

GAO

Report to the Assistant Secretary of the  
Air Force (Financial Management and  
Comptroller)

---

November 1997

FINANCIAL  
MANAGEMENT

Profile of Air Force  
Financial Managers



---

---



**United States  
General Accounting Office  
Washington, D.C. 20548**

---

**Accounting and Information  
Management Division**

B-278233

November 28, 1997

The Honorable Robert F. Hale  
Assistant Secretary of the Air Force  
(Financial Management and Comptroller)

Dear Mr. Hale:

As highlighted in our February 1997 high-risk series report,<sup>1</sup> one of the greatest challenges to improving financial management throughout DOD is establishing a quality, trained, professional financial management workforce. Our objective in a series of assignments is to provide information on qualifications, such as formal education, training, and professional certifications, and professional work experience of personnel serving in key financial management positions in DOD. We are obtaining this information from biographies and profile instruments provided by each manager due to concerns regarding the completeness of personnel data bases and personnel files.

This is the second of our planned reports on the qualifications and experience of DOD's financial management workforce. It contains information we obtained on key financial managers in the Department of the Air Force. We recently issued our report<sup>2</sup> on key financial managers within the office of the Under Secretary of Defense (Comptroller), and we plan to issue individual reports on the Departments of the Army and Navy. In agreement with DOD representatives, our reviews of the Air Force, Army, and Navy are confined to comparable organizations and financial management positions in the services. These positions most often include comptrollers, deputy comptrollers, and budget officers located at operational and training commands and their installations. We also plan to issue a report to the Defense Finance and Accounting Service on the data we are collecting on its key financial managers. These reports can help Defense agencies in shaping their plans to enhance the qualifications, such as education and training, of their financial management workforce, as necessary. In addition, the reports provide baseline information that can be helpful in monitoring progress. Our final report in this series will discuss the qualifications of personnel serving in key financial management positions across DOD and in private sector companies and large state governments. We will also identify those steps DOD has taken

---

<sup>1</sup>High-Risk Series: Defense Financial Management (GAO/HR-97-3, February 1997).

<sup>2</sup>Financial Management: Profile of DOD Comptroller/CFO Financial Managers (GAO/AIMD-97-97, June 27, 1997).

---

and others it should consider implementing to enhance its financial management workforce to fully meet the objectives of the CFO Act.

This report provides qualification and professional work experience information on 4 Air Force financial management executives and 173 key financial management staff representing 79 of the 88 Air Force organizations included in our review.

---

## Results in Brief

The four Air Force financial management executives included the Assistant Secretary of the Air Force (Financial Management and Comptroller); the Principal Deputy Assistant Secretary of the Air Force (Financial Management and Comptroller); the Deputy Assistant Secretary, Financial Operations; and the Deputy Assistant Secretary, Budget. Each of the executives had attained masters degrees. The Assistant Secretary spent 7 years at DOD, 19 years at the Congressional Budget Office, and 3 years in the private sector. The Deputy Assistant Secretaries had DOD careers ranging from 27 to 31 years, with one of the three also spending part of his career at another federal agency and in the private sector. None held professional certifications.

Of the 173 other key Air Force financial managers responding to our review:

- Almost 70 percent (117) were military officers, serving mainly as comptrollers and budget officers at major commands and as comptrollers at installations; and 56 were civilian personnel serving mainly in budget officer positions at installations.
- All of the 117 officers and 41 of the 56 civilians reported holding bachelors degrees. About 30 percent of these respondents majored in accounting, while approximately 50 percent majored in other business-related areas.
- One hundred twenty-nine (99 officers and 30 civilians) also reported holding advanced degrees. About two-thirds of these degrees were in business-related majors other than accounting. The majors of the remaining respondents were not business-related. Two civilians also held doctoral degrees, one in business administration and the other in law.
- The officers' careers ranged from 3 to 38 years, averaging 18 years, while the civilians' careers ranged from 12 to 44 years, averaging 27 years. Those officers with less than 12 years of experience were most often assigned as budget officers at installations. About 50 percent of all respondents, officers and civilians, reported performing tasks throughout their careers in several financial management-related functions included in our review.

- One hundred thirty-one respondents (86 officers and 45 civilians) reported receiving training during 1995 and 1996. Of these, 9 out of every 10 listed general topics, such as computers and supervision, as examples of the training completed. About one-half also reported completing financial-related training during this period, while only about 2 out of 10 reported completing accounting-related training, such as accounting standards and financial reporting.
- About 20 percent of the respondents reported holding one or more financial management-related certifications. Of the 32 holding certificates, 6 were Certified Public Accountants (CPA),<sup>3</sup> 6 were Certified Government Financial Managers (CGFM),<sup>4</sup> and 24 were others, such as Certified Cost Analyst and Certified Acquisition Professional in Financial Management and Comptrollership.

## Requirements for Financial Managers

The Chief Financial Officers (CFO) Act of 1990 was enacted to address longstanding problems in financial management in the federal government. The act established CFO positions throughout the federal government and mandated that, within each of the largest federal departments and agencies, the CFO oversee all financial management activities relating to the programs and operations of the agency. Among the key responsibilities of CFOs are overseeing the recruitment, selection, and training of personnel to carry out agency financial management functions.

Recognizing that a qualified workforce was fundamental to achieving the objectives of the CFO Act and other related management reform legislation aimed at improving federal financial management, the Human Resources Committee of the Chief Financial Officers Council and the Joint Financial Management Improvement Program (JFMIP)<sup>5</sup> have proposed improvements addressing the recruitment, training, retention, and performance of federal financial management personnel. In November 1995, JFMIP published the

<sup>3</sup>The CPA certification program has existed since 1917. State organizations administer this program, awarding the certificate based on the applicant's formal education, professional work experience, and successful completion of a comprehensive examination developed by the American Institute of Certified Public Accountants.

<sup>4</sup>The CGFM program was initiated by the Association of Government Accountants in July 1994. Until June 30, 1996, the certificate was awarded based on an evaluation of an applicant's formal education and professional work experience in government financial management. Since then, certifications have also required the successful completion of three comprehensive examinations covering (1) the governmental environment, (2) governmental accounting, financial reporting, and budgeting, and (3) governmental financial management and control.

<sup>5</sup>JFMIP is a joint and cooperative undertaking of the Office of Management and Budget, General Accounting Office, Department of the Treasury, and Office of Personnel Management to improve and coordinate financial management policies and practices throughout the government.

---

Framework for Core Competencies for Financial Management Personnel in the Federal Government,<sup>6</sup> designed to highlight the knowledge, skills, and abilities that accountants, budget analysts, and other financial managers in the federal government should possess or develop to perform their functions effectively in accordance with the CFO Act. JFMIP stressed the need for federal government financial managers to be well-equipped to contribute to financial management activities, such as the execution of budgets, under increasingly constrained resource caps and the preparation, analysis, and interpretation of consolidated financial statements.

A primary goal in this body of work is to obtain and share with DOD information on the formal education, professional work experience, training, and professional certifications of key financial managers in the department, including each of the military services and the Defense Finance and Accounting Service.

---

## Objective, Scope, and Methodology

The objective of this assignment is to provide information on the formal education, professional work experience, training, and professional certifications of personnel serving in key financial management positions in the Air Force. We obtained this information from biographies and profile instruments due to concerns regarding the completeness of personnel data bases and personnel files. We worked with Air Force officials to determine the key financial management positions to be included in this review. These positions typically were comptrollers, deputy comptrollers, and budget officers serving at operational and training commands. In agreement with Air Force officials, we did not verify the information contained in the biographies and profiles provided by the respondents. A more detailed discussion of our scope and methodology, including a description of how we obtained qualifications and work experience data, is in appendix I.

We performed our audit work from January through September 1997. The Assistant Secretary of the Air Force (Financial Management and Comptroller) provided comments on a draft of this report. These comments are discussed in the “Agency Comments and Our Evaluation” section of this report and are reprinted in appendix VII.

---

<sup>6</sup>Framework for Core Competencies for Financial Management Personnel in the Federal Government, A Joint Project of the Human Resources Committee of the Chief Financial Officers Council and the Joint Financial Management Improvement Program, November 1995.

## Profile of Air Force Financial Management Executives

Table 1 shows the formal education and careers of the Department of the Air Force’s four executives included in our review. All four had attained both bachelor’s and master’s degrees, with majors including accounting, economics, public administration, operations research, public budgeting and finance, and history and political science. The Assistant Secretary had spent 7 years at DOD, 19 years at the Congressional Budget Office, and 3 years in the private sector. The three Deputy Assistant Secretaries’ DOD careers ranged from 27 to 31 years. In addition to his 27-year career at DOD, one also spent 2 years at the Department of the Interior and 3 years in the private sector. All four executives have served in financial management-related positions during most of their DOD careers. None held professional certifications.

**Table 1: Profile of Air Force Financial Management Executives**

<b>Assistant Secretary of the Air Force (Financial Management and Comptroller)</b>	
Education	Bachelor’s Degree in Mathematics and Statistics Master’s Degree in Operations Research and Business Administration
Career	DOD - 7 years; Congressional Budget Office - 19 years; private sector - 3 years
<b>Principal Deputy Assistant Secretary of the Air Force (Financial Management and Comptroller)</b>	
Education	Bachelor’s Degree in Economics Master’s Degree in Economics
Career	DOD - 31 years
<b>Deputy Assistant Secretary, Financial Operations</b>	
Education	Bachelor’s Degree in History and Political Science Master’s Degree in Public Administration
Career	DOD - 27 years; Department of the Interior - 2 years; private sector - 3 years
<b>Deputy Assistant Secretary, Budget</b>	
Education	Bachelor’s Degree in Accounting and Finance Master’s Degree in Public Budgeting and Finance
Career	DOD - 29 years

## Profile of Air Force Key Financial Managers

In collaboration with Air Force officials, we identified 204 key financial managers across the Department for this review, of which 173 (or 85 percent) provided information on their qualifications and experience. Respondents included

- all 10 staff from the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)—SAF/FM&C,
- 106 of 129 staff from four operational commands and their installations,
- 28 of 36 staff from the Air Education and Training Command and its installations, and
- all 29 staff from the Air Force Materiel Command and centers, including 5 air logistics centers responsible for supply and maintenance support and 3 product centers responsible for the research, development, test, and evaluation (RDT&E) and procurement of Air Force aeronautical, electronics, space, and missile systems.

The SAF/FM&C respondents performed roles involving financial operations, financial management policy, and/or budget execution. The officials responding from the major commands and installations included 76 comptrollers, 14 deputy comptrollers, 68 budget officers, and 5 working capital fund<sup>7</sup> managers—the last being from the Air Force Materiel Command and its air logistics centers.

Of the 173 respondents, almost 70 percent were military officers. Table 2 provides a breakout of the 117 officers by rank and the 56 civilians by grade. The officers served mainly as comptrollers and budget officers at major commands and comptrollers at installations, and the civilians most often served in budget officer positions at installations.

**Table 2: Number of Officer and Civilian Respondents**

Rank	Officers		Civilians	
		Number	Grade	Number
Brigadier General (O-7)		4	Senior Executive	10
Colonel (O-6)		14	15	10
Lieutenant Colonel (O-5)		32	14	6
Major (O-4)		26	13	9
Captain (O-3)		36	12	17
First Lieutenant (O-2)		5	11	4
<b>Total</b>		<b>117</b>	<b>Total</b>	<b>56</b>

**Formal Education Attained**

Over 90 percent of the respondents (all 117 officers and 41 of 56 civilians) reported having attained bachelor’s degrees, and about 75 percent had also

<sup>7</sup>Working capital fund activities sell goods and services to the military services and defense agencies at the cost incurred in providing the goods or services. Customers generally reimburse these activities from their operation and maintenance funds appropriated by the Congress.



attained master’s degrees. Two of the respondents also reported holding doctoral degrees.

For bachelor’s degrees held, table 3 shows the number reported in accounting, other business, and nonbusiness majors. About 30 percent of these 158 respondents majored in accounting, while approximately 50 percent had other business-related majors. Six of the respondents reported more than one major.

**Table 3: Bachelor’s Degree Majors Reported by Air Force Financial Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	35	12	47
Other business	60	21	81
Nonbusiness	24	12	36
<b>Total degrees</b>	<b>119</b>	<b>45</b>	<b>164</b>

Table 4 shows the majors reported by the 99 officers and 30 civilians holding master’s degrees. While none of the respondents held master’s degrees in accounting, about two-thirds of these staff listed other business-related majors. Four respondents reported holding more than one major.

**Table 4: Master’s Degree Majors Reported by Air Force Financial Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	0	0	0
Other business	68	20	88
Nonbusiness	35	10	45
<b>Total degrees</b>	<b>103</b>	<b>30</b>	<b>133</b>

Of the two civilians reporting doctoral degrees, one majored in business administration and the other in law.

The key financial managers were also requested to provide information on the number of accounting-related subjects completed as part of their formal education. Of the 173 respondents, 163 had completed one or more of these subjects, as follows:

- 1-2 subjects: 29 (22 officers and 7 civilians),

- 
- 3-5 subjects: 55 (37 officers and 18 civilians), and
  - 6 or more subjects: 79 (55 officers and 24 civilians).

Included in this latter group were 75 (or about 43 percent of the respondents) who reported completing both principles of accounting and intermediate accounting along with at least 4 other subjects. By completing this level of education in accounting-related subjects, these 75 staff also appear to meet the educational requirements to serve in federal GS-510 accountant<sup>8</sup> positions.

---

## Professional Work Experience Acquired

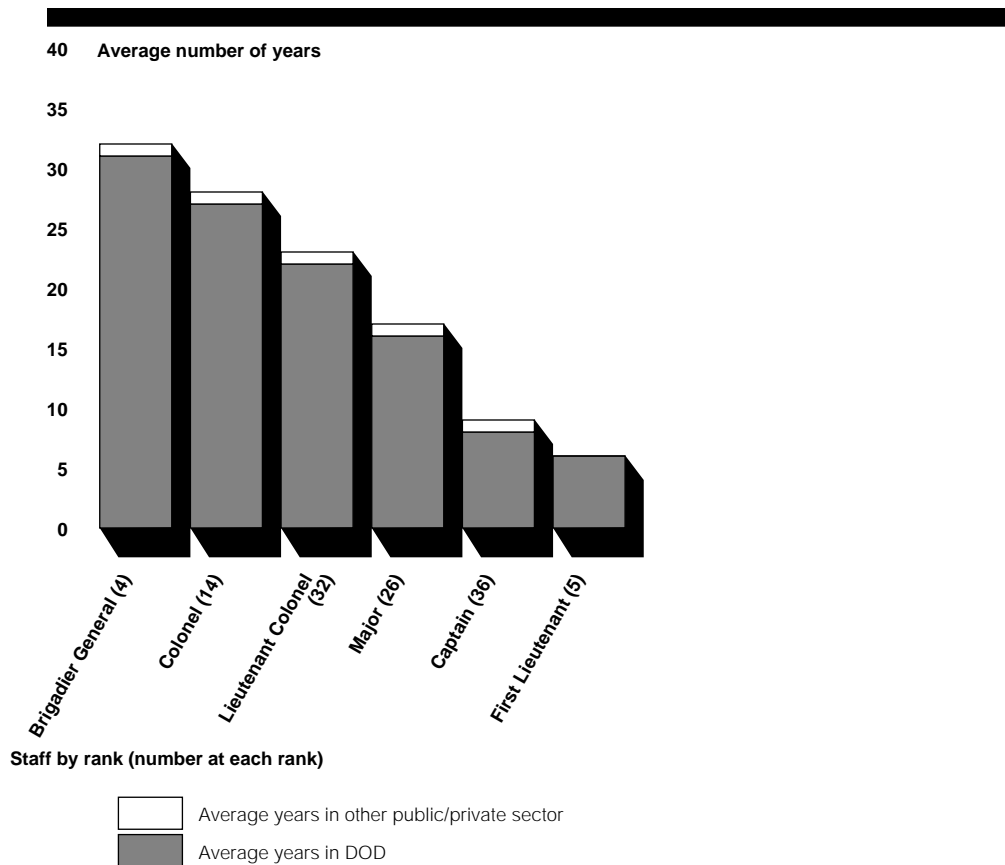
Figures 1 and 2 show the average number of years of work experience by rank for the officers and by grade for the civilians, respectively. As the figures show, both officer and civilian respondents have spent most of their careers in DOD. About 50 percent of all respondents, officers and civilians, reported performing tasks in several financial management-related functions included in our review throughout their careers.

The officers' careers ranged from 3 to 38 years, averaging 18 years, while the civilians' careers ranged from 12 to 44 years, averaging 27 years. Officers and civilians at the ranks of first lieutenant and captain and grades of GS-11 and 12 typically served in budget officer positions at installations.

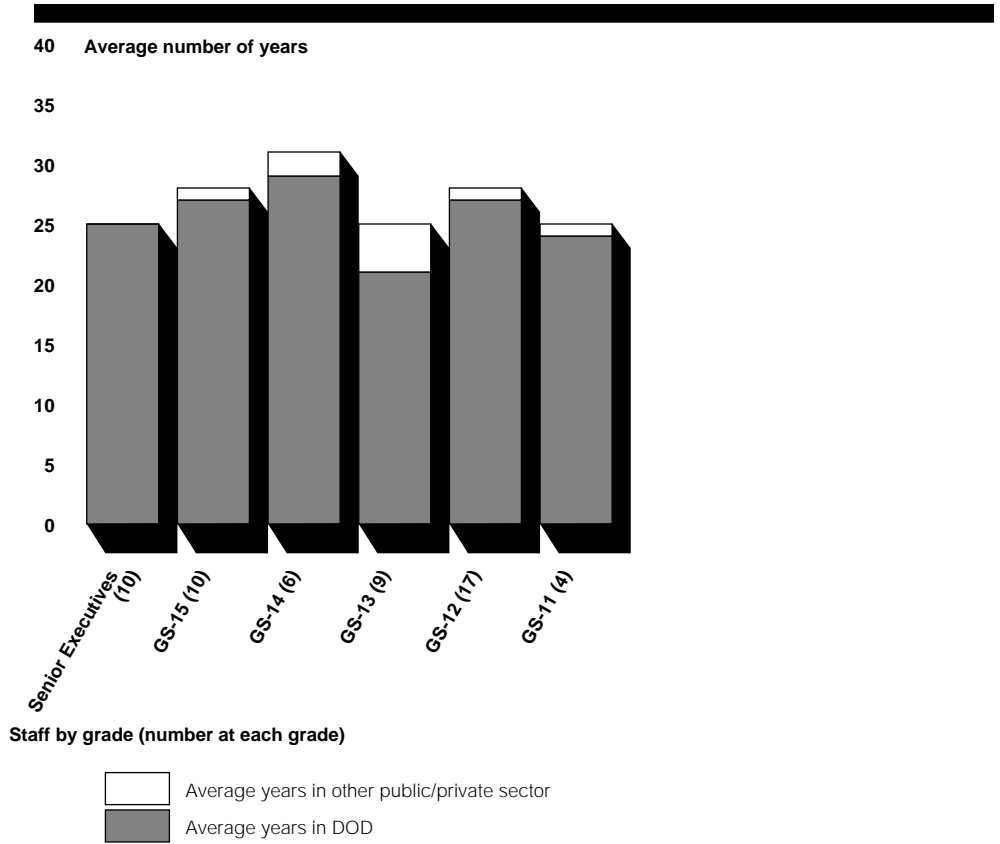
---

<sup>8</sup>The typical educational requirement for GS-510 accountants is 24 credit hours in accounting-related subjects. A person completing principles of accounting and intermediate accounting subjects (typically two courses of each) and four other subjects would generally meet this hour requirement.

