



SAF  **FM**

The Ultimate **F**orce **M**ultiplier

FM Force
Development Primer
for Air Force Financial
Management Professionals

table of contents

Foreword	1
FM Force Development Structure	2-3
Developing You – The Financial Management Professional	4-5
Your Success Depends on You	6-15
DoD FM Certification	16-18
Education, Training, and Experience	19-21
Air Force Financial Management Leadership	22-23
FM Professional Development Hub	24
The New Wave of Professional Development	25
Civilian Development	26-35
Enlisted Development	36-41
Officer Development	42-50
DoD FM Certification Level Requirements	51-56
Index	57-60

Financial Management Functional Authority

Mr. Ricardo Aguilera

Financial Management Functional Managers

Mr. Doug Bennett

Major General James Martin

Financial Management Career Field Managers

Ms. Shar Kaina | *Officer and Civilian*

CMSgt John A. Writer | *Enlisted*

Financial Management Force Development Leads

Mr. Ed Carroll | *Civilian*

SMSgt Sharma Haynes | *Enlisted*

Capt Jacob Elbe | *Officer*

Air Force Personnel Center Team

Mr. James (Mike) Cerda

Maj Tyler Hess

Capt Stephen Cash

Financial Management Publications Team

Ms. Johanna A. Ogden | *Editor*

Ms. Sherilyn Whiting | *Layout/Design*

Education and training are the foundation of our airpower advantage

Vision for the United States Air Force

How to contact us:

SAF/FMEW ■ 1130 Air Force Pentagon, Washington, D.C. 20330-1130

website: <https://cs3.eis.af.mil/sites/26786>

telephone: 703/695-0550 or DSN 225-0550

For an electronic copy of the FM Force Development Primer, visit <https://cs3.eis.af.mil/sites/26786>.



Air Force Financial Managers,

One of the most powerful questions we can ask ourselves about our lives and our careers is – why? The answer to that question reveals not only why we do what we do, but why it is important to others, and why it matters at all. Before you explore the tools that this 2016 FM Force Development Primer gives you, I urge you to ask yourself some “why” questions. Honestly, understanding your motivations and your own story will help you shape your path forward.

Once you have some answers to the “why” of your career, this Force Development Primer is designed to help you identify and reach your goals. Taking care of our people and providing the necessary tools and training for them to succeed is our highest organizational imperative. That’s why I am pleased to introduce this updated edition of the Air Force Financial Management Force Development Primer.

The Force Development Primer is a combination of a career blueprint and training “buffet” to develop the best financial managers possible for the Air Force and to help you achieve your professional goals. While most individual careers will be a unique journey, I encourage you to use this as a starting place and reference it frequently in designing your development plan. If you have ideas on how to make the next version better, please let us know.

As you go through the Primer, I’d also like to highlight a new capability we’ve developed since our last edition. Located on page 25 of the Primer, we outline various new collaborative tools and sites that should help you in your professional journey. The “myFM Career” website automates and standardizes the Individual Development Plan (IDP) process to help you create a roadmap for your career and set professional milestones and goals. Eliminating the paper-based IDP process is just the beginning. Eventually, we want to give you a single web-enabled workspace to incorporate all of your professional development information from planning your career, to participating in the Development Team process, and to house Air Force-specific FM Certification information. We’ll keep you posted on our progress.

Lastly, I’d like to thank you for all you’re doing for our nation, the Air Force and our financial management team. Nobody does FM business better than you! Your dedication, commitment, and ingenuity are an inspiration to me. I urge to you keep moving forward and keep showing your best to each other and the nation.

Best Regards,

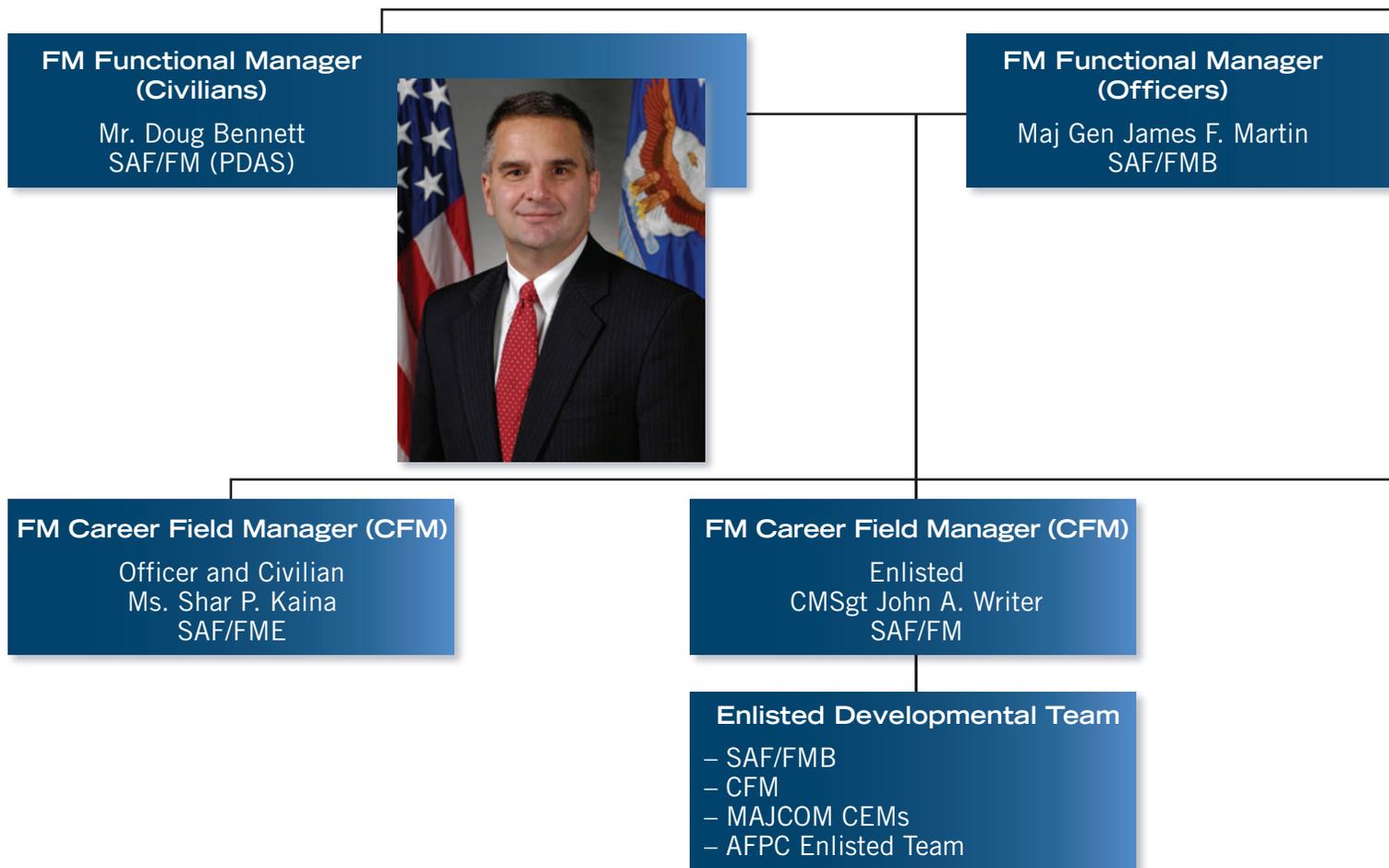
Ricardo Aguilera
Assistant Secretary of the Air Force
(Financial Management and Comptroller)



FM Force Development Structure

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** provides necessary developmental direction and formal guidance to qualified officers, enlisted members, and civilian employees within the FM workforce. The DT seeks to develop our workforce through tactical, operational, and strategic levels, providing FM professionals with the necessary institutional leadership and functional competencies needed to satisfy current and future AF institutional requirements. To read more about the DT as it pertains to your career path, visit p. 32 (Civilians), p. 39 (Enlisted), and p. 48 (Officers).





FM Functional Authority

Mr. Ricardo A. Aguilera
SAF/FM



FM Advisory Council

FM Functional Authority (Chair)

- FM Functional Managers
- FM Career Field Managers
- SAF/FMB, SAF/FMC, SAF/FMP, ADAS (FMB)
- MAJCOM/FM Rep
- COCOM/J8 Rep



FM Development Team

FM Functional Managers (Co-Chairs)

- FM Career Field Managers
- MAJCOM/COCOM Comptrollers
- AFPC (Officer team)
- AFPC (Civilian career field team)

Developing You – The Financial Management Professional

The mission of the United States Air Force is to FLY, FIGHT, and WIN...in air, space and cyberspace.

FM Impact on the Air Force Mission

FM impacts the entire 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 live *The Airman's Creed* and Air Force ethic to uphold our enduring *Air Force core values*. We need professionals of integrity, selflessness, and excellence.



The Airman's Creed

I am an American Airman.
 I am a warrior.
 I have answered my nation's call.
 I am an American Airman.
 My mission is to fly, fight, and win.
 I am faithful to a proud heritage,
 a tradition of honor,
 and a legacy of valor.
 I am an American Airman,
 guardian of freedom and justice,
 my nation's sword and shield,
 its sentry and avenger.
 I defend my country with my life.
 I am an American Airman,
 wingman, leader, warrior.
 I will never leave an Airman behind,
 I will never falter,
 and I will not fail.



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 both 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 "the willingness to do what is right even when no one is looking. It is the 'moral compass' – the inner voice of self-control; the basis for the trust imperative in today's military." 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 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 "professional duties taking precedence over personal desires." 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* "directs us to develop a sustained passion for the continuous improvement and innovation that will propel the Air Force in to a long-term, upward spiral of 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*: <http://www.e-publishing.af.mil/shared/media/document/AFD-070906-003.pdf>

Your Success Depends on You

The only person that can define success for you, is you! You define success based on your aspirations, abilities, and priorities in life. Success means different things to different people. It might mean being promoted to General for one person, and it might mean being promoted to Major for someone else. It might mean being a command Chief Master Sergeant for one person, and it might mean completing 20 years of enlisted service for another. It might mean Senior Executive Service on Air Staff for one person, while it might mean effective annual budget execution at base-level for someone else.



Encarta's Webster Dictionary defines success as

“the achievement of something planned or attempted.” No matter what your career aspirations are, planning your career is critical for achieving success. To help you plan your career path, the Air Force and the Office of the Secretary of Defense (Comptroller) have defined several competencies, or skill sets, both institutional and occupational, for you to focus your professional development on as you progress in your career.

“THE NEED TO DEVELOP STRATEGIC LEADERS IN FEDERAL FINANCIAL MANAGEMENT HAS BEEN A GROWING CONCERN SINCE PASSAGE OF THE CHIEF FINANCIAL OFFICER (CFO) ACT OF 1990. THE FUTURE ECONOMIC CLIMATE HAS GIVEN INCREASED URGENCY TO THIS NEED. THE CFO COUNCIL DETERMINED THAT EDUCATION WAS A KEY INGREDIENT IN DEVELOPING THIS LEVEL OF STRATEGIC LEADERSHIP IN THE FEDERAL FINANCIAL MANAGEMENT COMMUNITY.”

— Mr. Ricardo Aguilera

In the above quote, Mr. Aguilera notes that education and training should have pragmatic benefits to have a maximum effect. This reflects a growing trend across the Department of Defense and USAF to utilize more deliberate training, aligned more closely with long-term organizational goals. For example, both the Institute of Management Accountants (IMA) and Government Accounting Office (GAO) released reports concerning the evolving duties, roles, and responsibilities of accountants in the workforce. The FM Airmen of tomorrow must continue to be both flexible and adaptable—and the best way to achieve that is through education and training that aligns with what they need to be doing to support the Air Force...functional competencies to accomplish their mission. With an ever-increasing number of deployments becoming joint, FM personnel from all branches of military service must be ready, willing, and able to do their job anywhere, anytime—for any branch of the military.



Air Force 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 Force missions – and the Air Force’s ability to provide warfighting assets to combatant commanders – are accomplished by Airmen who possess the optimum combinations of competencies. Competencies are combinations of knowledge, skills, abilities, and other attributes we develop to positively influence the successful outcomes of our efforts. Said differently, competencies shape your expertise for a particular job or task. With respect to OUSD (C) and USAF, competencies are further broken down into “institutional” (organization-wide) and “occupational” (job-specific). To begin, let us examine AF institutional competencies.

Air Force Doctrine Document 1-1, *Leadership and Force Development*, 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 institutional and occupational competencies.

Institutional Competency	Institutional Sub-competency	
Embody Airman Culture	- Ethical leadership - Develop self	- Warrior ethos - Followership
Communicating	- Speaking and writing - Active listening	
Leading People	- Develop and inspire others - Diversity	- Take care of people
Fostering Collaborative Relationships	- Build teams and coalitions - Negotiating	
Employing Military Capabilities	- Operational and strategic art - Non-adversarial crisis response	- Unit, Air Force, joint, and coalition capabilities
Enterprise Perspective	- Enterprise structure and relationships - Strategic communication	- Government organization and processes - Global, regional, and cultural awareness
Strategic Thinking	- Vision - Adaptability	- Decision making
Managing Organizations and Resources	- Resource stewardship - Continuous improvement	- Change management

Your Success Depends on You

Institutional Competencies

The eight Air Force institutional competencies are classified in three categories, “Personal, People/Team, and Organizational,” which are tied to expectations set at the Tactical, Operational, and Strategic development levels.

Personal

- **Embody Airman Culture** – The Airman Culture can be encompassed in the Air Force core values: “Integrity first, service before self, excellence in all we do.”
- **Communicating** – 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.

People/Team

- **Leading People** – An Airman’s ability to effectively inspire and take care of their fellow Airmen, and promote diversity while doing so.
- **Fostering Collaborative Relationships** – An Airman’s skill in developing productive interpersonal relationships as well as developing effective teams and building coalitions.

