Balancing Risk Across Force Structure, Readiness, Modernization, Our People, and Making More Disciplined Use of Our Resources

The Air Force presented its FY13 President’s Budget (PB) Request to the media on 13 February 2012, followed by several briefings to the Congress. In this year’s budget, the Air Force used “balance” as our guiding principal to make some very difficult choices which have both aligned with our new defense strategic guidance, and have kept us within the constraints of a new fiscal environment. The Budget Control Act of 2011 and the Office of Management and Budget required the Department of Defense (DoD) to reduce spending by $487 billion over the next ten years, $259 billion of which must occur in the next five years. Of this, the Air Force contribution is $54 billion over the next five years. Because of these reductions, we had to closely scrutinize our requirements to make the best use of limited resources. Our efforts resulted in a budget request for FY13 that balances risk across force structure, readiness, and modernization; makes more disciplined use of our defense dollars; and continues to take care of our people.

The FY13 total budget request of $154.3 billion decreases by 5 percent in comparison to FY12’s enacted levels. Our Air Force “blue” baseline, comprising funding for all the programs the Air Force directly manages, decreases to $110.1 billion from $115.2 billion in FY12. This blue baseline is a reduction of 4.4 percent in nominal terms, and 6.3 percent in real terms adjusted for inflation. The largest FY13 blue reductions occur in the procurement ($3 billion), military construction (MILCON) ($900 million), and Research, Development, Test and Evaluation (RDT&E) appropriations ($500 million). The non-blue (which includes Intelligence, Special Operations, and Defense Health Program funding) and Overseas Contingency Operations (OCO) funding requests decrease by $3.1 billion from FY12 levels. We’ll now take a look at the overall highlights of each Air Force appropriation.

Our $14.3 billion OCO funding request decreases by $2.5 billion from FY12 since we’ve ended military operations in Iraq and are beginning the drawdown in Afghanistan. The request supports 26,000 deployed Airmen with $1.3 billion in Military Personnel, and $9.4 billion in operations and maintenance (O&M) which funds 281,000 flying hours and associated aircraft sustainment, persistent intelligence, surveillance, and reconnaissance (ISR) and firepower, and inter- and intra-theater airlift for our warfighters. The $602 million procurement request continues Large Aircraft Infrared Countermeasures for the C-5, C-130, and EC- and HC-130s; procures Advanced Targeting Pods; and replenishes munitions and missiles. Finally, OCO includes $240 million for the Air Force Working Capital Fund to repair C-17 engines and provide transportation home for our Fallen Heroes and $2.8 billion for other programs.
Our $28.9 billion Military Personnel request continues to take care of our Airmen with increases to basic pay (1.7 percent), housing (4.2 percent) and subsistence (3.4 percent). While our end strength decreases from 510,900 personnel to 501,000, we maintain a balanced Active-Reserve Component force structure mix that aligns with the new defense strategy and preserves the Air Force’s core capabilities.

Next, our $44.3 billion O&M request divests portions of our combat and combat enabler forces by retiring 227 aircraft in the FY13 budget (123 from Combat Air Forces, 85 from Mobility Air Forces, and 19 from our ISR fleet). These cuts have rebalanced our force to support the new strategy and will garner a savings of $8.7 billion over the Future Years Defense Program. We’ve protected readiness by budgeting for 1.17 million flying hours and funding weapon systems sustainment at 79 percent. The O&M request also provides a 0.5 percent pay increase for our 184,000 civilians after two years of freezes and protects key family programs for our Airmen and their families. Finally, we continue to build on FY12 efficiencies in FY13, and continue the acceleration of the Financial Improvement Audit Readiness plan to achieve auditable financial statements.

In MILCON, the $900 million decrease from the FY12 PB reflects a deliberate pause as the Air Force considers the full impacts of force structure adjustments. The request supports the combatant commanders’ highest priority, the second increment of the US Strategic Command Headquarters project, and also focuses on high-priority new mission beddowns, dormitories, and basing efficiencies projects. In military family housing, we improve 400 units in Japan and continue to maintain and oversee owned, leased, and privatized units.

The RDT&E request of $17.4 billion decreases by approximately $500 million from FY12, but still invests in the most technologically promising programs that will benefit our warfighters. We keep our focus on modernizing older aircraft fleets and continue development on a new Long-Range Strike Bomber. We also continue to strengthen our nuclear enterprise with investments in the intercontinental ballistic missile (ICBM) fleet and capabilities that will ensure the life of the Minuteman III and ICBM weapon system through 2030.