**Figure 1: Professional Work Experience Reported by Air Force Financial Managers—Officers**



**Figure 2: Professional Work Experience Reported by Air Force Financial Managers—Civilians**



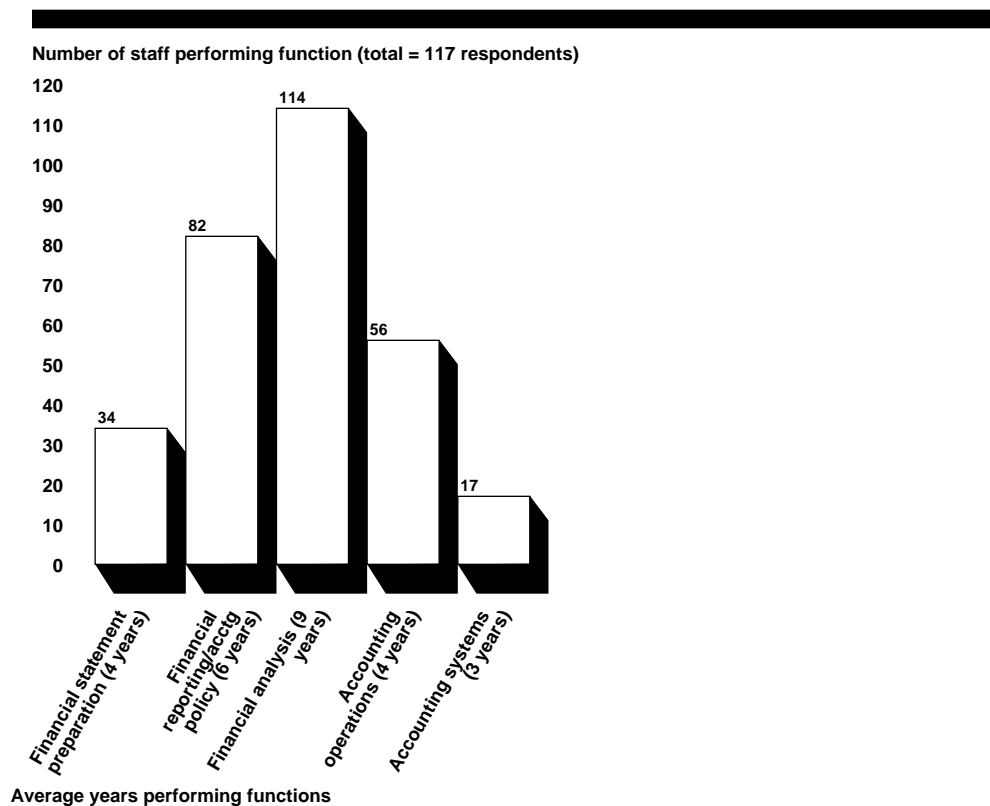
In collaboration with DOD officials, we identified five functions and associated tasks which are often performed by personnel serving in key financial management positions, including:

- financial statement preparation—preparing annual financial statements and footnotes;
- financial reporting/accounting policy—preparing financial reports and consulting on the application of accounting policy;
- financial analysis—performing tasks associated with cost accounting, business process improvements, budgeting, cash flow analysis, cost analysis, revenue and expenditure forecasting, and other analysis of financial position and operations;
- accounting operations—recording and reporting accounting transactions; and

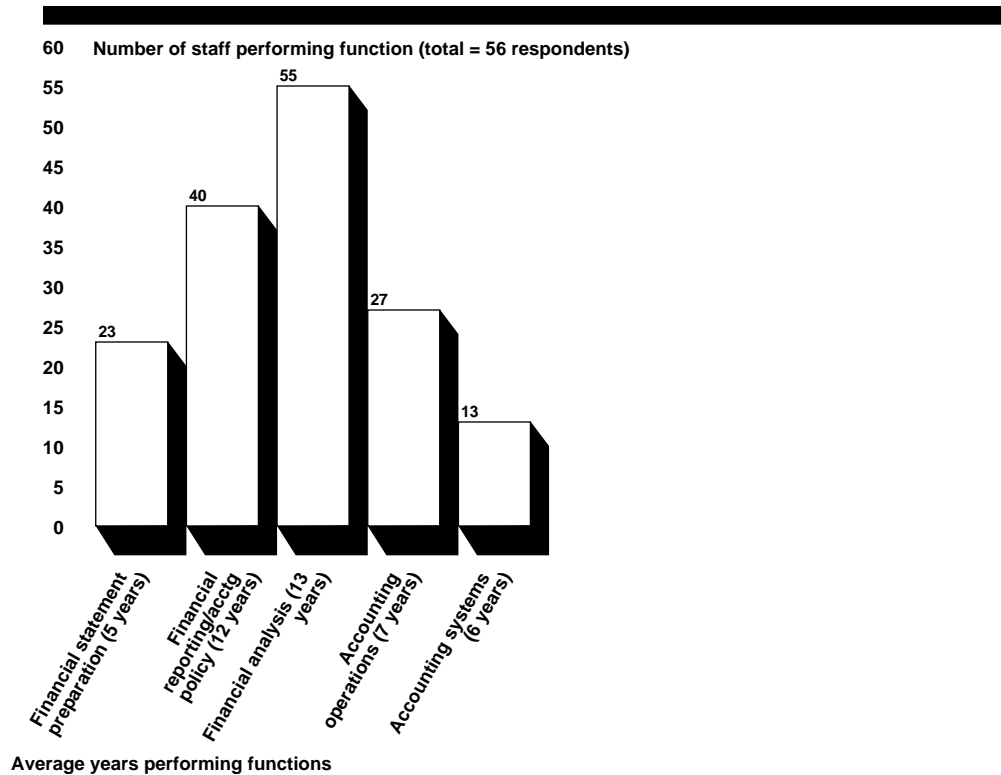
- accounting systems development and maintenance—performing tasks associated with functional design and maintenance of accounting and finance systems.

Fifty-five officers and 28 civilians, or almost one-half of each group, reported that they had performed tasks in 3 or more of these functions during their careers. Figures 3 and 4 show the number of officers and civilians who indicated that they had performed each function and the average number of years of experience in that function. For example, as shown in figure 3, 114 of the 117 officers have performed financial analysis-related tasks for an average of 9 years.

**Figure 3: Experience in Financial Management Functions Reported by Air Force Financial Managers—Officers**



**Figure 4: Experience in Financial Management Functions Reported by Air Force Financial Managers—Civilians**

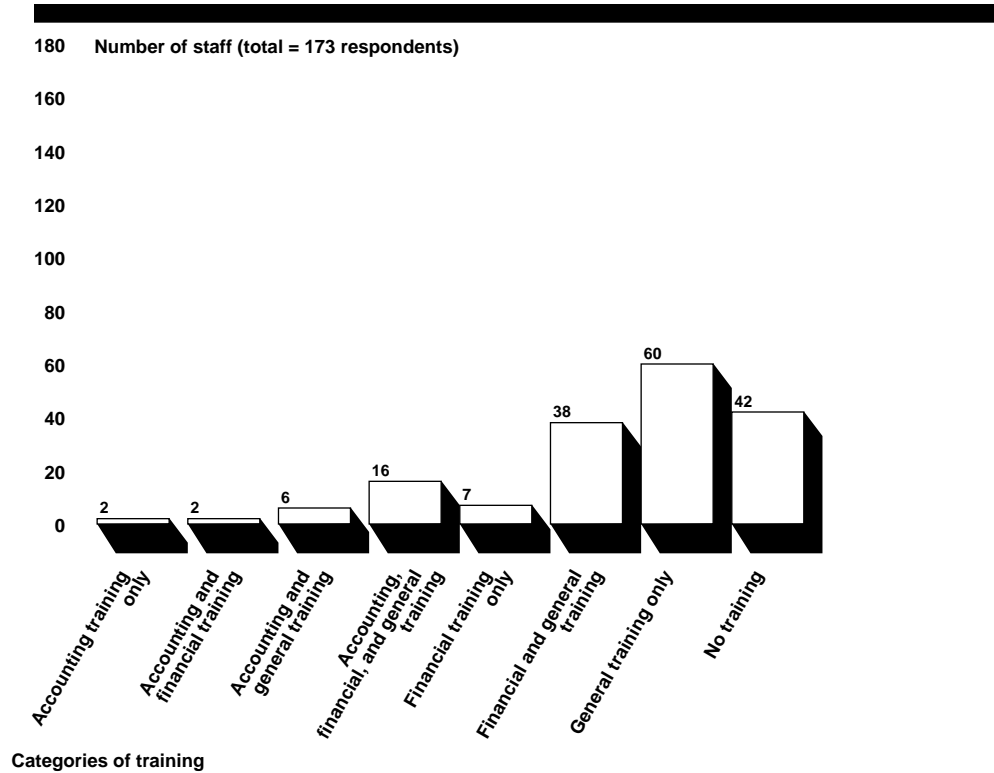


**Training Completed During 1995 and 1996**

During 1995 and 1996, about 75 percent of the officers and 80 percent of the civilians reported completing some form of training. Of the 86 officers and 45 civilians receiving training, 9 out of 10 listed general topics, such as computers and supervision, as examples of the training they had completed. Meanwhile, about one-half of both officers and civilians reported completing some training in financial-related topics, while only about 2 out of 10 reported completing training in accounting-related topics, such as accounting standards and financial reporting.

Figure 5 shows the type of training completed during the 2-year period as reported by the 173 respondents.

**Figure 5: Training Reported by Air Force Financial Managers During 1995 and 1996**



As indicated in the figure:

- total receiving accounting-related training: 26 (18 officers and 8 civilians),
- total receiving financial-related training: 63 (42 officers and 21 civilians),
- total receiving training in general topics: 120 (79 officers and 41 civilians), and
- total not receiving training: 42 (31 officers and 11 civilians).

**Professional Certifications Held**

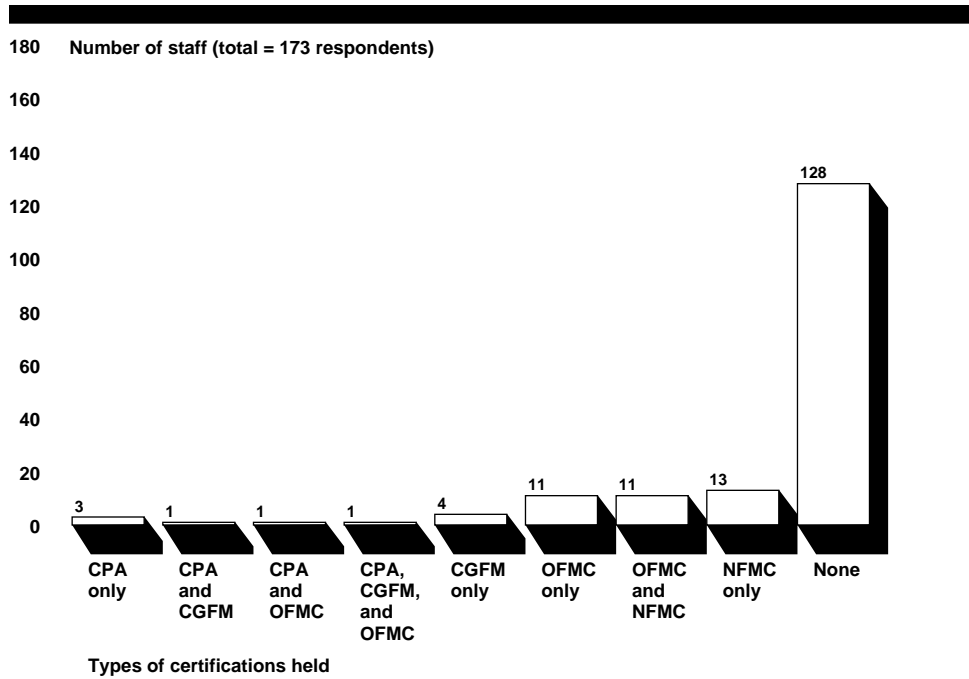
Almost 20 percent of the respondents reported holding financial management-related certifications. Figure 6 shows the numbers and types of professional certifications reported by the Air Force financial managers. Of the 32 respondents holding one or more financial management-related certifications,

- 6 were CPAS (3 officers and 3 civilians),

- 6 were CGFMS (3 officers and 3 civilians), and
- 24 held other financial management-related certifications (11 officers and 13 civilians).

Also, 24 staff reported nonfinancial management-related certifications, including 15 officers and 9 civilians. Of the 128 staff that did not hold any professional certifications, 91 were officers and 37 were civilians.

**Figure 6: Professional Certifications Reported by Air Force Financial Managers**



CPA: Certified Public Accountant  
 CGFM: Certified Government Financial Manager  
 OFMC: Other financial management certifications  
 NFMC: Nonfinancial management certifications

Appendixes II through VI provide the formal education, professional work experience, training, and professional certification data for the 117 officers and 56 civilians by their respective organizations, including:



- 
- SAF/FM&C in appendix II,
  - 4 operational commands and 51 of their 57 installations in appendix III,
  - the Air Education and Training Command and 13 of its 16 installations in appendix IV,
  - Air Force Materiel Command (AFMC) and the five air logistics centers in appendix V, and
  - AFMC and three product centers in appendix VI.

---

## Agency Comments and Our Evaluation

In commenting on a draft of this report, the Air Force generally concurred with the contents and stated that it believed the information will help its evaluation of military and civilian career programs to ensure Air Force financial managers provide the best possible service to customers. The Air Force expressed concern, however, that parts of the report seemed to overly emphasize the need for accounting courses and training. Regarding the Air Force's concern, this report presents information on a number of measures relating to qualifications and experience of key Air Force financial managers, who are serving in positions responsible for the fiscal and budgetary management of the data used to prepare financial reports and statements. As agreed with Air Force officials, information on formal education and training, including accounting training, are among such important measures. As the Air Force response indicates, this information will help the Department evaluate its military and civilian career programs to ensure Air Force financial managers provide the best possible service to customers.

The Air Force's comments are reprinted in appendix VII. Also, the Air Force provided a number of technical comments, which were fully addressed in finalizing our report.

---

We are sending copies of this report to the Chairmen and Ranking Minority Members of the Senate Committee on Governmental Affairs, the House Committee on Government Reform and Oversight, and the Subcommittee on Government Management, Information, and Technology of the House Government Reform and Oversight Committee, and to the Director of the Office of Management and Budget. Copies will also be made available to others upon request.

---

If you have any questions about this report, please contact me at (202) 512-9095. Major contributors to this report are listed in appendix VIII.

Sincerely yours,

A handwritten signature in black ink that reads "Lisa G. Jacobson". The signature is written in a cursive style with a large initial "L".

Lisa G. Jacobson  
Director, Defense Audits

---

---

---

# Contents

---

Letter	1
Appendix I Scope and Methodology	24
Appendix II Profiles of Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller) Respondents	33
Appendix III Profiles of Operational Command and Installation Respondents	41
Appendix IV Profiles of Air Education and Training Command (AETC) and Installation Respondents	49

<p><b>Appendix V</b>  <b>Profiles of Working</b>  <b>Capital Fund</b>  <b>Respondents</b></p>	<p>57</p>																				
<p><b>Appendix VI</b>  <b>Profiles of Product</b>  <b>Center Respondents</b></p>	<p>65</p>																				
<p><b>Appendix VII</b>  <b>Comments From the</b>  <b>Department of the Air</b>  <b>Force</b></p>	<p>73</p>																				
<p><b>Appendix VIII</b>  <b>Major Contributors to</b>  <b>This Report</b></p>	<p>74</p>																				
<p><b>Tables</b></p>	<table border="0"> <tr> <td style="padding-left: 20px;">Table 1: Profile of Air Force Financial Management Executives</td> <td style="text-align: right;">5</td> </tr> <tr> <td style="padding-left: 20px;">Table 2: Number of Officer and Civilian Respondents</td> <td style="text-align: right;">6</td> </tr> <tr> <td style="padding-left: 20px;">Table 3: Bachelor's Degree Majors Reported by Air Force Financial Managers</td> <td style="text-align: right; vertical-align: bottom;">7</td> </tr> <tr> <td style="padding-left: 20px;">Table 4: Master's Degree Majors Reported by Air Force Financial Managers</td> <td style="text-align: right; vertical-align: bottom;">7</td> </tr> <tr> <td style="padding-left: 20px;">Table I.1: Air Force Major Command and Installation Key Financial Managers Included in This Review</td> <td style="text-align: right; vertical-align: bottom;">25</td> </tr> <tr> <td style="padding-left: 20px;">Table II.1: Number of Officer and Civilian Respondents</td> <td style="text-align: right;">33</td> </tr> <tr> <td style="padding-left: 20px;">Table II.2: Bachelor's Degree Majors Reported by SAF/FM&amp;C Financial Managers</td> <td style="text-align: right; vertical-align: bottom;">33</td> </tr> <tr> <td style="padding-left: 20px;">Table II.3: Master's Degree Majors Reported by SAF/FM&amp;C Financial Managers</td> <td style="text-align: right; vertical-align: bottom;">34</td> </tr> <tr> <td style="padding-left: 20px;">Table III.1: Operational Commands' Key Financial Manager Population and Respondents and Operation and Maintenance Budgets for Fiscal Year 1997</td> <td style="text-align: right; vertical-align: bottom;">41</td> </tr> <tr> <td style="padding-left: 20px;">Table III.2: Number of Officer and Civilian Respondents</td> <td style="text-align: right;">41</td> </tr> </table>	Table 1: Profile of Air Force Financial Management Executives	5	Table 2: Number of Officer and Civilian Respondents	6	Table 3: Bachelor's Degree Majors Reported by Air Force Financial Managers	7	Table 4: Master's Degree Majors Reported by Air Force Financial Managers	7	Table I.1: Air Force Major Command and Installation Key Financial Managers Included in This Review	25	Table II.1: Number of Officer and Civilian Respondents	33	Table II.2: Bachelor's Degree Majors Reported by SAF/FM&C Financial Managers	33	Table II.3: Master's Degree Majors Reported by SAF/FM&C Financial Managers	34	Table III.1: Operational Commands' Key Financial Manager Population and Respondents and Operation and Maintenance Budgets for Fiscal Year 1997	41	Table III.2: Number of Officer and Civilian Respondents	41
Table 1: Profile of Air Force Financial Management Executives	5																				
Table 2: Number of Officer and Civilian Respondents	6																				
Table 3: Bachelor's Degree Majors Reported by Air Force Financial Managers	7																				
Table 4: Master's Degree Majors Reported by Air Force Financial Managers	7																				
Table I.1: Air Force Major Command and Installation Key Financial Managers Included in This Review	25																				
Table II.1: Number of Officer and Civilian Respondents	33																				
Table II.2: Bachelor's Degree Majors Reported by SAF/FM&C Financial Managers	33																				
Table II.3: Master's Degree Majors Reported by SAF/FM&C Financial Managers	34																				
Table III.1: Operational Commands' Key Financial Manager Population and Respondents and Operation and Maintenance Budgets for Fiscal Year 1997	41																				
Table III.2: Number of Officer and Civilian Respondents	41																				

