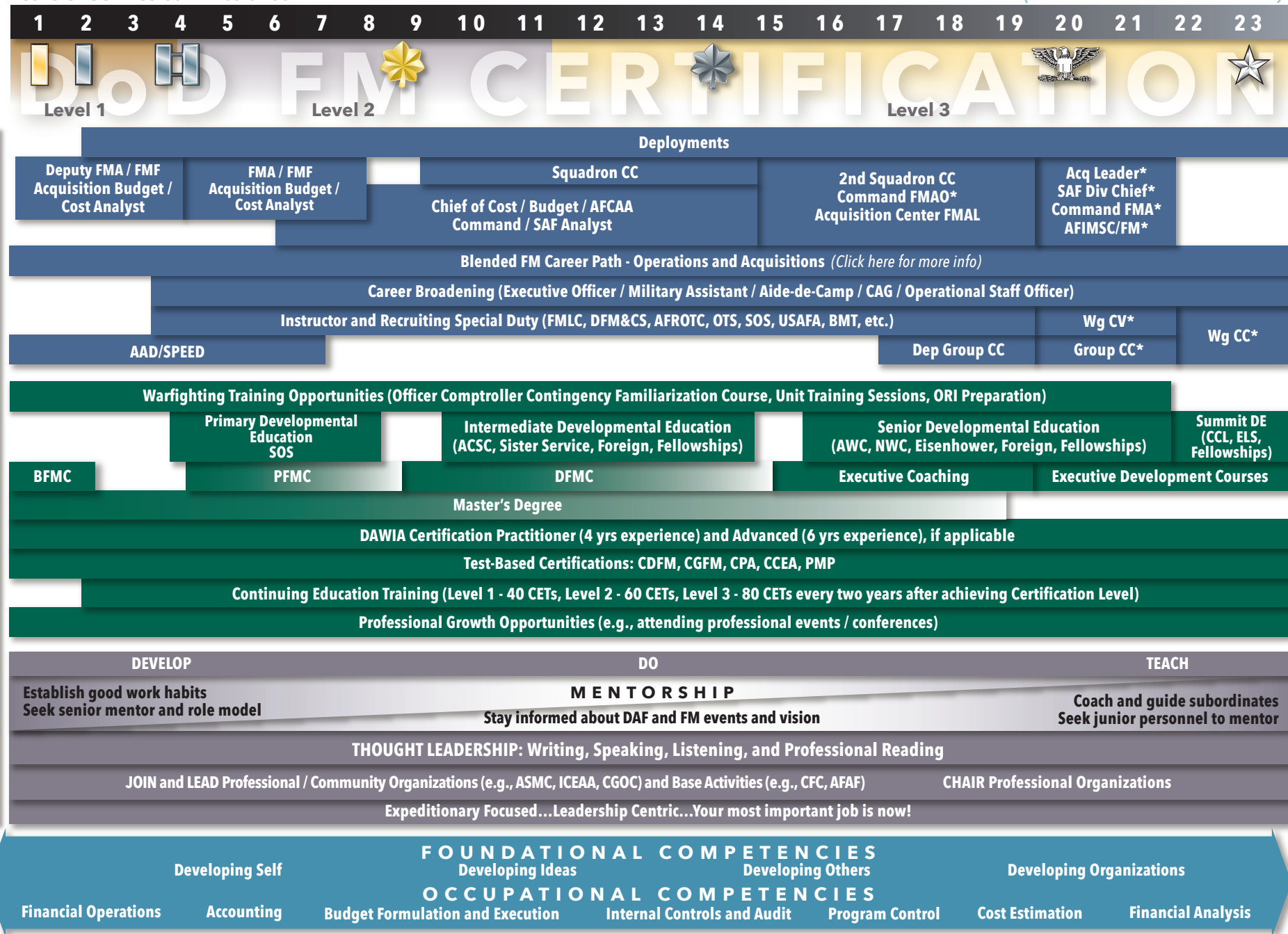
Education & Training

Continue to hone your **functional expert** knowledge by seeking a doctorate degree in your chosen field of expertise. Seek Senior Developmental Education opportunities such as National War College or the Eisenhower School to build on your broader militaryrelated skills. Complete the appropriate DoD FM Certification Level and use opportunities such as Leadership Development Courses to enhance your Leadership leadership skills.