Finally, in procurement we’ve deferred, divested, or terminated some large programs to include termination/divestiture of Global Hawk, C-27, and the C-130 Avionics Modernization Program. We continue to invest in our key modernization capabilities to meet tomorrow’s threats. Highlights include the purchase of 19 F-35A Joint Strike Fighters, 24 MQ-9A Reapers, and 4 CV-22 Ospreys; recapitalization of 4 MC-130s, 2 AC-130S, and 1 HC-130; and maintaining our legacy systems with critical modifications to the F-22, F-15, F-16, B-2, and B-52. In space and weapons we purchase two GPS IIIIs, four EELVs, support two Space Based Infrared Sensor Geosynchronous Earth Orbits, and invest in a variety of preferred munitions.

In summary, this budget implements our new defense strategy by making difficult choices within fiscal constraints. We have balanced our risk across force structure, readiness, modernization, and our people to make these decisions and feel confident this budget will help us remain the world’s finest Air Force.

Further details of the FY13 Air Force budget can be found at http://www.saffm.hq.af.mil/budget/.

**About the Author**

Lt Col Alisa Ricks is the Chief of the Exercise Branch for Air Force Budget Programs. She arrived to the Air Staff in July 2009 as a Congressional Budget and Appropriations Liaison, after completing squadron command at Tyndall Air Force Base, FL.
New Air Force Strategy: Smaller, More Agile, Flexible Force

The **Air Force Strategic Choices and Budget Priorities** paper, released by Secretary of the Air Force Michael Donley and Air Force Chief of Staff Gen Norton Schwartz, calls for streamlining of the force, making it smaller and more efficient with care to not create a hollow force.

“Ensuring fiscal goals are met and fleet modernization continues are only half of the goal in the new strategy,” said Maj Gen Edward L. Bolton, Jr., Deputy Assistant Secretary for Budget. “Taking care of Airmen and their families is a key component and cannot get lost in talking of mere numbers.”

Under the Budget Control Act, the Department of Defense is required to reduce expenditures by $487 billion over the next 10 years with a reduction of $259 billion over the next five. The Air Force budget portion of the Budget Control Act reductions over the next five years is $54 billion.

Below are excerpts from the paper; however, for further details, read the entire document at http://www.af.mil/news/story.asp?id=123288229.

**Innovation and adaptability are essential strengths the United States Air Force has sharpened during our last two decades of continuous combat operations.** We have become increasingly intertwined with the successful operation of the Joint Force, which has evolved to a point where no other Service operates independently of the Air Force.

Since September 11, 2001, operating as part of the Joint team, the Air Force has met every expectation to deliver decisive air, space, and cyber power to combat commanders; flexed to meet unforeseen contingencies such as the relief efforts for Hurricane Katrina, the earthquake in Haiti, and the tsunami in Japan; and quickly shifted to more complex counter-terror operations and contingencies such as the recent U.S. support to NATO operations over Libya. The operational tempo has been unprecedented: December 17, 2011, marked the first time in 20 years that the Air Force had not flown a sortie over Iraq.

As the wars in Afghanistan and Iraq unfolded, the Air Force continued to invest in advanced capabilities essential to the Joint Force, strengthening intelligence, surveillance, and reconnaissance (ISR), special operations forces, and global mobility forces. Innovative concepts in irregular warfare were conceived and developed by Airmen on the battlefield and new technologies were quickly integrated into Joint operations. We fielded more than 375 remotely piloted aircraft (RPA), MC-12s, and other ISR platforms, completed procurement of the C-17s, and fielded the F-22 – the world’s first operational fleet of Fifth Generation fighters. At home, the Air Force increased resources to reinvigorate our nuclear enterprise and strengthen the acquisition workforce.

At the same time, however, the Air Force budget, excluding contingency funding, has been essentially flat since 2004. Since 2001, we have reduced our inventory by over 500 aircraft and have added new missions, while end strength has come down by thousands of Airmen, leaving us next year with the smallest force since
our inception in 1947. Meanwhile, the average age of Air Force aircraft has risen dramatically: fighters stand at 22 years; bombers, 35 years; and tankers, 47 years. Now a changing and more complex security environment is emerging against a backdrop of fiscal crisis and diminishing resources, which has driven the need for new strategic guidance. As the Air Force approaches further reductions, our fleets are already smaller and older than at the end of the post-Cold War downsizing.