Table III.3: Bachelor’s Degree Majors Reported by Operational Command and Installation Financial Managers	42
Table III.4: Master’s Degree Majors Reported by Operational Command and Installation Financial Managers	42
Table IV.1: Number of Officer and Civilian Respondents	49
Table IV.2: Bachelor’s Degree Majors Reported by Training Command and Installation Financial Managers	49
Table IV.3: Master’s Degree Majors Reported by Training Command and Installation Financial Managers	49
Table V.1: Number of Officer and Civilian Respondents	57
Table V.2: Bachelor’s Degree Majors Reported by Working Capital Fund Financial Managers	57
Table V.3: Master’s Degree Majors Reported by Working Capital Fund Financial Managers	58
Table VI.1: Number of Officer and Civilian Respondents	65
Table VI.2: Bachelor’s Degree Majors Reported by Product Center Financial Managers	65
Table VI.3: Master’s Degree Majors Reported by Product Center Financial Managers	66

**Figures**

Figure 1: Professional Work Experience Reported by Air Force Financial Managers—Officers	9
Figure 2: Professional Work Experience Reported by Air Force Financial Managers—Civilians	10
Figure 3: Experience in Financial Management Functions Reported by Air Force Financial Managers—Officers	11
Figure 4: Experience in Financial Management Functions Reported by Air Force Financial Managers—Civilians	12
Figure 5: Training Reported by Air Force Financial Managers During 1995 and 1996	13
Figure 6: Professional Certifications Reported by Air Force Financial Managers	14
Figure I.1: Profile Instrument Used to Collect Qualification and Experience Information on Air Force Financial Managers	28
Figure II.1: Professional Work Experience Reported by SAF/FM&C Financial Managers—Officers	35
Figure II.2: Professional Work Experience Reported by SAF/FM&C Financial Managers—Civilians	36
Figure II.3: Experience in Financial Management Functions Reported by SAF/FM&C Financial Managers—Officers	37

---

Figure II.4: Experience in Financial Management Functions Reported by SAF/FM&C Financial Managers—Civilians	38
Figure II.5: Training Reported by SAF/FM&C Financial Managers During 1995 and 1996	39
Figure II.6: Professional Certifications Reported by SAF/FM&C Financial Managers	40
Figure III.1: Professional Work Experience Reported by Operational Command and Installation Financial Managers—Officers	43
Figure III.2: Professional Work Experience Reported by Operational Command and Installation Financial Managers—Civilians	44
Figure III.3: Experience in Financial Management Functions Reported by Operational Command and Installation Financial Managers—Officers	45
Figure III.4: Experience in Financial Management Functions Reported by Operational Command and Installation Financial Managers—Civilians	46
Figure III.5: Training Reported by Operational Command and Installation Financial Managers During 1995 and 1996	47
Figure III.6: Professional Certifications Reported by Operational Command and Installation Financial Managers	48
Figure IV.1: Professional Work Experience Reported by Training Command and Installation Financial Managers—Officers	51
Figure IV.2: Professional Work Experience Reported by Training Command and Installation Financial Managers—Civilians	52
Figure IV.3: Experience in Financial Management Functions Reported by Training Command and Installation Financial Managers—Officers	53
Figure IV.4: Experience in Financial Management Functions Reported by Training Command and Installation Financial Managers—Civilians	54
Figure IV.5: Training Reported by Training Command and Installation Financial Managers During 1995 and 1996	55
Figure IV.6: Professional Certifications Reported by Training Command and Installation Financial Managers	56
Figure V.1: Professional Work Experience Reported by Working Capital Fund Financial Managers—Officers	59
Figure V.2: Professional Work Experience Reported by Working Capital Fund Financial Managers—Civilians	60

---

Figure V.3: Experience in Financial Management Functions Reported by Working Capital Fund Financial Managers—Officers	61
Figure V.4: Experience in Financial Management Functions Reported by Working Capital Fund Financial Managers—Civilians	62
Figure V.5: Training Reported by Working Capital Fund Financial Managers During 1995 and 1996	63
Figure V.6: Professional Certifications Reported by Working Capital Fund Financial Managers	64
Figure VI.1: Professional Work Experience Reported by Product Center Financial Managers—Officers	67
Figure VI.2: Professional Work Experience Reported by Product Center Financial Managers—Civilians	68
Figure VI.3: Experience in Financial Management Functions Reported by Product Center Financial Managers—Officers	69
Figure VI.4: Experience in Financial Management Functions Reported by Product Center Financial Managers—Civilians	70
Figure VI.5: Training Reported by Product Center Financial Managers During 1995 and 1996	71
Figure VI.6: Professional Certifications Reported by Product Center Financial Managers	72



---

**Abbreviations**

ACC	Air Combat Command
AETC	Air Education and Training Command
AFMC	Air Force Materiel Command
ALC	air logistics center
AMC	Air Mobility Command
CFO	chief financial officer
CGFM	Certified Government Financial Manager
CPA	Certified Public Accountant
DFAS	Defense Finance and Accounting Service
DOD	Department of Defense
FMFIA	Federal Managers' Financial Integrity Act
JFMIP	Joint Financial Management Improvement Program
GMRA	Government Management Reform Act
GPRA	Government Performance and Results Act
O&M	operation and maintenance
PACAF	Pacific Air Forces
RDT&E	research, development, test, and evaluation
SAF/FM&C	Assistant Secretary of the Air Force (Financial Management and Comptroller)
USAFE	U.S. Air Forces in Europe

# Scope and Methodology

In collaboration with Air Force officials, we identified Air Force financial managers to be included in this review as those serving in key positions throughout the department. For the most part, these positions included comptrollers, deputy comptrollers, and budget officers at operational and training commands and their installations. The types of Air Force organizations from which we selected financial managers are similar to those we are reviewing in the other services. In addition to the office of the assistant secretary for financial management for each military service, we are also focusing on operational and training organizations, working capital fund activities, and activities involved in the research, development, test, evaluation, and procurement of major systems.

In the Air Force, the 208 key financial managers selected for this review included:

- 4 senior executives in the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)—SAF/FM&C, including the Assistant Secretary of the Air Force (Financial Management and Comptroller); Principal Deputy Assistant Secretary of the Air Force (Financial Management and Comptroller); Deputy Assistant Secretary, Financial Operations; and Deputy Assistant Secretary, Budget;
- 10 SAF/FM&C staff involved in financial operations, financial management policy, and/or budget execution-related functions; and
- 194 staff serving in comptroller, deputy comptroller, budget officer, and working capital fund manager positions at 87 major commands and installations involved in operations, training, supply and maintenance, and the research, development, test, evaluation, and procurement of aircraft, missiles, and other Air Force systems, such as launch systems, satellites, and communications/electronics.

Of the 208 selected Air Force financial managers located at 88 organizations, 177 from 79 of these organizations responded to this review. The respondents included the 4 senior executives, the 10 SAF/FM&C staff, and 163 key staff from major commands and installations comprised of 76 comptrollers, 14 deputy comptrollers, 68 budget officers, and 5 working capital fund managers.

Table I.1 identifies the Air Force major commands and the number of their installations and key financial managers included in this review. Also, shown by each major command are the number of installations and respondents. The respondents are further identified by position—

---

**Appendix I**  
**Scope and Methodology**

---

comptrollers, deputy comptrollers, budget officers, and working capital managers.

We obtained fiscal year 1997 Air Force budget data, including operation and maintenance (O&M) funding for operational, training, and working capital fund and product centers from the SAF/FM&C budget office. We also obtained research, development, test, and evaluation and procurement funding for the product centers. Those commands and installations included in our review managed about \$25 billion of the \$60 billion Air Force budget during fiscal year 1997.

---

**Table I.1: Air Force Major Command and Installation Key Financial Managers Included in This Review**

---

**Operational Organizations**

Air Combat Command and 24 of its 27 installations (48 of the 58 staff responding included 24 comptrollers, 2 deputy comptrollers, and 22 budget officers)

Pacific Air Forces and 10 of its 12 installations (21 of the 28 staff responding included 11 comptrollers, 1 deputy comptroller, and 9 budget officers)

U.S. Air Forces in Europe and six of its seven installations (13 of the 17 staff responding included 7 comptrollers and 6 budget officers)

Air Mobility Command and its 11 installations (24 of the 26 staff responding included 12 comptrollers, 2 deputy comptrollers, and 10 budget officers)

---

**Training Organizations**

Air Education and Training Command and 13 of its 16 installations (28 of the 36 staff responding included 13 comptrollers, 2 deputy comptrollers, and 13 budget officers)

---

**Working Capital Fund Organizations**

Air Force Materiel Command and its 5 air logistics centers (all 20 staff responded, including 6 comptrollers, 4 deputy comptrollers, 5 budget officers, and 5 working capital fund managers)

---

**Product Center Organizations**

Air Force Materiel Command and its 3 product centers involved in aeronautics, electronics, and space and missile research, development, test, evaluation, and procurement efforts (all 12 staff responded, including 4 comptrollers, 4 deputy comptrollers, and 4 budget officers)

---

Note: The comptroller, deputy comptroller, and budget officer from the Air Force Materiel Command were included in our review of both working capital fund and product center organizations.

In an August 1988 report,<sup>1</sup> GAO proposed a framework for evaluating the quality of the federal workforce over time. Quantifiable measures identified in that report include specific knowledge, skills, and abilities. Using this report and the JFMP study on core competencies, and in

---

<sup>1</sup>Federal Workforce: A Framework for Studying Its Quality Over Time (GAO/PEMD-88-27, August 4, 1988).

collaboration with DOD representatives, we identified four indicators to measure the attributes that key financial managers can bring to their positions. These include formal education, professional work experience, training, and professional certifications. These attributes are being used to measure the qualifications and experience of key financial managers in the five DOD organizations included in our reviews.

We then worked with Air Force officials in developing a data collection instrument to gather the following types of information under each indicator:

- formal education: degrees attained, majors, and specific accounting and financial-related courses completed;
- professional work experience: (1) number of years working in current position, years at DOD, years in other government agencies, and years in the private sector, and (2) experience in five specific financial management-related functions;
- training: during 1995-1996, specific subjects completed related to accounting, other financial-related topics, and general topics; and
- professional certifications: CPA, CGFM, other financial management-related certifications, and other nonfinancial management-related certifications held.

For the four Air Force executives, we obtained information on their formal education, careers, and professional certifications from official biographies. For all other individuals, due to Air Force officials' concerns over the completeness of personnel files and data bases, we agreed to collect information on the four indicators using profile instruments. This procedure is being used to collect qualification and experience information from all DOD organizations in this series of assignments.

We sent profile instruments to the Office of the Secretary of the Air Force (Financial Management and Comptroller) and each major command and installation. Those activities then distributed the instruments to personnel serving in financial management positions identified for this review. We mailed more instruments to those activities from which the originals had not been received after 60 days and contacted those respondents whose profile instruments were returned with incomplete information. Through these efforts, we received profile instruments with complete information from 85 percent of the key financial managers included in this review. Figure I.1 contains the profile instrument we used to obtain personnel

---

qualification and experience information from Air Force financial managers.

As agreed with the Air Force, we did not attempt to verify the information contained in the biographies or the profiles we received. However, as noted above, for incomplete instruments, we contacted those individuals and obtained the missing information.

We conducted our work from January through September 1997 in accordance with generally accepted government auditing standards.

**Appendix I  
Scope and Methodology**

**Figure I.1: Profile Instrument Used to Collect Qualification and Experience Information on Air Force Financial Managers**

<b>PROFILE OF DOD FINANCIAL PERSONNEL</b>	
Component: Air Force	Organization tracking number: _____
Name: _____	Grade/Series or Rank: _____
Position Title: _____	
Command/Installation: _____	
Location: _____	Phone: (____) _____
Primary Function Performed in Current Position (SELECT ONE):	
Finance Operations	_____
Accounting Functions	_____
Budget Execution/Analysis	_____
Cost/Financial Analysis	_____
Comptroller/Financial Mgmt.	_____
<b>PROFESSIONAL CERTIFICATIONS</b>	
Please complete the information requested for any of the following professional certifications that you hold. Also, identify any other certifications you hold and the date attained.	
Certified Public Accountant:	Year _____ State _____
Certified Management Accountant:	Year _____
Certified Internal Auditor:	Year _____
Certified Financial Planner:	Year _____
Certified Government Financial Manager:	Year _____
Others:	
_____	Year _____
_____	Year _____
_____	Year _____



---

**Appendix I**  
**Scope and Methodology**

---

**CONTINUING PROFESSIONAL EDUCATION**

This section requests information concerning the continuing professional education you have received from January 1, 1995 through December 31, 1996. For the table on page 4, please place an "X" by those subjects you have completed during the two-year period. If needed, you may attach another page for other courses you have completed during the two-year period.



**Appendix I  
Scope and Methodology**

<b>Subjects Completed in 1996 and 1995</b>	<b>1996</b>	<b>1995</b>
General:		
Supervision		
Computer-Related		
Diversity-Related		
Personnel/Team Management		
Communication Skills		
Strategic Planning/Project Management		
Accounting Focus:		
CFO Act/Government Management Reform Act (GMRA)		
Accounting Standards and Procedures		
Accounting Policy		
Standard General Ledger		
Federal Financial Reports/Statements		
Plant, Property, and Equipment		
Liabilities		
Financial/Budget/Financial Management Focus:		
Government Performance and Results Act (GPRA)		
Budget Policy/Formulation		
Budget Execution		
Appropriations Law		
Federal Managers Financial Integrity Management Act (FMFIA)		
Civilian/Military Pay		
Travel Pay		
Vendor Pay		
Cost Estimate Analysis		
Others (Please list):		

---

**Appendix I**  
**Scope and Methodology**

---

**PROFESSIONAL WORK EXPERIENCE**

1. Please indicate the number of years that you have worked in the following sectors since beginning your professional career, either after high school or college.  
  
DOD: \_\_\_ years Other Government: \_\_\_ years Private Sector: \_\_\_ years
2. Provide the number of years you have been working in your current position: \_\_\_\_\_ years
3. Please provide the number of years during your career that you have worked in the following functions:
  - a. Financial Statement Preparation: \_\_\_ years  
  
(Included are those personnel who work primarily in preparing annual financial statements and footnotes <including adjusting entries, closing entries, and trial balances>.)
  - b. Financial Reporting/Accounting Policy: \_\_\_ years  
  
(Included are those personnel who work primarily in preparing budget execution and financial reports, as well as those advising the preparers in their application of accounting policies.)
  - c. Financial Analysis: \_\_\_ years  
  
(Included are those personnel who work primarily in cost accounting, business process improvements, budgeting, cash flow analysis, cost analysis, revenue and expenditure forecasting, and other analysis of the financial position and operations.)
  - d. Accounting Operations: \_\_\_ years  
  
(Included are those personnel who work primarily in recording and reporting receivables, receipts, disbursements, payroll, payables (civilian and military/vendor/travel pay), inventory, liabilities, and property, plant, and equipment.)
  - e. Accounting Systems Development and Maintenance: \_\_\_ years  
  
(Included are those personnel who work primarily in the functional design and maintenance of accounting and finance systems.)

# Profiles of Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller) Respondents

We included 10 key financial managers in the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller)—SAF/FM&C, all of whom provided information on their qualifications and experience. This population includes four staff involved in financial operations, one staff in financial management/accounting policy, and five staff in budget execution functions. Table II.1 shows the officer and civilian composition of this staff, by rank and grade.

**Table II.1: Number of Officer and Civilian Respondents**

Rank	Officers		Civilians	
	Number	Grade	Number	Grade
Brigadier General (O-7)	1	Senior Executive	3	
Colonel (O-6)	1	15	1	
Lieutenant Colonel (O-5)	1	14	2	
Major (O-4)	0	13	1	
Captain (O-3)	0	12	0	
First Lieutenant (O-2)	0	11	0	
<b>Total</b>	<b>3</b>	<b>Total</b>	<b>7</b>	

## Formal Education Attained

As shown in table II.2, all 10 respondents have bachelor's degrees, with one of the 10 also reporting more than one major. Four of the 10 majored in accounting.

**Table II.2: Bachelor's Degree Majors Reported by SAF/FM&C Financial Managers**

Majors	Number of degrees		
	Officers	Civilians	Total degrees by major
Accounting	3	1	4
Other business	0	3	3
Nonbusiness	0	4	4
<b>Total degrees</b>	<b>3</b>	<b>8</b>	<b>11</b>

As shown in table II.3, all 10 staff also held master's degrees, nine of which were business related.

**Appendix II  
Profiles of Office of the Assistant Secretary  
of the Air Force (Financial Management and  
Comptroller) Respondents**

**Table II.3: Master's Degree Majors  
Reported by SAF/FM&C Financial  
Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	0	0	0
Other business	3	6	9
Nonbusiness	0	1	1
<b>Total degrees</b>	<b>3</b>	<b>7</b>	<b>10</b>

All of the 10 respondents completed one or more courses in accounting-related subjects, as follows:

- 1-2 subjects: 1 civilian,
- 3-5 subjects: 2 civilians, and
- 6 or more subjects: 7 (3 officers and 4 civilians).

All of respondents in the latter group appear to have met the educational requirements to serve in GS-510 accountant positions.

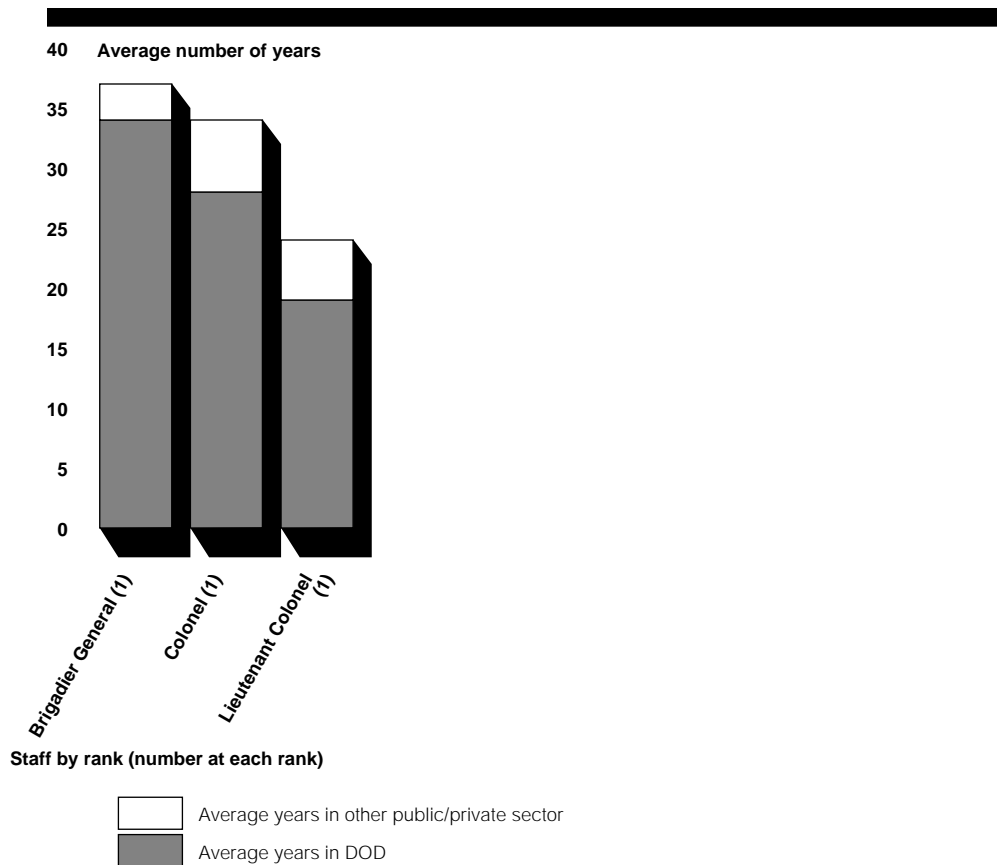
Two civilians also held doctoral degrees, one in business administration and the other in law.