Years of Service *Commissioned*

OFFICER FORCE CAREER ROADMAP (AFSC 65FX/65WX)

EXPERIENCE
EDUCATION & TRAINING
LEADERSHIP



* SAF/FM experience desired



Officer Force Career Roadmap

“I’m firmly convinced that leaders are not born; they’re educated, trained, and made, as in every other profession. To ensure a strong, ready Air Force, we must always remain dedicated to this process.”

– General Curtis E. LeMay, *5th Chief of Staff, United States Air Force*

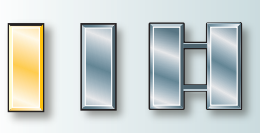
What do I need to do to make Officer Force Development work for me?

The FM Development Team (DT) uses your records to evaluate and provide development opportunities for you. To get the most out of Officer Force Development, you should:

- Make sure your records—ROP, OPR, training reports, decorations, SURE, Data Verification Brief on Virtual Military Personnel Flight, and, most importantly, your ADP—are current and correct. These records are what meet the board, so think of them as your direct line of communication to the FM DT of your goals, desires, and preferences.
- Seek mentoring advice.
- **Your current job is most important. Do your very best every day.**

Experience

You must build your functional FM expertise through a variety of work experiences. Develop your decision support skills by completing at least one assignment at base level in the comptroller squadron and/or one assignment at a space or acquisition center. Also, consider other experiential opportunities to enhance your leadership skills such as deployment, executive officer, or ROTC/ PME instructor positions. Your focus at this stage of your career should be to learn all you can at every job.



Education & Training

Completing online training is important as you build your FM knowledge base. Hundreds of online courses are available via the **AF myLearning** and **FM myLearn** to support your continuous learning requirements. The Keesler AFB FM Learning Center emphasizes your **decision support** skills in the BFMC. Obtain your appropriate DAWIA certification. Complete your master’s degree using tuition assistance or through the various advanced academic degree programs (e.g., AFIT Master of Science Degree in Cost Analysis). Develop your warfighting awareness as your organization’s unit deployment manager. Focus on building both foundational and occupational competencies throughout your career guided by the DoD FM Certification Program.

Leadership

Your ability to lead is your primary value to the Air Force. Your deliberate development improves your leadership by living Air Force core values, developing foundational competencies, acquiring professional and technical competence, and then acting on such abilities to accomplish the organization’s mission, while taking care of people. Use this roadmap, in tandem with the **FM Values Target** wheel, to identify opportunities in education, training, and leadership and always discuss growth opportunities with your supervisors and mentors.