Organizational

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.

- **Employing Military Capabilities** – Airmen employ military capabilities through enhancing their knowledge of operational and strategic tactics; unit, USAF, joint, and coalition capabilities; and non-adversarial crisis response.



The Financial Management Learning Center Staff

- **Enterprise Perspective** – An Airman’s knowledge of government organizations, processes, structures, and relationships, as well as exhibiting regional and cultural awareness to communicate strategically.
- **Managing Organizations and Resources** – An Airman demonstrates aptitude in effecting change management, applying resource stewardship, and striving for continual improvement.
- **Strategic Thinking** – An Airman develops this by critical skill to develop 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 USAF functional areas, seeking mentoring from USAF senior leaders, developing a network of peers within and outside the USAF, and leading a cross-functional team each year to improve FM support to the installation.





Air Force 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 institutional 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 Air Force 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 United States Air Force. Through the synergistic combination of Air Force institutional competencies and our occupational competencies, we provide FM warfighting capabilities and effective decision support.

Table 1-1: SAF/FM Competencies

CAREER FIELD	FM COMPETENCY	DEFINITION FOR FM COMPETENCIES		
Financial Management	Financial Operations	Provide customer service through entitlement/payment processing and disbursing services.	Resource Advisor / Warfighting	FM Systems
	Accounting	Knowledge of accounting processes, principles, standards, federal/DoD financial statements and reports, federal accounting systems, and laws/regulatory requirements.		
	Budget Formulation & Execution	Manage budget requirements by forecasting, justifying, allocating, monitoring, and analyzing budgets in compliance with statutory/regulatory guidance.		
	Financial Governance	Develop, monitor, interpret, and report processes/operations to ensure transparency and statutory compliance, regulatory, and leadership guidance/intent while promoting effectiveness and accountability.		
	Program Control	Lead the integration of long term financial planning including scheduling, earned value management, and risk management of a defense acquisition program office.		
	Cost Estimation	Develop life cycle resource requirements for program feasibility, acquisition program management, and budget decisions.		
	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.		

In addition to the seven financial management competencies outlined in the table above, there are three focus areas that are inherent in our competencies and worthy of mention. As the **Resource Advisor** function is being merged with FM, they will draw on the first four competency areas listed above. Additionally, **Warfighting** focuses on the role of the FMer as an Airman first and leverages the top four competencies as well. **FM Systems** are prevalent throughout all the competencies with focus on the tools and processes used in financial management.

DoD Enterprise-wide FM Occupational Competencies

In 2011, the Office of the Under Secretary of Defense (Comptroller) (OUSD (C)) released a memorandum approving the DoD FM Civilian Enterprise-wide Competencies framework. These FM Enterprise-wide competencies identify critical knowledge, skills, and abilities that enable the DoD FM workforce to meet the complex challenges of our fiscal environment. While Air Force institutional and FM-specific occupational competencies are the foundation for your learning in AF FM, the DoD FM competencies offer more fidelity.

The OUSD (C) built 23 occupational competencies to ensure every civilian occupational series in FM across the DoD was linked to corresponding FM competencies. This was done both for consistency and standardization.

Of the 23 DoD FM competencies, four align directly with auditing, which is organizationally separate from SAF/FM. Therefore, they have been excluded from the table below, which lists and defines the remaining 19 DoD FM competencies directly relevant to SAF/FM.

Table 2-1: DoD FM Competencies

DoD FM COMPETENCIES AND DEFINITIONS (EXCLUDES AUDIT COMPONENT)
Commercial Pay Concepts, Policies, & Principles – Apply commercial pay legislation, administrative and regulatory requirements, laws, and policies governing commercial pay activities and processes.
Payroll Concepts, Policies, & Principles – Apply military and civilian pay legislation, administrative and regulatory requirements, laws, and policies governing military and civilian pay activities and processes.
Fundamentals & Operations of Military & Civilian Pay – Research and analyze legislative and regulatory guidance related to entitlements to ensure proper payments.
Accounting Analysis – Analyze, evaluate, and review accounting data and reports using business tools and applications, and performance metrics to provide recommendations.
Accounting Concepts, Policies, & Principles – Apply federal accounting standards, fiscal law, policies, regulations, principles, standards, internal controls, and procedures to financial management activities.
Financial Reporting – Prepare, review, and reconcile financial statements and financial reports to meet reporting requirements and to support management decisions.
Fundamentals & Operations of Accounting – Research and analyze information related to accounting processes to ensure completeness and accuracy of accounting transactions.
Budget Concepts, Policies, & Principles – Apply the DoD planning, programming, budgeting and execution (PPBE), fiscal law, policies, regulations, principles, standards, and procedures to financial management activities.
Fundamentals & Operations of Budget – Research and analyze information related to the federal budget process to support budget formulation and execution.
Budget Formulation, Justification, & Presentation – Manage budget requirements by forecasting, developing, and justifying budgets in compliance with statutory/regulatory guidance.
Budget Execution – Manage budget requirements by allocating, monitoring, and analyzing budgets in compliance with statutory/regulatory guidance.



Table 2-1 cont.: DoD FM Competencies

DoD FM COMPETENCIES AND DEFINITIONS (EXCLUDES AUDIT COMPONENT)
Advanced Financial Management – Develop, monitor, interpret, and report standardized processes/ operations to ensure transparency and compliance with financial statutory, regulatory, and leadership guidance with the intent of promoting effectiveness and accountability.
Financial Concepts, Policies, & Principles – Apply fiscal law, policies, regulations, principles, standards, and procedures to financial management activities.
Financial Management Analysis – Analyze, evaluate, and review budget and program issues and financial data and reports using business tools and applications, cost and economic analysis, and performance metrics to provide recommendations.
Financial Management & Reporting Analysis – Apply financial analysis, forecasting, and planning methods, techniques, and products sufficient to ensure financial aspects of command forecasts, reports, plans, and strategies are consistent with DoD-wide goals and strategic initiatives.
Decision Support – Perform value-added financial, accounting, or economic analysis to make informed decisions that better utilize resources and improve mission effectiveness.
Financial Stewardship – Manage, allocate, and monitor financial resources in compliance with laws, regulations, and policies, with sufficient transparency and appropriate internal controls to ensure these resources are efficiently applied to meet organizational goals and objectives, while considering the Federal Government’s fiduciary duty to the Nation, and to the nation’s general welfare.
Financial Management Systems – Utilize integrated federal financial management systems and sub-systems to extract data, identify and resolve system problems, and maintain data integrity.
Fundamentals & Operations of Finance – Research and analyze information related to accounting, auditing, budgeting, or other financial management activities to ensure the accuracy of transactions.

So far, we have looked at USAF institutional, occupational, and the DoD-wide FM competencies. If you noticed that there is a lot of overlap between the FM occupational and the DoD FM competencies, you are right. The DoD competencies are part of a larger initiative written in the law by the FY12 National Defense Authorization Act. The goal of the DoD FM competencies is to create a common FM playing field and career development path for all DoD FMers. This career development path is called the FM Certification Program. The DoD FM Certification Program links your position (job) to a certification level 1, 2, or 3 that requires proficiencies in the DoD FM competencies depending on your position. The certification is discussed in more detail on pages 16-18, but for now, we want to clarify how they relate to the AF occupational competencies.

To make this relationship more clear, we put together an FM/DoD FM competency crosswalk that shows how the AF occupational competencies align to the DoD FM competencies and lead to skill sets, or on-the-job activities, you can use to develop your skills.

Air Force FM Competency Crosswalk

In the chart below, the seven SAF/FM competencies on the left align to the 19 DoD competencies in the middle with a few exceptions. Note the four vertical columns within the DoD competencies cut across all seven of the AF competencies. In other words, Decision Support, Financial Stewardship, Financial Management Systems, and Fundamentals & Operations of Finance are relevant to every SAF/FM occupational competency. Competencies listed horizontally within the DoD competencies column correspond to specific SAF/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 Governance competencies. Looking at another example, Program Control has no predominant link, yet it ties to Budget Formulation, Justification & Presentation, Budget Execution, FM Analysis and FM Report Analysis. As you read from left to right the DoD competencies lead you to the skill sets for you to use as you build your Individual Development Plan (IDP). Use the IDP found on myFM Career website (<https://www.myFMCareer.hq.af.mil>) as you sit down with your supervisor to build your IDP and update it periodically as necessary.

Table 3-1: FM/DoD Competency Crosswalk

SAF/FM OCCUPATIONAL COMPETENCIES	DOD COMPETENCIES	IDP COMPETENCY SKILL SETS
Financial Operations	Commercial Pay Concepts, Policies, & Principles Payroll Concepts, Policies, & Principles Fundamentals & Operations of Mil/Civ Pay	16 Skill Sets
Accounting	Accounting Analysis Accounting Concepts, Policies, & Principles Financial Reporting Fundamentals & Operations of Accounting	24 Skill Sets
Budget Formulation & Execution	Budget Concepts, Policies, & Principles Fundamentals & Operations of Budget Budget Formulation, Justification, & Presentation Budget Execution	41 Skill Sets
Financial Governance	Advanced Financial Management Financial Concepts, Policies, & Principles	23 Skill Sets
Program Control		15 Skill Sets
Cost Estimation		28 Skill Sets
Financial Analysis	Financial Management Analysis Financial Management & Reporting Analysis	15 Skill Sets



Levels Proficiency

As you can see, the SAF/FM and DoD enterprise-wide competencies are related to each other as outlined in the crosswalk on page 12. As described, competencies are simply skill sets you perform on a daily basis. However, as you gain experience and education, the proficiency with which you perform a certain skill will change. The proficiency levels outlined below capture advancement or progression in knowledge or skill. SAF/FM and DoD enterprise-wide competencies are rated across five proficiency levels from beginner (Level 1) to expert (Level 5). The DoD FM Certification Program aligns courses to Proficiency Levels 1, 3, and 5.

Each level gradually increases the responsibilities relating to that particular competency as your knowledge, skill, experience, and ability evolves. A simplified overview of these proficiencies is represented in the table below and helps convey what each proficiency level entails concerning responsibilities and expectations.

Table 4-1: Proficiency Level Descriptions

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
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
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

For example, 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. At 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, at level 5, you might be interpreting the policies you applied at level 3 to ensure they follow the intent and spirit of the law, as well as supervising level 1 employees and mentoring level 3 staff.

So far, we have looked at Air Force institutional competencies, SAF/FM occupational competencies, DoD enterprise-wide FM competencies, and how progression in knowledge and skill is captured through proficiency levels. Next, we turn our attention to the linkage between DoD competencies and your occupational series to help identify which competencies apply to you.

DoD Competency and FM Occupational Series Alignment

Moving on to how all these competencies relate to what you do each day in the Air Force, Table 5-1 “slices” competencies from a different perspective for clarity, aligning them by civilian occupational series. Occupational series are numerically assigned codes for a specific type of job. Some series are general and encompass many different types of jobs within a field, such as 501 Financial Administration and Program. Others are more specific and technical, such as 530 Cash Processing.

Regardless, the purpose of aligning competencies with occupational series is to make sure performance objectives are met, milestones achieved, and resources properly allocated. Since each individual position is unique, work with your supervisor to know what types of competencies fit each specific job and check your billet’s job description. In other words, all competencies shown in the table below may not necessarily apply to each occupational series. Conversely, some could argue that competencies not checked could apply to any given occupational series. The intent of Table 5-1 is to provide an indication of the predominant competencies that apply to a given occupational series.

As you might anticipate, each occupational series has multiple corresponding DoD FM competencies and some occupational series are not included in Table 5-1 (e.g. 343, 801, etc.). Personnel in these occupational competencies who perform FM functions may also be included in the DoD FM Certification Program. While these occupational series and DoD competency alignment apply specifically to civilians, they can also be utilized by officers as this breakout offers more detail on the functional skills sought for each competency. Be sure to consult with your supervisor to determine if your specific position will be affected by the DoD FM Certification Program. Refer to the next section for more information on how this program affects you!

By knowing the specifics of each job, its core competencies, and its corresponding occupational series, it will be easier to select the appropriate education and training. This is particularly true if you intend to change occupational series so you know where to focus your energies. However, you need to get involved and make smart choices for your future as you maximize your potential.

Table 5-1:
Alignment of FM Occupational Series with DoD Competencies

Occupational Series	Financial Stewardship	Financial Management Systems	Decision Support	Financial Management Analysis	Financial CP&P	Financial Reporting	Fund & Operations of Finance	FM & Reporting Analysis	Advanced Financial Management
501– Financial Administration & Program	X	X	X	X	X	X			
503– Financial Clerical and Assistance	X	X					X		
530– Cash Processing	X	X					X		
505– Financial Manager	X				X			X	X
599– Financial Student Trainee	X	X		X	X	X			



Table 5-1 cont.:
Alignment of FM Occupational Series with DoD Competencies

Occupational Series	Financial Stewardship	Financial Management Systems	Decision Support	Accounting Analysis	Accounting CP&P	Financial Reporting	Fund & Operations of Accounting
510– Accounting	X	X	X	X	X	X	
525– Accounting Technician	X	X			X		X

Occupational Series	Financial Stewardship	Financial Management Systems	Decision Support	Financial Management Analysis	Budget CP&P	Budget Execution	Fund & Operations of Budget	Budget Form, Justification & Presentation
560– Budget Analysis	X	X	X	X	X	X		X
561– Budget Clerical and Assistance	X	X			X		X	

Occupational Series	Financial Stewardship	Financial Management Systems	Accounting CP&P	Commercial Pay CP&P
540– Voucher Examining	X	X	X	X

Occupational Series	Financial Stewardship	Financial Management Systems	Payroll CP&P	Fund & Operations of Mil & Civ Pay
544-545– Civilian and Military Pay	X	X	X	X

Occupational Series	Financial Stewardship	Financial Management Systems	Decision Support	Financial Management Analysis	Fund & Operations of Finance	Budget Form, Justification & Presentation
1515– Operations Research Analyst (Cost Estimating)	X	X	X	X	X	X

This alignment is especially helpful as you begin your FM Certification. You are required to select a Primary Track, or one that closely aligns to your occupational series or specialty. Once you reach Certification Level 2 or 3, you are required to broaden your FM knowledge by selecting an Alternate Track. Alternate Tracks are subject areas that differ from your Primary Track, and course hours dedicated to your Alternate Track all must come from the same track. By using dual tracks, the DoD Certification Program helps ensure Airmen achieve depth in their Primary Track and breadth through their Alternate Track.