## Professional Work Experience Acquired

Figures II.1 and II.2 show the average number of years of work experience by rank for the three officers and by grade for the seven civilians, respectively. The average was 32 years for the officers, ranging from 24 to 37 years, and 28 years for the civilians, ranging from 22 to 44 years. As the figures show, the respondents have spent most of their careers in DOD.

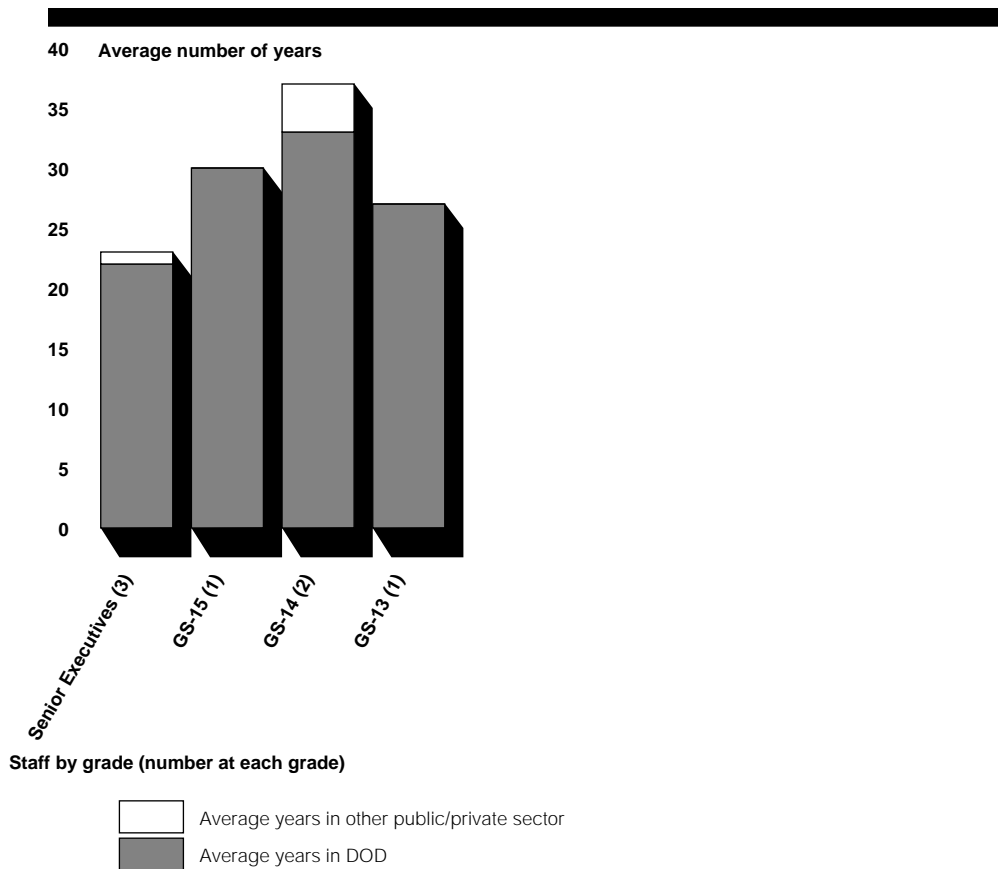
**Appendix II  
Profiles of Office of the Assistant Secretary  
of the Air Force (Financial Management and  
Comptroller) Respondents**

**Figure II.1: Professional Work  
Experience Reported by SAF/FM&C  
Financial Managers—Officers**



**Appendix II  
Profiles of Office of the Assistant Secretary  
of the Air Force (Financial Management and  
Comptroller) Respondents**

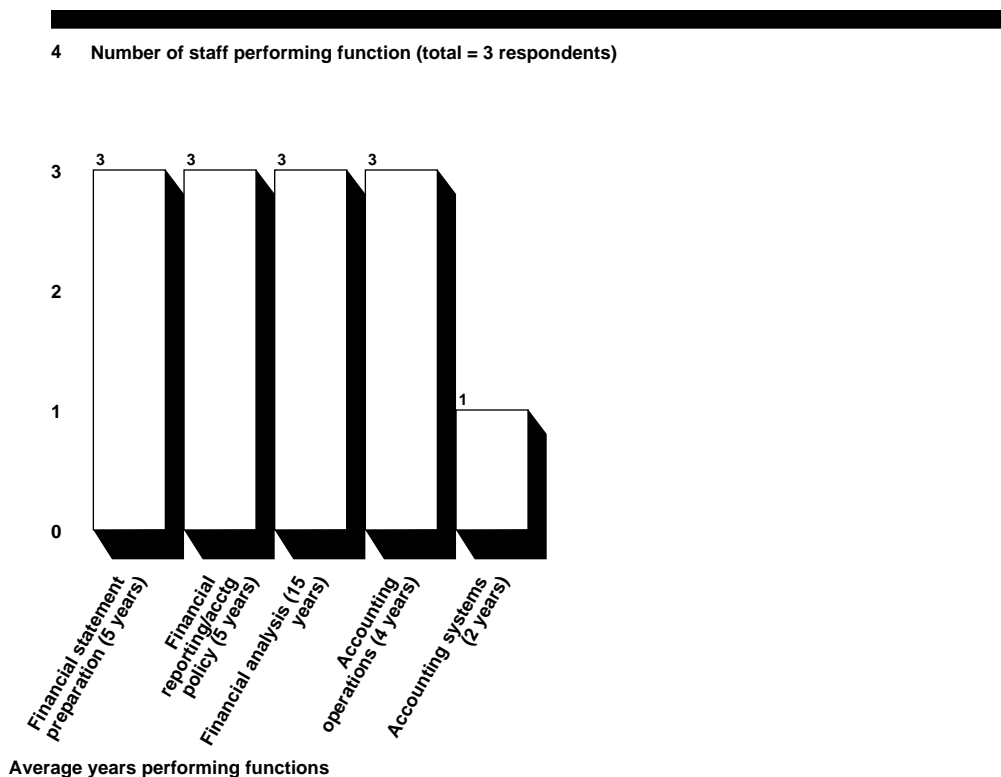
**Figure II.2: Professional Work  
Experience Reported by SAF/FM&C  
Financial Managers—Civilians**



Figures II.3 and II.4 show the number of officers and civilians who indicated that they had performed each financial management function previously outlined and the average number of years of experience in that function. All of the respondents have performed financial analysis functions. A review of their profiles also showed that the three officers and six civilians have performed tasks in three or more of these functions.

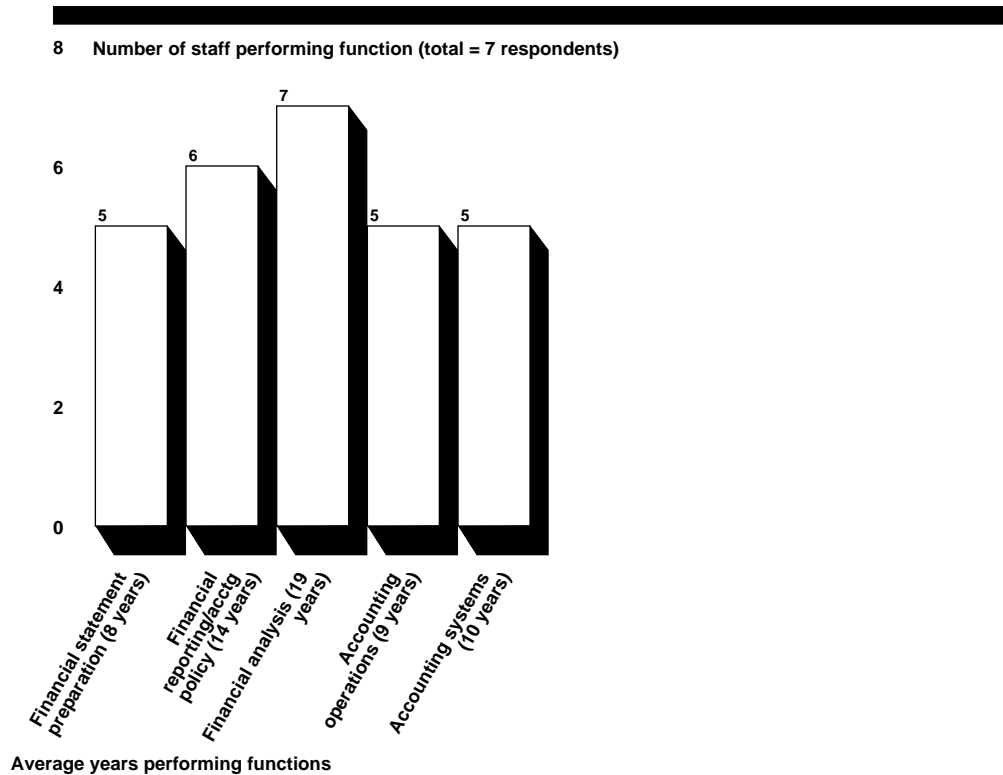
**Appendix II**  
**Profiles of Office of the Assistant Secretary**  
**of the Air Force (Financial Management and**  
**Comptroller) Respondents**

**Figure II.3: Experience in Financial Management Functions Reported by SAF/FM&C Financial Managers—Officers**



**Appendix II**  
**Profiles of Office of the Assistant Secretary**  
**of the Air Force (Financial Management and**  
**Comptroller) Respondents**

**Figure II.4: Experience in Financial Management Functions Reported by SAF/FM&C Financial Managers—Civilians**



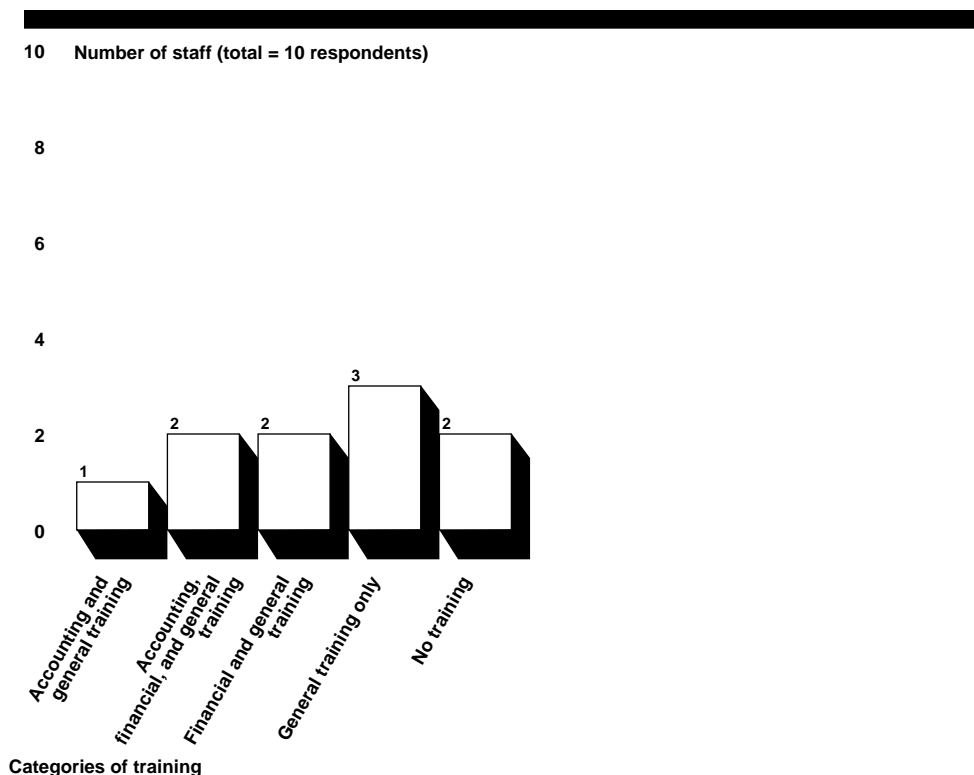
**Training Completed During 1995 and 1996**

Figure II.5 shows the training reported by the 10 respondents as being completed during 1995 and 1996.



**Appendix II**  
**Profiles of Office of the Assistant Secretary**  
**of the Air Force (Financial Management and**  
**Comptroller) Respondents**

**Figure II.5: Training Reported by**  
**SAF/FM&C Financial Managers During**  
**1995 and 1996**



As indicated in the figure:

- total receiving accounting-related training: three (one officer and two civilians),
- total receiving financial-related training: four (one officer and three civilians),
- total receiving training in general topics: eight (two officers and six civilians), and
- total not receiving training: two (one officer and one civilian).

**Professional**  
**Certifications Held**

Figure II.6 shows the numbers and types of professional certifications held by the SAF/FM&C financial managers. Of the six holding one or more of these certifications,

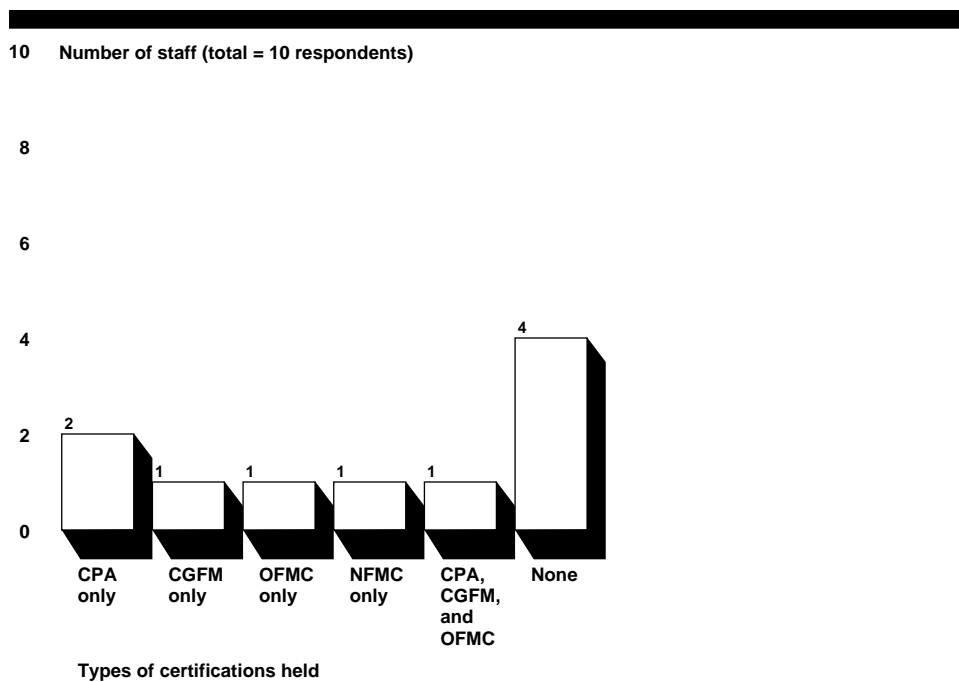
- three civilians were CPAS,

**Appendix II  
Profiles of Office of the Assistant Secretary  
of the Air Force (Financial Management and  
Comptroller) Respondents**

- two civilians were CGFMs,
- one officer and one civilian held other financial management-related certifications, and
- one officer held nonfinancial management-related certifications.

Of the four staff that did not hold any professional certifications, one was an officer and three were civilians.

**Figure II.6: Professional Certifications Reported by SAF/FM&C Financial Managers**



CPA: Certified Public Accountant  
 CGFM: Certified Government Financial Manager  
 OFMC: Other financial management certifications  
 NFMC: Nonfinancial management certifications

# Profiles of Operational Command and Installation Respondents

The four Air Force operational commands included in this review were the Air Combat Command (ACC), Pacific Air Forces (PACAF), U.S. Air Forces in Europe (USAFE), and Air Mobility Command (AMC). Surveys were sent to 129 financial managers, 106 responded, representing all four operational commands and 51 of their 57 installations. Table III.1 shows the number of installations by major command, the number of key financial managers within each command, and the number responding to this review. The table also shows the operation and maintenance (O&M) funding for fiscal year 1997 managed by each major command.

**Table III.1: Operational Commands' Key Financial Manager Population and Respondents and Operation and Maintenance (O&M) Budgets for Fiscal Year 1997**

Commands and (number of installations)	Financial managers surveyed	Financial manager respondents	O&M budgets (in billions)
Air Combat Command (27)	58	48	\$4.1
Pacific Air Forces (12)	28	21	\$1.0
U.S. Air Forces in Europe (7)	17	13	\$0.8
Air Mobility Command (11)	26	24	\$1.8
<b>Total (57)</b>	<b>129</b>	<b>106</b>	<b>\$7.7</b>

Table III.2 shows the officer and civilian composition of the respondents, by rank and grade, respectively. The 106 respondents included 54 comptrollers, 5 deputy comptrollers, and 47 budget officers.

**Table III.2: Number of Officer and Civilian Respondents**

Rank	Officers		Civilians	
	Number	Grade	Number	Grade
Brigadier General (O-7)	1	Senior Executive	0	
Colonel (O-6)	7	15	0	
Lieutenant Colonel (O-5)	25	14	0	
Major (O-4)	19	13	2	
Captain (O-3)	31	12	14	
First Lieutenant (O-2)	5	11	2	
<b>Total</b>	<b>88</b>	<b>Total</b>	<b>18</b>	

## Formal Education Attained

As shown in table III.3, 96 of the 106 respondents held bachelor's degrees, with one of the 96 also reporting more than one major. The major for 25 of these respondents was accounting.

**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

**Table III.3: Bachelor's Degree Majors Reported by Operational Command and Installation Financial Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	24	1	25
Other business	48	7	55
Nonbusiness	17	0	17
<b>Total degrees</b>	<b>89</b>	<b>8</b>	<b>97</b>

As shown in table III.4, 79 staff also held master's degrees, with 4 of these staff also reporting more than one major. The majors for 52 of these staff were business related.