Experience

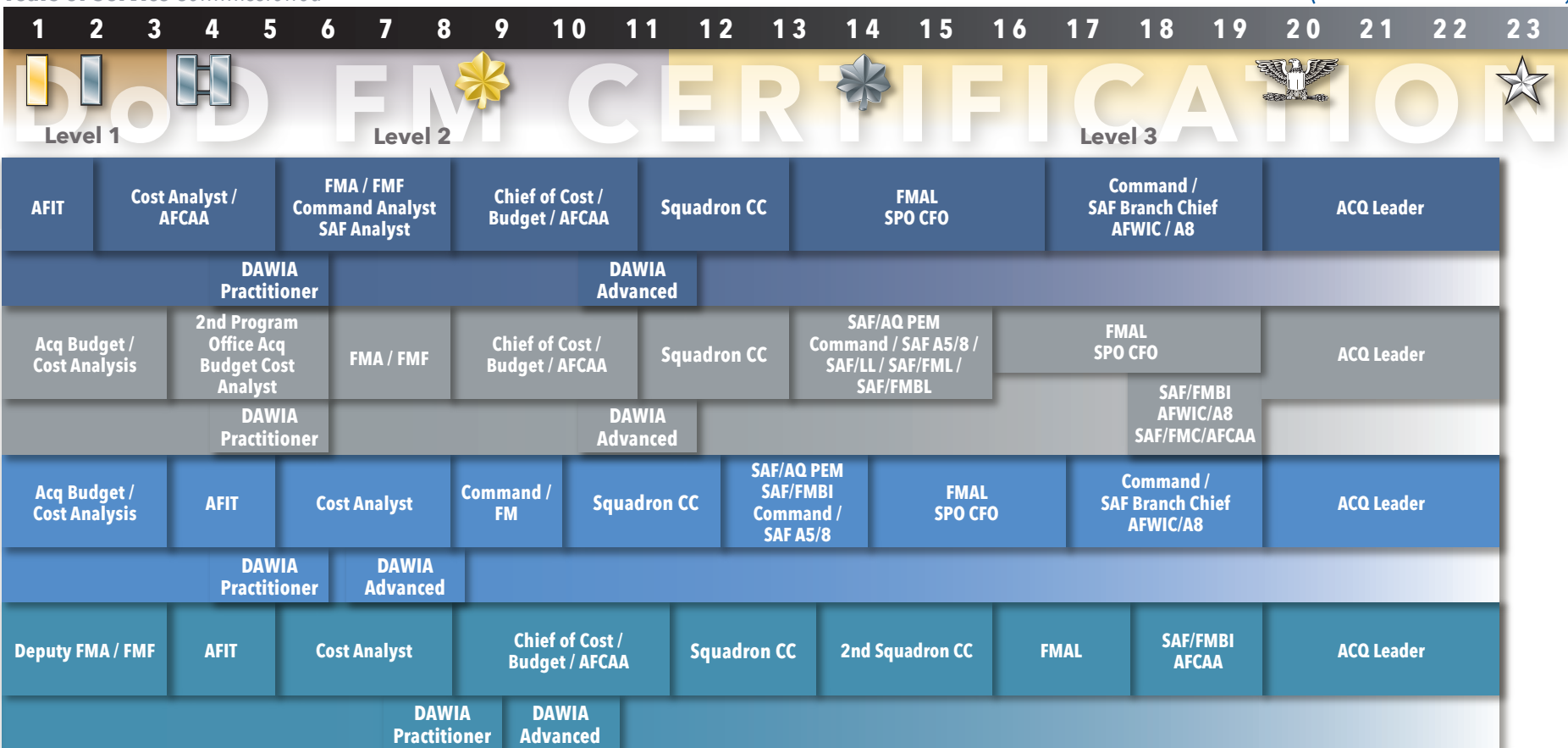
Seek comptroller squadron command. In addition to command, your greatest job experiences are the successful completion of deployment tours. The experiences you gain within the Department of the Air Force, command, and deployment tours add to your credibility. Continue to build on your breadth and depth by gaining MAJCOM/FLDCOM and higher headquarters experience. A Pentagon tour is paramount for bringing all the pieces together and will serve as a springboard for senior-level assignments later in your career.



Education & Training

Seek Intermediate Development Education (e.g., ACSC) as a Major and Senior Development Education (e.g., AWC) as a Lieutenant Colonel. Earn your test-based certification (e.g., CDFM, CGFM, CCEA), complete DFMC for your strategic-level decision support skills and continue taking courses to achieve and maintain your DoD FM Certification. Along with test-based certifications, adopt a life-long learning approach to your career to ensure continued opportunities for growth. Remember, preparation + opportunity = success!

