

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-12**

13 JUNE 2023



SPECIAL MANAGEMENT

**ASSISTANT SECRETARY OF THE AIR
FORCE (FINANCIAL MANAGEMENT
AND COMPTROLLER)**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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1. Mission. The Secretary of the Air Force (SecAF), pursuant to Title 10 United States Code (USC) Sections 9013 - 9016, may establish offices and officials within the Secretariat to assist the Secretary in carrying out his/her responsibilities. As documented in Air Force Mission Directive (AFMD) 1, *Headquarters Air Force*, paragraph 4, and this Headquarters Air Force (HAF) Mission Directive (MD), the Assistant Secretary of the Air Force (Financial Management and Comptroller) (SAF/FM) is established as part of the Secretariat.

2. Organizational Relationships. The SecAF is responsible for and has all legal authority necessary to conduct the affairs of the DAF. The Secretariat, the Chief of Staff of the Air Force (CSAF), Air Staff, Chief of Space Operations (CSO), and Office of the Chief of Space Operations (OCSO) offices perform their official functions on behalf of the Department subject to the authority, direction, and control of the SecAF.

2.1. The SAF/FM reports to the SecAF, serves as an agent of the SecAF within assigned policy and program domains, and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within his/her area of responsibility. The SAF/FM is accountable to the SecAF for results achieved within the policy and program domains assigned by this Directive.

2.2. The SAF/FM and the Office of the SAF/FM work in cooperation with the U.S. Air Force Headquarters Staff Air Staff, U.S. Space Force Headquarters Staff OCSO, and all DAF Secretariat organizations and their respective offices.

2.3. The Air Force Cost Analysis Agency (AFCAA), is a field operating agency, reporting to SAF/FM, which is referenced at [Paragraph A2.4.2.1](#).

3. Responsibilities. The SAF/FM is specifically responsible for:

3.1. Directing and managing all DAF comptroller and financial management functions, activities, and operations in accordance with the *Chief Financial Officers Act of 1990*.

3.2. Serving as the DAF point of contact with Congressional Appropriations Committees, Budget Committees and the Congressional Budget Office, the Office of Management and Budget (OMB), the Government Accountability Office (GAO), and the Department of the Treasury on financial and related matters.

3.3. Advising and assisting the SecAF, CSAF, CSO, the Under Secretary of the Air Force, and all principal civilian and military officials of the DAF concerning financial management affairs.

3.4. Establishing the business rules, and in-depth details pertaining Deputy Under Secretary of the Air Force, Management (SAF/MG) policy for DAF resource allocation, for the Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) process.

3.5. Being responsible and accountable to the SecAF for directing and managing the efficient, timely, and responsive corporate conduct of the Budgeting and Execution phases within the SPPBE process as well as playing a supporting role in the planning and programming for the DAF.

3.6. Providing on behalf of the SecAF, appropriate fiscal oversight and integration of the DAF programming function, consistent with procedural guidance, to ensure compliance with Federal law.

3.7. Ensuring engagement in the DAF corporate process and in governance bodies, the SAF/FM provides information, analysis, and briefings to the corporate structure for corporate decisions, and serves as a member of the SPPBE decision-making bodies.

3.8. Receiving and tracking fiscal guidance from the Office of the Secretary of Defense (OSD) and providing a comparison of fiscal resources (funding and real growth) between the DAF and other Services.

3.9. Serving as the DAF integrator of the SPPBE process, to include resourcing, analysis, and integration of the Program Object Memorandum (POM), Budget Estimate Submission (BES) and the President's Budget (PB) submission to OSD and the Office of Management and Budget (OMB), in collaboration with AF/A8, SF/S5/8, SAF/AAR, and applicable stakeholders.

3.10. Preparing and integrating United States Air Force (USAF) and United States Space Force (USSF) program and budget estimates.

3.11. Providing direction, guidance, and supervision for all matters pertaining to the formulation, review and execution of plans, policies, and programs relative to:

3.11.1. Preparing program and budget estimates.

3.11.2. Allocating expenditures and collecting all funds administered by the DAF.

3.11.3. Integrating, managing and overseeing the financial aspects of the SPPBE process.

3.11.4. Managing and overseeing all financial aspects of DAF accounting and finance operations, policy and guidance, systems, and reporting.

3.11. 5 Managing and overseeing economic analysis, business case analysis, other comparative analysis, and return on investment analysis

3.11.6. Managing and overseeing integrated performance measurement, cost control, and reduction.

3.11.7. Managing and overseeing cost estimating and cost analysis, including Return On Investment (ROI) evaluations

3.11.8. Managing and overseeing cost reporting.

3.11.9. Managing and overseeing financial statistical programs and analysis.

3.11.9.1. Managing and overseeing military banking, credit union programs, foreign currency buy and sell transactions, contract financing, and contracts for financial management services.