**The New Strategy**

The Air Force has made the hard choices to closely align with the new strategic guidance in our FY13 budget submission by trading size for quality. We will be a smaller but superb force that maintains the agility, flexibility, and readiness to engage a full range of contingencies and threats. We remain committed to our ongoing responsibilities, ranging from nuclear deterrence to operations in Afghanistan, counter-terrorism, and global ISR. Although smaller, we will sustain global operations through our continuing presence in the Asia-Pacific and Middle East, while tailoring our presence in Europe. Air Force capabilities are fundamental to the major priorities of the new strategic guidance, such as deterring and defeating aggression, power projection in anti-access and area denial (A2/AD) environments, preventing the spread of weapons of mass destruction, space and cyber operations, and strategic deterrence.

Though virtually every area of the Air Force budget faces constrained resources, we have taken care to protect the distinctive capabilities on which our Joint, Interagency, and Coalition teammates depend. The enduring capabilities that Airmen provide every day are:

- Air and Space Control
- Rapid Global Mobility
- Global Intelligence, Surveillance and Reconnaissance
- Global Strike

The Service has also maintained the cross-domain command and control necessary to make these capabilities effective across the full spectrum of conflict. In order to protect these Joint contributions, we have minimized reductions, or in some cases increased our investments, in areas such as Long Range Strike, Air-Sea Battle related programs, RPAs, aerial refueling, global mobility, and special operations.

The difficult decisions that are required to achieve the Air Force’s initial share of the $487 billion of defense savings mandated by the Budget Control Act (BCA) fall into five broad subject areas: Force Structure, Readiness, Modernization, More Disciplined Use of Defense Dollars, and Taking Care of Our People. It took innovative and adaptive thinking to rebalance Air Force resources over the next several years in ways that will enable our essential contributions to the new strategy.

… Despite the many challenges we have faced, today’s Air Force is, by any objective standard, the world’s best. It is our intent, indeed our obligation, to the American people and our Airmen to remain the world’s finest Air Force in the years and decades to come. Innovative and adaptable, America’s Air Force will continue to meet emerging challenges and ensure the security of the Nation and its bright future.
Many of you have seen situations where members you service are in debt, sometimes for thousands of dollars, due to an entitlement overpayment. Members with debts on their pay records are notified via a remark on their Leave and Earnings Statements each month. The finance office is required to provide due process to members in debt, including advising them of their rights. The pay system is programmed to automatically start collection of debts after at least 30 days—the amount of time allowed for the finance office to provide due process and for the member to respond, ask questions, complete a remission or waiver application, set up a repayment schedule, etc.

Currently, there are over $7 million in debts owed to the Air Force which have been suspended for longer than 30 days; some for as long as a year or more. We’ve all seen numerous news reports, and information sent out through Air Force channels, discussing the budget problems we are experiencing and the fact that the budget problems will only worsen. Budget cuts throughout the Department of Defense are projected at every turn. For the Air Force, these cuts include reduced travel funds and a reduction in the number of conferences authorized, among other expenses. The 2011 Air Force Accounting and Finance Office Financial Services Office (FSO) Worldwide conference was cancelled due to these budget issues. The training we normally include in the FSO Worldwide is now being presented via Defense Connect Online (DCO).

As a similar example, you have all probably seen the television commercials for law firms which include testimonials from people who are excited about their thousands of dollars in debt to the Internal Revenue Service (IRS) being reduced to a very small percentage of the original debt. How proud and happy they are as they recommend that others pursue similar relief! This inability to collect debts to the IRS impacts the nation’s budget as a whole and, therefore, can have a negative impact on the Department of Defense. This same type of late or non-payment of debts is causing major financial obstacles for the Air Force and it’s our responsibility as financial managers to do something about it.

All the money owed to the Air Force for overpayments of pay and allowances is part of the overall Department of Defense budget and, as such, impacts the ability to pay members. Recent years have seen the Air Force forcing members to separate early through various programs – Date of Separation (DOS) Rollback, Selective Early Retirement Board (SERB), and other force management programs due, in part, to budgetary constraints.
Fiscal Responsibility,
the Budget and Military Pay Debts (cont.)