Years of Service Commissioned **BLENDED FM CAREER PATH—OPERATIONS AND ACQUISITIONS** (AFSC 65FX/65WX)



BLENDED FM CAREER PATH:

To give FM officers options of a career path that combines experience with both Operations and Acquisition, four blended career paths are depicted above.

PATH DEFINITIONS

ACQ PATH 1 NEW ACCESSION ROLE:

Represents officers who start out attending AFIT, then are assigned to a field office performing Acquisitions, and transition into an Operations position around the 3rd assignment.

ACQ PATH 2 NEW MID-TIER ROLE:

Represents officers whose first 2 assignments are in Acquisitions then transition into an Operations position around the 3rd assignment, followed by a Chief of Cost/Budget in Acquisitions position, then eligible for a squadron commander tour. Once complete, they have the opportunity of higher headquarters Acquisition leadership roles.

ACQ PATH 3 NEW MID-TIER ROLE:

Represents officers with an assignment to Acquisitions, then attend AFIT with a follow-on to another Acquisition position, and then cross over to Operations around the 4th assignment and become eligible for a squadron command tour. Once complete, they have the opportunity of higher headquarters Acquisition leadership roles.

ACQ PATH 4, EXISTING MID-TIER ROLE:

Represents those officers whom start out with an assignment in Operations, then attend AFIT with a follow-on to an Acquisitions position. This path tends to encompass multiple squadron command tours.

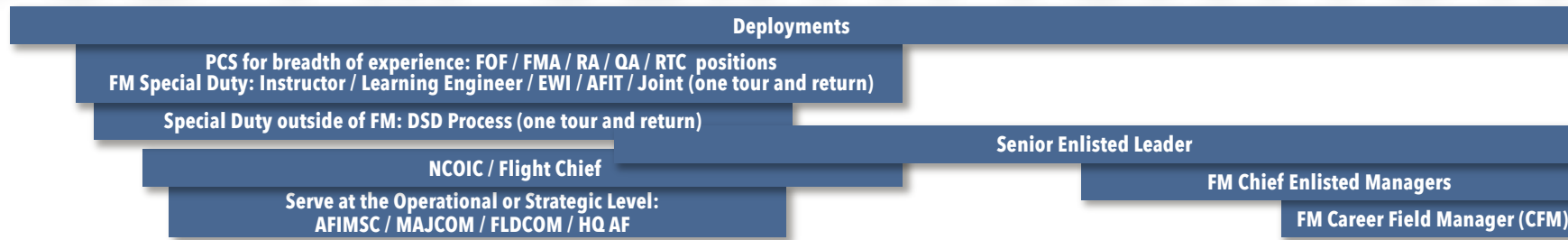


Years of Service

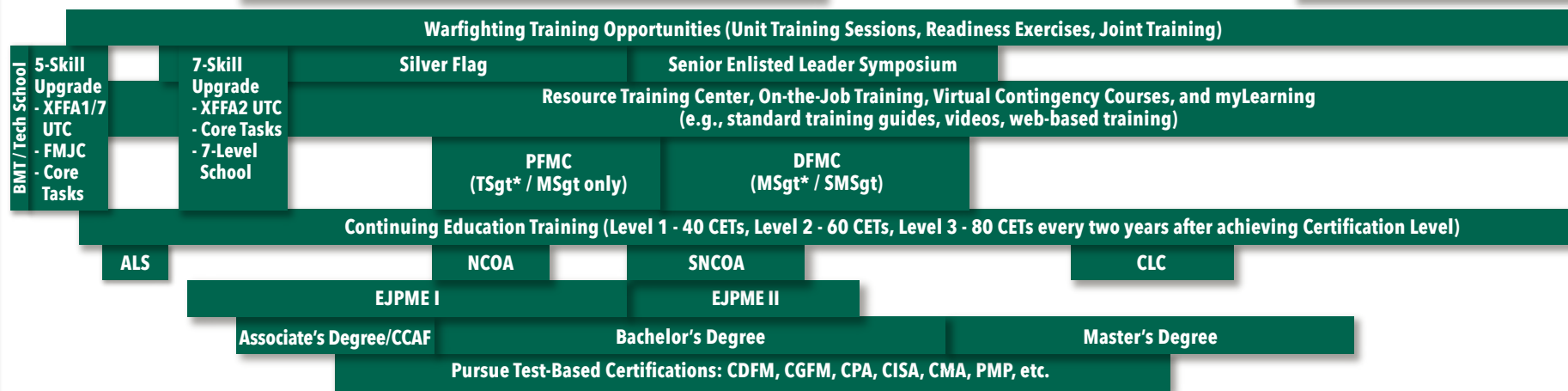
ENLISTED FORCE CAREER ROADMAP (AFSC 6F0XX)