3.11.9.2. Managing and overseeing FM commercial activities.

3.11.9.3. Managing and overseeing FM functional career field.

3.11.9.4. Approving and supervising any project to design or enhance a FM system for the DAF.

3.11.9.5. Approving, establishing, and supervising the operation of financial management systems of the DAF, including systems for cash management, credit management, and debt collection; and systems accounting for the quantity, location, and cost of property and inventory.

3.12. Maintaining and/or coordinating on the latest cost estimate for all DAF major weapon system acquisition and sustainment programs to ensure estimate releases external to the DAF are based on the highest fidelity DAF-approved cost estimate. SAF/FM, in conjunction with SAF/AQ and SAF/SQ, must coordinate on any release of such data.

3.13. Managing the comprehensive audit strategy, related Integrated Master Schedules (IMs), and the approach for DAF to achieve auditability.

3.14. Chairing the DAF's Financial Improvement and Audit Remediation (FIAR) Executive Steering Committee (ESC), which serves as the central FIAR decision body.

4. Delegations of Authority/Assignment of Responsibility. No redelegation of authority/re-assignment of responsibility under this Headquarters Air Force Mission Directive by SAF/FM below the level of a Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notifications or reports to Congress.

5. Notifications to Congress: Delegation of authority/re-assignment of responsibility by SAF/FM below the level of a Deputy Assistant Secretary or three-letter/digit office shall include authority to provide notifications or reports to Congress.

6. Continuation of Previous SAF/FM Delegations of Authority/Assignments of Responsibility. Delegation of authority/assignments of responsibility made prior to the date of this publication remain effective if they are consistent with this publication, not prohibited by current law, regulation, or DoD issuance and have not been superseded by a new delegation or assignment of responsibility.

Frank Kendall
Secretary of the Air Force

ATTACHMENT 1

DELEGATION OF SECRETARY OF THE AIR FORCE AUTHORITIES/ASSIGNMENT OF RESPONSIBILITY TO THE ASSISTANT SECRETARY OF THE AIR FORCE (FINANCIAL MANAGEMENT AND COMPTROLLER)

A1.1. Authority relating to financial institutions on DoD Installations, as delegated to the Secretary of the Air Force under Department of Defense Instruction (DoDI) 1000.11, *Financial Institutions on DoD Installations*.

A1.2. Authority relating to the operation of the DoD Financial Management Certification Program, as delegated to the Secretary of the Air Force pursuant to DoDI 1300.26, *Operation of the DoD Financial Management Certification Program*.

A1.3. Authority relating to requiring identified forms to be properly maintained, designating individuals authorized to approve identified requests, and otherwise ensuring compliance with identified DoD policies, as delegated to the Secretary of the Air Force under DoDI 1340.18, *Advance Pay Incident to a Permanent Change of Station (PCS) for Members of the Uniformed Services*.

A1.4. Authority relating to recoupment of nonrecurring costs on sales of U.S. items and related activities, as delegated to the Secretary of the Air Force under DoD Directive (DoDD) 2140.02, *Recoupment of Nonrecurring Costs (NCs) on Sales of U.S. Items*.

A1.5. Authority relating to determining whether employees may be reimbursed for local travel when conducting official business from a permanent or temporary duty station in the National Capital Region and whether travel orders must be issued for the same, as delegated to the Secretary of the Air Force pursuant to DoDI 4515.14, *Washington Local Commuting Area*.

A1.6. Authority relating to implementing prescribed procedures and developing appropriate Department of the Air Force guidance for the conduct of cost estimation and analysis, and requesting Director, Cost Assessment and Program Evaluation (DCAPE) approval of waivers or exceptions to DoD policy on the same, as delegated to the Secretary of the Air Force under DoDI 5000.73, *Cost Analysis Guidance and Procedures*.

A1.7. Authority relating to the Defense Resources Management Institute, as delegated to the Secretary of the Air Force under DoDI 5010.35, *Defense Resources Management Institute (DRMI)*.

A1.8. Authority relating to the Managers' Internal Control Program (MICP), as delegated to the Secretary of the Air Force pursuant to DoDI 5010.40, *Managers' Internal Control Program Procedures*.

A1.9. Authority relating to coordinating with the Under Secretary of Defense Comptroller OUSD(C))/Chief Financial Officer on identified matters, as delegated to the Secretary of the Air Force pursuant to DoDD 5118.03, *Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense (USD(C)/CFO)*.

A1.10. Authority relating to coordinating with, obtaining finance and accounting services from, providing support to, and complying with identified guidance issued by the Defense Finance and

Accounting Service, as delegated to the Secretary of the Air Force pursuant to DoDD 5118.05, *Defense Finance and Accounting Service (DFAS)*.