Now that we have reviewed the DoD FM Competencies and the occupational series alignment, we will now look at the DoD FM Certification Program in more detail.

DoD FM Certification



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. Your Air

Force education and training team is supporting OSD by developing FM-related courses to fulfill competency requirements, drafting Air Force policy in accordance with the program, and implementing the program across Air Force Financial Management. Refer to the Air Force Financial Management Certification SharePoint site to view FM Certification tools and resources: <https://cs3.eis.af.mil/sites/26786/DODFMcertification/default.aspx>.

The DoD FM Certification Program fulfills part of the congressional mandate requiring the DoD to be audit-ready by 2017. 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.

DoD FM Certification Program

- 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

SAF/FM and AFPC have mapped your position to certification 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.

All of this might sound complicated, but it's not! 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 Air Force 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 AF FM-sponsored education and training. You will take targeted training that meets the



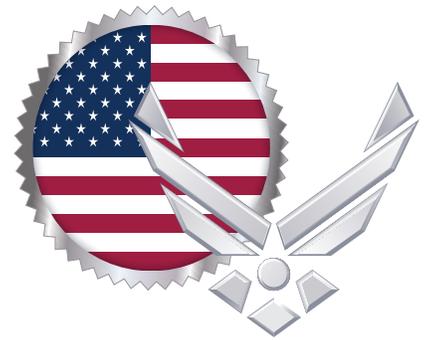
certification and proficiency level outlined for your current position, plus you can see what is needed to meet the next level of certification. For more information on selecting training to align with your Primary and Alternate Tracks for certification, see pages 14-15. The certification helps build 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. To help with this process, we are training MAJCOM Certification teams, so there will be plenty of assistance along the way. When you are incorporated in to the Program, 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 in lock step with your supervisor to make sure your progress is on track.

Why It Matters

For the first time ever, the financial management team across all the Services (Army, Navy, Air Force, Marines) and the Defense Agencies are going to have a standard training menu to make sure we're being 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 (<https://fmonline.ousdc.osd.mil/FMmyLearn/>). 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 (<https://fmonline.ousdc.osd.mil/>) to keep up with information about the certification directly from the Office of Secretary of Defense (Comptroller).

Helpful Links

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

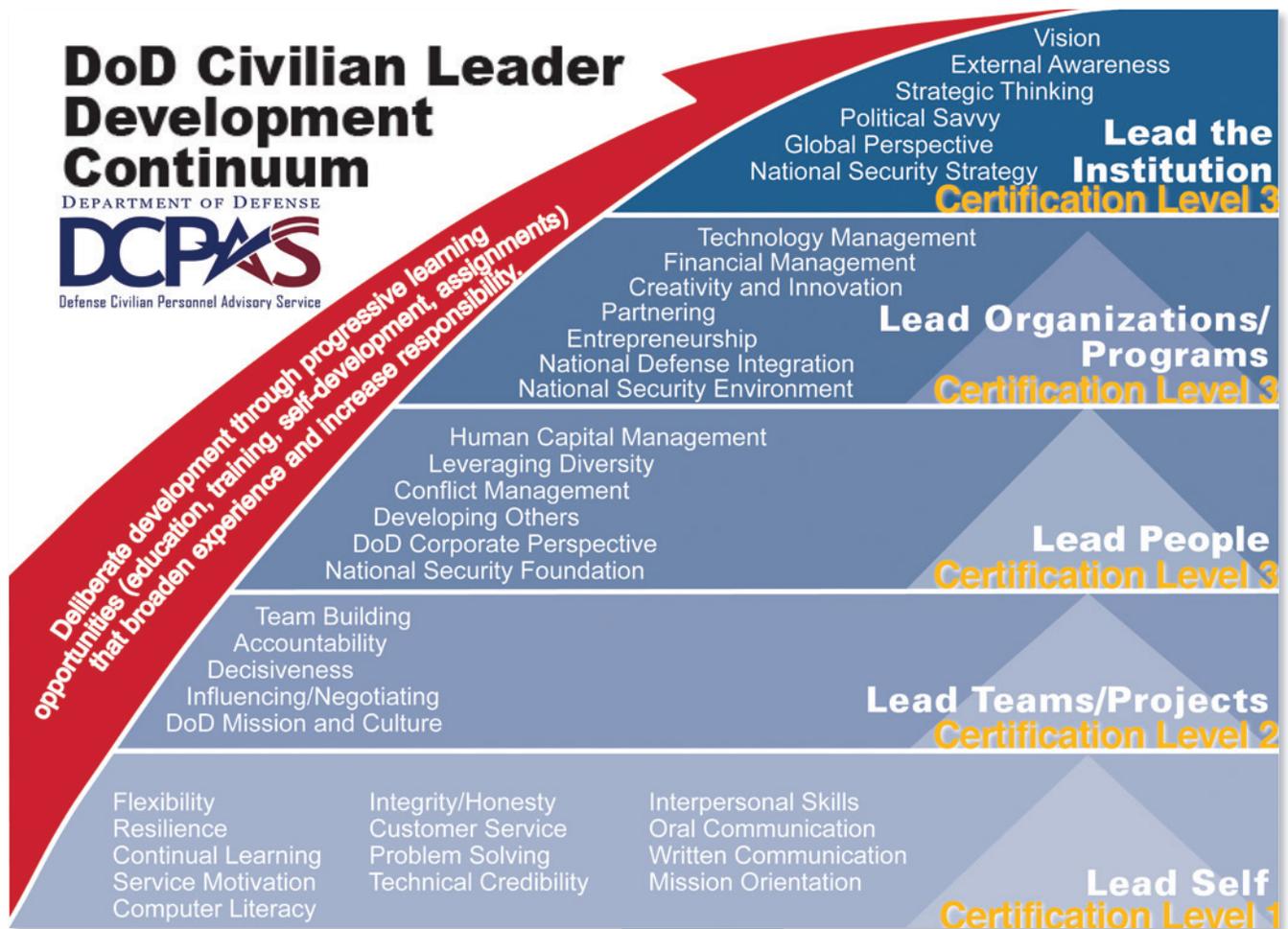
FM myLearn: <https://fmonline.ousdc.osd.mil/FMmyLearn>

Learning Management System (LMS): <https://whs.plateau.com/learning/user/ssoLogin.do>

AF FM Certification SharePoint: <https://cs3.eis.af.mil/sites/26786/DODFMcertification>

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 support a continuous learning environment for Air Force FM. 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.

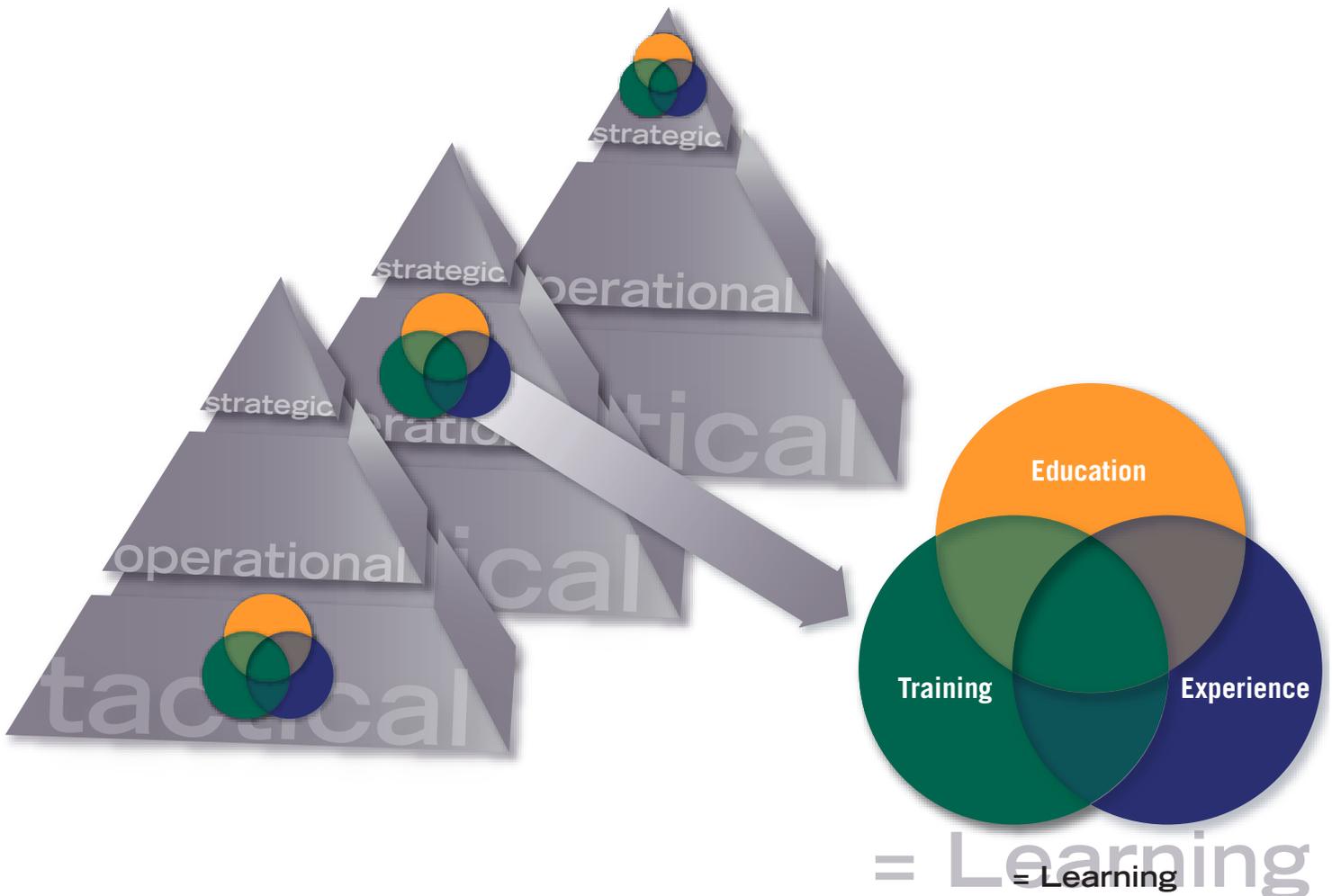


Education, Training, and Experience

Continuum of Learning

The FM environment is dynamic and you must be agile and flexible to keep up with change. A big part of your professional development is to constantly refresh and refine your knowledge and technical skills through education, training, and experiences. You will have to deal with numerous changes during your career. Your ability and willingness to adapt to new systems and structures are paramount for both your success and the success of your organization.

Education, training, and experience are critical components of the FM force development construct. 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 learning occurs along the entire timeline, or continuum, of an Airman's service, beginning at accession and continuing throughout your career. Through this **continuum of learning**, the Air Force equips you with the competencies to serve and lead as you progress in level of responsibility. Learning is a blend—a combination of education, training, and experiential opportunities.



Education and Training

are critical components of the force development construct 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 Air Force-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 <i>are desired</i>	Appropriate when standardized outcomes <i>are required</i>
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. Depth is gained over time and honed by your job experiences and assignments. Demanding duty assignments and jobs are more likely to help you develop depth of expertise than are less challenging assignments and jobs.

You **broaden** your professional development by acquiring expertise, knowledge, and skills across the Air Force and DoD. You can find operational, staff, joint, special duty, and career broadening opportunities with other functional areas and in Air Force and DoD financial management areas where you lack experience. You may also look for opportunities with other federal agencies. This **breadth** of experience enhances your understanding of Air Force 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.

Civilians may be eligible for a special 30-month career-broadening program. Positions are specifically designed and strategically located to provide high-potential, 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 myPers website ([HTTPS://GUM-CRM.CSD.DISA.MIL/](https://GUM-CRM.CSD.DISA.MIL/)) and search “Career Broadening Program.” **Officers** indicate interest in career broadening opportunities on their development plans and by discussing options with their leadership. AFPC announces officer career broadening opportunities via email to all eligible officers. Usually selections for these assignments occur once a year. **Enlisted** personnel identify their interest for career broadening assignments by applying for Equal-Plus assignments.



“All Airmen, whether teacher or student, have a role in ensuring that we remain the most technically proficient, best-educated, and best-trained air force in the world.”

— A Vision for the United States Air Force (2013)



Air Force Financial Management Leadership

In addition to the leadership experience you gain through professional opportunities, develop your leadership proficiency by joining professional organizations, volunteering as a committee member or chairperson, and, ultimately, taking a leadership position as an executive board member. When you do so, listen and when the time is right, volunteer to speak as one of the organization's leaders. Read expert journals and write your own submissions for publication.



