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OF THE AIR FORCE**



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6 DECEMBER 2004

**AIR FORCE RESERVE COMMAND
Supplement**

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**FINANCIAL MANAGEMENT
AND COMPTROLLER ANNUAL
AWARDS PROGRAM**

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This instruction implements Air Force policy directive (AFPD) 36-28, *Awards and Decorations Programs*. It describes award categories, eligibility requirements, nomination procedures, and the selection process for recognizing outstanding performers—individuals and groups—in financial management and comptrollership. **Attachment 1** lists references, abbreviations, and acronyms used in this instruction. **Attachment 2** describes award categories and eligibility requirements. **Attachment 3**, **Attachment 4**, and **Attachment 5** provide nomination format and award criteria requirements. **Attachment 6** identifies the enduring competencies outlined in the *Air Force Financial Management Competency Model*. Note: Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFPD 37-1, *Information Management*, and Air Force manual (AFMAN) 37-123, *Management of Records*, and disposed of in accordance with the Air Force records disposition schedule (RDS) located at <https://webrims.amc.af.mil>.

(AFRC) This supplement implements and extends the guidance of Air Force Instruction (AFI) 36-2846, 6 December 2004. It provides Air Force Reserve Command (AFRC) personnel and tenants of AFRC bases guidance and procedures for submitting nominations for AFRC/FM awards. This supplement applies to all Air Force Reserve Command Units. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123 (will convert to AFMAN 33-363), *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://afrims.amc.af.mil/>

SUMMARY OF CHANGES

This publication is substantially revised to ensure that the Air Force Financial Management and Comptroller Annual Awards are in alignment with the vision, mission, and strategic priorities of Air Force Financial Management. It emphasizes recognizing individuals, teams, and organizations who exemplify the Air Force Financial Management Vision, manifest the competencies outlined in the *Air Force Financial Management Competency Model** (see **Attachment 6**), and have made significant contributions to the Air Force Financial Management Transformation efforts; deletes the award for runners-up; deletes reference to the Association of Government Accountants; deletes reference to the Air Force Accounting and Finance Office (AFAFO); deletes the Air Force Top Dollar Awards; deletes reference to Regional Accounting and Finance Office; renames the award NAF Financial Analyst of the Year; adds a team award for Outstanding Contribution to Financial Management Transformation; adds an enlisted category to the award for Outstanding Contribution to Financial Management and Comptroller (Secretariat/Air Staff Level); changes military award category to officer for the award Outstanding Contribution to Financial Management and Comptroller (Secretariat/Air Staff Level); changes the Airman category to enlisted for the Outstanding Contribution to Financial Management and Comptroller (MAJCOM, FOA, or DRU Level); changes the Airman category to enlisted for the Outstanding Contribution to Air Force Financial Management and Comptroller (working outside the Department of the Air Force); changes the criteria for Outstanding Achievements for Individual Awards; deletes Leadership and Management Traits category for Individual Awards; adds Personal and Enduring Competencies category and criteria for Individual Awards; changes the criteria for Outstanding Achievements for Organizational Awards; and changes all references to airman to enlisted.

(AFRC) This document is substantially revised and must be completely reviewed.

(AFRC) This supplement replaces AFI 36-2846/AFRC Sup, 20 October 2003 in its entirety. Submit recommended changes to this supplement to HQ AFRC/FMXX, 155 Richard Ray Blvd., Robins AFB, GA 31098-1635.

1. Purpose and Scope. This program recognizes outstanding performance by both individuals and groups at all levels of command that exemplify the Air Force Financial Management Vision and have made significant contributions to the Air Force Financial Management Transformation efforts by outstanding behavior, actions, innovations and, most importantly, results. It complements major command (MAJCOM), field operating agency (FOA), direct reporting unit (DRU), and base recognition programs by focusing attention on the most deserving individuals and groups in the financial management and comptroller community. Individuals and groups, except where otherwise noted, operate under the functional management of the Assistant Secretary of the Air Force (Financial Management and Comptroller) (SAF/FM).

2. Nomination Procedures:

2.1. The nomination procedures listed in paragraphs **2.1.1.** through **2.1.4.** apply to all awards except Author of the Year.

2.1.1. The award period covers one fiscal year, 1 October through 30 September.

2.1.2. Submit original nominations by the first workday in January to SAF/FMPW, 1130 Air Force Pentagon, Washington DC 20330-1130.