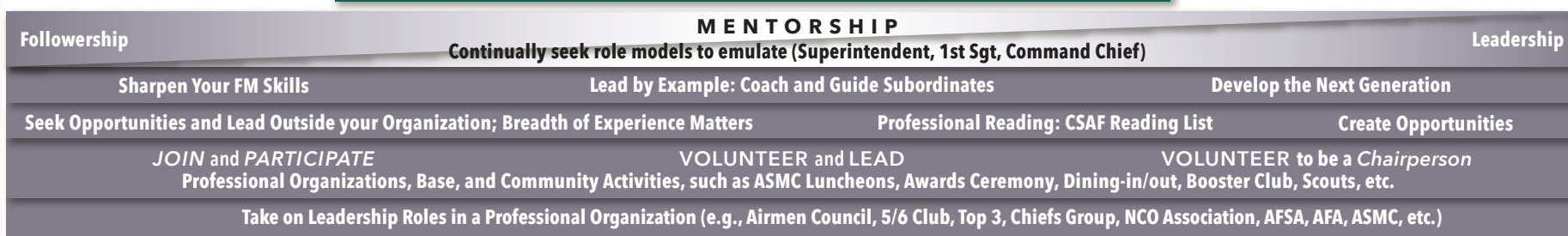
EXPERIENCE



EDUCATION & TRAINING



LEADERSHIP





Enlisted Career Development Roadmap

“Sound doctrine, good leadership, effective organization, moral values, and realistic training can reduce the effects of uncertainty, unpredictability, and unreliability present in war.”

– AFDP-1, Leadership and Force Development

Experience

Combine what you learn in basic military and technical training



schools with what you learn through OJT, and you will get the most out of your career. The best way to do this is through FMF experience (for your military pay and travel skill sets) and FMA experience (for your budget and accounting skill sets). As your time on station (TOS) approaches 3-4 years, look to increase your breadth of experience through job rotation.

Education & Training

Your primary focus is earning your 5-skill level by completing your FM Journeyman Courses (FMJC - O/A) and mastering core task skills, with an eye toward completing DoD FM Certification Level 1. Enroll and complete off-duty education toward your CCAF degree.

Experience

Seek opportunities to build functional depth (Finance, Budget, MAJCOM, FLDCOM, or HQ) and expand your knowledge both at home station and in the deployed environment. Apply for an overseas tour if you have yet to complete one. Compete for special duty assignments through the DSD process. As a frontline leader, continue developing your supervisory skills as an NCOIC or Flight chief. Once again, as your TOS approaches 3-4 years, seek to increase your breadth of experience by moving to new functional areas.



Education & Training

Earn your 7-skill level with specific emphasis on the requirements for the 7-skill level UTC and complete your required PME. Expand upon your CCAF degree while you are a SSgt by completing your bachelor's degree. Obtain the appropriate DoD FM Certification Level and continue to maintain your recurring training requirements.

Experience

As a SNCO, you need to hold essential or leadership positions to build on the functional and supervisory skill sets you developed as you worked your way through the ranks. Seek senior enlisted leader positions to develop your operational and strategic perspective. As a Chief, this foundation will serve you and those you lead well.