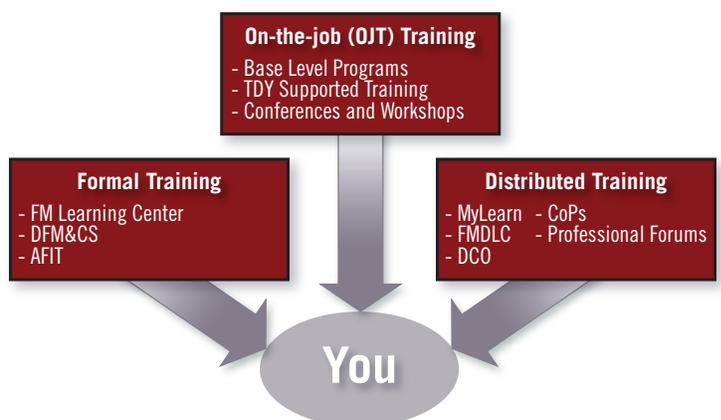
How far you progress in the Air Force depends on your choices and how you define success. Do you take that career broadening opportunity? Do you volunteer for that executive assistant job for a year? Do you volunteer for strategic senior development under the Key Career Program? Do you complete your CCAF degree early in your career? These are the types of choices that determine your future assignments and opportunities. The positive choices you make today will echo throughout your career. Of course, there will be aspects of your career you find difficult to control; however, for every one thing outside your ability to control, there will be three things you can control. For example, you can reach out to the FM Development Team for career counseling and to gain awareness of opportunities you may not otherwise learn about. You can also decide to take an active role as a mentee or a mentor. Being mentored can help you clarify your future aspirations while becoming a mentor can help develop leadership skills.

FM Development Team

The FM Development Team (DT) provides direction to deliberately develop future FM officers 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, MAJCOM and COCOM comptrollers, and other senior leaders representative of the total FM workforce. The DT's overarching purpose is to optimize Air Force personnel decision processes to ensure we invest education, training, and experiences in the right people at the right time. The purpose of the DT is to provide oversight of officer (Lt Col and below) and Air Force 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 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 officer and civilian candidates for developmental education, validates school choices, and provides officer and civilian career vectors for education and experience. The DT also gives you feedback about your career development progress via the Opportunity Development process. The officer and civilian sections of this primer offer more specific information about the DT process.

- Civilians, learn more about the opportunity development process on page 32.
- Enlisted, learn more about how the Enlisted DT (EDT), modeled after the DT, applies to you on page 39.
- Officers, learn more about how the DT applies to you on page 48.





“MENTORSHIP IS A REWARDING AND IMPORTANT PART OF BEING A LEADER AND FOLLOWER. FOR THE MENTOR, IT IS HOW WE REPAY THE AIR FORCE FOR ALL OF THE OPPORTUNITIES AND GUIDANCE WE HAVE RECEIVED, AND FOR THE MENTEE, IT IS HOW YOU GAIN EXPERIENCE FROM YOUR MENTOR’S LESSONS LEARNED.”

– Mr. Doug Bennett, Principal Deputy Assistant Secretary, Financial Management

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 Air Force, 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 Air Force 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 stovepiped in the civilian, enlisted, or officer 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 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 26, 28, 36, and 42) and encourages participation in the Developing Financial Management Leaders or the 21st Century (DFML21) speaker series. 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



Ms. Marilyn Thomas speaks during her DFML21 in FY16

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, while the DFML21 is a town hall forum for senior leaders to provide career advice in terms of experience, education, training, and leadership.

Take the time to invest in a relationship and learn from those senior to you or from those with diverse experiences, and teach others who can learn from your own education, training, and experiences. Mentorship is leadership at the personal level and is the lifeblood that connects us as a professional force.

Recordings of DFML21 sessions are available on the FM Leadership SharePoint site,

<https://cs3.eis.af.mil/sites/26786/FMLead/DFML21>



Featured speakers include:

- General Larry O. Spencer
- The Honorable Robert F. Hale
- Ms. Glenda H. Scheiner
- Ms. Marilyn M. Thomas
- Brigadier General John M. Pletcher

FM Professional Development Hub

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

The FM Professional Development Hub, located at <https://cs3.eis.af.mil/sites/26786> is a central location from which you can access five additional SharePoint sites that provide specific information on FM's three components of professional development: **leadership**, **experience**, and **education and training**. The remaining two sites house all SAF/FME **publications** and information for **combat comptrollers**.



The main page of the Professional Development SharePoint site provides downloadable learning resources such as the Force Development Roadmaps and the *Force Development Primer*. It also advertises new training and development opportunities. While all this information is housed on the Professional Development Hub, the main SharePoint site serves as a gateway to the three FM Professional Development sites highlighted below.

FM Experience:

Gaining experience that aligns with your career interests helps prepare you to reach your long-term career goals. Identifying professional experiences needs to meet your career goals and then discussing how to accumulate those experiences with your mentors and supervisors is one way to facilitate career progression. For many FMers, gaining diverse experiences may mean taking a career broadening opportunity, being mobile, or deploying to a contingency environment. This SharePoint site provides information on ways you can maximize your experiences to build proficiency, depth, and expertise in your subject area at each stage of your career.



Taking advantage of education and leadership development opportunities enhances your ability to get the most from your professional experiences. The education and training team continually updates this site as new professional development opportunities arise. We encourage you to save the link to the FM Professional Development Hub to your favorites for quick, repeated access to this useful tool. It also provides information on the FM Development Team, a team of senior leaders dedicated to providing individual career guidance for officers and civilians. Links to other online resources, such as the supervisor's resource center and professional organizations, are also available.

FM Education and Training:

In FM, there are many education and training tools dispersed across various locations. This site features a quick links to key education and training sites, allowing you to quickly get where you need to go.



FM Leadership:

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 Developing Financial Management Leaders for the 21st Century (DFML21) 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.





The New Wave of Professional Development

Collaboration is engrained in our culture and is present across Air Force financial management. We work together to solve complex problems by reaching out to teammates in various environments, and we value each other's contributions to achieve our mission. We have various outlets that allow us to work together and learn from one another. The tools discussed on this page allow for knowledge transfer and career growth.

FM Online and myLearn

This website is your one stop shop for DoD FM-related information.



FM Online makes it easy for you to access the FM Certification tools and information important to you from an OSD-perspective. This website is your gateway to FM myLearn, an e-catalog of over 2,000 FM and leadership courses and the FM LMS, the learning management system used to track progress toward your FM Certification.

myFM Career website

provides you and your supervisor a



myFM Career

central location for the resources and planning tools you need to drive your career forward. The tool features a standardized Individual Development Plan (IDP), which allows you to opt-in to a the Career Planning Cycle, if you choose.

The IDP features three main sections plus a dashboard and reporting features for supervisors.

My Goals: Outline your near-term (1-2 years) & far-term goals (3+ years) and set deadline alerts

My Training: List your desired trainings for your supervisor to approve

My Feedback: A message feature to maintain an open dialogue with your supervisor and mentor(s)

Use this tool to document your career goals and use it to guide development conversations with your supervisors.

FM Distributed Learning Center (FM DLC)

is the central site for Air Force-specific FM learning resources and offers over 180 web-based training courses. Courses cover a broad range of topics including accounting, cost analysis/estimating, decision support, financial services, and FM professional development. The FM DLC offers the flexibility to learn from anywhere, including the comfort of one's own home. Students are able to take online courses at their own pace and at times that fit with their schedules.



<https://fm.adls.af.mil/>

Defense Collaboration Services

is web conferencing tool that provides users with stand-alone chat service with audio and video conferencing along with screen sharing, polling and a multi-user chat room.



<https://conference.apps.mil/>

AETC/FM Professional Forums



connect like-minded people in online discussions focused on sharing ideas, resolving issues, and collaborating on projects. Professional forums differ from public social and professional networking websites, such as Facebook, because they connect people with a common purpose: creating specific improvements in FM operations. Each forum is created for a specific group and only permits membership those group members.

<https://aetc.tomoye.com>

Education and Training Course Announcements (ETCA)

houses formal training course syllabi and course-specific training policies and serves as a catalog for course-specific training policies within announcements. Not all Air Force courses are required to be announced in ETCA; however, visit <https://etca.randolph.af.mil/> when beginning to research formal training courses.



Level of Responsibility

CIVILIAN FORCE

DEVELOPMENTAL (GS 1 – 9)

JOURNEYMAN (GS 10 – 13)

D O D F M C E R T I F
 Level 1 (GS 1 – 9) Level 2 (GS 10 – 13)

EXPERIENCE

MAXIMIZE EXPERIENCE AT VARIOUS ORGANIZATIONAL LEVELS (BASE LEVEL / CE

Develop Job Proficiency and Build Depth

Operations Research Analyst
 Accounting Lead
 NAFFA
 Financial Advisor

Financial Analyst
 Budget Analyst
 Resource Advisor
 Program Analyst

Cost Analyst
 Accountant
 Financial Manager

Branch Chief
 Division Chief
 Budget Chief
 FMA Chief
 SPO FM Director
 Senior Program Analyst

Career Broadening / Career Enhancement / Leadership Development: Dep
 Other Federal Agencies, DoD, CSLP, Joint,

EDUCATION & TRAINING

Bachelor's Degree

Basic FM Officer Course

Professional FM Course

AFIT

Occupational Skills Training: FM DLC, OJT, DAU

Financial Management Principles & Concepts
 Supplemental Courses

Pursue Test-Based Certification
 Continuing Professional Education (80 hours ev

Acquisition Certification Level I, if applicable

Acquisition Certification Level II/III, if applicable

New Employee Orientation
 Primary Developmental Education
 Civilian Acculturation
 Leadership Training
 First Time Supervisor's Course
 DCELP
 SOS

Intermediate Developmental Education
 (ACSC, ACSC-OLMP, ELDP, AAD, EWI, Fellowships)

LEADERSHIP

TACTICAL EXPERTISE

OPERATIONAL COMPETENCE

Establish good work habits
 Seek senior mentor & role model

MENTORSHIP

THOUGHT LEADERSHIP: Professional Reading, Writing, Speaking, and

JOIN Professional Organizations

VOLUNTEER to be a Committee Member

VOLUNTEER to b

IT'S ALL ABOUT DAILY PERFORMANCE & LEADERSHIP!!! YOUR JOB INTERVIEW

INSTITUTIONAL COMPETENCIES

Embodying
 Air Force Culture

Fostering Collaborative
 Relationships

Employing Military
 Capabilities

Communicating

Leading People

Financial Operations

Accounting

Budget Formulation and Execution

Financial Governance

Pro

OCCUPATIONAL COMPETENCIES



DEVELOPMENT ROADMAP

EXPERT (GS 14 & ABOVE) SES

ICATIION
Level 3 (GS 14 & Above)

ENTER / DRU / FOA / MAJCOM / JOINT / HQ)

Build Breadth

Deputy Comptroller Comptroller / FM Director NAFFA Technical Director Director of Financial Analysis	Senior Budget Analyst Senior Systems Accountant Senior Cost Analyst Joint/Other Federal Agencies Div Chief Product/Logistics Center FM
--	---

Employment Opportunities, Cross Functional, Other Services,
Deputy MSG Commander

Master's Degree

DFMC

Leadership Development Courses

Options: CDFM, CGFM, CPA, CCEA, SCEA
Every 2 years – minimum of 20 hours in any given year)

Continue to Enhance Skills

Senior Developmental Education (AWC, DSLDP, Eisenhower School, Fellowships)	Summit DE (CCL, ELS, Fellowships)
--	---

STRATEGIC VISION

Coach & guide subordinates
Seek junior personnel to mentor

Listening

VOLUNTEER to hold a Board Position

be a Committee Chairperson

NEW IS EVERY DAY!

Enterprise Perspective	Strategic Thinking	Managing Organizations and Resources
Program Control	Cost Estimation	Financial Analysis

Civilian

Civilians comprise about 75 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.

FM Civilian Job Series

- Management & Program Analysis (343)
- Financial Management Specialist (501)
- Financial Clerical & 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)

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.

As a civilian, you can choose either the [civilian](#) or [civilian technical](#) 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 civilian path mirrors the Air Force model for the desired development of Senior Executive Service employees. This path, unlike the civilian technical path, emphasizes broad experience across 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

Level of Responsibility

CIVILIAN TECHNICAL FORCE

DEVELOPMENTAL (GS 1 – 9)

JOURNEYMAN (GS 10 – 13)

D O D F M C E P T I F
 Level 1 (GS 1 – 9) Level 2 (GS 10 – 13)

BASE LEVEL / CENTER / DRU / FOA / MAJCOM / JOINT

Develop Job Proficiency

Build Depth of Technical Expertise

Technically specialized team member
 (e.g. Cost Analyst, Accountant, Operations Research Analyst)

Become involved with using sophisticated methods to resolve conventional problems and issues

Become proficient in use of specific technical tools, techniques, methodologies, and practices

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

Occupational Skills Training: FM DLC, OJT, DAU

DAU Courses: BCF 102, 103, 106, etc.

BCF 203, 204, 205, etc.

BCF 301, CLB 023, etc.

Acquisition Certification Level I, if applicable

Acquisition Certification Level II/III, if applicable

Financial Management Principles & Concepts Supplemental Courses

Pursue Test-Based Certifications: Continuing Professional Education (80 hours every 3 years)

Bachelor's Degree

Master's Degree

Basic FM Officer Course

Professional FM Course

AFIT

New Employee Orientation
 Primary Developmental Education
 Civilian Acculturation Leadership Training
 First Time Supervisor's Course
 DCELP SOS

Intermediate Developmental Education (ACSC, ACSC-OLMP, ELDP, AAD, EWI, Fellowships)

TACTICAL EXPERTISE

OPERATIONAL COMPETENCE

Establish good work habits
 Seek senior mentor & role model

MENTORSHIP

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

JOIN Professional Organizations

VOLUNTEER to be a Committee Member

VOLUNTEER to be a Mentor

IT'S ALL ABOUT DAILY PERFORMANCE & LEADERSHIP!!! YOUR JOB INTERVIEW

TECHNICAL EXPERIENCE

EDUCATION & TRAINING

LEADERSHIP

Embodying Air Force Culture

Fostering Collaborative Relationships

Employing Military Capabilities

Communicating

Leading People

Financial Operations

Accounting

Budget Formulation and Execution

Financial Governance

Procurement

INSTITUTIONAL COMPETENCE

OCCUPATIONAL COMPETENCE



DEVELOPMENT ROADMAP

EXPERT (GS 14 & ABOVE)

SL

E D U C A T I O N

Level 3 (GS 14 & Above)

IT / HQ

Build Breadth of Technical Expertise

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 AF and/or DoD decision makers and congressional staffers

Leadership Development Courses

Continue to Enhance Technical Expertise

CDFM, CGFM, CPA, CCEA, SCEA
2 years – minimum of 20 hours in any given year)

Doctorate Degree

DFMC

Senior Developmental Education
(AWC, DSLDP, Eisenhower School, Fellowships)

Summit DE
(CCL, ELS, Fellowships)

STRATEGIC VISION

Coach & guide subordinates
Seek junior personnel to mentor

and Listening

VOLUNTEER to hold a Board Position

be a Committee Chairperson

NEW IS EVERY DAY!



caliber aspirants with progressive leadership assignments to broaden organizationally, technically and functionally into the AF most significant 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 Force mission and execute the budget process by funding, tracking, and reporting financial data. **Cost analysts** perform cost estimates for systems and programs using statistical and quantitative analyses of available data to highlight trends, accomplishments, deficiencies, and other cost indicators.