2.1.2. (AFRC) Submit nominations through e-mail to HQ AFRC/FMXX and an original to arrive at HQ AFRC/FMXX, 155 Richard Ray Blvd., Robins AFB, Ga. 31098-1635, no later than (NLT) 31 October.

2.1.2.1. Submit nominations on AF IMT 1206, Nomination for Award, using appropriate format (see **Attachment 3, Attachment 4, and Attachment 5**). Each nomination is limited to one page (front side of AF IMT 1206). Use bullet format with no smaller than 10-point type.

2.1.3. Nominating officials submit only one nomination for each award category, except for the Special Acts and Services Award. SAF/FMB, SAF/FMC (including the Air Force Cost Analysis Agency [AFCAA]), SAF/FME, SAF/FMP, and SAF/FMT each compete as single entities for Outstanding Contribution to Financial Management and Comptroller Awards.

2.1.4. Nominations may come from any of these officials:

2.1.4. (AFRC) The senior commander on the installation and the commander or chief of the organization for categories listed in paragraphs A2.1 and A2.2 may submit one nomination for Comptroller of the Year Award and one nomination for Comptroller Organization of the Year Award according to paragraphs A2.1.1 and A2.2.1. Installation comptrollers and the organizations listed in paragraphs A2.1. and A2.2. may submit nominations for the remainder of the installation level categories listed in Attachment 2. Submit only one nomination for each award category. HQ AFRC Division Chiefs may submit one nomination for each MAJCOM level category listed in Attachment 2.

2.1.4.1. SAF deputy assistant secretaries.

2.1.4.2. Air Staff directors.

2.1.4.3. MAJCOM, FOA, or DRU Comptrollers or Directors, Financial Management and Comptroller.

2.1.4.4. Commanders or directors of organizations outside the Department of the Air Force for the Outstanding Contribution to Air Force Financial Management and Comptroller award.

3. Selection Process:

3.1. Selection panels consist of at least three members and are chaired by a general officer or civilian equivalent for all awards except the Author of the Year. SAF/FM deputy assistant secretaries select the chairpersons.

3.1. (AFRC) Selection committees evaluate nomination packages and make recommendations to the HQ AFRC/FM for approval. Selection committee consists of 3 Division Chiefs chaired by FMX Chief or at least 3 members, one from each division, with one of the members a Division Chief and the Chair. FMXX will be the recorder. Minutes will record the evaluation and selection process.

3.1.1. MAJCOM Comptrollers or Directors, Financial Management and Comptroller, select the Author of the Year from the quarterly winners of *The Air Force Comptroller* journal.

3.2. The selection panels evaluate individual nominees for:

Outstanding Achievements- 70 percent

Personal and Enduring Competencies- 20 percent

Professional Accomplishments- 10 percent

3.2. **(AFRC)** The following factors will be considered as part of the Outstanding Achievements for the NAF Analyst of the Year – Installation Level.

3.2.1. **(Added-AFRC)** Completion and timely submission of required quarterly/semi-annual/annual reports and reviews.

3.2.2. **(Added-AFRC)** Application of innovative techniques or use of statistical applications.

3.2.3. **(Added-AFRC)** Notable improvements to financial analysis made during the course of the year.

3.2.4. **(Added-AFRC)** Accomplish weighted evaluation using cumulative performance ratings.

3.3. The selection panels evaluate group nominees for:

Mission Accomplishment- 25 percent

Outstanding Achievements- 50 percent

Management of Resources- 25 percent

3.3. **(AFRC)** The following factors will be considered as part of the Outstanding Achievements for the Financial Services Office of the Year:

3.3.1. **(Added-AFRC)** Management indicators provided by Defense Finance and Accounting Services (DFAS) operating locations.

3.3.2. **(Added-AFRC)** Inspection and staff assistance reports.

3.3.3. **(Added-AFRC)** Evaluation of criteria from HQ AFRC as well as submission packages from units.

3.4. The selection panel evaluates special acts and services nominees on the basis of unusual or extraordinary accomplishments, the circumstances that make an act or service special, and the tangible/intangible benefits to financial management and the Air Force.

3.5. Each selection panel Chairperson forwards its recommendations through SAF/FMPW to SAF/FM for approval.

4. Award Recognition:

4.1. SAF/FM announces the award winners via memorandum to MAJCOM/FMs, FOA/FMs, DRU/FMs, SAF/FM deputy assistant secretaries, and all other nominating organizations.