A1.11. Authority relating to establishing policy, assigning responsibilities, and providing procedures for the management of the commercial travel program to the Defense Travel Management Office (DTMO), as delegated to the Secretary of the Air Force pursuant to DoDI 5154.31, Volume 1, *Commercial Travel Management: Defense Travel Management Office*.

A1.12. Authority relating to establishing and implementing policy, assigning responsibilities, and providing procedures for official travel as delegated to the Secretary of the Air Force in accordance pursuant to DoDI 5154.31, Volume 2, *Commercial Travel Management: General Travel Provisions*.

A1.13. Authority relating to establishing policy, assigning responsibilities, and providing procedures for the functional management of the Defense Travel System (DTS), as delegated to the Secretary of the Air Force pursuant to DoDI 5154.31, Volume 3, *Commercial Travel Management: Defense Travel System (DTS)*.

A1.14. Authority relating to establishing policy, assigning responsibilities, and providing procedures for managing the DoD Government Travel Card Program, as delegated to the Secretary of the Air Force pursuant to DoDI 5154.31, Volume 4, *Commercial Travel Management: DoD Government Travel Charge Card*.

A1.15. Authority relating to establishing policy and assigning responsibilities for developing, administering, and maintaining uniform travel and transportation, station, and housing allowance regulations through the Per Diem, Travel and Transportation Allowance Committee (PDTATAC), as delegated to the Secretary of the Air Force pursuant to DoDI 5154.31, Volume 5, *Commercial Travel Management: The Per Diem, Travel and Transportation Allowance Committee (PDTATAC)*.

A1.16. Authority relating to establishing policy, assigning responsibilities, and providing procedures for the prescription of housing and station allowance rates for uniformed service members, as delegated to the Secretary of the Air Force pursuant to DoDI 5154.31, Volume 6, *Commercial Travel Management: Uniformed Services Housing and Station Allowances*.

A1.17. Authority relating to coordinating and facilitating Surveys and Investigations Staff inquiries, as delegated to the Secretary of the Air Force pursuant to DoDI 5500.16, *Relationship with the Surveys and Investigations (S&I) Staff, House Appropriations Committee*.

A1.18. Authority relating to ensuring compliance with the policies and procedures in the DoD Financial Management Regulation, as delegated to the Secretary of the Air Force pursuant to DoDI 7000.14, *DoD Financial Management Policy*.

A1.19. Authority relating to ensuring policy and procedures regarding use of economic analysis are implemented and presenting issues for resolution to the Defense Economic Analysis Council, as delegated to the Secretary of the Air Force pursuant to DoDI 7041.03, *Economic Analysis for Decision Making*.

A1.20. With exception for authority delegated by the Secretary of the Air Force to SAF/AA, authority relating to estimating the full costs of the defense workforce in support of planning, defense acquisition, and force structure decisions, performing cost benefit, economic and business case analyses, and deciding whether to use DoD civilians to perform functions that are

currently being performed by contractors, as delegated to the Secretary of the Air Force pursuant to DoDI 7041.04, *Estimating and Comparing the Full Costs of Civilian and Active Duty Military Manpower and Contract Support*.

A1.21. With exception for authority delegated by the Secretary of the Air Force to SAF/AA, authority relating to developing and executing the programs and budgets necessary to achieve national objectives, and providing day-to-day management of resources, as delegated to the Secretary of the Air Force pursuant to DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*.

A1.22. Authority relating to the implementation of statutory authority and Departmental policy, and assignment of responsibilities for providing expeditious access to DoD records and information required by members of the Office of the Inspector General of the Department of Defense while performing their official duties pursuant to DoDI 7050.03, *Office of the Inspector General of the Department of Defense Access to Records and Information*.

A1.23. Authority relating to ensuring compliance with DoD policies and procedures on reporting pay, allowances, deductions, and collections of active component military personnel for identified purposes, as delegated to the Secretary of the Air Force pursuant to DoDI 7600.10, *Follow-up and Oversight on Single Audits*.