Your first step in career planning is to assess where you are right now and then realistically determine the highest level you determine to be successful as you balance other aspects of your life. Work backward to your present position and identify the education, training, 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 **developmental-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 **journeyman-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.

Civilian



You can both deepen and broaden your professional development as you acquire expertise, knowledge, and skill in Air Force, other Services, DoD, and other federal agencies. The Air Force 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. While not the only way for opportunity development, the Air Force FM senior leaders expect all Air Force FM civilian personnel aspiring to become leaders to consider the benefits 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 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 high-performing teams. The FM DT considers geographic mobility as a favorable attribute when considering individuals for senior-level management positions and key leadership development opportunities and selection into a key career position.

As you move to the more senior **expert-level (GS 14 & 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 Air Force, joint, inter-government, 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 Air Force 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.

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 staffs. 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 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 AFPAM 10-231, AFI 36-507, and the OSD civilian preparedness website at <http://www.cpmns.osd.mil/expeditionary/>.



Online Resources

myPers – <https://mypers.af.mil>

myPers provides a one-stop-shop for personnel information and services for all Active Duty, Guard, and Reserve components. Here you can find information on all things personnel, including promotions and benefits. myPers frequently publishes articles and announcements to provide the most current personnel information. myPers 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 myPers, you can find information on the [Civilian Strategic Leadership Program \(CSLP\)](#).

Civilian Strategic Leader Program (CSLP)
<http://go.usa.gov/WFcj>

CSLP is the Air Force civilian corporate developmental program designed to provide selected GS-14/15 AF employees with a leadership opportunity that will complement their functional expertise. It is designed to create multi-skilled and interchangeable civilian leaders who are able to navigate complex environments.

Civilian Acculturation and Leadership Training (CALT) Course –
<http://www.au.af.mil/au/holmcenter/CALT/index.asp>

The CALT curriculum, patterned after the Officer Training School curriculum, introduces new civilians to Air Force culture, preparing them for leadership and supervisory roles.

Civilian Development Resource Center (CDRC)

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

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

Education & Training

The Air Force provides many opportunities to enhance your education. Take advantage of them 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 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.

To help you focus your development, we created the myIDP tool, located on the FM myCareer website at <https://www.myfmcareer.hq.af.mil>.

As a **developmental-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 Force instructions and policies. Take advantage of distance learning courses available to you on the FM DLC. Complete the FM Body of Knowledge (Basic) set of courseware. Earn your FM Certification Level 1 and, if applicable, your Acquisition Certification (level one). 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 a **journeyman-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 Primary Developmental Education (PDE). In-residence SOS is an eight-week program. To apply, you must be 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 PDE, 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)

Civilian

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 at [HTTP://WWW.AU.AF.MIL/AU/](http://www.au.af.mil/au/).

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 Defense Decision Support Course (DDSC) 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 (level two). 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.

Defense Financial Management and Comptroller School

If you attended:	Then you should attend:
PMCS (04D and prior) DFMC (05A – 07A)	DDSC
DDSC	DFMC
DFMC (07B and forward)	N/A

As an **expert-level (GS 14 & 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 civilian and technical 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.

FM Development Team (DT) and the Career Planning Cycle

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 33.

To find out more about these and other developmental opportunities, email SAF/FMEW at

USAF.PENTAGON.SAF-FM.MBX.SAF-FMEW-WORKFLOW@MAIL.MIL.



Civilian Developmental Education (CDE) Overview

Each year, the Civilian Developmental Education (CDE) selection board convenes to select high-potential employees to participate in AF Developmental Education. The goal of CDE is to identify promising employees, select them for education that best suits their career goals and the needs of the Air Force, and place them in a follow-on assignment that allows them to put their education to use. The Development Team and career field teams are responsible for designating follow-on assignments.

Nomination Procedures

Civilians are nominated for CDE by their local leadership and endorsed by their chain of command. Nomination packages should be forwarded to AFPC/DFIFDA via the method identified on the AFPERS website at [HTTPS://GUM-CRM.CSD.DISA.MIL/](https://GUM-CRM.CSD.DISA.MIL/).

A complete nomination package must include:

- 1) CDE Checklist
- 2) Completed AF Form 4059, with appropriate signatures
- 3) Resume – no more than three pages (Exceptions: CALT, SOS, ACSC-OLMP)
- 4) Transcripts and GRE/GMAT scores if applying for academic program
- 5) Master's degree application, if applying to master's program
- 6) Letter of Acceptance, if applying to AFIT
- 7) Signed mobility agreement (Exceptions: CALT, SOS, DCELP, ASSC-OLMP, EWI, ELDP, EIG, STRAT)
- 8) Signed waiver request, if requesting waivers from 2-year AF Civil Service and/or PME eligibility at <https://gum-crm.csd.disa.mil/>

CDE Timeline

- Mar – Call for Nominations
 - May – Nominations due to AFPC/DPIFA
 - May-Aug – Development Team Review
 - Sept – CDE Selection Board
 - Oct – Development Education Designation Board (DEDB)
 - Oct/Nov – CDE selections announced*
- *Selections released with military IDE/SDE selections

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

Resources

AFI 36-2103

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

IDE OPPORTUNITIES	SDE OPPORTUNITIES
Air Command and Staff College	Air War College
AF Legislative Fellows Program	Dwight D. Eisenhower School for National Security and Resource Strategy (formerly known as ICAF)
DoD Executive Leadership Developmental Program (ELDP)	Stanford University, Harvard, MIT
Master's Program (accredited university)	Excellence in Government Fellows Program

You can find a complete list of programs and number of quotas on the AFPC website at <https://gum-crm.csd.disa.mil/>.

Additional Opportunities

Advanced Academic Degree Programs

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 United States Air Force (USAF) 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 myPers website <https://gum-crm.csd.disa.mil/>.

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 nine-day in-residence sessions and conduct the remainder of the study at your home station. For more information, contact SAF/FMEW (usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil).

Education With Industry (EWI)

Civilian EWI is a 10-month program that provides on-the-job education, experience, and exposure to private sectors of the economy not available through formal courses of instruction. It is essentially a management development program designed to improve your technical and professional management competence. The program is sponsored by leading companies and agencies and is designed to develop qualities and abilities of the employee necessary for effective management and professional or technical leadership. The EWI announcement is included in the annual Civilian Development Education call in the spring. For more information, visit the myPers website and search "Education with Industry."

Chief Financial Officer (CFO) Leadership Certificate Program

The CFO Leadership Certificate Program is the primary education program offered by the CFO Academy for the continuing professional development for mid- to senior-level (at least GS 14, O-5 equivalents) members of the government financial management community. The program's curriculum is virtual and consists of eight courses selected by the student that fall under two categories – Strategic Finance and Leadership. Students have a total of four years to complete coursework once they begin the program. Classes are conducted in either an eResident or a distributed learning (online) format.

For more information, please visit the iCollege website [HTTP://ICOLLEGE.NDU.EDU/ACADEMICS/GRADUATEPROGRAMS/CHIEFFINANCIALOFFICERPROGRAM.ASPX](http://icollege.ndu.edu/Academics/GraduatePrograms/ChiefFinancialOfficerProgram.aspx).



Mr. Doug Bennett on Leadership

People often ask me, “What is the single most important quality of being a leader?” There is not one quality a leader needs or inherently possesses to be successful, but a myriad of qualities and approaches one takes when challenges arise. In some cases, one leadership approach might work, but not be as effective in other cases. It is vital to build a toolkit of leadership capabilities and use them just like we use different Air Force weapon systems to achieve different outcomes.

Below are some leadership characteristics at the top of my toolbox. There are also many exceptional books on leadership so I’d encourage you to put a few of those on your reading list too.

Be Passionate. Successful people like what they do and it’s infectious across the organization! We all make choices on how we respond to daily challenges. For those in leadership positions, those choices are especially important since others are watching. Passionate leadership conveys a culture of caring about the mission, the team, and about excellence. It’s also more fun to work in this environment!

Change Before You Have To. Change is going on all around us and we need to be constantly ready. Highly effective leaders assess change and help to shape how we deal with it – not wait for something to happen. This is especially true today. Changing fiscal constraints, economic conditions, priorities for the warfighter, and mission areas of focus create an environment that demands adaptable and creative leadership to manage Air Force priorities.

Challenge Yourself. Analyze and challenge the status quo. Don’t just do your job, understand it and make it better. We need leaders who approach tasks with a sense of urgency, who set goals and achieve them, and who hold people accountable. Take action and risk as the safe choices can limit our potential to grow. There is as much to learn from your mistakes as your successes; just don’t repeat them. I appreciate a quote from Winston Churchill, one must have the “ability to go from one failure to another with no loss of enthusiasm.”

Collaboration. This is a key aspect of leadership that is often underutilized. No single individual or leader knows it all or has all the best ideas. We’re dealing with many complex issues so I encourage you to reach out to your peers within FM and across the functional communities to get their ideas as we work issues. We’ll provide improved Decision Support and build trust with our peers along the way.

Be a Mentor. Mentorship is a rewarding and important part of being a leader and developing those that will follow you. For the mentor, it is how we repay the Air Force for the honor to serve this great team. Passing on experience and lessons learned is the single most valuable force development tool we have! For the mentee, I encourage you to seek out multiple mentors. There’s no magic leadership bullet from anyone and the more mentors, the better! Get active on myVector & myFM Career today!

Again, this is just a splash of important leadership qualities. Learn from them and build your own leadership toolkit. Good luck!



“The most important step is getting started. Free yourself of self-limiting beliefs.”

– Mr. Doug Bennett
Principal Deputy Assistant Secretary, Financial Management

Years of Service

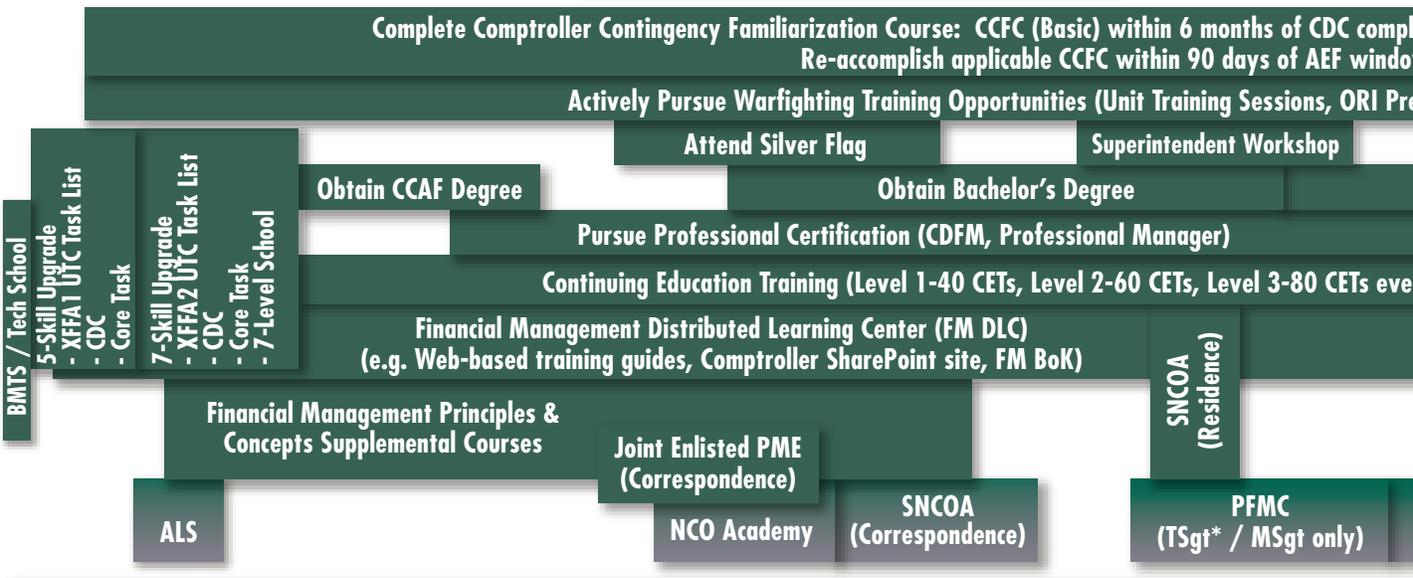
ENLISTED FORCE DEVELOPMENT



EXPERIENCE



EDUCATION & TRAINING



LEADERSHIP



* By Exception Only



DEPARTMENT ROADMAP (AFSC 6FOXX)

22 23 24 25 26 27 28 29 30

EDUCATION



Superintendent

MAJCOM Functional Manager

AF Career Field Manager

Completion; CCFC (Advanced) with 7-Level award

Preparation, Joint Training)

Obtain Master's Degree

Every two years after achieving Certification Level)

DFMC (MSgt* / SMSgt)

and Chief)

Leadership

Develop the Next Generation

VOLUNTEER to be a Chairperson Dining-in/out, Booster Club, Scouts, etc.