4.1. **(AFRC)** HQ AFRC/FM announces AFRC winners by e-mail and through Public Affairs (PA) after AFRC/CV approval in accordance with AFRCI 36-2801. Selectees for AFRC awards are the command's nominees for Air Force-level awards.

4.2. Within two weeks of announcement, photographs of all individual, team, and organizational award winners (except Special Acts and Services awards) must be sent by the nominating organiza-

tion to SAF/FMPW. Photographs appear in *The Air Force Comptroller* journal and are displayed on the Air Force Financial Management and Comptroller award board in the Pentagon.

4.2.1. Individual award winners provide one 5- by 7-inch color photograph and one digital photograph (military pictures should be in service dress uniform without cap).

4.2.2. Organizational award winners provide one 10- by 8-inch color photograph and one digital photograph.

4.3. Each award consists of an engraved plaque and coin presented by SAF/FM to the award winner at the annual ASMC PDI, and a congratulatory letter from SAF/FM to the award winner's MAJCOM, FOA, or DRU commander or organization's senior official for presentation to the award winner.

4.3. (AFRC) Winners of the Financial Management and Comptroller awards will receive an engraved plaque and coin and appropriate congratulatory letter signed by AFRC/CV.

4.4. Nominating officials forward awards to individuals who have transferred, separated, or retired from the Air Force.

4.5. Military members receiving individual awards are authorized to wear the Air Force Recognition Ribbon. Civilian recipients receiving individual awards are authorized to wear the Air Force Recognition Lapel Pin. AFI 36-2805, *Special Trophies and Awards*, describes the ribbon and lapel pin.

4.6. Individual award recipients provide documentation to the servicing Military Personnel Flight or Civilian Personnel Office for personnel system update.

5. Special Recognition Programs:

5.1. MAJCOMs, FOAs, DRUs, Air Staff, and Secretariat staff should establish programs to honor their personnel with award ceremonies and news media coverage.

5.2. In addition, these organizations should support other appropriate award programs that recognize professional achievements. Other award programs related to financial management and comptrollership include but are not limited to:

5.2.1. American Society of Military Comptrollers (ASMC). ASMC is an educational and professional organization for military and civilian personnel who are involved in financial management and comptrollership. Each year ASMC recognizes individuals for outstanding accomplishment within each of the functional fields of comptrollership. The *Armed Forces Comptroller* magazine and the ASMC website (<http://www.asmcconline.org>) provide information on this program.

5.2.1. (AFRC) Financial Management and Comptroller award winners may be submitted for the same awards in the American Society of Military Comptrollers (ASMC) Recognition Program.

5.2.2. Under Secretary of Defense (Comptroller) Financial Management Awards Program. Annually, the DOD recognizes individuals or groups who have made significant contributions to the improvement of financial management. Chapter 6, Volume 1, of the *Department of Defense Financial Management Regulation* (DOD FMR), provides information on this program. The USD (Comptroller), through SAF/FM, solicits nominations at the beginning of each calendar year.

6. Forms Adopted: AF IMT 1206, Nomination for Award.

MICHAEL MONTELONGO, Assistant Secretary of the Air Force
(Financial Management and Comptroller)

(AFRC)

JOHN A. BRADLEY, Lieutenant General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 36-2805, *Special Trophies and Awards*

AFMAN 37-123, *Management of Records*

AFPD 36-28, *Awards and Decorations Programs*

AFPD 37-1, *Information Management*

Air Force Records Disposition Schedule

Abbreviations and Acronyms

AFCAA—Air Force Cost Analysis Agency

AFI—Air Force instruction

AFMAN—Air Force manual

AFPD—Air Force policy directive

ASMC—American Society of Military Comptrollers

DAF—Department of the Air Force

DAFSC—duty Air Force specialty code

DOD—Department of Defense

DOD FMR—Department of Defense Financial Management Regulation

DRU—direct reporting unit

FOA—field operating agency

FM—Financial Management

IMT—information management tools

MAJCOM—major command

NAF—nonappropriated fund

NCO—noncommissioned officer

PDI—Professional Development Institute

RDS—records disposition schedule

SAF/FM—Assistant Secretary of the Air Force (Financial Management and Comptroller)

SAF/FMB—Deputy Assistant Secretary of the Air Force (Budget)

SAF/FMC—Deputy Assistant Secretary of the Air Force (Cost and Economics)

SAF/FME—Executive Services, Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)

SAF/FMP—Deputy Assistant Secretary of the Air Force (Financial Operations)

SAF/FMPW—Workforce Management Directorate

SAF/FMT—Financial Management Strategic Planning and Transformation Program Management Office

SNCO—senior noncommissioned officer

UMD—unit manning document

USD—Under Secretary of Defense

Attachment 2

AWARD CATEGORIES AND ELIGIBILITY

A2.1. Individual Awards:

A2.1.1. **Financial Management and Comptroller of the Year.** A single award to an officer or civilian comptroller working below MAJCOM, FOA, or DRU level.