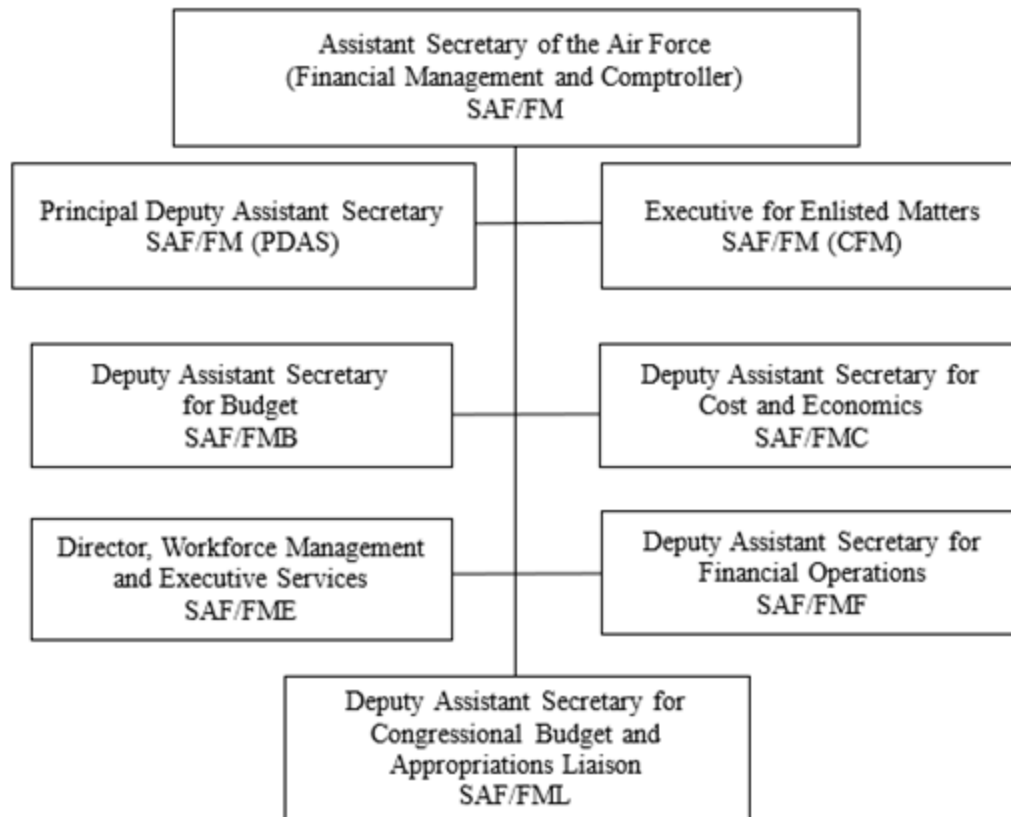
A1.24. Authority relating to ensuring compliance with DoD policies and procedures on the reporting of retired military pay for identified purposes, as delegated to the Secretary of the Air Force pursuant to DoDI 7770.01, *Reporting Requirements for Retired Uniformed Service Pay File Extracts*.

A1.25. Authority relating to establishing policy, assigning responsibilities, and prescribing procedures for the electronic reporting requirements of Uniformed Services' pay data to the Defense Manpower Data Center (DMDC) pursuant to DoDI 7770.02, *Uniformed Services Pay File*.

ATTACHMENT 2

ORGANIZATION CHART/THREE-LETTER/DIGIT RESPONSIBILITIES

**ASSISTANT SECRETARY OF THE AIR FORCE
(FINANCIAL MANAGEMENT AND COMPTROLLER) (SAF/FM)**



A2.1. The Assistant Secretary of the Air Force (Financial Management and Comptroller) (SAF/FM). The SAF/FM provides financial management and analytical services necessary for the effective and efficient use and management of DAF resources. The SAF/FM provides guidance, functional authority, direction, and oversight for all matters pertaining to the review, and execution of plans, policies, programs, and budgets within its area of responsibility for the DAF.

A2.2. The Principal Deputy Assistant Secretary (PDAS). The SAF/FM (PDAS) exercises oversight of the budgeting, cost estimating, programs, and financial operations in support of DAF priorities and at the direction of the Congress, the Secretary of Defense, and the Secretary of the Air Force. Additionally, the PDAS has responsibility for the development and training of the DAF financial management community to include military and civilian members. The PDAS also operates as the Development Team (DT) Co-Chair.

A2.3. The Executive for Enlisted Matters. The SAF/FM Executive for Enlisted Matters (CFM) serves as the principal advisor to the Assistant Secretary on the utilization, training, and assignment of DAF enlisted financial managers and is the focal point for all enlisted functional, training, contingency, manpower, and personnel issues with other HAF offices. The Enlisted CFM serves as the ambassador between the Secretariat and the financial management enlisted force, disseminating career field information and addressing concerns.

A2.4. Subordinate offices include:

A2.4.1. The Deputy Assistant Secretary for Budget (SAF/FMB). SAF/FMB is responsible for matters pertaining to financial oversight and budgetary control of DAF appropriations and assigned funds. Manages all matters pertaining to the DAF budget and SPPBE corporate process. Serves as the office of primary responsibility for selected financial functions for the Security Assistance Program. Serves as the DT Co-Chair. Specific responsibilities include:

A2.4.1.1. Serving as the primary advisor to the SAF/FM on funding, pricing, and executability issues related to the budgeting for all DAF appropriations (including the Air National Guard and Air Force Reserve).

A2.4.1.2. Serving as the primary advisor to the SAF/FM on budget issues, objectives, and strategies, and provides budget assessments and alternative funding profiles as they relate to execution. Advising the SAF/FM, AF/A8P, SF/S5/8 and DAF stakeholders on financial matters during all phases of the SPPBE process, from POM development through PB submission while being responsible for integration of all processes and products on behalf of the DAF.