**Table III.4: Master's Degree Majors Reported by Operational Command and Installation Financial Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	0	0	0
Other business	50	3	53
Nonbusiness	28	2	30
<b>Total degrees</b>	<b>78</b>	<b>5</b>	<b>83</b>

Of the 106 respondents, 100 (86 officers and 14 civilians) completed one or more courses in accounting-related subjects, as follows:

- 1-2 subjects: 21 (18 officers and 3 civilians),
- 3-5 subjects: 33 (26 officers and 7 civilians), and
- 6 or more subjects: 46 (42 officers and 4 civilians).

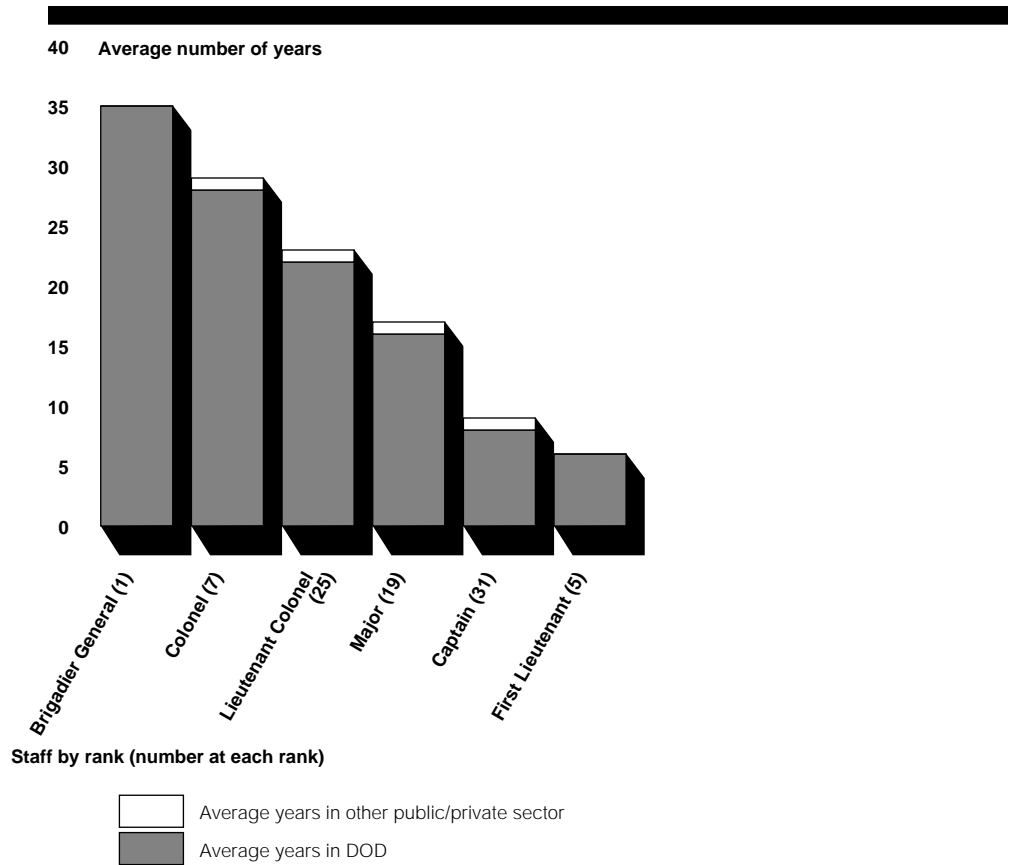
Of the latter group, 41 officers and 3 civilians appear to have met the educational requirements to serve in GS-510 accountant positions.

## Professional Work Experience Acquired

Figures III.1 and III.2 show the average number of years of work experience by rank for the 88 officers and by grade for the 18 civilians. The average was 16 years for the officers, ranging from 3 to 35 years, and 27 years for the civilians, ranging from 19 to 44 years. As the figures show, the respondents have spent most of their careers in DOD.

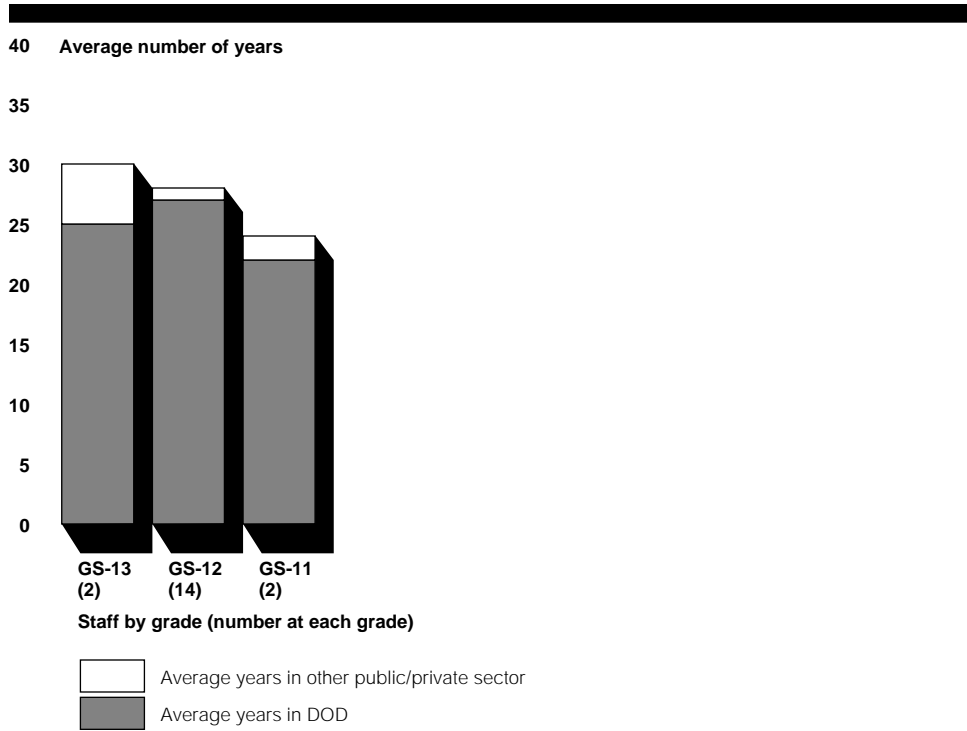
**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

**Figure III.1: Professional Work  
Experience Reported by Operational  
Command and Installation Financial  
Managers—Officers**



**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

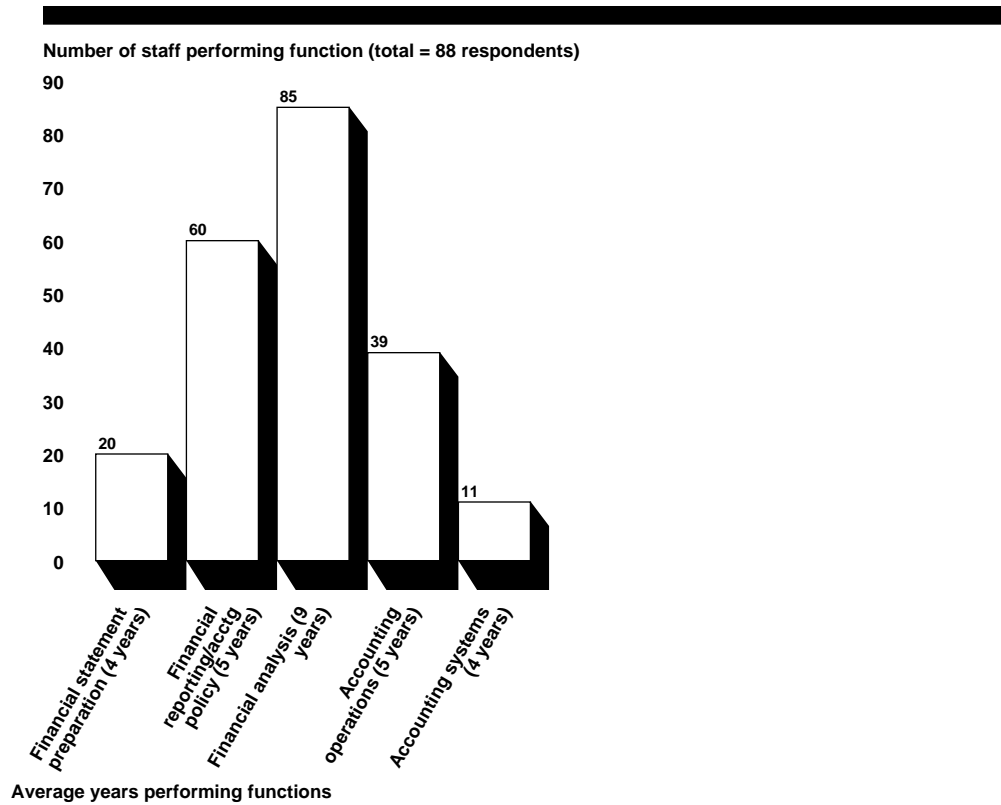
**Figure III.2: Professional Work  
Experience Reported by Operational  
Command and Installation Financial  
Managers—Civilians**



Figures III.3 and III.4 show the number of officers and civilians who indicated that they had performed each financial management function previously outlined and the average number of years of experience in that function. Financial analysis was the function performed most frequently. A review of their profiles also showed that 37 officers and 7 civilians have performed tasks in 3 or more of these functions.

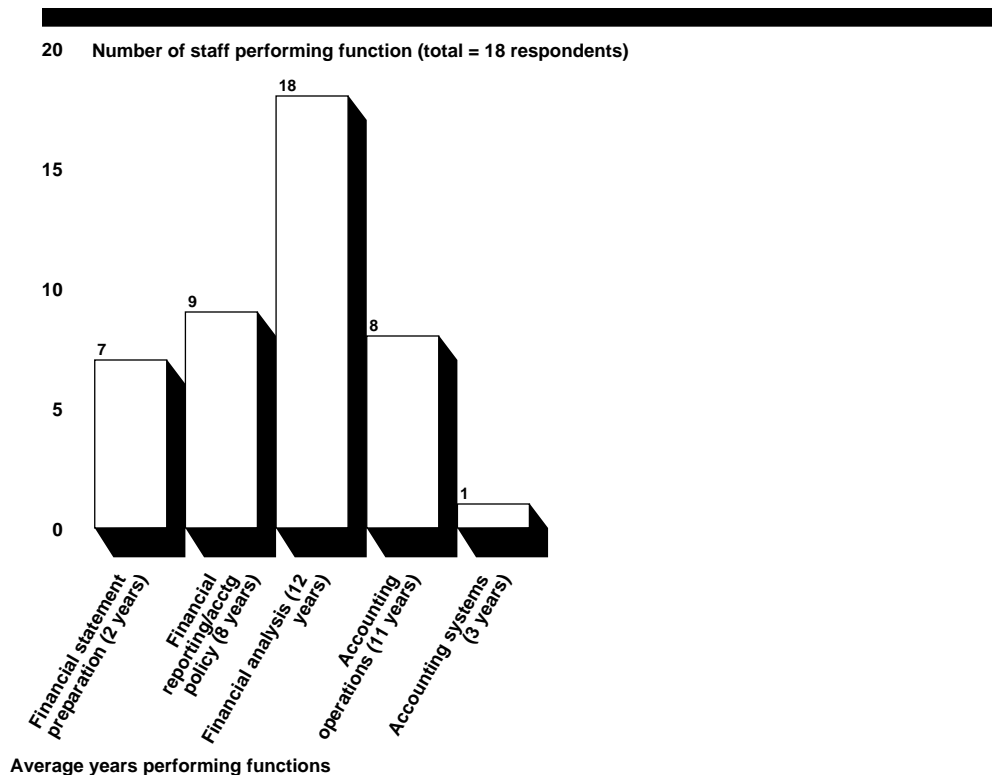
**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

**Figure III.3: Experience in Financial Management Functions Reported by Operational Command and Installation Financial Managers—Officers**



**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

**Figure III.4: Experience in Financial Management Functions Reported by Operational Command and Installation Financial Managers—Civilians**



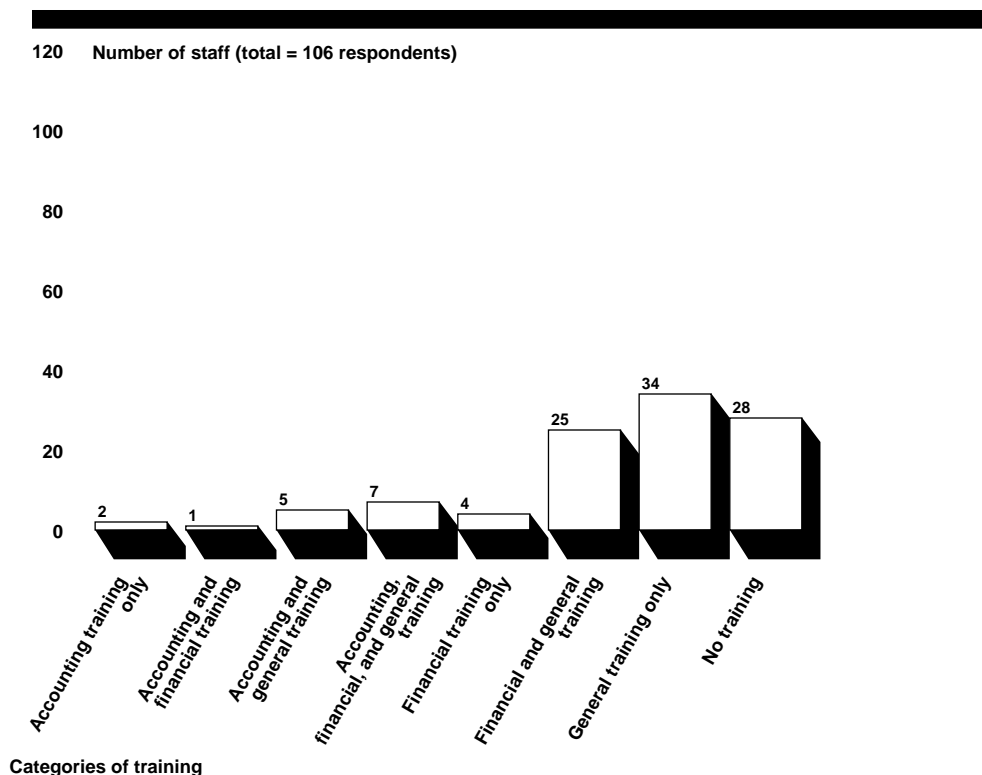
**Training Completed During 1995 and 1996**

Figure III.5 shows the training reported by the 106 respondents as being completed during 1995 and 1996.



**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

**Figure III.5: Training Reported by  
Operational Command and Installation  
Financial Managers During 1995 and  
1996**



As indicated in the figure:

- total receiving accounting-related training: 15 (11 officers and 4 civilians),
- total receiving financial-related training: 37 (31 officers and 6 civilians),
- total receiving training in general topics: 71 (59 officers and 12 civilians), and
- total not receiving training: 28 (24 officers and 4 civilians).

**Professional  
Certifications Held**

Figure III.6 shows the numbers and types of professional certifications held by the key operational command and installation financial managers. Of the 19 holding one or more of these certificates:

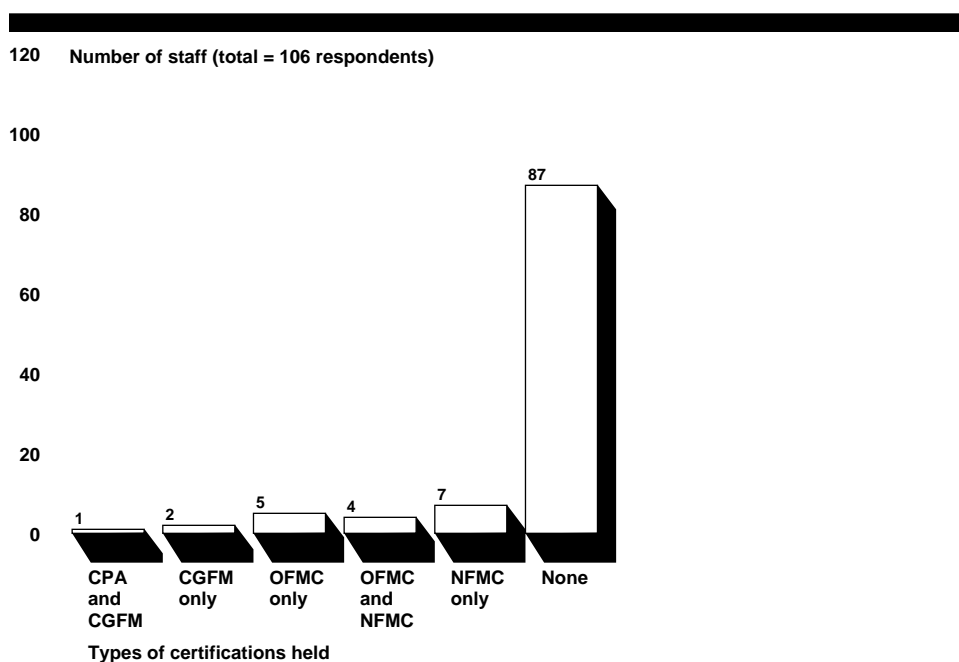
- one officer was a CPA,
- 2 officers and one civilian were CGFMS,

**Appendix III  
Profiles of Operational Command and  
Installation Respondents**

- 8 officers and 1 civilian held other financial management-related certifications, and
- 11 officers held nonfinancial management-related certifications.

Of the 87 staff that did not hold any professional certifications, 71 were officers and 16 were civilians.

**Figure III.6: Professional Certifications Reported by Operational Command and Installation Financial Managers**



CPA: Certified Public Accountant

CGFM: Certified Government Financial Manager

OFMC: Other financial management certifications

NFMC: Nonfinancial management certifications

# Profiles of Air Education and Training Command (AETC) and Installation Respondents

AETC managed an O&M budget of \$1.8 billion for fiscal year 1997. As shown in table IV.1, 28 of the 36 key financial managers from AETC (representing 13 of its 16 installations) provided information on their qualifications and experience. The respondents included 13 comptrollers, 2 deputy comptrollers, and 13 budget officers.

**Table IV.1: Number of Officer and Civilian Respondents**

Rank	Officers		Civilians	
	Number	Grade	Number	Grade
Brigadier General (O-7)	1	Senior Executive	0	
Colonel (O-6)	2		15	0
Lieutenant Colonel (O-5)	4		14	0
Major (O-4)	7		13	4
Captain (O-3)	5		12	3
First Lieutenant (O-2)	0		11	2
<b>Total</b>	<b>19</b>		<b>Total</b>	<b>9</b>

## Formal Education Attained

As shown in table IV.2, 24 of the 28 respondents held bachelor's degrees, with one of the 24 also reporting more than one major. Seven majored in accounting.

**Table IV.2: Bachelor's Degree Majors Reported by Training Command and Installation Financial Managers**

Majors	Number of degrees		
	Officers	Civilians	Total degrees by major
Accounting	5	2	7
Other business	9	1	10
Nonbusiness	6	2	8
<b>Total degrees</b>	<b>20</b>	<b>5</b>	<b>25</b>

As shown in table IV.3, 19 staff also held master's degrees. The majors for 14 of these staff were business related.