AFSA, AFA, NCOA, ASMC, Top 3, etc.)

Enterprise Perspective

Strategic Thinking

Managing Organizations and Resources

Program Control

Cost Estimation

Financial Analysis

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.

The *6FOX1 Career Field Education and Training Plan* is available on the Air Force e-Publishing website www.e-publishing.af.mil, key word search "CFETP6FOX1."

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 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.



Enlisted

As **TSgt** or **MSgt**, you provide guidance and leadership. By broadening your exposure to different functional jobs you are more prepared as a superintendent.



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 superintendent, 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 superintendent or as a MAJCOM 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.



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 & Training

The *6FOX1 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 at http://static.e-publishing.af.mil/production/1/saf_fm/publication/cfetp6f0x1/cfetp6f0x1.pdf.

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 completing your Career Development Courses (CDCs), 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. In addition, you will complete the Comptroller Contingency Familiarization Course (CCFC) Basic within six months of completing your 5-skill CDCs. You will also complete the CCFC during the 90 days prior to your tasked or vulnerable AEF window. Once you have satisfactorily completed your CDCs you should get started on the path to earning your Community College of the Air Force degree in Financial Management.



As a **SrA**, your first PME opportunity is to attend Airman Leadership School. Completion of this course is mandatory before assuming the grade of SSgt. 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 Combat Comptroller SharePoint site. The site is an excellent source for deployment information; on it you will find everything from training scenarios to mid-tour reports.

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. Chaired by SAF/FM, EDT members include 6F CMSgts from MAJCOM Comptrollers, ANG, AFRC, and other senior leaders representative of the total enlisted FM workforce.

The EDT's overall purpose is to deliver the necessary tools and guidance to maximize the capabilities of FM Senior Non-Commissioned Officers (SNCOs), to ensure the Air 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 AF missions.

The EDT focuses on providing development through maintaining a career field prioritization plan for allocating enlisted personnel (MSgt & 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 self-development 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 USAF.PENTAGON.SAF-FM.MBX.SAF-FMEW.WORKFLOW@MAIL.MIL.

Combat Comptroller SharePoint

The Combat Comptroller SharePoint site provides contingency related info for Financial Managers both military and civilian.

The site offers the following libraries:

- Combat Comptroller Files
- Resources
- Deployer Information
- Unit Deployment Manager
- War Planner Information

The Combat Comptroller site continues to evolve through contributions and feedback from Financial Managers. Check out the site as [HTTPS://CS3.EIS.AF.MIL/SITES/26786/CC](https://CS3.EIS.AF.MIL/SITES/26786/CC).

Promotion Testing

You should begin studying your Professional Development Guide (PDG) after you complete your CDCs. By staying current with PDG information you greatly improve your knowledge of general military issues and will potentially increase your promotion opportunity. SSgt – MSgt promotion is based on six weighted factors totaling 541 points. Review the breakdown below and consult AFI 36-2502 for further guidance.

- 200 points **YOU CONTROL** through testing...
 - PDG – 100 pts; SKT – 100 pts
- 275 points **YOU CONTROL** through performance...
 - EPR – 250 pts; Decorations - 25 pts
- 66 points controlled by longevity...
 - TIS – 26 pts; TIG – 40 pts



Enlisted

When you are selected **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, complete your 7-level CDC, and the 7-level 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.



One of our primary deployment capabilities is the independent **TSgt** or **MSgt** disbursing 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 must attend Silver Flag as well as complete the NCO Academy to develop both your functional and institutional leadership competencies. In addition you may be selected to attend Professional Financial Management Course (PFMC).



Additionally, as a TSgt with two years time-in-grade and completion of the NCO Academy, you can complete the SNCOA correspondence 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 or the Defense Finance Management Course at the Defense Financial Management and Comptroller School (DFM&CS). You should

also consider completion of the Senior Enlisted Joint Professional Military Education distance learning course available via the Joint Forces Staff College at <https://jkodirect.jten.mil/>.

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.



CCAF, SNCOA, and Senior Rater Endorsement

Air Force SNCOs must meet certain education requirements to be eligible for senior rater EPR endorsement. To keep yourself competitive for the top two enlisted grades, you must complete SNCOA, through correspondence, and have a CCAF. By now you should have completed your CCAF degree. Following that, senior enlisted leadership recommends you complete your bachelor's degree and work towards your master's degree.



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. Attend DFMC now if you did not already do so as a MSgt. Likewise, if you have not already done so, you are encouraged to 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.

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.



Chief John A. Writer on Leadership

In FY15, approximately 320 students will complete Enlisted Financial Management Basic. This means in FY15 we started to train and develop 320 potential Chief Master Sergeants. That is correct: every person entering the 6FOX1 career field has the potential to become a CMSgt. Here a few tips to assist you.

Start by learning your job. By this, I mean become an expert at what you do. The 3-level course will provide you foundational information and once you arrive at your first base, you'll receive Career Development Courses (CDCs) to further your FM knowledge. Then take learning to the next level through on-the-job training and applying what you've learned to real life situations. Become an expert at your job by reviewing Air Force Instructions and by understanding how one transaction affects others. Pester your boss by asking questions. Develop a strong work ethic.

You will also learn different aspects of leadership throughout your career. This kind of instruction is provided during Professional Military Education (PME) courses like Airman Leadership School and the Non-Commissioned Officer Academy. Apply the leadership lessons you learn in PME to your unit and to professional organizations. Become an elected official in an ASMC chapter or Top Three. Take on tough jobs in your organization. Step up and become the Section Chief, NCOIC, or supervise a difficult section. Everyone can do the easy stuff. People who take on difficult tasks, and do them well, move through the ranks quicker.

Lastly, continually sharpen your skills. Learn more about your profession by taking higher-level FM courses such as Defense Decision Support Class and courses offered by Defense Acquisition University. Take college classes to earn your Community College of the Air Force degree in Financial Management. Once complete, pursue a BA or MBA. Observe leaders to start formulating your own leadership style. Read. Ask for feedback. Never stop growing professionally and personally.



Years of Service *Commissioned*

OFFICER FORCE DEVELOPMENT



EXPERIENCE

Deployments

Aim for one O&M assignment and one acquisition assignment in first two or three tours

Deputy FMA / FMA
FSO Program Analyst
Product Center Staff

FMA
FSO Program Analyst
Branch Chief

Squadron CC

Chief of Cost / Program Control

Financial

CoE / AFCAA / MAJCOM Analyst / Branch / Division

FOA / DRU / MAJCOM /

Career Broadening

ALEET, AIEET, COLT, SAEP, EWI, Recruiter, OTS/SOS Instructor, Executive Officer, ROTC, CAG, Ops, IAS

Operational Assignments
CAG, IAS, Executive Officer

EDUCATION & TRAINING

Officer Comptroller Contingency Familiarization Course – Actively Pursue Warfighting Training Opportunities (Unit T

Primary Developmental Education
Squadron Officer School

Intermediate Developmental Education
(ACSC, Army CGSC, Foreign, Fellowships)

BFMOC

PFMC

DFMC

Master's Degree (AFIT, AAD, Tuition Assistance)

Pursue Test-Based Certifications: CDFM, CG
Continuing Professional Education (80 hours every 2 years – min

Occupational Skills Training: FM DLC, FM myLearn, OJT, DAU

CFO Academy

APDP CERTIFICATION Level 1 / Level 2, if applicable

APDP CERTIFICATION Level 3, if applicable

Seek Opportunities To Attend Professional Events / Conferen

LEADERSHIP

Develop Do

Establish good work habits
Seek senior mentor & role model

MENTORSHIP

Stay informed about AF & FM events and vision

THOUGHT LEADERSHIP: Writing, Speaking, Listening, and PROFESSION

Join & Lead Professional / Community Organizations (e.g. ASMC, ICEAA, CGOC) and Lead Base Activities (e.g. CFC, AFAF)

Expeditionary Focused...Leadership Centric...Your most important job is

INSTITUTIONAL COMPETENCIES:

Embodying Air Force Culture

Fostering Collaborative Relationships

Employing Military Capabilities

Communicating

Leading People

OCCUPATIONAL COMPETENCIES:

Financial Operations

Accounting

Budget Formulation and Execution

Financial Governance

Pro

* SAF/FM experience desired



CAREER ROADMAP (AFSC 65FX/65WX)

17	18	19	20	21	22	23
 						
2nd Squadron CC MAJCOM FMAO* Management Acquisition Leader (FMAL)		Acq Leader* SAF Div Chief* MAJCOM FMA* Group CC*		Acq Leader* SAF Director* ABW CC*		
Chief		MAJCOM FM*				
/ SAF / JOINT DUTY						

Training Sessions, ORI Preparation)		Summit DE (CCL, ELS, Fellowships)
Senior Developmental Education (AWC, NWC, ICAF, Foreign, Fellowships)		
Executive Development Courses		

FM, CPA, CCEA Minimum of 20 hours in any given year)
Continue to Enhance Skills (SQ /GRP/ WG CC Courses)

Teach
Coch & guide subordinates Seek junior personnel to mentor

Chair Professional Organizations
... now!

Enterprise Perspective	Strategic Thinking	Managing Organizations and Resources
Program Control	Cost Estimation	Financial Analysis

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 Air Force 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, senior leaders expect you to build depth in your functional specialty and breadth through diverse 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 Financial Services Center (AFFSC). Through this function, you gain

Officer

LEADERSHIP &

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

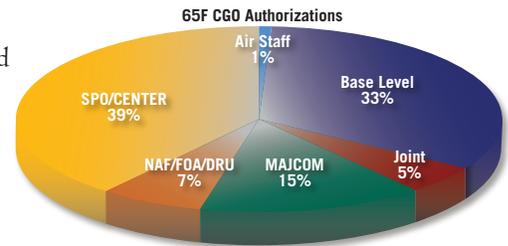
Acquisition assignments are typically at AFSPC, the Life Cycle Management Center installations, or the Air Force Cost Analysis Agency. In an acquisition position, you provide financial decision support for the development and procurement of major weapon systems such as new aircraft, information management systems, and various munitions programs. Responsibilities in this area include financial planning, formulating financial programs, cost analysis, and administering budgets. You are also responsible for financial planning, budget formulation as input to annual MAJCOM programming exercises, interfacing with HAF program element monitors during congressional enactment, and all additional financial aspects of program, to include administering budgets. By law, you must earn acquisition certifications to hold certain positions (refer to DoD 5000.52-M).

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.” 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.

Visit the Combat Comptroller SharePoint at <https://cs3.eis.af.mil/sites/26786/CC> for information, including lessons learned, training, after-action reports, and contingency scenarios. For more information, see page 39.

As a company grade officer, 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



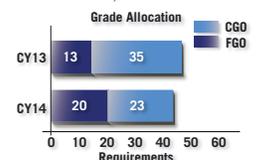
you complete O&M and acquisition duties, you learn different technical and leadership skills inherent to the nature of the job. For example, an assignment to a base level FMA or FSO greatly enhances your daily applied leadership skills as well as your O&M financial decision support skills, whereas, an 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 ASMC or ICEAA. For additional information on professional organizations, search “Professional Organizations” on FM Online.

In addition to FM assignments, CGO billets are available for jobs outside the career field and



CY14 FM Officer Deployments

- 4 - 365-day deployment tasking (includes 1 x O6)
 - 1 Afghanistan
- 74 - 179-day deployment taskings
 - 31 FGO, 43 CGO
 - 48 Afghanistan



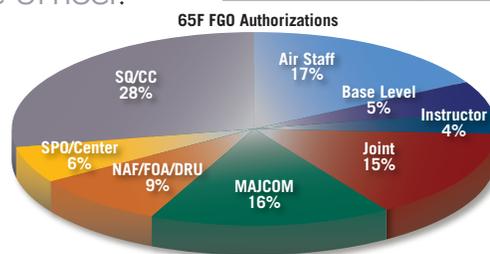


PERFORMANCE IS KEY!

will help broaden your skills. These opportunities include serving as a ROTC or PME instructor, wing or MAJCOM/FM executive officer, international affairs strategy (IAS) officer, Education With Industry (EWI), and many others. The assignment “bottom line” is to seek opportunities, not locations.

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

As a Major and Lieutenant Colonel, this is the time for you to continue to build on your functional depth



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 qualification system (JQS) recognizes there are officers in the field who are accomplishing the joint mission and *gaining joint experiences both in joint and non-joint billets.* This system grants you joint credit based on a combination of factors including education, experience, deployments, exercises, and other criteria. The JQS credits joint mission experiences from non-joint billets using a point system that takes into account the duration and intensity of the experience. To self-nominate and receive joint credit go to the AFPC myPers website and key word search “Obtaining Joint Credit.”



Duty

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.

and breadth, as well as explore opportunities to broaden your Air Force perspective through operational, joint, and special duty assignments.

Staff officer jobs provide you 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, Air Staff, Joint Staff, and SAF) provide you a unique perspective into organizational relationships. Staff billets above wing level are prevalent at every major and joint command as well as the SAF, field operating agencies, and direct reporting units (i.e., AFFSC, AFCAA, and FM CoE). Particularly important is an Air Staff tour because it provides the unique professional development opportunity to experience through an Air Staff action officer lens. This is critical for your future development and value to the Air Force, particularly as a senior leader.

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/FM’s bid candidates to Wing Commanders

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 and diverse group of people through shared vision and values. This is especially true with the 2009 addition of the ADCON responsibility for the wing staff agency personnel. 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.