A2.4.1.3. Maintaining close working relationships with the programmers to ensure a smooth transition between the programming and budgeting phases of the SPPBE process.

A2.4.1.4. Assessing the impact Program Decision Memorandums (PDMs) and Program Budget Decisions (PBDs) have on DAF programs and budgets and coordinating recommendations of reclama/rebuttal actions with AF/A8P and SF/S5/8.

A2.4.1.5. Advising DAF Senior Leaders on funding disconnects and offsets, baseline repricing, flying hour funding issues, results of the Investment Budget Review Committee, the Operating Budget Review Committee, and the Personnel Budget Review Committee. Overseeing fiscal and funding execution controls across all DAF appropriations.

A2.4.1.6. Advising DAF Senior Leaders on Major Budget Issues and coordinating DAF response(s).

A2.4.1.7. Providing guidance and direction to DAF Senior Leaders, the Secretariat, the Air Staff, OCSO and Space Staffs, Major Commands (MAJCOMs), and Field Commands (FLDCOMs) for the development of funding requirements.

A2.4.1.8. Developing, integrating, coordinating, and submitting the DAF budget in the appropriate financial systems during all phases of SPPBE process, including justification materials as dictated by the submission process, to the OSD, OMB, and U.S. Congress.

A2.4.1.9. Determining appropriation applicability and propriety of funds usage.

A2.4.1.10. Providing fiscal direction of non-appropriated funds through participation on the Army and Air Force Exchange Service Board of Directors; serving as a member on the DAF Services Council; chairing the DAF Non-Appropriated Fund (NAF) Finance Committee; and serving as a member of the Air Force Aid Society (AFAS) Board of Trustees and the AFAS Executive, Finance, and Audit Committees.

A2.4.1.11. Chairing the DAF Services Audit Committee.

A2.4.1.12. Serving as a member of the Armed Forces Retirement Home Board of Trustees and the General Officer Review Board.

A2.4.1.13. Managing changes to the DAF budgeting data structures, processes, and systems required to submit Force and Financial Plan data to OSD automated systems.

A2.4.1.14. Co-Chairing the DAF Security Assistance Resource Board with SAF/IAP.

A2.4.1.15. Overseeing Foreign Military Sales Budget execution and advising SAF/IA as chair of the DAF Foreign Military Sales/Foreign Military Financing Corporate Body.

A2.4.2. The Deputy Assistant Secretary for Cost and Economics (SAF/FMC) . SAF/FMC is responsible for all matters pertaining to preparing guidance, direction, and other governance of the formulation, review and execution of plans, policies, and programs relative to cost, economic, and business case analysis across the DAF. Specific responsibilities include:

A2.4.2.1. Directing and operating the AFCAA as Executive Director. Serving as an advisor to the SAF/FM on cost analyses, assessments, and issues.

A2.4.2.2. Developing and approving DAF Service Cost Position (SCP) for all Major Defense Acquisition Programs (MDAPs); Automated Information Systems (AISs); Defense Business Systems (DBSs); Special Access Programs (SAPs), including Rapid Capabilities Office (RCO) and Space Defense Agency (SDA) programs; Middle Tier of Acquisition (MTA) programs, Software programs, and special interest programs.

A2.4.2.3. Chairing and conducting the SAF/FMC Cost Review Board (CRB) supporting SCP decisions for all USAF and USSF MDAPs, AIS, DBS, SAP, RC, MTA, Software, and other special interest programs.

A2.4.2.4. Developing and approving the Non-Advocate Cost Assessment (NACA) for all USAF and USSF MDAP, AIS, DBS, SAP (including RCO and SDA programs), MTA, Software, and other special interest programs. These NACAs support acquisition events and decisions (e.g., milestones, contract awards, breaches, pre-RFP releases) and satisfy the DODI 5000.73 Component Cost Estimate requirements. NACAs also support the SPPBE process, analyses of alternatives, planning process estimates, SPPBE decision-making bodies and stakeholders, and other DoD and DAF Senior Leadership decision forums.

A2.4.2.5. Developing and approving the Independent Cost Estimate (ICE) required by statute when OSD CAPE delegates that responsibility to the DAF.

A2.4.2.6. Serving as the primary interface with Office of the Director, Cost Assessment and Program Evaluation on cost matters.

A2.4.2.7. Serving as the primary interface with Office of the Director, Cost Assessment and Program Evaluation on economic and business case analysis matters.

A2.4.2.8. Providing cost estimating and analysis support to the Secretariat, Air Staff, and Office of the CSO. Directing special studies for SecAF, CSAF, CSO, and DAF senior leaders in response to internal DAF, OSD, OMB and Congressional inquiries. Reviewing and commenting on technical propriety and sufficiency of cost estimating and analysis for the SecAF, the Under Secretary of the Air Force (USecAF), CSAF, Vice Chief of Staff of the Air Force (VCSAF), CSO, Vice Chief of Space Operations (VCSO), OSD, OMB and Congress.