When a member PCSs to a new base and fails to file a travel voucher or files the voucher and the finance office doesn’t process the station gain and other necessary changes until months later, the member is most likely in debt. Often that debt is suspended as described above and, to avoid confronting the member, is re-suspended after the system begins collection. Air Force members are currently in debt for almost $9 million related to late PCS reporting.

What could the Air Force do with the $7 million in suspended debts and the $9 million in debts relating to PCS if all of it was collected? Could the Air Force work to move some of that money from military personnel appropriation to operations and maintenance or use it to pay temporary duty costs to enable more training? Perhaps the better question is, “What couldn’t the Air Force do with the money?”

We all have a sworn duty to be fiscally responsible and collect the funds due to the Air Force. That is part of the job and should be second nature. But, think about this situation from another perspective – that of the taxpayer. Tax dollars are used to help fund the government, right? Do you really feel that your tax dollars are being spent in the best way possible when taxes go up to help bail us out of the deficit? Do you want your tax dollars to fund those reduced tax bills? Do you want your tax dollars to be lost by writing off debts of Air Force members who knew they were overpaid, but requested a remission or waiver and got it approved?

Think about it: if a friend owed you $3 thousand and didn’t repay you, would you just let it go and forget about it because you didn’t want a confrontation? We need to look at the debts owed to the Air Force the same way - one way or another, debts that go uncollected and that are written off are coming out of your pocket.

We, as Air Force financial managers should be the first to see the danger in how we are doing business. We should be aggressively seeking collection of every dollar due to the Air Force for the good of our mission and our country.

About the Author
Ms. Julia Agee is an AFAFO military pay expert located at Randolph AFB. She has been working with Air Force active duty base-level military pay policy and procedures for nearly 30 years.
“Get over the idea that only children should spend their time in study. Be a student so long as you still have something to learn, and this will mean all your life.”

– Henry L. Doherty, founder of CITGO

In Air Force financial management we contribute to the defense and well-being of our nation on a daily basis, taking on the responsibilities of multiple roles concurrently: pupils, peers, and professionals. Striking a respectable balance of breadth and depth through our professional development may seem as challenging as attempting to be in two places simultaneously, but it is possible. The growth process begins when we spend the majority of our time acting as a “pupil.” We all learn from each other, so make it a priority to share your knowledge, and commit to absorbing the information shared by others.

My present assignment as an Air Force Palace Acquire Intern (PAQ) allows me to spend most of my time in a “pupil” frame of mind. My experience as a PAQ is proving to be a fascinating and beneficial career starting point, and I plan to remain involved with the program beyond graduation.

Each day I am actively building upon a growing history of professional military education (PME), on-the-job training (OJT), and other development endeavors. Given my advocacy for education, it is a privilege to be part of the Air Education and Training Command, and stationed at the base nicknamed “the college of colleges.” As a PAQ, I developed a motto I live by daily, “Any declination of an opportunity to learn is an example of stupidity.” We should all strive to be life-long students and remain open and aware of all opportunities for learning. Even though we all start our careers as pupils, we will increasingly take on the roles of peers and professionals as we advance.

As we develop professionally, we progress by building networks across the globe, conducting research, exploring opportunities for publication, and contributing as educators and mentors within our field. Consider a handful of brilliant individuals early in their technology based careers like Michael Dell, Bill Gates, and Steve Jobs. As they moved forward in their careers, they took on challenges and stepped outside their comfort zones to challenge the status quo. As FMers, we should do the same by accepting challenges that stretch our skill sets like an Education with Industry (EWI) assignment, pursuing higher education, taking on supervisory positions, and career broadening in fields different from our core assignment. The latter two challenges are often encouraged for PAQs in order to expand knowledge and experience, though much more is usually obtained from these experiences.

As we advance through our careers and gain more breadth and depth, we shift toward the status of “peer-professional.” Although, since we are all continually learning, we should never completely abandon one status or another since we are all on a journey of absorbing, retaining, practicing, and sharing. As John P. Kotter, an expert in leadership and transformation, has observed in many leaders, the key to success is to “outgrow” the competition through lifelong learning. At the pinnacle point of a career where we are most prepared and knowledgeable, it is time to fulfill the obligation to pass on the knowledge we have gained. This is the time to shift a large percentage of our efforts toward developing those we lead. This may be accomplished by mentorship, creating opportunities, formal instruction, or through many other development opportunities.