A2.1.2. **Financial Analysis Officer and Civilian of the Year.** One award each to an officer and civilian (GS-11 and above and GS-10 and below) working below MAJCOM, FOA, or DRU level.

A2.1.3. **Financial Services Officer and Civilian of the Year.** One award each to an officer and civilian (GS-11 and above and GS-10 and below) working below MAJCOM, FOA, or DRU level.

A2.1.4. **Financial Management SNCO, NCO, and Airman of the Year.** One award each to a SNCO (E-7 through E-9), NCO (E-5 through E-6), and Airman (E-1 through E-4) working below MAJCOM, FOA, or DRU level.

A2.1.5. **Superintendent of the Year.** A single award to an enlisted member serving in a designated Superintendent position working below MAJCOM, FOA, or DRU level.

A2.1.6. **Acquisition Cost Analyst of the Year Military and Civilian.** One award each to a military member and a civilian assigned to a cost position.

A2.1.7. Nonappropriated Fund (NAF) Financial Analyst of the Year:

A2.1.7.1. **NAF Financial Analyst of the Year MAJCOM, FOA, or DRU Level.** A single award to an officer, enlisted, or civilian working at MAJCOM, FOA, or DRU level.

A2.1.7.2. **NAF Financial Analyst of the Year Installation Level.** A single award to an officer, enlisted, or civilian working below MAJCOM, FOA, or DRU level.

A2.1.8. **Outstanding Contribution to Financial Management and Comptroller Officer, Enlisted, and Civilian.** One award each to an officer, enlisted, and civilian assigned at MAJCOM, FOA, or DRU level.

A2.1.9. **Outstanding Contribution to Financial Management and Comptroller Officer, Enlisted, and Civilian.** One award each to an officer, enlisted, and civilian assigned to the Secretariat, Air Staff, or the AFCAA staff. Nominees may be assigned outside of a financial management function but must be within a financial management duty Air Force special code (DAFSC) or related civilian job series.

A2.1.10. **Outstanding Contribution to Air Force Financial Management and Comptroller Officer and Enlisted.** One award each to an Air Force officer and enlisted member working in an organization outside the Department of the Air Force.

A2.1.11. **Resource Advisor of the Year.** Personnel with any DAFSC or civilian job series are eligible.

A2.1.11.1. **Resource Advisor of the Year MAJCOM, FOA, or DRU Level.** A single award to an officer, enlisted, or civilian working at MAJCOM, FOA, or DRU level.

A2.1.11.2. **Resource Advisor of the Year Installation Level.** A single award to an officer, enlisted, or civilian working below MAJCOM, FOA, or DRU level.

A2.1.11.2.1. **(Added-AFRC)** More than one organization per base may submit nominations for the installation-level resource advisor. However, all nominations for this award will be channeled through the base comptroller, who will select the installation representative.

A2.1.12. Quality Assurance Manager of the Year:

A2.1.12.1. **Quality Assurance Manager of the Year MAJCOM, FOA, or DRU Level.** A single award to an officer, enlisted, or civilian working at MAJCOM, FOA, or DRU level.

A2.1.12.2. **Quality Assurance Manager of the Year Installation Level.** A single award to an officer, enlisted, or civilian working below MAJCOM, FOA, or DRU level.

A2.1.13. **Educator of the Year.** A single award to an officer, enlisted, or civilian assigned as an instructor or working in a position where their primary responsibility is developing/improving educational programs of financial management and comptroller personnel working at any level.

A2.1.14. **Author of the Year.** A single award to an officer, enlisted, or civilian selected from the quarterly winners as *The Air Force Comptroller* journal's best author of the year.

A2.2. Team Award:

A2.2.1. **Outstanding Contribution to Air Force Financial Management Transformation.** A single award to a team of military members and/or civilians working at any level. Team may consist of cross-organization members.

A2.3. Organization Awards (for organizations below MAJCOM, FOA, or DRU Level):

A2.3.1. **Financial Management and Comptroller Organization of the Year.** A single award to the best financial management and comptroller organization in the Air Force.