Officer

LEADERSHIP &

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 Air Force 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 and Air Staff comptroller leadership



opportunities or explore broader Air Force 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 & 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. To help you focus your development on a daily basis, we created the **INDIVIDUAL DEVELOPMENT PLAN**, found on myFM Career. It provides additional guidance organized by FM competency to help you focus your development efforts depending on the job you are currently performing. 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 BFMOC within the first 12 months of your commission and will have the opportunity to attend PFMC as a captain. Learn from those around you and by reading applicable Air Force instructions and policies. Take advantage of distance learning courses available to you on the FM DLC. Once you gain technical depth, complete a professional test-based certification. If applicable, earn



your Acquisition Certification (up to Level II) and attend to your FM Certification levels as appropriate. 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 Major Command and Air Staff require budget system training. Likewise, you must earn additional Acquisition Certification (Levels II and III) in accordance with the requirements of the acquisition position.

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 to AFI 36-2301, *Professional Military Education*, or the SOS website (<http://www.au.af.mil/au/soc>).

Basic Developmental Education (BDE) and Graduate Degrees



The majority of officers with 4-7 years of commissioned service will be selected to attend Squadron Officer School 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



PERFORMANCE IS KEY!

Air Force Institute of Technology (AFIT)

must have between four and seven years of commissioned service and must have pinned-on captain by the time classes start. Moreover, Air University offers a non-resident, 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 <http://www.au.af.mil/au/soc/ldp.asp>.

Officers chosen as “selects” on promotion boards will not be allowed to complete the distance learning course for Professional Military Education (PME), unless they are subsequently designated to attend a program requiring the distance learning course to obtain full Joint PME credit. An advanced academic degree (AAD) is not expected until the colonel promotion selection board for line of the Air Force officers. 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).

Individual Development Plan

Like a budget is a plan, it is important to have a plan for your career. Spend time on your IDP to focus your learning and to support your career path. Be sure to work with your leadership to gain both insight and buy-in.



The Air Force offers tuition assistance (TA) to officers seeking graduate degrees under AFI 36-2306 5.4. 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 CDFM or CGFM. Be selective when choosing a school and a degree program and tailor it to your individual interests and career goals. Visit www.gibill.va.gov or contact your base education office for specific policy and procedure.

Many FM jobs require specific education to ensure officers are properly prepared for their duties. Advanced academic degree graduates of the Cost Analysis program are predominately placed at acquisition bases (Hanscom, Los Angeles, Wright-Patterson, Eglin) and the Air Force Cost Analysis Agency at Joint Base Andrews. The impact of these positions is critical across the Air Force and is reserved for high caliber, career-minded officers vectored as future FM leaders. Similarly, SAF/FM offers 3-yr PhD program opportunities with a follow-on assignment to teach at the AFIT cost master’s program, DFM&CS, or to serve as an economist on the SAF/FMC staff.

To be eligible for AFIT graduate programs, you must have a strong record and complete development education commensurate with your rank. Undergraduate degrees in business, economics, finance, or math are preferred. Calculus I is the preferred pre-requisite mathematical course, but Business Calculus is acceptable if you meet all other requirements. You must have an overall undergraduate GPA of 3.0 or higher on a 4.0 scale and a math GPA of 3.0. GRE scoring format has changed. A minimum GRE (or GMAT depending on the program) is required. The basic GRE scores for a master’s program are 153V/148Q (500V/600Q prior to Aug 2011). For a doctoral program, they are 156V/151Q (550V/650Q prior to Aug 2011). The GMAT total Score is 550 or higher for a master’s program and 650 for a doctoral program. To learn more about AFIT Cost Analysis program go to the myPers site and search for “AFIT” under “Force Development.”



Intermediate and Senior Developmental Education (IDE/SDE)

In early spring of each year, HQ AFPC releases an IDE/SDE nomination call for the following academic year and identifies officer eligibility requirements. You should visit the AFPC website 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 the 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 (DEDDB).



Selects vs. Candidates

Majors	Lt Colonels
~ 20% as IDE selects (3 Looks)	~ 15% as SDE selects (4 Looks)
1st look is typically one year after the O-4 promotion board for IDE and three years after the O-5 promotion board for SDE	

For additional opportunities refer to the Officer Developmental Education Guide on the AFPC website <https://gum-crm.csd.disa.mil>.

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 the 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 DEDDB. 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 Air Force Instruction (AFI) 36-2301, *Professional Military Education*.

The Development Plan and FM DT Vectoring



The FM DT — comprised of the FM functional managers, the FM career field managers, MAJCOM and COCOM Comptrollers, AFPC (officer and civilian career field team)— vectors all Majors selects, Lieutenant Colonels selects, outgoing squadron commanders, and graduates from IDE or SDE. You identify your goals through the Airmen development plan (ADP). The ADP is your means for communicating your assignment and command statement of intent to the FM DT. It is your supervisor’s and commander’s responsibility to review and assist you with determining your development plan. There is a separate web-based system for educational development preferences (AF 3849). This application is available to you through the AFPC secure website when you are within your eligibility window for applying for IDE/SDE. The AFPC website and ADP application include comprehensive tutorials for members, raters, commanders, and senior raters.

In addition to the ADP, the FM DT uses the information contained in the Single Unit Retrieval Format (SURF), and your record of performance (OPRs and decorations) to evaluate and provide development vectors for you. Therefore, make sure your records are current. 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 | 5. Depth and Breadth of Experience |
| 2. Professional Qualities | 6. Specific Achievements |
| 3. Leadership | 7. Education |
| 4. Job Responsibility | |

The FM DT recognizes all FM officers are important and strongly encourages you to complete requirements commensurate with your rank. The FM DT focuses on those individuals whose professional achievements demonstrate a readiness for advancement.



PERFORMANCE ARE KEY!

IDE OPPORTUNITIES	SDE OPPORTUNITIES
Air Command and Staff College (ACSC)*	Air War College (AWC)
ACSC - Political Affairs Strategist*	ACSC instructor w/AWC follow-on
ACSC - Air University Intern	National War College
SOS instructor w/ACSC follow-on	Dwight D. Eisenhower School for National Security and Resource Strategy (formerly known as ICAF)
Army Command and General Staff College	Army War College
Naval Command and Staff College	Naval War College
Marine Corps Command and Staff College	Marine War College
Air Force Internship	Joint Advanced Warfighting School
Lean Aerospace Initiative Fellowship	Air Force Academy Group AOC w/AWC follow-on
National Defense Intelligence College	French Defense College*
Air Force Academy Squadron AOC	George Marshall Center for Security Studies*
NPS-Political/Military Affairs Strategist*	Geneva Centre for Security Studies*
NPS-Homeland Security	Inter-American Defense College*
Advanced Study of Air Mobility	Japan National Institute for Defense Studies*
Argentina Air Command and Staff College*	NATO Defense College*
Australian Command and Staff College*	Royal Superior College of Defense (Belgium)*
Indian Defense Services Staff College*	Army Advanced Operational Studies Fellowship
Indonesian Air Command and Staff College*	Korean Command and Staff College*
Japanese Command and Staff College*	AF Fellowships/National Defense Fellowships
Korean Command and Staff College*	National Security Fellowships
Spanish Air Force Command and Staff College*	
Norwegian Defense Staff College*	

* Officers chosen for these programs will fill a regional affairs strategist (RAS) or political-military affairs strategic (PAS) billet in either their first or second assignment after graduation.

Officers who have attended or are currently attending select advanced academic degree programs may request in-residence IDE credit during their three-year eligibility window.

For additional opportunities refer to the Officer Developmental Education Guide on the AFPC website <https://gum-crm.csd.disa.mil>



FM Officer Leadership

Major General James Martin on Leadership and Performance

What defines a successful career in the Air Force? The answer is not complicated... proven leadership, in-depth FM knowledge, and job performance – all while embodying our core values.

In today's fiscal environment, commanders rely on financial managers to see the world through their eyes, balance scarce resources across the full spectrum of operations, and lead organizations to find solutions. To be successful, we must empower our teams to use all the skills in the FM toolkit. As leaders, we must focus on understanding the value we bring to the mission. Effective leaders communicate clearly so everyone in the organization understands their role and how they contribute to the mission.

They build teams that master fundamentals, are disciplined in their execution, and continuously look for ways to make things better. Most importantly, leaders take care of their people: empowering them, fostering a workplace built around respect and accountability, and ensuring development opportunities for professional and personal growth. These principles are consistent in any assignment, and it's your team's success that will create opportunities for you and your people.



As you progress through your career, consistently seek out opportunities to expand your FM knowledge. It is our expertise and ability to focus on and execute our bosses' priorities that enable us to be the commander's trusted advisor. Mission success depends as much on our FM expertise as it does on our ability to lead. Remember, we are more than Financial Managers...we are Force Multipliers. With today's budget uncertainties, your ability to problem solve, stretch dollars, and exploit efficiencies is in high demand. Budget and cost analysis, reliable accounting data, and strong decision support skills allow us to apply limited resources on the right requirement at the right time to achieve the right effect. No other career field is charged with understanding the full spectrum of what our Air Force does, from the flying mission to the day-to-day base operations, and it is this perspective that puts us in a position to influence change and lead units to meet mission requirements in a highly constrained budget environment.

Leadership and FM knowledge are only two of the ingredients to a successful career. How you use these ingredients to deliver job performance will determine your level of success. You must strive to perform exceptionally in every Air Force job, whether you have a thousand people working for you or none. Job performance is always the key to future opportunities. Successful officers never stop learning and growing. You must invest the time to become an expert in all aspects of your job – your organization's success depends on it. Along the same lines, you are expected to continue your pursuit of professional military and off-duty education. Graduate school and PME provide the necessary critical thinking skills to help you succeed in your current role while preparing you for more senior positions. However, don't stop there. Continue to challenge yourself to grow by taking advantage of other educational opportunities, whether it be pursuing a professional certification or simply reading a book on military history. Education, along with job performance, is a key factor in competing well for command, school, and future jobs. In times of reduced personnel and force shaping programs, you have a responsibility to control what you can; your job performance, which includes education and self-improvement, is certainly within your control.

Whatever personal goals you have in the Air Force, be a leader, find out what your boss wants, and do your job. You will be rewarded with increased responsibilities and more opportunities to excel...and the Air Force will be rewarded with leaders who provide effective solutions to guarantee mission accomplishment. It's a win-win!



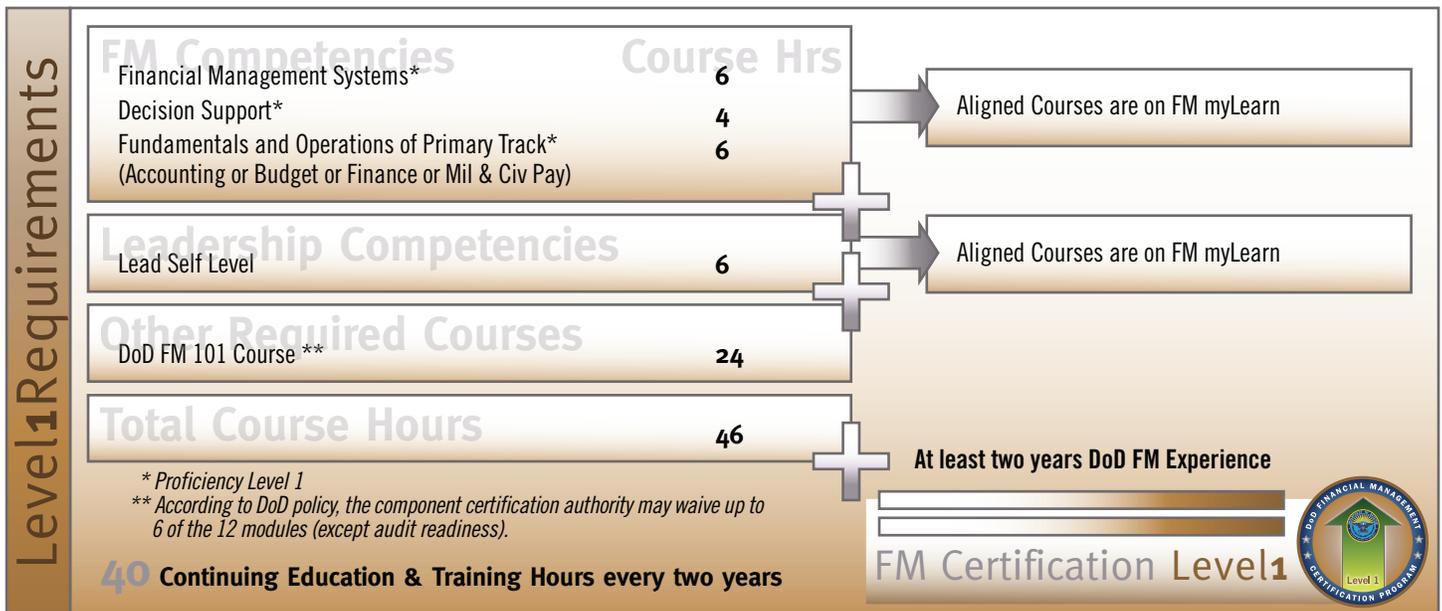
DoD FM Certification Level Requirements



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 at <https://fmonline.ousdc.osd.mil/>.

Level One Requirements



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 IOI 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 I.

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	Course Hrs	
	Financial Management Systems*	8	
	Decision Support*	8	
	Accounting Analysis OR Financial Mgt Analysis*	10	
	Budget Formulation, Justification, and Presentation OR Budget Execution*	10	
Concepts, Policies, and Principles of Primary Track* (Accounting or Audit or Budget or Finance or Commercial Pay or Payroll)	10		
Fundamentals and Operations of Alternate Track** (Accounting or Budget or Finance or Mil & Civ Pay)	6		
Leadership Competencies			
Lead Teams/Projects Level	10		
Other Required Courses			At least four years FM Experience (Two years must be DoD FM Experience)
Audit Readiness + Ethics + Fiscal Law Courses	9		
Total Course Hours		71	
* Proficiency Level 3 ** Proficiency Level 1 or higher			
60 Continuing Education & Training Hours every two years			

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

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 the 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.