Education & Training

Complete PME as soon as you are eligible. While waiting for the opportunity to attend PME apply to PFMC, DFMC, or complete your off-duty education with a focus on a bachelor's/master's degree. Complete the appropriate DoD FM Certification Level in addition to professional certifications such as CDFM.

Leadership

The abilities of a leader can be improved through deliberate force development based in education, training, and experiences. Any Airman can be a leader and positively influence those around them to accomplish the mission. Effective leadership motivates and inspires by creating a vision of the end-state and keeps Airmen moving in the right direction to achieve that vision. Use this roadmap, in tandem with the **FM Values Target** wheel, to identify opportunities in education, training, and leadership and always discuss growth opportunities with your supervisors and mentors.

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ABBREVIATIONS

AAD – Advanced Academic Degree	CCFC – Comptroller Contingency Familiarization Course
ACSC – Air Command and Staff College	CCMD – Combatant Command
ACQ – Acquisitions	CDE – Civilian Developmental Education
ADA – Anti-Deficiency Act	CDFM – Certified Defense Financial Manager
ADP – Airmen Development Plan	CDRC – Civilian Development Resource Center
AETC – Air Education Training Command	CDS – Centralized Disbursing System
AFAF – Air Force Assistance Fund	CEM – Chief Enlisted Manager
AFAFO – Air Force Accounting and Finance Office	CET – Continuing Education and Training
AFCAA – Air Force Cost Analysis Agency	CFC – Combined Federal Campaign
AFCS – Air Force Civilian Service	CFETP – Career Field Education and Training Plan
AFDD – Air Force Doctrine Document	CFM – Career Field Manager
AFH – Air Force Handbook	CFT – Career Field Team
AFFORGEN – Air Force Generation Model	CFO – Chief Financial Officer
AFIMSC – Air Force Installation and Mission Support Center	CFSR – Contract Funds Status Reports
AFIPPS – Air Force Integrated Personnel and Pay System	CGFM – Certified Government Financial Manager
AFIT – Air Force Institute of Technology	CGO – Company Grade Officer
AFM – Automated Funds Management	CGOC – Company Grade Officers Council
AFPC – Air Force Personnel Center	CISA – Certified Information Systems Auditor
AFRES – Air Force Reserve	CLC – Chiefs Leadership Course
AFSA – Air Force Sergeants Association	CMA – Certified Management Accountant
AFSC – Air Force Specialty Code	CMS – Case Management System
AFSLMO – Air Force Senior Leader Management Office	CO – Certifying Officers
AFVEC – Air Force Virtual Education Center	COCOM – Combatant Command
AFROTC – Air Force Reserve Officer Training Corps	COE – Center of Expertise
AFTOC – Air Force Total Ownership Cost	CONOPS – Concept of Operations
AFWIC – Air Force Warfighting Integration Capability	CONS – Contracting Squadron
ALS – Airman Leadership School	COP – Copper Cap
ANG – Air National Guard	CPA – Certified Public Accountant
AO – Accountable Officials	CPE – Continuing Professional Education
AOC – Air Officer Commanding	CPR – Contract Performance Reports
APC – Alternative Professional Certification	CRA – Continuing Resolution Authority
APDP – Acquisition Professional Development Program	CRIS – Commanders' Resource Integration System
APF – Appropriated Funds	CSAF – Chief of Staff, U.S. Air Force
AoA – Analysis of Alternatives	CSLP – Civilian Strategic Leader Program
ASMC – American Society of Military Comptrollers	CTL – Critical Task List
AU – Air University	CUECS – Complementary User Entity Controls
AU-ABC – Air University Associate-to-Baccalaureate Cooperative	CV – Vice Commander
AWC – Air War College	DAF – Department of the Air Force
BCA – Business Case Analysis	DAFI – Department of the Air Force Instruction
BDE – Basic Development Education	DAR-Q – Dormant Account Review Quarterly
BES – Budget Estimate Submission	DAU – Defense Acquisition University
BFMC – Basic Financial Management Officers Course	DAWIA – Defense Acquisition Workforce Improvement Act
BMT – Basic Military Training	DBT – Database Transfer
CAG – Commander's Action Group	DCIPS – Defense Civilian Intelligence Personnel System
CB – Career Broadening	DCMA – Defense Contract Management Agency
CC – Commander	DEAMS – Defense Enterprise Accounting and Management System
CCAF – Community College of the Air Force	DEDB – Developmental Education Designation Board
CCE/A – Certified Cost Estimator/Analyst	