A2.3.2. **Financial Analysis Office of the Year.** A single award to the best financial analysis office in the Air Force.

A2.3.3. **Financial Services Office of the Year.** A single award to the best financial services office in the Air Force.

A2.4. Special Acts and Services Award. Awards given to Air Force financial management and comptroller organizations or any part of the organization performing a special act or service.

Attachment 3**INSTRUCTIONS FOR PREPARATION OF AF IMT 1206,
NOMINATION FOR AWARD****INDIVIDUAL AWARDS**

Award—type name of the award

Category—type appropriate category, if applicable

Award Period—type appropriate fiscal year (1 October __ - 30 September __)

Rank/Name of Nominee—self-explanatory

SSN—leave blank

MAJCOM, FOA, or DRU—self-explanatory

DAFSC/Duty Title—self-explanatory (for civilians, use job series vice DAFSC)

Nominee's Telephone (DSN & Commercial)—self-explanatory. For telephone numbers outside the US with no DSN access, provide commercial phone number with country code.

Unit/Office Symbol/Street Address/Base/State/Zip Code—self-explanatory (use two-letter state or country abbreviation)

Rank/Name of Unit Commander and Telephone (DSN & Commercial)—see paragraph 2.1.4. for authorized nominating officials. For telephone numbers outside the US with no DSN access, provide commercial phone number with country code.

Specific Accomplishments (use single-spaced, bullet format)—use no smaller than 10-point type; address the following categories.

OUTSTANDING ACHIEVEMENTS: Describe how the nominee exceeded the scope and magnitude of assigned duties or the level of performance (quantify performance measures or performance standards) expected. Identify the nominee's technical competencies (accounting, auditing, business planning, budgeting, cost estimating/analysis, financial analysis, financial reporting, financial services, and forecasting) as outlined in the *Air Force Financial Management Competency Model**, ingenuity, and any other factors bearing directly on the performance being evaluated. Describe how the nominee furthered attainment of the Financial Management vision, goals, and strategic objectives. Include outstanding accomplishments, the impact on customer satisfaction, how the nominee demonstrated effective management of resources (dollar or time savings, productivity increases, long-range implications, and general applicability to other sections or organizations), provided extraordinary decision support leading to a strong perception of strategic partnering by our customers, improved the timeliness, accuracy, and relevance of financial information, significantly reduced costs or drove exceptional efficiencies through application of technology or efficient redesign of processes, or redesigned processes resulting in reduced cycle time. Where possible, use quantitative data to substantiate narrative, indicating the basis for all estimates and projections. Provide direct, hard-hitting information. The emphasis here is on results/outcomes.

PERSONAL AND ENDURING COMPETENCIES: Provide specific examples of how the nominee's exceptional demonstration of key personal competencies (insight, integrity, judgment, ethics, selfless service, and professional demeanor) and/or enduring competencies (decision support, developing people,

strategic orientation, risk management, problem solving, collaborating and influencing, driving processes for results, leading change, leading teams, and communication) established in the *Air Force Financial Management Competency Model** had a significant impact upon mission and people.

PROFESSIONAL ACCOMPLISHMENTS: Describe what the nominee has done beyond work and above the normal expected in areas such as self-improvement, college, seminar, additional job-related education, professional military education, and community service.

* See **Attachment 6** for a summary explanation of the competency model; see the Air Force FM Knowledge Management website (<https://www.my.af.mil/afknprod/fmkm>) for a more detailed explanation; use chain-of-command for further assistance.

Attachment 4

INSTRUCTIONS FOR PREPARATION OF AF IMT 1206,
NOMINATION FOR AWARD**TEAM AND ORGANIZATIONAL AWARDS**

Award—type name of the award

Category—leave blank

Award Period—type appropriate fiscal year (1 October __ - 30 September __)

Rank/Name of Nominee—identify the name of the specific office

SSN—leave blank

MAJCOM, FOA, or DRU—self-explanatory

DAFSC/Duty Title—leave blank

Nominee's Telephone (DSN & Commercial)—self-explanatory. For telephone numbers outside the US with no DSN access, provide commercial phone number with country code.

Unit/Office Symbol/Street Address/Base/State/Zip Code—self-explanatory (use two-letter state or country abbreviation)

Rank/Name of Unit Commander and Telephone (DSN & Commercial)—see paragraph 2.1.4. for authorized nominating officials. For telephone numbers outside the US with no DSN access, provide commercial phone number with country code.