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's 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	Course Hrs	
	Financial Management Systems*	4	
	Decision Support*	10	
	Accounting Analysis AND Financial Mgt Analysis*	12	
	Budget Formulation, Justification, and Presentation AND Budget Execution*	12	
Advanced Financial Management*	12		
Concepts, Policies, and Principles of Alternate Track** (Accounting or Audit or Budget or Finance or Commercial Pay or Payroll)	10		
Leadership Competencies			
Lead People	12		
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

80 Continuing Education & Training Hours every two years

FM Certification Level 3


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

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 the 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, leveraging diversity, conflict management, developing others, the DoD Corporate Perspective, and National Security Foundation.



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.



Index

- 5-skill Level, 38
- 7-skill Level, 40
- Acquisition, 44, 46
- Certification, 16-18, 52-57
- Advanced Academic Degree Programs,
 - Civilian, 34
 - Officer, 47-49
- Advisory Council, 2-3
- AETC/FM Professional Forums, 25
- Aguilera, Ricardo A., 1, 3
- Air Command and Staff College, 31-33, 49
- Air Force Competencies, See Institutional Competencies
- Air Force Core Values, 4-5
- Air Force Doctrine Document 1-1 (AFDD 1-1), 7
- Air Force FM Competency Crosswalk, 12
- Air Force Institute of Technology, 34, 47
 - Continuous Learning Courses
 - Graduate Cost Analysis Program
 - Civilian Institution Program
- Air Force Mission, 4
- Air Force Personnel Center (AFPC), 3, 21, 31, 33, 46-47
- Air Force Strategic Plan, 4
- Air Force Virtual Education Center (AFVEC), 40
- Airman Leadership School (ALS), 38, 41
- Airman's Creed, 4, 5
- Airmen Development Plan, 48
- Air University
 - Air Command and Staff College, 31
 - Associate-to-Baccalaureate Cooperative (AU-ABC), 40
 - Distance Learning Leadership Development Program, 47
- Air War College (AWC), 32-33, 49,
- Basic Financial Management Officer Course (BFMOC), 46
- Bennett, Doug, 23, 35
- Career Broadening Program, 21, 24,
 - Civilians, 29-30, 32
 - Officers, 46
- Career Field Education and Training Plan (CFETP), 37, 38
- Career Field Manager (CFM), 2, 22, 48
- Certified Defense Financial MANAGER Certification, 41
- Chief Financial Officer Leadership Certificate Program, 34
- Civilian Acculturation and Leadership Training Course (CALT), 31
- Civilian Development, 26-35
- Civilian Developmental Education (CDE), 30, 32-33
- Civilian Job Series, 27
- Civilian Leadership Development Catalogs, 31
- Collaboration, 25
- Combat Comptroller SharePoint site, 39, 44
- Community College of the Air Force (CCAF), 38, 40
- Competencies, 8-18
 - Air Force FM Competency Crosswalk, 12
 - Alignment of FM Occupational Series with DoD Competencies, 14-15
 - DoD Enterprise-wide FM Occupational Competencies, 10-11
 - DoD Certification Program, 16-18
 - Institutional Competencies, 6-8, 9
 - Institutional Sub-competencies, 7-8
 - Occupational Competencies, 9
 - Strategic Vision Competencies, 8
 - Tactical Expertise Competencies, 8
 - IDP Competency Skill sets, 12, 47
 - Proficiency Level Descriptions, 13
 - SAF/FM Occupational Competencies, 7, 9, 11, 12, 13, 40, 45
- Comptroller Contingency Familiarization Course
 - Basic, 38
- Continuing Professional Education (CPE), 16, 32
- Continuum of Learning, 19
- Defense Connect Online (DCO), 25
- Defense Financial Management and Comptroller School, 32, 40,
- Defense Financial Management Course, 32
 - Civilian, 32
- Department of Defense Financial Management Certification, 1, 10-11, 14-15, 16-18, 52-57
- Department of Defense-FM Occupational Series Alignment, 14-15
- Deployment,
 - Civilian Deployment, 30
 - Enlisted Deployment, 38-41
 - Contingency Training, 38-39, 41
 - Joint Deployment, 45
 - Officer Deployment, 44
 - Post-deployment, 39
 - Pre-deployment, 39
- Developing Financial Management Leaders for the 21st Century (DFML 21), 23
- Developmental Education
 - Basic
 - Civilian, 31
 - Officer, 46-47
 - Intermediate
 - Civilian, 31, 32
 - Officer, 48-49
 - Senior
 - Civilian, 32-33
 - Officer, 48-49
- Developmental Education Designation Board (DEDB), 33, 48
- Development Team, *see FM Development Team*
- Donley, Michael B., 4

Education and Training, 19-21

- Civilian, 26-29, 30-34
- Enlisted, 36-38, 40
- Officer, 42-43, 46-49

 Education and Training Course Announcements (ETCA), 25
 Education, Training, and Experience, 19-21
 Education with Industry (EWI), 33, 34
 Enlisted Development, 36-41
 Equal-Plus Assignments, 21
 Experience, 21

- Civilian, 26-29, 29-30
- Enlisted, 36-37, 37-38
- Officer, 42-43, 43-46

 Financial Analysis Officer (FMA), 44
 Financial Management Distributed Learning Center (FM DLC), 25
 Financial Management Staff Officer Course (FMSOC)

- Civilian, 32
- Enlisted, 40
- Officer, 46

 Financial Services Officer (FSO), 43-44
 FM Development Team, 2-3, 22

- Civilian Opportunity Development, 32
- Enlisted Development, 39
- Officer Vectoring, 48

 FM Force Development Roadmaps,

- Civilian Force Development Roadmap, 26-27,
- Civilian Technical Force Development Roadmap, 28-29
- Enlisted Force Development Plan, 36-37
- Officer Force Development Roadmap, 42-43

 FM Force Development Structure, 2-3
 FM Knowledge Management (FMKM), *see Professional Development Hub*
 FM myLearn, 17, 25
 FM Online, 17, 25
 Force Development CONOPS (Civilians), 27
 Formal Training, 22
 Functional Authority, 2-3
 Functional Manager, 2-3, 22, 38, 48
 Individual Development Plan, 1, 12, 31, 46, 47
 Joint Duty, 45
 Joint Forces Staff College, 40
 Leadership, 18, 22-23

- Civilian, 35
- Enlisted, 41
- Officer, 50

 Professional Financial Management Course (PFMC), 32, 40, 46
 Martin, Gen James, 2, 50
 Mentors, 23, 24
 Mentorship, 23
 MyDP, 31
 myFM Career Website, 1, 12, 25, 31, 35, 46
 National Defense Authorization Act (NDAA), 16
 New Employee Orientation, 31
 Noncommissioned Officer (NCO) Academy, 40
 Occupational Series Alignment, *see Department of Defense-FM*
 Occupational Series Alignment
 Officer Development, 42-49
 On-the-Job Training, 22, 41
 Operations and Maintenance (O&M), 43-44
 Opportunity Development, 22, 32
 Professional Development Guide, 39
 Professional Development Hub, 24, 25

- FM Education and Training SharePoint, 24
- FM Leadership SharePoint, 24
- FM Experience SharePoint, 24

 Professional Military Education (PME)

- Civilian, 31, 33
- Enlisted, 38, 41
- Senior Enlisted Joint PME, 40
- Officer, 46, 48

 Professional Organizations, 35, 41, 44
 Proficiency Levels, 13
 Promotion Testing, 39
 Secretary of the Air Force (SECAF), 4
 Senior Noncommissioned Officer Academy (SNCOA), 40
 Senior Rater Endorsement, 40
 Silver Flag, 40
 Single Unit Retrieval Format (SURF), 48
 Squadron/Commander Board Overview, 45
 Squadron Command positions, 45-46
 Squadron Officer School (SOS)

- Civilian, 31, 33
- Officer, 46-47

 Staff Officer positions, 45
 Success, 5, 6-9, 19, 29, 32, 35, 37, 43, 45
 Thomas, Marilyn M., 23
 Training, 1, 6, 16-18, 19-20, 22, 26-29, 30-32, 36-37, 38-41, 42-43, 46-47
 Tuition Assistance, 47
 University of Tennessee,

- Aerospace and Defense Master's of Business Administration, 34

 Writer, CMSgt John, 41



Abbreviations

AAD – Advanced Academic Degree	CSAF – Chief of Staff, U.S. Air Force
ABSS – Automated Business Service System	CSLP – Civilian Strategic Leader Program
ACSC – Air Command and Staff College	DAU – Defense Acquisition University
ADCON – Administrative Control	DCO – Defense Connect Online
ADP – Airmen Development Plan	DCPAS – Defense Civilian Personnel Advisory Services
AFDD – Air Force Doctrine Document	DCS – Defense Collaboration Services
AFCAA – Air Force Cost Analysis Agency	DEAMS – Defense Enterprise Accounting and Management System
AFFSC – Air Force Financial Services Center	DEDB – Developmental Education Designation Board
AFIT – Air Force Institute of Technology	DFAS – Defense Finance and Accounting Service
AFPC – Air Force Personnel Center	DFM&CS – Defense Financial Management and Comptroller School
AFSC – Air Force Specialty Code	DFML2I – Developing Financial Management Leaders for the 21st Century
AFSLMO - Air Force Senior Leader Management Office	DIMHRS – Defense Integrated Military Human Resources System
ALS – Airman Leadership School	DLC – Defense Learning Center
APDP – Acquisition Professional Development Program	DMO – Defense MilPay Office
ASBC – Air and Space Basic Course	DRU – Direct Reporting Unit
ASMC – American Society of Military Comptrollers	DT – Development Team
AU – Air University	DTS – Defense Travel System
AWC – Air War College	E&T – Education and Training
BDE – Basic Developmental Education	EDT – Enlisted Development Team
BFMOC – Basic Financial Management Officers Course	EPR – Enlisted Performance Report
BMTS – Basic Military Training School	ERB – Executive Resources Board
CAG – Commander’s Action Group	ETCA – Education and Training Course Announcements
CALT Civilian Acculturation and Leadership Training Course	EWI – Education With Industry
CCAF – Community College of the Air Force	FD – Force Development
CCE/A – Certified Cost Estimator/Analyst	FGO – Field Grade Officer
CCFC – Comptroller Contingency Familiarization Course	FIRST – Financial Information Resources System
CDC – Career Developmental Course	FM OFCM – FM OSD Functional Community Manager
CDRC – Civilian Development Resource Center	FMKM – Financial Management Knowledge Management
CDE – Civilian Developmental Education	FMA – Financial Analysis Office
CDP – Civilian Development Plan	FMF – Financial Services Office
CDFM – Certified Defense Financial Manager	FMSOC – Financial Management Staff Officer Course
CEM – Chief Enlisted Manager	FOA – Field Operating Agency
CET – Continuing Education and Training	FSO – Financial Services Officer
CFC – Combined Federal Campaign	GAO – Government Accounting Office
CFETP – Career Field Education and Training Plan	GCA – Graduate Cost Analysis
CFO – Chief Financial Manager	GS – General Schedule
CGFM – Certified Government Financial Manager	HAF – Headquarters of the Air Force
CGO – Company Grade Officer	IAS – International Affairs Officer
CGOC – Company Grade Officers Council	IDE – Intermediate Developmental Education
CIA – Certified Internal Auditor	IDP – Individual Development Plan
COCOM – Combatant Command	IMA – Institute of Management Accountants
COE – Center of Expertise	JOCAS – Job Order Cost Accounting System
COLT – Comptroller Operational Logistics Tour	JQS – Joint Qualification System
CONOPS – Concept of Operations	KCP – Key Career Position
CoP – Community of Practice	LCBP – Logistics Career Broadening Program
CPA – Certified Public Accountant	
CPE – Continuing Professional Education	
CPTS – Comptroller Squadron	
CRIS – Commanders’ Resource Integration System	

Abbreviations

LMS – Learning Management System
MAJCOM – Major Command
MyCDP – My Civilian Development Plan
MyEDP – My Enlisted Development Plan
MyODP – My Officer Development Plan
NAFFA – Non-Appropriated Funds Financial Analyst
NCOA – Non-Commissioned Officer Academy
NDAA – National Defense Authorization Act
NCOIC – Non-Commissioned Officer In Charge
OJT – On-Job-Training
O&M – Operations and Maintenance
OPM – Office of Personnel Management
OPR – Officer Performance Report
OSD – Office of the Secretary of Defense
OTS – Officer Training School
OUSD(C) – Office of the Under Secretary of Defense, Comptroller
PAQ – Palace Acquire
PAS – Political-Military Affairs Strategist
PB – President’s Budget
PDAS – Principal Deputy Assistant Secretary
PDE – Primary Development Education
PFE – Promotion Fitness Examination
PME – Professional Military Education
PPBE – Planning, Programming, Budget and Execution
RAS – Regional Affairs Strategist
ROTC – Reserve Officer Training Corps
SAF – Secretariat of the Air Force
SCEA – Society of Cost Estimating and Analysis
SDE – Senior Developmental Education
SES – Senior Executive Service
SKT – Specialty Knowledge Test
SNCOA – Senior Non-Commissioned Officer Academy
SOS – Squadron Officer School
SPO – System Program Office
STS – Specialty Training Standard
SURF – Single Unit Retrieval Format
TA – Tuition Assistance
T-CDP – Transition-Civilian Development Plan
TAFCS – Total Active Federal Commissioned Service
TCN – Third Country National
TIG – Time-In-Grade
TIS – Time-In-Service
TOS – Time-On-Station
UGT – Upgrade Training
UTC – Unit Type Code
WAWF – Wide Area Workflow
WCF – Working Capital Funds
WFHQ – Warfighting Headquarters