ABBREVIATIONS

DEROS – Date Estimated Return from Overseas	FMCC – Financial Management and Comptroller Craftsman
DFAS – Defense Finance and Accounting Service	FMCA – Financial Management and Comptroller Apprentice course
DFMC – Defense Financial Management Course	FMEW – Financial Management Workforce Development
DFM&CS – Defense Financial Management and Comptroller School	FMF – Financial Services Office
DJMS – Defense Joint Military Pay System	FMJC – Financial Management Journeyman Course
DMO – Defense MilPay Office	FMJC-A – Financial Management and Comptroller Journeyman—Analysis
DoD – Department of Defense	FMJC-O – Financial Management and Comptroller Journeyman—Operations
DRU – Direct Reporting Unit	FML – Deputy Assistant Secretary for Congressional Budget and Appropriations Liaison
DE – Developmental Education	FMLC – Financial Management Learning Center
DSD – Developmental Special Duty	FMS – Foreign Military Sales
DSK – Skelton Records	FOA – Field Operating Agency
DSLDP – Defense Senior Leader Development Program	FOF – Financial Operations Flight
DSN – Defense Service Network	FRC – Federal Records Center
DT – Development Team	FSO – Financial Services Officer
DTIMS – Defense Transaction Interface Module System	FYE – Fiscal Year End
DTS – Defense Travel System	GAAP – Generally Accepted Accounting Principles
EA – Economic Analysis	GAO – Government Accounting Office
EAC – Estimates-At-Completion	GCA – Graduate Cost Analysis
E&T – Education and Training	GIL – Government Information Leadership
EDA – Electronic Document Access	GPA – Grade Point Average
EDT – Enlisted Development Team	GPC – Government Purchase Card
ELDP – Executive Leadership Developmental Program	GS – General Schedule
EJPME – Enlisted Joint Professional Military Education	GTC – Government Travel Card
EoY – End of Year	HAF – Headquarters of the Air Force
EPR – Enlisted Performance Report	HQ – Headquarters
EPRRC – Enlisted Promotions References and Requirements Catalog	IBR – Integrated Baseline Review
ERM – Enterprise Risk Management	IAPS – Integrated Accounts Payable System
ETC – Estimates-To- Completion	ICEAA – International Cost Estimating and Analysis Association
ETCA – Education and Training Course Announcements	ICOFS – Internal Controls over Financial Systems
EVM – Earned Value Management	IDE – Intermediate Developmental Education
EWI – Education with Industry	IDF – Israeli Defense Forces
FA – Financial Analysis	IDP – Individual Development Plan
FD – Force Development	IG – Inspector General
FGO – Field Grade Officer	IPT – Integrated Product Team
FIAR – Financial Improvement and Audit Remediation	IPZ – In-the-Promotion Zone
FICS – Financial Information Collaboration Space	IMSC –Air Force Installation and Mission Support Center
FISCAM – Federal Information System Controls Audit Manual	IPA – Independent Public Accountant
FLDCOM – Field Command	IT – Information Technology
FM – Financial Management	JKO – Joint Knowledge Online
FM CoE – Financial Management Center of Expertise	JST – Job Site Training
FM OFCM – FM OSD Functional Community Manager	KCP – Key Career Position
FMA – Financial Analysis Office	LL – Legislative Liaison
FMAO – Budget Operations Directorate	LMS – Learning Management System
FMB – Deputy Assistant Secretary for Budget	MAJCOM – Major Command
FMBI – Director for Budget Investment	
FMBL – Director for Budget and Appropriations Liaison	