**Table IV.3: Master's Degree Majors Reported by Training Command and Installation Financial Managers**

Majors	Number of degrees		
	Officers	Civilians	Total degrees by major
Accounting	0	0	0
Other business	11	3	14
Nonbusiness	4	1	5
<b>Total degrees</b>	<b>15</b>	<b>4</b>	<b>19</b>

---

**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

---

Of the 28 respondents, 26 (18 officers and 8 civilians) reported completing one or more courses in accounting-related subjects, as follows:

- 1-2 subjects: 4 (3 officers and 1 civilian),
- 3-5 subjects: 10 (8 officers and 2 civilians), and
- 6 or more subjects: 12 (7 officers and 5 civilians).

Of the latter group, seven officers and three civilians appear to have met the educational requirements to serve in GS-510 accountant positions.

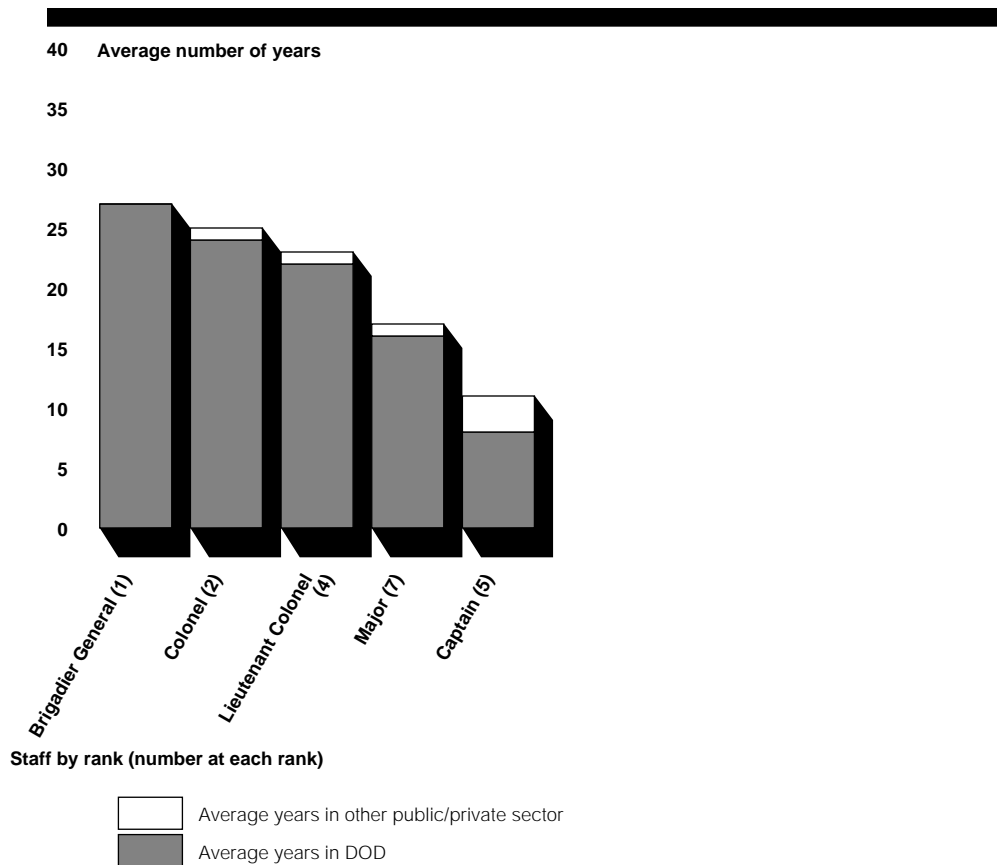
---

## **Professional Work Experience Acquired**

Figures IV.1 and IV.2 show the average number of years of work experience by rank for the 19 officers and by grade for the 9 civilians. The average was 18 years for the officers, ranging from 7 to 27 years, and 26 years for the civilians, ranging from 12 to 31 years. As the figures show, most of the respondents have spent the major part of their careers in DOD.

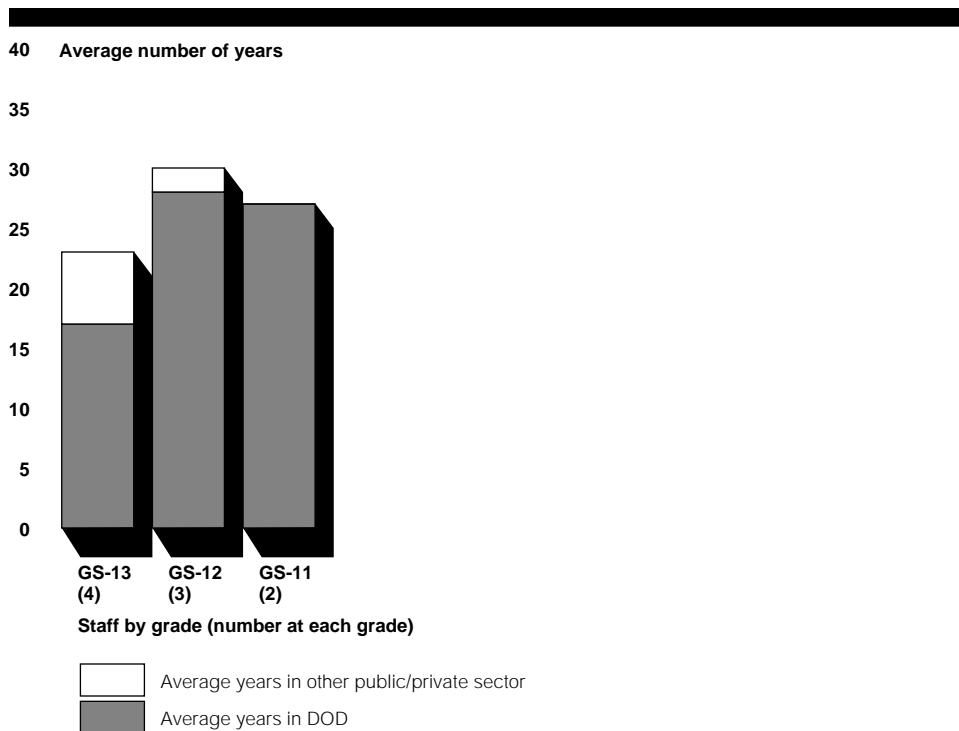
**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

**Figure IV.1: Professional Work  
Experience Reported by Training  
Command and Installation Financial  
Managers—Officers**



**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

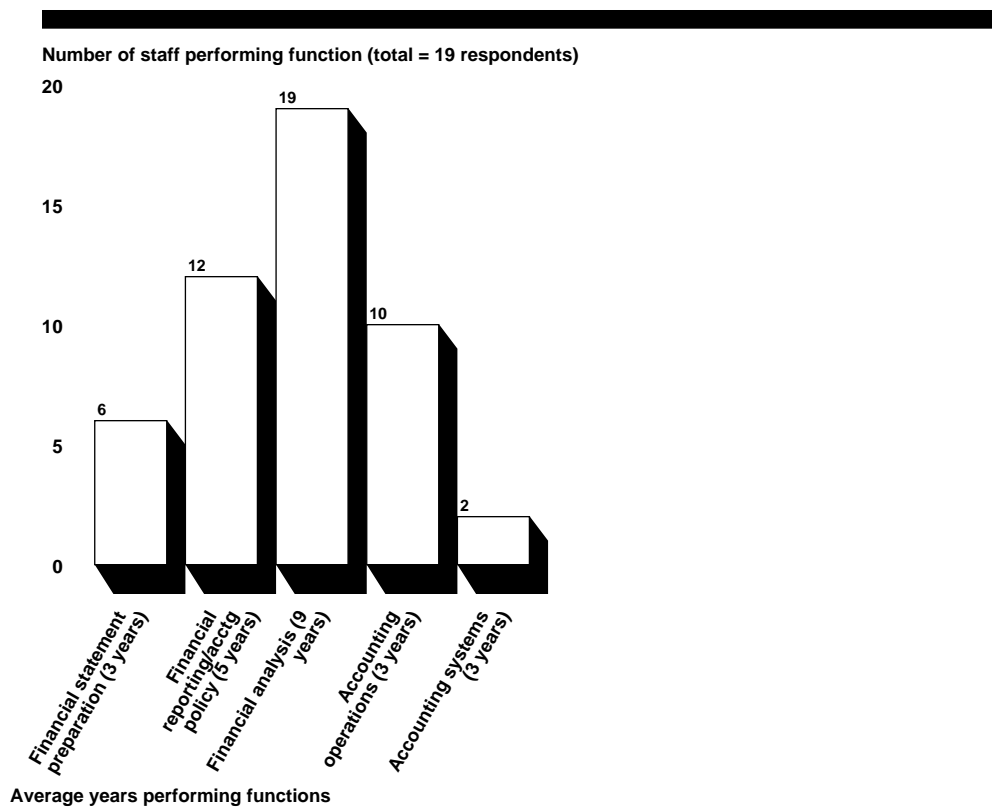
**Figure IV.2: Professional Work  
Experience Reported by Training  
Command and Installation Financial  
Managers—Civilians**



Figures IV.3 and IV.4 show the number of officers and civilians who indicated that they had performed each financial management function previously outlined and the average number of years of experience in that function. The financial management function performed most frequently was financial analysis. A review of their profiles also showed that 10 officers and 5 civilians have performed tasks in 3 or more of these functions.

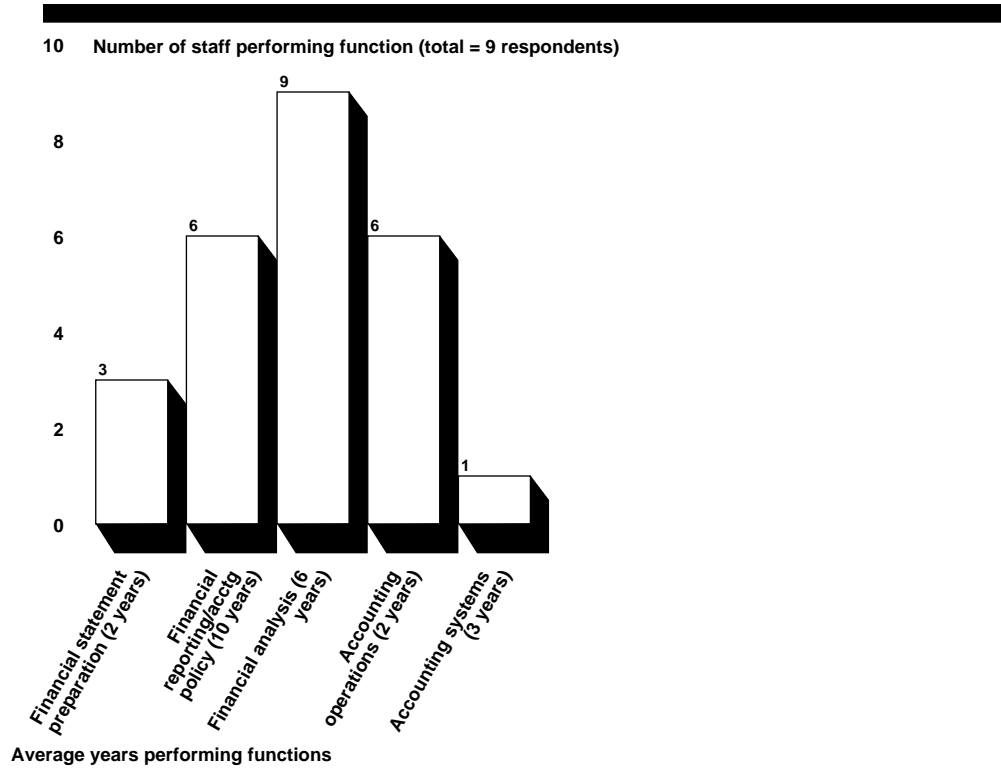
**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

**Figure IV.3: Experience in Financial Management Functions Reported by Training Command and Installation Financial Managers—Officers**



**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

**Figure IV.4: Experience in Financial Management Functions Reported by Training Command and Installation Financial Managers—Civilians**



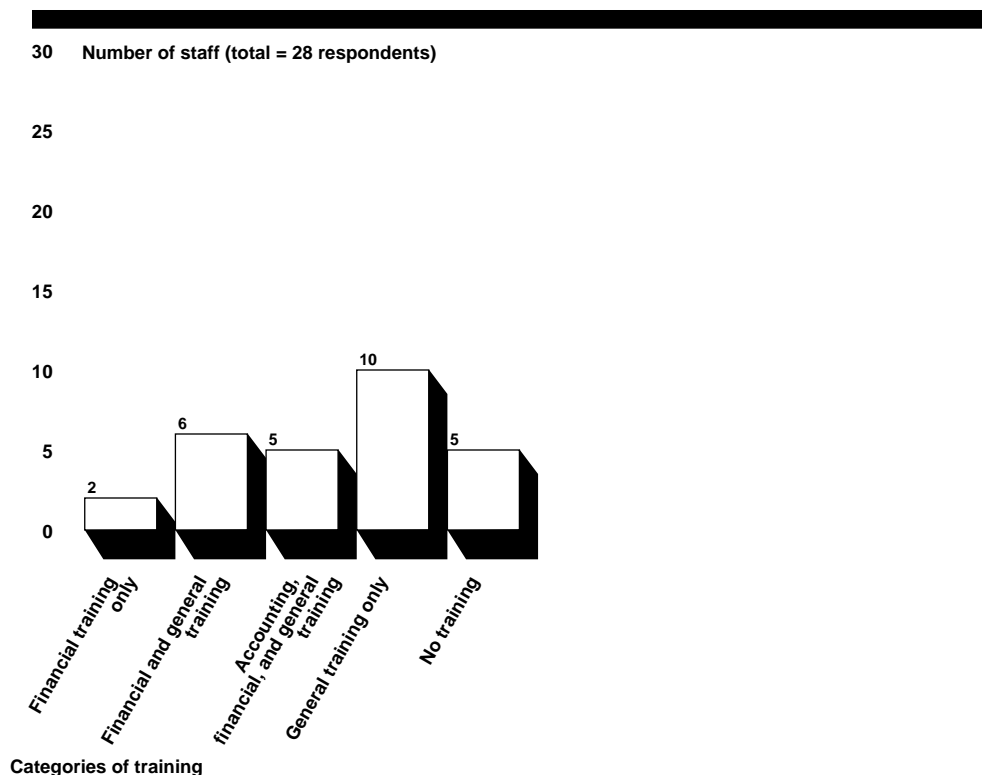
**Training Completed During 1995 and 1996**

Figure IV.5 shows the training reported by the 28 respondents as being completed during 1995 and 1996.



**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

**Figure IV.5: Training Reported by  
Training Command and Installation  
Financial Managers During 1995 and  
1996**



As indicated in the figure:

- total receiving accounting-related training: 5 (all officers),
- total receiving financial-related training: 13 (8 officers and 5 civilians),
- total receiving training in general topics: 21 (13 officers and 8 civilians), and
- total not receiving training: 5 (4 officers and 1 civilian).

**Professional  
Certifications Held**

Figure IV.6 shows the numbers and types of professional certifications held by the key training command and installation financial managers. Of the four holding these certifications:

- none were CPAS,
- one officer was a CGFM,
- none held other financial management-related certifications, and

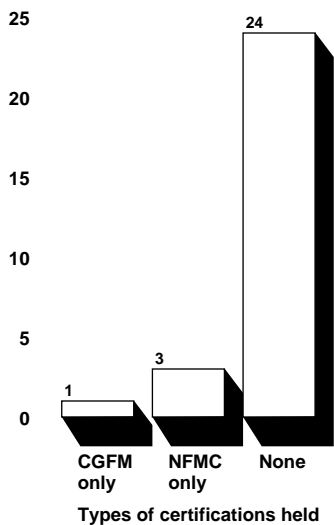
**Appendix IV  
Profiles of Air Education and Training  
Command (AETC) and Installation  
Respondents**

- three officers held nonfinancial management-related certifications.

Of the 24 staff that did not hold professional certifications, 15 were officers and 9 were civilians.

**Figure IV.6: Professional Certifications Reported by Training Command and Installation Financial Managers**

30 Number of staff (total = 28 respondents)



CGFM: Certified Government Financial Manager

NFM: Nonfinancial management certifications

# Profiles of Working Capital Fund Respondents

The five air logistics centers (ALCS) within the Air Force Materiel Command (AFMC) managed a fiscal year 1997 budget of \$4.4 billion, derived from their customers' O&M accounts. The 20 key financial managers at AFMC and the ALCS provided information on their qualifications and experience. Table V.1 provides the ranks of the 3 officers and grades of the 17 civilians. The respondents included six comptrollers, four deputy comptrollers, five budget officers, and five working capital fund managers.

**Table V.1: Number of Officer and Civilian Respondents**

Rank	Officers		Civilians	
	Number	Grade	Number	Grade
Brigadier General (O-7)	1	Senior Executive	6	
Colonel (O-6)	2	15	5	
Lieutenant Colonel (O-5)	0	14	4	
Major (O-4)	0	13	2	
Captain (O-3)	0	12	0	
First Lieutenant (O-2)	0	11	0	
<b>Total</b>	<b>3</b>	<b>Total</b>	<b>17</b>	

## Formal Education Attained

As shown in table V.2, 19 of the 20 respondents held bachelor's degrees, with 3 of the 19 reporting more than one major. Seven majored in accounting.

**Table V.2: Bachelor's Degree Majors Reported by Working Capital Fund Financial Managers**

Majors	Number of degrees		
	Officers	Civilians	Total degrees by major
Accounting	0	7	7
Other business	2	6	8
Nonbusiness	1	6	7
<b>Total degrees</b>	<b>3</b>	<b>19</b>	<b>22</b>

As shown in table V.3, 14 staff also held master's degrees. The majors for five of these staff were business related.

**Appendix V  
Profiles of Working Capital Fund  
Respondents**

**Table V.3: Master's Degree Majors  
Reported by Working Capital Fund  
Financial Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	0	0	0
Other business	0	5	5
Nonbusiness	3	6	9
<b>Total degrees</b>	<b>3</b>	<b>11</b>	<b>14</b>

Of the 20 respondents, 18 (3 officers and 15 civilians) reported completing one or more courses in accounting-related subjects, as follows:

- 1-2 subjects: 3 (1 officer and 2 civilians),
- 3-5 subjects: 6 (2 officers and 4 civilians), and
- 6 or more subjects: 9 civilians.