Specific Accomplishments (use single-spaced, bullet format)—use no smaller than 10-point type; address the following categories.

MISSION ACCOMPLISHMENT: Identify the organization's overall effectiveness and contribution in fulfilling its role and mission.

OUTSTANDING ACHIEVEMENTS: Describe in detail the team's/organization's outstanding accomplishments, how they were accomplished, why they were undertaken, and the impact on financial management at all levels. Describe exemplary efforts and results in meeting the Financial Management vision, goals, and/or strategic objectives. Include examples of extraordinary decision support leading to a strong perception of strategic partnering by our customers; developing and implementing innovative or substantially improved services for our customers; improving the accuracy, timeliness, and utility of financial information; significantly reducing costs or driving exceptional efficiencies through application of technology or efficient redesign of processes; or efficient redesign of processes resulting in reduced cycle time.

MANAGEMENT OF RESOURCES: Focus on the effective management of monetary or human resources or both. Include dollar or time savings, productivity increases, long-range implications, and general applicability to other sections or organizations. Where possible, use quantitative data to substantiate narrative, indicating the basis for all estimates and projections.

Attachment 5**INSTRUCTIONS FOR PREPARATION OF AF IMT 1206,
NOMINATION FOR AWARD****SPECIAL ACTS AND SERVICES AWARD**

Award—type Special Acts and Services

Category—leave blank

Award Period—state specific time period during fiscal year of the act or service

Rank/Name of Nominee—identify the specific office/organization for which the award is recommended

SSN—leave blank

MAJCOM, FOA, or DRU—self-explanatory

DAFSC/Duty Title—leave blank

Nominee's Telephone (DSN & Commercial)—self-explanatory. For telephone numbers outside the US with no DSN access, provide commercial phone number with country code.

Unit/Office Symbol/Street Address/Base/State/Zip Code—self-explanatory (use two-letter state or country abbreviation)

Rank/Name of Unit Commander and Telephone (DSN & Commercial)—see paragraph 2.1.4. for authorized nominating officials. For telephone numbers outside the US with no DSN access, provide commercial phone number with country code.

Specific Accomplishments (use single-spaced, bullet format)—use no smaller than 10-point type; address the following categories.

OUTSTANDING ACHIEVEMENTS: Describe in detail the act or service and the circumstances that make the act or service special. Outstanding accomplishments must be separate and distinct from regularly assigned duties. (Describing multiple acts or services is discouraged unless each is special for a clearly outstanding reason.)

DIFFICULTIES/OBSTACLES: Describe the difficulties and obstacles overcome.

EFFECTS ON FINANCIAL MANAGEMENT: Describe the direct effect the act or service had or will have on financial management at all levels.

BENEFITS TO THE AIR FORCE: Describe the tangible/intangible benefit to financial management and the Air Force.

Attachment 6

AIR FORCE FINANCIAL MANAGEMENT COMPETENCY MODEL (ENDURING COMPETENCIES)

Certain enduring competencies are part of the Air Force Financial Management Competency Model that defines the knowledge, skills, and abilities required of the workforce. Specifically, the enduring competencies represent the leadership and thought skills required to effectively manage FM organizations. These skills complement a person's technical competencies and personal attributes and enable senior FM leaders to fulfill the Air Force Financial Management Vision: strategic partnering, world-class financial customer support, and decision support. Studies have proven that people who possess highly developed enduring competencies develop and lead highly efficient organizations.

Decision Support: The ability to analyze relevant knowledge and strategies to provide decision makers with insightful resource and financial recommendations.

Developing People: The ability to promote the development and performance of others with the right blend of understanding, coaching, teaching, and support.

Strategic Orientation: The ability to understand a vast array of information, anticipate needs, and make effective decisions and actions that meet important goals.

Risk Management: The ability to identify and control financial risk for the organization.

Problem Solving: The ability to identify problems, gather the proper information, and use the appropriate analysis to create sound recommendations.

Collaborating and Influencing: The ability to build cooperative relationships across boundaries that help different people work together effectively.

Driving Processes for Results: The ability to identify and effectively manage the people and processes that produce results.

Leading Change: The ability to identify relevant improvements and mobilize people to implement them.

Leading Teams: The ability to help groups work together successfully, driving results through commitment, motivation, and communication.

Communication: The ability to use a variety of different ways of communicating to successfully inform, influence, and persuade others in the organization.