As pupils, peers, and professionals we all have the duty to learn and teach as much as we are able. To do any less would inhibit the advancement of our career field and our ability to maximize our contribution to the defense of our nation.

About the Author

A Case Study in the Anti-Deficiency Act (ADA)

Software Engineering Support

Air Force ADA Case F10-03

On 29 September 2003, a base modified a contract for software engineering support for a Drone Control System, adding $381,000 in FY03 Operations and Maintenance (O&M) funds for a period of performance of 1 October 2003 to 30 September 2004.

In March 2006, the Department of Defense Inspector General (DoDIG) reported on problems with the formation and funding of Air Force Research, Development, Test, and Evaluation (RDT&E) contracts. Additional examination of Air Force RDT&E contracts, including this software engineering services contract, resulted in an audit report in April 2008 that identified a potential ADA violation.

An investigating officer (IO) was appointed to conduct a formal investigation of this case, and in her report of violation, she concluded that a potential ADA violation of 31 U.S.C. 2410(a) (Contracts Crossing Fiscal Years) did not occur. Her investigation did find that there was a lack of communication between the program staff and the contracting offices.

Additionally, the IO concluded that there was a time violation (Title 31 U.S.C. 1502), as this contract should have been properly funded with FY04 O&M funds. However, she concluded that this potential violation was correctable because the Commander’s Resource Integration System retrievals indicated that sufficient base-level and MAJCOM-level FY04 3400 funds were available to fund the expenditures correction.

The Air Force General Counsel for Fiscal and Administrative Law (SAF/GCA) reviewed this case and concurred that there is no reportable ADA violation. Proper year funds were available for accounting corrections, and since there were sufficient and proper funds available in both fiscal years at issue (FY03 and FY04), no ADA violation occurred. An Upward Obligation Adjustment (UOA) was completed in order to make proper accounting adjustments. Accordingly, the Office of the Under Secretary of Defense (Comptroller) concurred with SAF/GCA’s opinion and this case was closed as “no violation” on 30 September 2010.
Congratulations to the FM Distinguished Graduates

Financial Management and Comptroller Apprentice Course (3-Level)

SSgt Shaun B. Hansel
Class 20111114
Grad: 10 Feb 12
Rickenbacker Air National Guard Base, Columbus, OH

SrA Paula Urzua
Class 20111128
Grad: 24 Feb 12
162nd Fighter Wing, Arizona Air National Guard

Congratulations to the Defense Decision Support Course Graduates

Class 12M2

Ms. Guenever Aldrich, GS-13
Maj Robert Allen
Maj Jason Bean
Ms. Jeannette Bowers, GS-13
Ms. Tonya Briscoe, GS-13
Mr. Robert Burke, Civ
Mr. Ronald Cipressi, GS-13
Ms. Ruth Clark, GS-12
Ms. Corina Clingman, GS-13
Mr. Paul Cook, GS-13
SMSGt Patrick Garcia
Mr. Eric Green, GS-13
Ms. Amy Hanson, GS-13
MSgt Bill House
Ms. Julie Jalbert, GS-13
Ms. Katrina Kendrick, GS-14
Mr. Joe Knapp, GS-13
Mr. Gary Koontz, GS-14
Maj Dean love
Ms. Lisa Mably, GS-15
Ssgt Andrew Morrow
Mr. Harold Nakamoto, GS-13
SMSGt Joanna Ogden
Capt Martin Philogene
Mr. David Proctor, YE-04
Capt Jennifer Rock
Mr. Bill Smith, GS-13
Lt Col Karen Smith
Ms. Eunice Torres-Martinez, GS-12
SSgt Vanessa Valentine
Ms. Michelle Williams, GS-13
Ms. Yolanda Williams, GS-13
Ms. Michelle Williams, GS-14
MSSgt Kelly Wismer
Ms. Paula Young, GS-13