A2.4.2.9. Providing economic, financial, business case, and other comparative analysis support to the Secretariat, Air Staff and OCSO. Directing special studies for SecAF, CSAF, CSO and DAF senior leaders in response to internal DAF, OSD, OMB and Congressional inquiries. Reviewing and commenting on technical propriety and sufficiency of economic, financial, or business case analysis for the SecAF, the USecAF, CSAF, VCSAF, CSO, VCSO, OSD, OMB and Congress.

A2.4.2.10. Advising the Source Selection Authority and participating in and/or leading cost evaluation teams on USAF and USSF MDAP, AIS, DBS, SAP, MTA, Software programs, and other special interest program source selections as directed by SAF/FM, the Defense Acquisition Executive, or the Service Acquisition Executive.

A2.4.2.11. Serving as lead for the DAF cost and economic analytic community and as lead for workforce management for acquisition cost estimating certification requirements. Developing and administering cost, economic, financial, business case, and other comparative analysis policy, guidance, standards and templates, training, education and workforce development for professional certification programs and analyst qualification criteria.

A2.4.2.12. Approving economic analysis waiver requests for policy under its purview.

A2.4.2.13. Serving as the DAF Corporate Cost Advisor by integrating cost analysis and estimating products into the SPPBE processes. Maintaining cost risk and opportunity assessments across the budget portfolio and supporting full-funding validation during program reviews. Cost and economic analyses will be consolidated and provided to decision-makers for POM completion.

A2.4.2.14. Managing the DAF-wide cost and technical data collection and database development programs, and developing cost estimating methods and models for DAF-wide use.

A2.4.2.15. Developing guidance and publishing approved planning factors applied across the DAF for budgeting operations and support requirements.

A2.4.2.16. Co-Chairing with AF/A4 the Cost Per Flying Hour CRB responsible for approving flying hour factors and analysis.

A2.4.2.17. Preparing DAF-wide inflation and escalation guidance, including inflation indices, escalation indices, and discount rates in accordance with OSD and/or OMB guidance when available. Identifying the impact of economic changes on DAF programs and budgets.

A2.4.2.18. Conducting the NAF oversight program to include establishing and maintaining oversight of all DAF NAF Instrumentalities.

A2.4.2.19. Approving Air Force lodging rates and advise and approve any fund source determination issues IAW HAFMD 1-24.

A2.4.2.20. Providing financial analysis in support of DAF Services operations.

A2.4.2.21. Serving as a member of the DAF Services Council, the DAF NAF Finance Committee, the DAF Fisher House Fund Board of Directors, and Chairing the DAF NAF Investment Subcommittee.

A2.4.2.22. Performing financial analyses of the defense industry and analyzing national and international macroeconomic conditions and their potential impact on the DAF and DoD to include the impact of Federal Government initiatives.

A2.4.2.23. Managing and maintaining the DAF Total Ownership Cost (AFTOC) System and publishing AFTOC reports consistent with OSD and Congressional requirements.

A2.4.2.24. Serving as an FM Career Field DT voting Member.

A2.4.3. The Workforce Management and Executive Services Directorate (SAF/FME). SAF/FME is responsible for all matters pertaining to administrative support and workforce development for the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller) and serves as the FM Functional Career Field Manager. This includes workforce development, wartime planning, human capital management, manpower and organization, strategic communications, management analysis, and strategic planning. Responsibilities include the following:

A2.4.3.1. Serving as the SAF/FM focal point for DoD FM Certification Program.

A2.4.3.2. Managing career field education and training. Providing guidance direction, and coordination to meet training needs. Establishing specialty descriptions, course outlines and supplemental course requirements.

A2.4.3.3. Serving as the SAF/FM focal point for comptroller wartime and contingency planning to support the needs of commanders in deliberate and crisis action planning.

A2.4.3.4. Operating as the primary personnel point of contact for all SAF/FM military personnel and the human resources liaison for all SAF/FM civilian personnel.

A2.4.3.5. Strategizing, planning, and programming the allocation and control of manpower resources, organization, manpower requirements determination, and performance management for the SAF/FM Portfolio's force structure.

A2.4.3.6. Tracking and monitoring the allocation and control of manpower resources, organization, requirements determination, and performance management for the SAF/FM Enterprise.

A2.4.3.7. Advising and consulting the SAF/FM senior leadership, principals, and the DAF Financial Management functional community on human resource management issues and concerns along with workforce solutions related to manpower force structure and organization design.

A2.4.3.8. Managing the Documentation Management Program, Freedom of Information Act inquiries, Innovative Development through Employee Awareness Program reviews, and Information Collections and Reports.