ABBREVIATIONS

MDAPs – Major Defense Acquisition Programs	ROTC – Reserve Officer Training Corps
MBA – Master’s Business Administration	RTC – Resource Training Center
MILSTD – Military Standard	RTS – Reserve Travel System
MORD – Miscellaneous Obligation Reimbursement Documents	QA – Quality Assurance
MS – Microsoft	QART – Quality Assurance Review Tool
NAF – Non-Appropriated Funds	SACS – Southern Association of Colleges and Schools
NAFFA – Non-Appropriated Funds Financial Analyst	SAF – Secretary of the Air Force
NASBA – National Association of State Boards of Accountancy	SAF/FM – Secretary of the Air Force for Financial
NATO – North Atlantic Treaty Organization	Management and Comptroller
NCO – Noncommissioned Officer	SBSS – Standard Base Supply System
NCOA – Non-Commissioned Officer Academy	SCEA – Society of Cost Estimating and Analysis
NDAA – National Defense Authorization Act	SDE – Senior Developmental Education
NDU – National Defense University	SDN – Standard Document Numbering
NCOIC – Non-Commissioned Officer in Charge	SECDEF – Secretary of Defense
NWC – U.S. Naval War College	SEL – Senior Enlisted Leader
OAT – Officer Assignment Team	SES – Senior Executive Service
ODL – Open Document Listing	SFH – Space Force Handbook
OJT – On-Job-Training	SFIS – Standard Financial Information Structure
O&M – Operations and Maintenance	SNCOA – Senior Non-Commissioned Officer Academy
OPM – Office of Personnel Management	SOF – Status of Funds
OPR – Officer Performance Report	SOI – Statement of Intent
OSD – Office of the Secretary of Defense	SOS – Squadron Officer School
OTB – Over-Target Baseline	SPECAT – Special Duty Assignment Category
OTS – Officer Training School	SPO – System Program Office
OUSD(C) – Office of the Under Secretary of Defense, Comptroller	SPOT – SharePoint Online Training
PAQ – Palace Acquire	SPPBE – Strategy, Planning, Programming, Budgeting,
PBES – Program and Budget Enterprise Service	and Execution
PCS – Permanent Change of Station	STS – Specialty Training Standard
PDAS – Principal Deputy Assistant Secretary	SURF – Single Unit Retrieval Format
PDS – Personnel Data System	TA – Tuition Assistance
PEM – Program Element Monitor	TF-CCFC – Total Force Comptroller Contingency
PEO – Program Executive Office	Familiarization Course
PFMC – Professional Financial Management Course	TIG – Time-In-Grade
PME – Professional Military Education	TIS – Time-In-Service
PMP – Project Management Professional	TOS – Time-On-Station
PMR – Program Management Review	TRQI – Training Request Quota Identifier
POM – Program Objective Memorandum	TSC – Training Status Code
PPA – Prompt Payment Act	UFR – Unfunded Requirements
PPBE – Planning, Programming, Budget, and Execution	UGT – Upgrade Training
PTA – Purpose, Time, and Amount	USAFA – United States Air Force Academy
PTEO – Project, Task Expenditure Type, and Organization	UIF – Unfavorable Information File
RA – Resource Advisor	UTC – Unit Type Code
RAND – Research and Development	WAPS – Weighted Airmen Promotion System
RAT – Ready Airman Training	WASPs – Women’s Air Force Service Pilots
RCM – Report Change Memo	WAWF – Wide Area Workflow
ROP – Record of Performance	WCF – Working Capital Funds