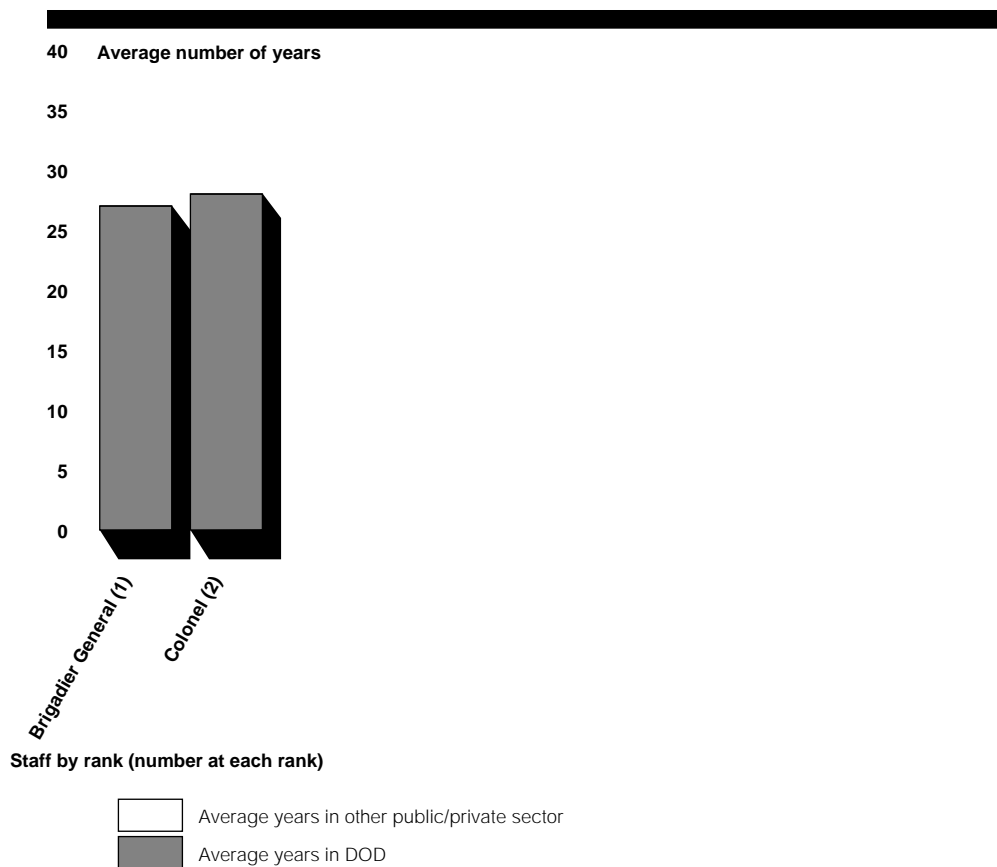
All of the 9 civilians in the latter group appear to have met the educational requirements to serve in GS-510 accountant positions.

**Professional Work  
Experience Acquired**

Figures V.1 and V.2 show the average number of years of work experience by rank for the 3 officers and by grade for the 17 civilians. The average was 27 years for the officers, ranging from 27 to 28 years, and 26 years for the civilians, ranging from 17 to 32 years. As the figures show, the respondents have spent most of their careers in DOD.

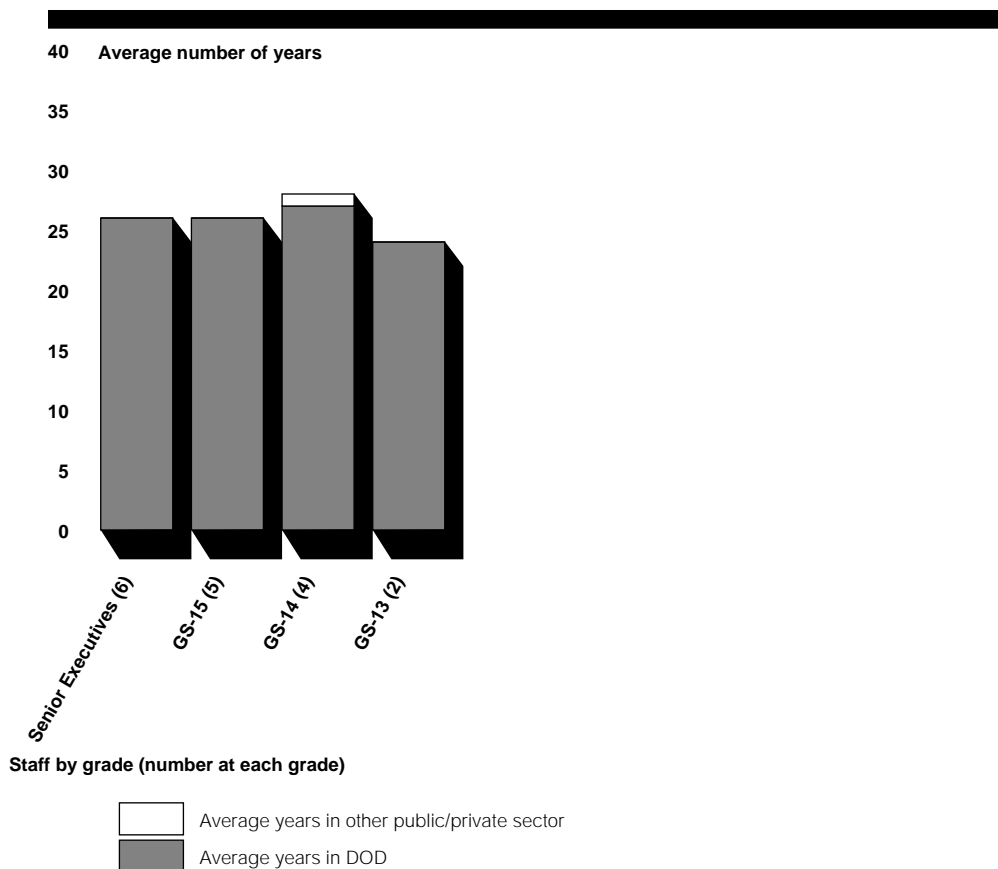
**Appendix V  
Profiles of Working Capital Fund  
Respondents**

**Figure V.1: Professional Work  
Experience Reported by Working  
Capital Fund Financial  
Managers—Officers**



**Appendix V  
Profiles of Working Capital Fund  
Respondents**

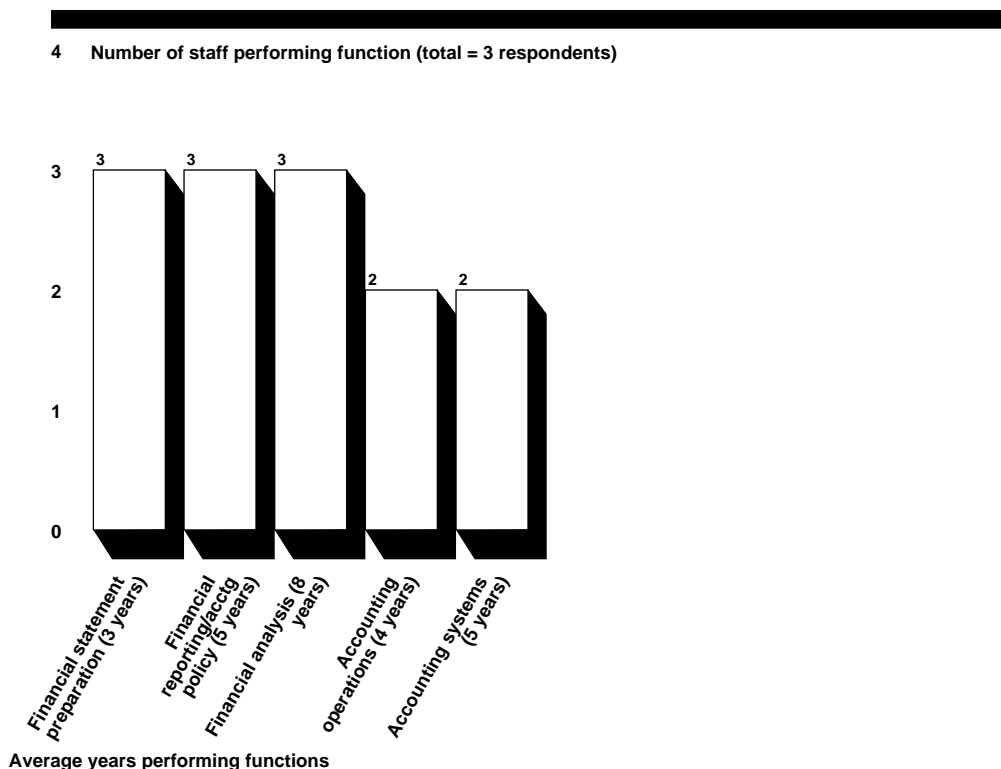
**Figure V.2: Professional Work Experience Reported by Working Capital Fund Financial Managers—Civilians**



Figures V.3 and V.4 show the number of officers and civilians who indicated that they had performed each financial management function previously outlined and the average number of years of experience in that function. The financial management function performed most frequently was financial analysis. A review of their profiles also showed that the 3 officers and 10 of the 17 civilians have performed tasks in 3 or more of these functions.

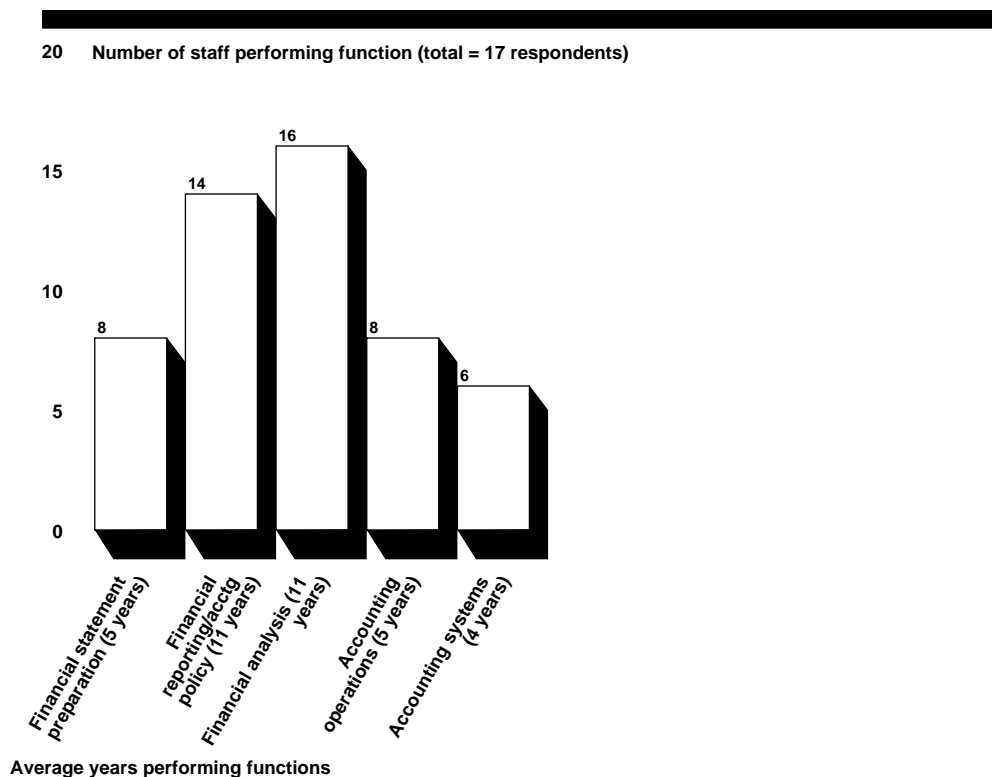
**Appendix V  
Profiles of Working Capital Fund  
Respondents**

**Figure V.3: Experience in Financial Management Functions Reported by Working Capital Fund Financial Managers—Officers**



**Appendix V  
Profiles of Working Capital Fund  
Respondents**

**Figure V.4: Experience in Financial Management Functions Reported by Working Capital Fund Financial Managers—Civilians**



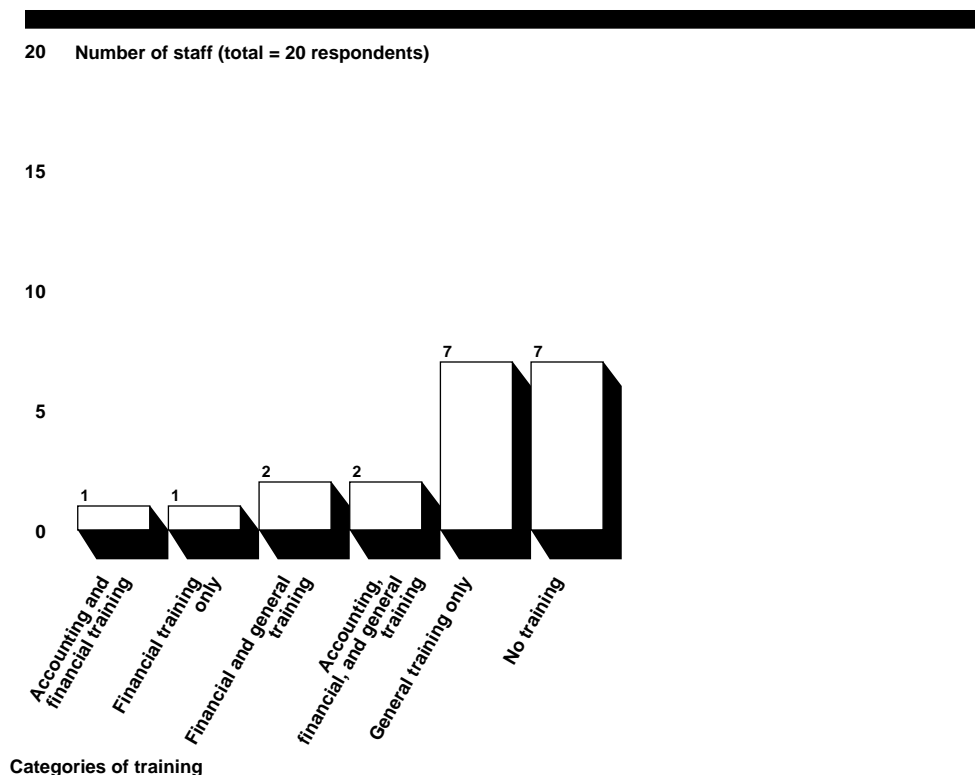
**Training Completed  
During 1995 and 1996**

Figure V.5 shows the training reported by the 20 respondents as being completed during 1995 and 1996.



**Appendix V  
Profiles of Working Capital Fund  
Respondents**

**Figure V.5: Training Reported by Working Capital Fund Financial Managers During 1995 and 1996**



As indicated in the figure:

- total receiving accounting-related training: 3 (1 officer and 2 civilians),
- total receiving financial-related training: 6 (1 officer and 5 civilians),
- total receiving training in general topics: 11 (1 officer and 10 civilians), and
- total not receiving training: 7 (2 officers and 5 civilians).

**Professional  
Certifications Held**

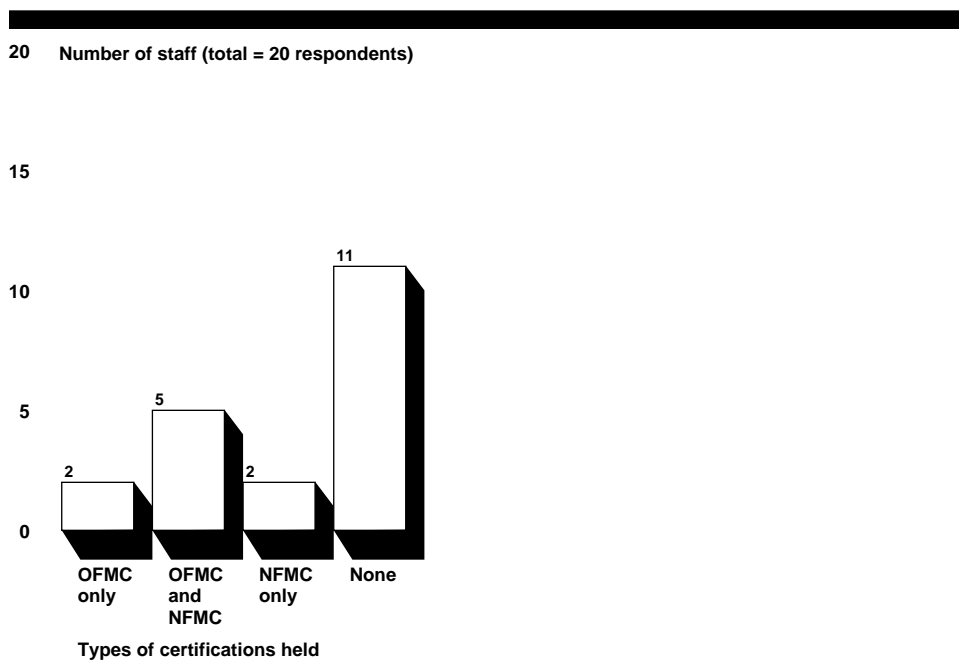
Figure V.6 shows the numbers and types of professional certifications held by the working capital fund key financial managers. Of the nine holding one or more of these certifications:

- none were CPAS,
- none were CGFMS,
- seven civilians held other financial management-related certifications, and
- seven civilians held nonfinancial management-related certifications.

**Appendix V  
Profiles of Working Capital Fund  
Respondents**

Of the 11 that did not hold any professional certifications, 3 were officers and 8 were civilians.

**Figure V.6: Professional Certifications Reported by Working Capital Fund Financial Managers**



OFMC: Other financial management certifications

NFM: Nonfinancial management certifications

# Profiles of Product Center Respondents

In addition to the five air logistics centers, the Air Force Materiel Command (AFMC) also has oversight of product centers. The Aeronautical Systems Center, Electronics Systems Center, and Space and Missile Systems Center managed an O&M budget of \$1.22 billion, a RDT&E budget of \$5.23 billion, and a procurement budget of \$5.05 billion during fiscal year 1997. The 12 key financial managers at AFMC<sup>1</sup> and these centers provided information on their qualifications and experience. Table VI.1 provides the ranks of the six officers and grades of the six civilians. The respondents included four comptrollers, four deputy comptrollers, and four budget officers.

**Table VI.1: Number of Officer and Civilian Respondents**

Rank	Officers		Civilians	
		Number	Grade	Number
Brigadier General (O-7)		1	Senior Executive	2
Colonel (O-6)		3	15	4
Lieutenant Colonel (O-5)		2	14	0
Major (O-4)		0	13	0
Captain (O-3)		0	12	0
First Lieutenant (O-2)		0	11	0
<b>Total</b>		<b>6</b>	<b>Total</b>	<b>6</b>

## Formal Education Attained

As shown in table VI.2, the 12 respondents held bachelor's degrees. Five majored in accounting.

**Table VI.2: Bachelor's Degree Majors Reported by Product Center Financial Managers**

Majors	Number of degrees		
	Officers	Civilians	Total degrees by major
Accounting	3	2	5
Other business	2	4	6
Nonbusiness	1	0	1
<b>Total degrees</b>	<b>6</b>	<b>6</b>	<b>12</b>

As shown in table VI.3, 10 staff also held master's degrees. The majors for eight of these staff were business related.

<sup>1</sup>The comptroller, deputy comptroller, and budget officer at AFMC were also included in this review of the working capital fund financial managers.

**Appendix VI  
Profiles of Product Center Respondents**

**Table VI.3: Master’s Degree Majors Reported by Product Center Financial Managers**

Majors	Number of degrees		Total degrees by major
	Officers	Civilians	
Accounting	0	0	0
Other business	4	4	8
Nonbusiness	2	0	2
<b>Total degrees</b>	<b>6</b>	<b>4</b>	<b>10</b>

All of the 12 respondents reported completing one or more courses in accounting-related subjects, as follows:

- 1-2 subjects: 1 officer,
- 3-5 subjects: 5 (2 officers and 3 civilians), and
- 6 or more subjects: 6 (3 officers and 3 civilians).