A2.4.3.9. Managing the unit security program, including processing documentation for access badges and Common Access Cards.

A2.4.3.10. Managing the SAF/FM records management program, reviewing official correspondence, and receiving/dispatching SAF/FM's official mail.

A2.4.3.11. Establishing, controlling, and monitoring suspense actions for all correspondence and DAF workflow items. Coordinating with OSD on Financial Management Review actions.

A2.4.3.12. Managing supply and equipment accounts and the SAF/FM government purchase card program.

A2.4.3.13. Managing the SAF/FM operations and maintenance budget and providing resource management support; managing civilian time and attendance program; and managing the SAF/FM Government Travel Card and DTS.

A2.4.3.14. Providing administrative and planning support for training events, workshops, executive sessions, and seminars.

A2.4.3.15. Serving as the Component Functional Career Manager representative with DoD to influence financial management and functional policies, training, certification, competencies, skill assessments in support of DoD and DAF Strategy for the financial workforce.

A2.4.3.16. Providing strategic communication materials in support of the FM Newsletter and Magazine and managing the FM functional website.

A2.4.3.17. Serving as the SAF/FM Editor-in-Chief for the DAF Comptroller Magazine and FM Newsletter.

A2.4.3.18. Preparing the annual update of the Financial Management Future-Year Plan and the Annual Report to the SecAF on activities occurring within the SAF/FM during the preceding year in compliance with 10 USC § 9022(d).

A2.4.3.19. Serving as the Office of Primary Responsibility for the SAF/FM strategic development and execution program.

A2.4.3.20. Managing the SAF/FM awards programs.

A2.4.3.21. Serving as an FM Career Field DT voting Member, chairs the Civilian Development Team advisory council and manages and facilitates SAF/FMs Executive Board of Directors support strategic goals and objectives.

A2.4.3.22. Serving as the Master Process Officer for SAF/FM's Continuous Improvement and Innovation (CI2) program.

A2.4.4. The Deputy Assistant Secretary for Financial Operations (SAF/FMF). SAF/FMF is responsible for advising the SAF/FM on all matters relating to accounting and finance policy, financial systems, and financial improvement and audit remediation. SAF/FMF is also responsible for all SAF/FM Chief Information Officer (CIO) functions. This encompasses data management and discipline for comptroller financial systems to include systems impacting the Financial Statements and FM end-to-end business processes, and management of system security and integrity. Additionally, SAF/FMF provides other recurring financial

operations support activities. This includes program management support, banking and credit union programs, cash management, travel computation and payment support for DAF personnel, and acts as the financial statement audit liaison. Responsibilities further include:

A2.4.4.1. Performing activities related to effective and efficient oversight of financial management processes and procedures.

A2.4.4.2. Preparing quarterly and annual DAF Financial Statements, which includes assuring the accuracy of the DAF general ledger reporting, disclosing DAF accounting and business practices, complying with Department of Defense financial reporting policy and guidance, and certifying the annual financial statements to the OUSD(C) (Comptroller).

A2.4.4.3. Managing the DAF FIAR Program, to include the development and monitoring of the IMS and Audit Roadmap targets.

A2.4.4.4. Represents the DAF as the internal control program Senior Accountable Official. Directing and managing the DAF Risk Management and Internal Control program to confirm compliance with Public Law 97-255, *Federal Manager's Financial Integrity Act*; OMB Circular A-123, *Management's Responsibility for Internal Control*; OMB Circular A-123, Appendix A, *Internal Control over Financial Reporting*; *Comptroller General Standards*; and DoD guidance.

A2.4.4.5. Serving as the DAF focal point for procurement of Financial Management studies, reviews, etc., related to accounting policy and systems matters.

A2.4.4.6. Serving as the DAF Anti-deficiency Act (ADA) program manager for identifying, investigating, reporting, monitoring, and processing potential ADA violations.

A2.4.4.7. Promoting the advancement and accounting control and oversight of contract financing for advanced pay pool agreements.

A2.4.4.8. While serving as the SAF/FM CIO, providing governance, management oversight and information technology compliance of DAF financial management systems. Responsibilities further include:

A2.4.4.8.1. Providing guidance and oversight of FM Information Assurance, Portfolio Management, FM presence on the DAF Portal, FM Enterprise Architecture, FM Knowledge Management, Enterprise Data Management, Information Technology Modernization Strategy, Data Strategy, IT Workforce Development Strategy, FM IT Acquisition Strategy, and FM Enterprise Architecture assertion, including the development, implementation, and standardization of FM data in coordination with SAF/CN and OSD guidance.

A2.4.4.8.2. Providing technical support to include the development, sustainment, and operations of current DAF Financial Management standard systems and introducing technology improvements for future financial system operations, including the development, sustainment, operations, and training.

A2.4.4.8.3. Leading FM data management efforts to comply with Congressional, OSD and OMB direction.