Class 12B

Ms. Tracy Agee-Woods, GS-07
Ms. Linda Becker, GS-11
Mr. Christopher Bjorkman, GS-12
Mr. William Bolen, GS-13
Ms. Christine Boscard, GS-14
Ms. Vanessa Bryant, GS-13
Ms. Jeanenne Butler, GS-11
Ms. Michelle Carter, GS-13
Maj Dawn Chard
Ms. Andrea Clark, GS-14
Ms. Valerie Cortez, GS-12
Mr. Joe Crow, GS-12
Ms. Roberta Dodrill, GS-13
Ms. Karen Fletcher, GS-13
Ms. Melinda Gagnon, GS-12
Mr. John Galloway, GS-12
Maj Chance Geray
Ms. Marquerite Guillory, GS-13
Mr. Derek Johnston, GS-11
Lt Col Clinton Kiehl
Ms. Yulanda Knight, GS-13
Mr. Bruce Lightsey, GS-13
Mr. Timothy Loftis, GS-12
Ms. Linda Manley, GS-12
Mr. Derry McKinney, GS-13
Ms. Barbara Milam, GS-13
Ms. Amy Mobley, GS-11
Ms. Karla Morin, GS-12
Mr. Jeffrey Murphy, GS-14
Mr. Robert Norene, GS-12
Mr. Christopher Odum, GS-12
Ms. Jeniece Prince, GS-07
Timothy Pritchett, GS-13
Ms. Connie Ramsey, GS-12
CMSgt Manuel Robleroynoso
Ms. Susana Rodriguez, GS-13
Mr. Dale Sampson, GS-14
Mr. Roger Scheidt, GS-14
Maj Gerald Stevenson
Ms. Cynthia Varnado, GS-12
Ms. Gina Vela, GS-11
Mr. Bynum Vines, GS-15
Mr. Bryan Vela, GS-07
Ms. Janet Williams, GS-12
Mr. Freddie Young, GS-12
Ms. Laurelle Zamparelli, GS-12

Charles J. Givens, a personal finance author, once stated, “Success requires first expending ten units of effort to produce one unit of results. Your momentum will then produce ten units of results with each unit of effort.” In other words, the amount of effort to get a project started is the hardest part of the game. This idea was relevant leading up to the successful kickoff meeting of the Resource Advisor course development effort. Over 25 experienced FMers volunteered to help breathe life into a course we haven’t had current in our training inventory for some time. The current Resource Advisor development team includes: MSgt Brenda Bolles, MSgt Anthony Foremski, Mr. David Oreskovich, MSgt Joseph Smith, TSgt Thomas Weber, SSgt Raymond Casul, SSgt Aymee Fowkes, TSgt Leroy Lobitos, Mr. John James, MSgt Bruce Billmyre, MSgt Charles Hicks, 2Lt Parker Mayo, SSgt Jeanie Hartman, Mr. Steve Walters, Mr. Jason Hipwell, MSgt David Dodson, MSgt Jennifer Sullivan, Ms. Brenda Davidson, MSgt Linda Lucas, MSgt Samuel Sullens, Ms. Lisa Davis, Ms. Donna Taylor, TSgt Joy Rice, Mr. Michael Stewart, and SMSgt Joanna Ogden. Our initial meeting yielded positive results, but we still have a lot of work to do. Your base can support this project by submitting any resource advisor, resource center manager, or resource management system training to the SAF/FMEW Workflow email box at saf.fmew.workflow@pentagon.af.mil.

You will see a new look to the FM Body of Knowledge (FM BoK) course and assessment in the Financial Management Distributed Learning Center (FMDLC) this month. The FM BoK course will now include the assessments with the main course. This will allow the test questions to be presented immediately following the relevant material. The stand-alone assessment will still be available for seasoned FMers to test out based on current financial management (FM) knowledge. Both courses will provide an FM BoK certificate. During the implementation stage there will be times when multiple versions of the course are posted on FMDLC. This is necessary to allow course takers enrolled in the old course time to complete the training.

The March Education and Training development project is to complete the revision of the Reimbursement Accounting course. This is the second part of the Reimbursement Basic revision project. We are hoping to have this project complete and ready to post to FMDLC by early next month. This course will focus more on the accounting and validation of reimbursements.

Lastly, we are working with the Defense Enterprise Accounting and Management System (DEAMS) team to migrate and post DEAMS system training to FMDLC. There will be up to 19 courses covering different roles and tasks related to the DEAMS system. You should see these courses listed on FMDLC in the upcoming months. There is additional system training available on FMDLC within the FM Systems course list also. The Air Force Financial Systems Operations offers classroom and webinar training that are advertised on FMDLC.

Thanks again for all the questionnaire responses to the SAF/FM Education, Training, and Communication Questionnaire. We received over 3,100 responses. We are currently analyzing the information and will provide the results in future SAF/FM Workforce Management updates.

About the Author

Mr. Scott Deherrera is a Booz Allen Hamilton consultant supporting SAF/FMEW.