All of the latter group appear to have met the educational requirements to serve in GS-510 accountant positions.

**Professional Work Experience Acquired**

Figures VI.1 and VI.2 show the average number of years of work experience by rank for the six officers and by grade for the six civilians. The average was 26 years for the officers, ranging from 18 to 30 years, and 27 years for the civilians, ranging from 19 to 32 years. As the figures show, the respondents have spent most of their careers in DOD.

**Appendix VI  
Profiles of Product Center Respondents**

**Figure VI.1: Professional Work Experience Reported by Product Center Financial Managers—Officers**

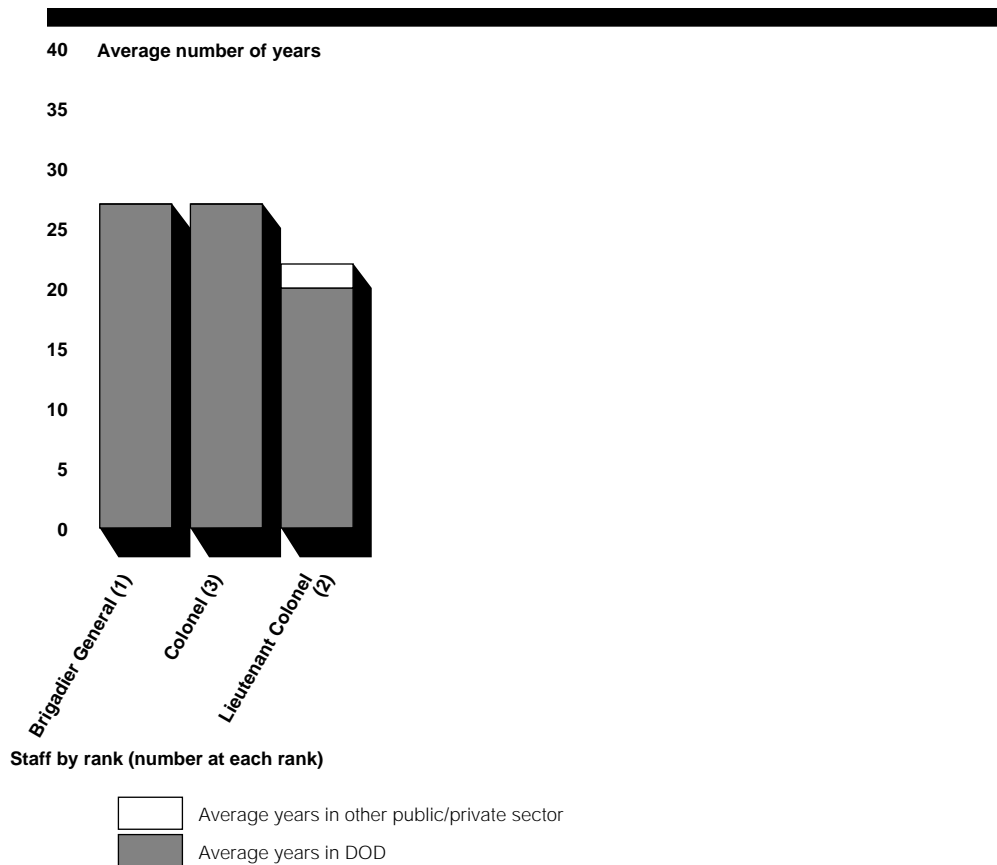
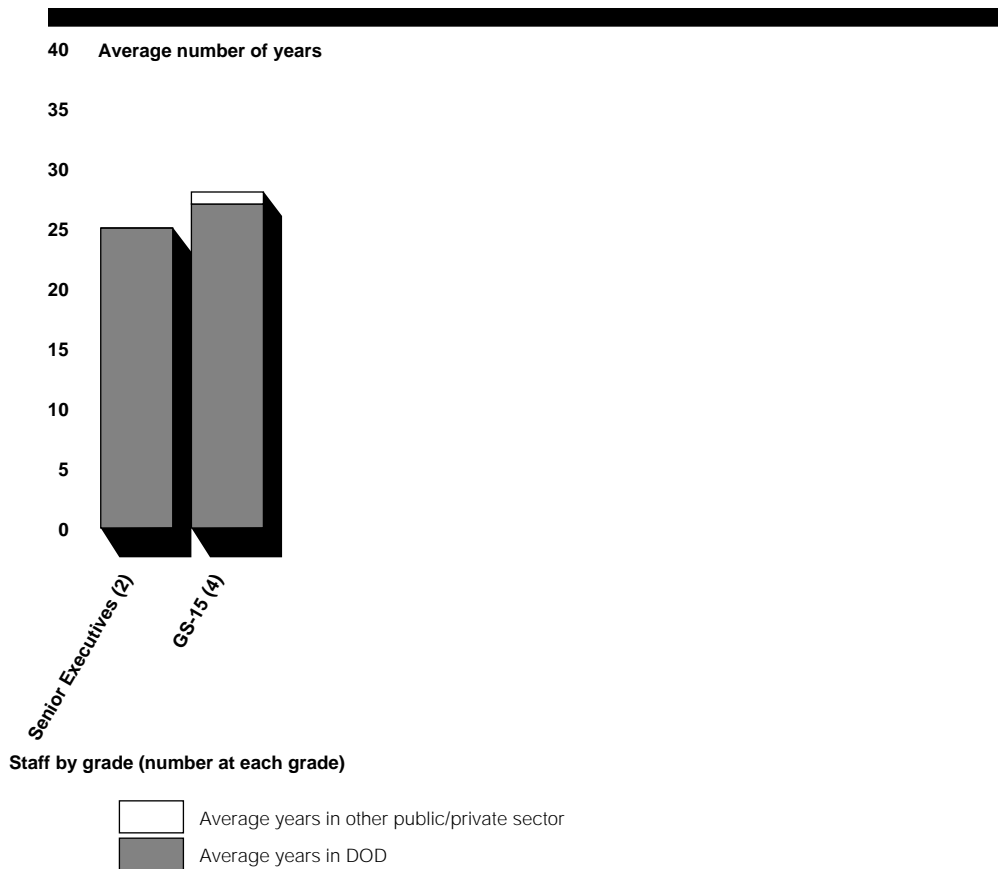


Figure VI.2: Professional Work Experience Reported by Product Center Financial Managers—Civilians



Figures VI.3 and VI.4 show the number of officers and civilians who indicated that they had performed each financial management function previously outlined and the average number of years of experience in that function. The financial management functions performed most frequently were financial analysis and financial reporting/accounting policy. A review of their profiles also showed that the four officers and one civilian have performed tasks in three or more of these functions.

**Appendix VI**  
**Profiles of Product Center Respondents**

**Figure VI.3: Experience in Financial Management Functions Reported by Product Center Financial Managers—Officers**

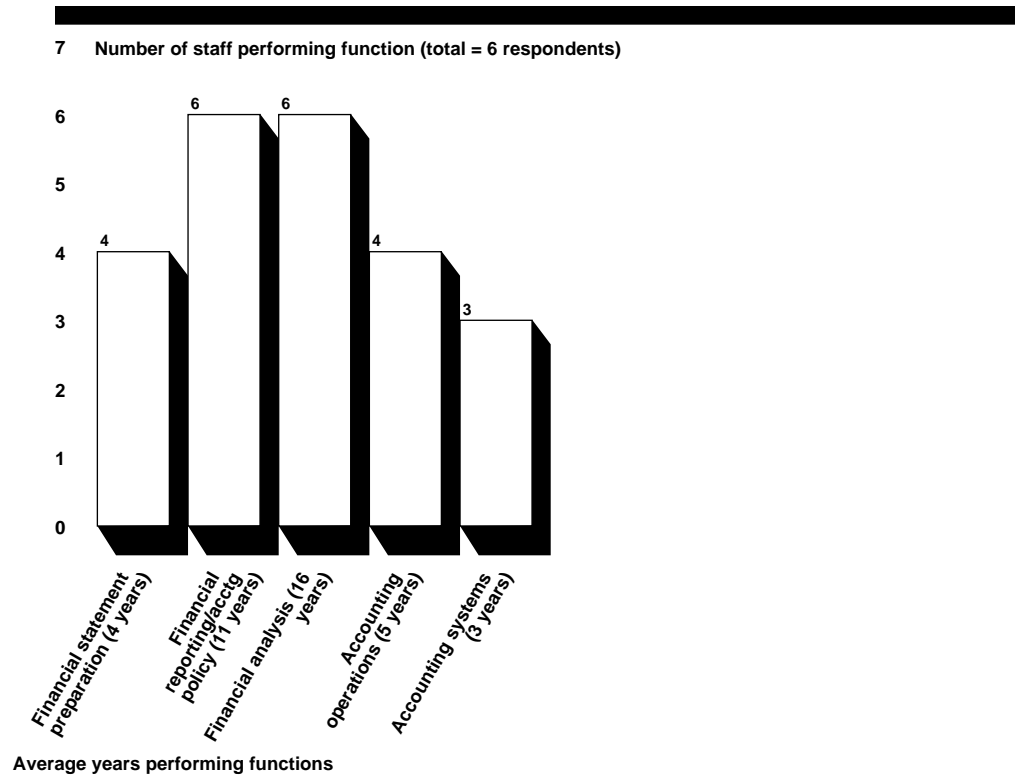
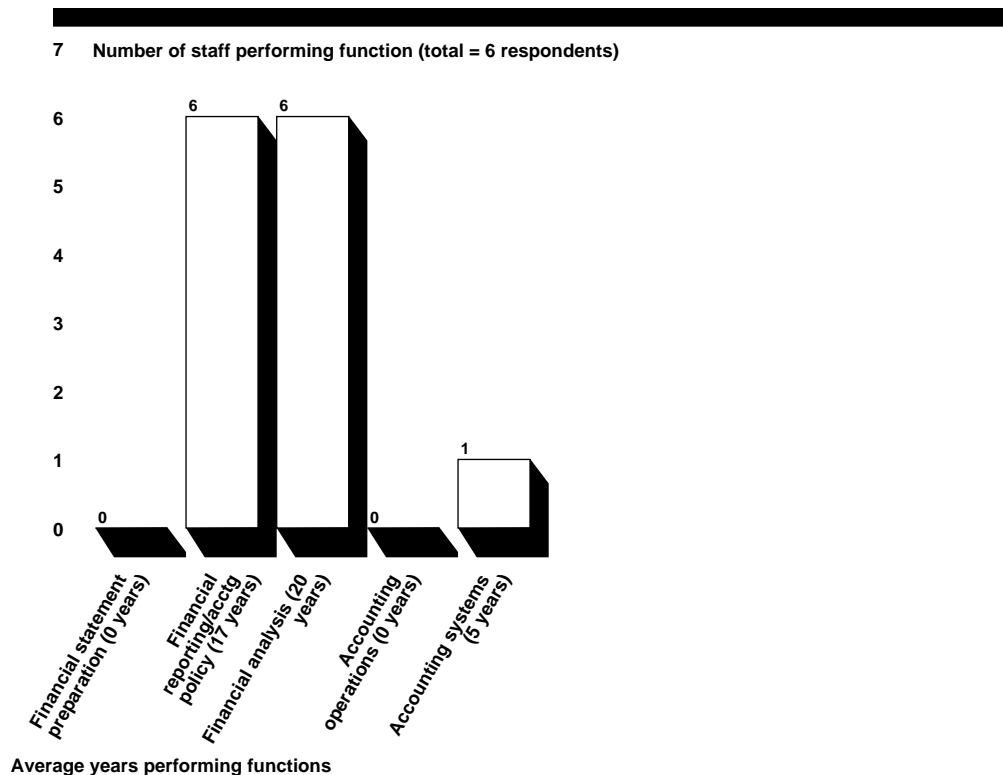


Figure VI.4: Experience in Financial Management Functions Reported by Product Center Financial Managers—Civilians



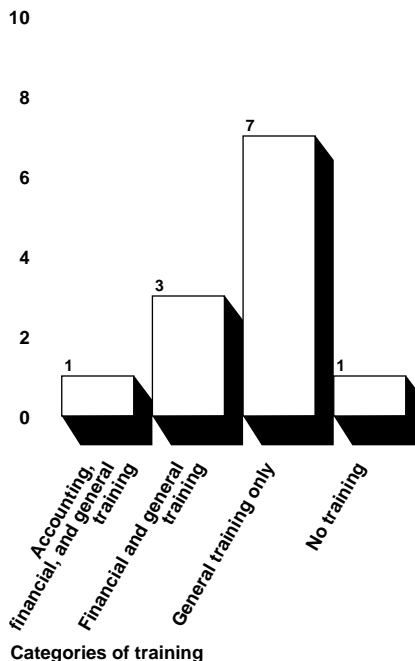
## Training Completed During 1995 and 1996

Figure VI.5 shows the training reported by the 12 respondents as being completed during 1995 and 1996.



Figure VI.5: Training Reported by Product Center Financial Managers During 1995 and 1996

12 Number of staff (total = 12 respondents)



As indicated in the figure:

- total receiving accounting-related training: 1 (an officer),
- total receiving financial-related training: 4 (2 officers and 2 civilians),
- total receiving training in general topics: 11 (5 officers and 6 civilians), and
- total not receiving training: 1 (an officer).

## Professional Certifications Held

Figure VI.6 shows the numbers and types of professional certifications held by the product center key financial managers. Of the seven holding one or more of these certifications:

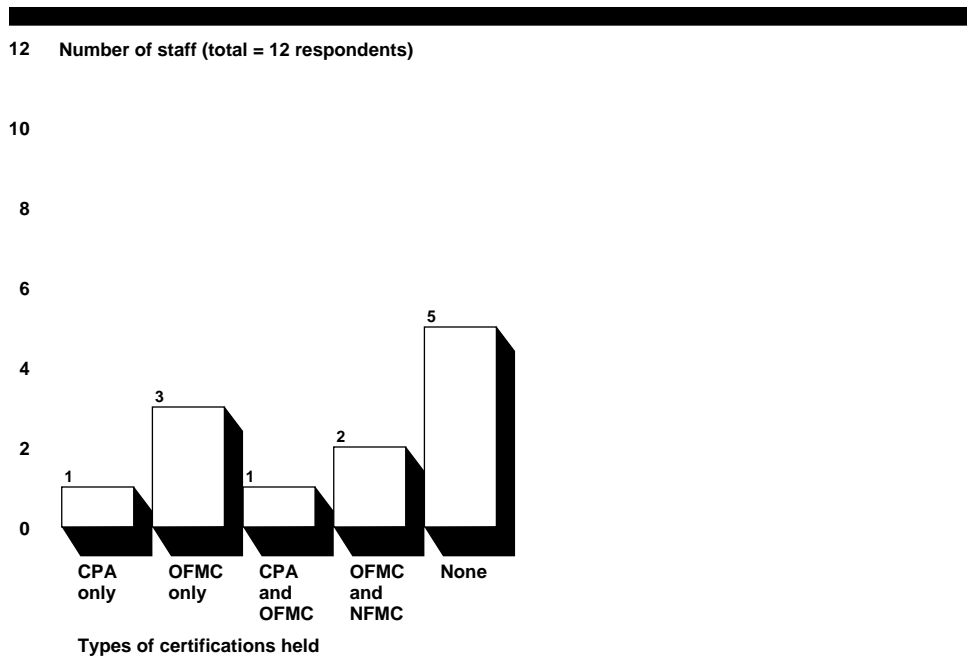
- two officers were CPAS,
- none were CGFMS,
- two officers and four civilians held other financial management-related certifications, and

**Appendix VI  
Profiles of Product Center Respondents**

- two civilians held nonfinancial management-related certifications.

Of the five staff that did not hold any professional certifications, three were officers and two were civilians.

**Figure VI.6: Professional Certifications Reported by Product Center Financial Managers**



CPA: Certified Public Accountant

OFMC: Other financial management certifications

NFMC: Nonfinancial management certifications

# Comments From the Department of the Air Force



DEPARTMENT OF THE AIR FORCE  
WASHINGTON, DC

Office Of The Assistant Secretary

0 3 NOV 1997

SAF/FM  
1130 Air Force Pentagon  
Washington, DC 20330-1130

Mr. Gene L. Dodaro  
Assistant Comptroller General  
Accounting and Information Management Division  
U.S. General Accounting Office  
Washington, DC 20548

Dear Mr. Dodaro:

This is the Department of Defense (DoD) response to the General Accounting Office (GAO) draft report "FINANCIAL MANAGEMENT: Profile of Air Force Financial Managers," dated October 17, 1997 (GAO Code 918909/OSD Case 1478)."

The department generally agrees with the content of the draft and appreciates your office sharing the results of its review. The information will help the Air Force evaluate its military and civilian career programs to ensure Air Force financial managers provide the best possible service to customers.

However, we are concerned with parts of the report for it seems to overly emphasize the need for accounting courses and training. In the Air Force, we emphasize the need for our financial managers to have a broad financial background, rather than just accounting. Although some of them may not have accounting degrees, they have attended Air Force and DoD financial management courses and programs more applicable to their duties as Government financial managers, such as Professional Military Comptroller School, Financial Management Staff Officer Course, and the Army Comptrollership Program at Syracuse University.

Sincerely,

A handwritten signature in cursive script that reads "Robert F. Hale".

**ROBERT F. HALE**  
Assistant Secretary of the Air Force  
(Financial Management and Computing)

# Major Contributors to This Report

---

Accounting and  
Information  
Management Division,  
Washington, D.C.

George H. Stalcup, Associate Director  
Geoffrey B. Frank, Assistant Director  
Robert L. Self, Evaluator-in-Charge  
Patricia A. Summers, Senior Auditor  
Dennis B. Fauber, Senior Evaluator  
Francine M. DelVecchio, Communications Analyst  
Michele A. Howard, Intern

---

## Ordering Information

The first copy of each GAO report and testimony is free. Additional copies are \$2 each. Orders should be sent to the following address, accompanied by a check or money order made out to the Superintendent of Documents, when necessary. VISA and MasterCard credit cards are accepted, also. Orders for 100 or more copies to be mailed to a single address are discounted 25 percent.

### Orders by mail:

U.S. General Accounting Office  
P.O. Box 37050  
Washington, DC 20013

### or visit:

Room 1100  
700 4th St. NW (corner of 4th and G Sts. NW)  
U.S. General Accounting Office  
Washington, DC

Orders may also be placed by calling (202) 512-6000 or by using fax number (202) 512-6061, or TDD (202) 512-2537.

Each day, GAO issues a list of newly available reports and testimony. To receive facsimile copies of the daily list or any list from the past 30 days, please call (202) 512-6000 using a touchtone phone. A recorded menu will provide information on how to obtain these lists.

For information on how to access GAO reports on the INTERNET, send an e-mail message with "info" in the body to:

[info@www.gao.gov](mailto:info@www.gao.gov)

or visit GAO's World Wide Web Home Page at:

<http://www.gao.gov>

---

**United States  
General Accounting Office  
Washington, D.C. 20548-0001**

**Bulk Rate  
Postage & Fees Paid  
GAO  
Permit No. G100**

**Official Business  
Penalty for Private Use \$300**

**Address Correction Requested**

---