- A2.4.4.8.4. Managing functional requirements received from MAJCOM, FLDCOM, OSD, and SecAF; coordinating requirements with SAF/CN; and ensuring alignment with FM capabilities to support Title 10 responsibilities.
- A2.4.4.8.5. Chairing the Financial Management Portfolio Board to evaluate investments based upon alignment of requirements to capabilities.
- A2.4.4.9. Serving as the FM focal point and representing FM on the DAF Enterprise Senior Working DAF Cost Review Board and the OSD Defense Business Council.
- A2.4.4.10. Providing guidance and acting as a liaison with the Air Force Installation and Mission Support Center (AFIMSC), Travel Pay Processing-Ellsworth, to provide centralized travel pay computation for Regular Air Force, Regular Space Force, Title 10 Reserve and Guard, and civilian customers.
- A2.4.4.11. Developing accounting and finance policy for financial services and financial management operations DAF-wide, including the development, publications and maintenance of DAF regulations and policy directives.
- A2.4.4.12. Advising the DAF Review Boards Agency on DAF remission cases. Reviewing and providing approval/disapproval recommendations as well as performing system updates resulting from SAF/MRB adjudication.
- A2.4.4.13. Co-Chairing with the Deputy Chief Management Officer, the Financial Improvement and Audit Remediation Committee to lead audit remediation activities with the goal to achieve and maintain an unqualified audit opinion on the DAF financial statements.
- A2.4.4.14. Leading the Accountability and Financial Management Integrated Process Team. Providing management oversight of financial management issues and coordination of DAF activities and overall efforts to ensure that systems and processes support the achievement and sustainment of auditable financial statements.
- A2.4.4.15. Serving as the FM focal point and representing FM on governance boards and panels for Enterprise Resource Planning systems.
- A2.4.4.16. Serving as an FM Career Field DT voting Member.
- A2.4.4.17. Serving as the FM focal point to approve the establishment and supervise the operation of any asset management system of the DAF, including systems for cash management, credit management, and debt collection, and systems for the accounting for the quantity, location, and cost of property and inventory.
- A2.4.4.18. Serving as the FM focal point to approve and supervise any project to design or enhance a financial management system for the DAF.
- A2.4.4.19. Providing analysis and functional oversight, in conjunction with MAJCOMs, FLDCOMs, and AFIMSC, of DAF installation-level financial management operations including military pay, civilian pay, travel pay, disbursing operations, and accounting operations for the regular components, Air Force Reserve and Air National Guard.
- A2.4.4.20. Managing the DAF Comptroller Quality Assurance program and providing functional oversight of internal controls, fraud prevention, and independent reviews of base-level financial operations.

A2.4.4.21. Serving as the primary DAF liaison with DFAS on all financial management issues relating to DFAS support to DAF customers and financial management policies and procedures.

A2.4.4.22. Serving as the DAF program manager for the DTS, including development of policies for DAF use and operation of DTS.

A2.4.4.23. Providing functional oversight of banking operations on DAF installations worldwide.

A2.4.4.24. Providing program management and oversight of the Government Travel Card program within the DAF.

A2.4.5. The Deputy Assistant Secretary for Congressional Budget and Appropriations Liaison (SAF/FML). Operates and serves as the DAF Congressional liaison with the Budget and Appropriations Committees and Congressional Budget Office, as well as assisting the SAF/FM and/or other DAF Senior Leadership with preparation of testimony before Congressional committees. Responsibilities further include:

A2.4.5.1. Working across the Secretariat, the Air Staff, OCSO, OSD, OMB and Intelligence Community to ensure unity of effort in financial management legislative strategy, to the maximum extent permitted by law.

A2.4.5.2. Supporting and defending DAF programs and budget before Congressional Appropriations Committees.

A2.4.5.3. Preparing and coordinating reports, testimony, and related statements on legislation with the Office of the Secretary of Defense (OSD), the Office of Management and Budget and the Congress including scheduling and other arrangements for presentation of legislative testimony before Congressional Committees.

A2.4.5.4. Preparing responses to inquiries from Committees of Congress and arranging for presenting testimony at Congressional hearings.

A2.4.5.5. Keeping members and committees of Congress advised of Air Force and Space Force activities within their area of interest.

A2.4.5.6. Maintaining direct liaison with the Congress, the Executive Office of the President, OSD and other government agencies on matters mentioned above.

A2.4.5.7. Managing preparation and support of SecAF, CSAF, and CSO annual Congressional testimony.

A2.4.5.8. Participating in USAF and USSF resource allocation forums.

A2.4.5.9. Managing appropriate classified information to execute all aspects of financial management legislative liaison responsibilities.

A2.4.5.10. Collaborating with SAF/LL to execute seamlessly a comprehensive DAF Legislative Strategy.

A2.4.5.11. Serving as an FM Career Field DT voting Member.