

SAF/FM TRANSFORMATION



U.S. Air Force
**FINANCIAL MANAGEMENT
TRANSFORMATION**





Agenda

Purpose | Background | Benefits | Ellsworth | Next | Org

- **Purpose/Vision**
- **Background on AFFSC**
- **Benefits**
- **Ellsworth**
- **Next Steps**
- **Organization Design & Staffing**





To Finance the Fight, Our Shared Vision Is...

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- **Commanders with accurate, relevant, timely information to make the right strategic choices while making existing operations more effective and efficient...**
 - **...every dollar striking the correct balance among supporting the mission, maintaining the infrastructure, and taking care of our people**

- **Airmen spending less time in customer service lines...**
 - **...and more time enhancing their warfighting capabilities**



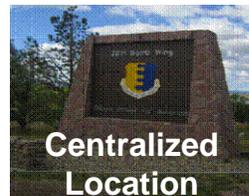
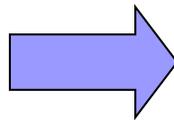
Excerpts above taken directly out of the FM Strategic Plan indicate FM's commitment to optimizing financial processes in the Air Force.



How We Achieve our Vision

Purpose | Background | Benefits | Ellsworth | Next | Org

- **Creation of a shared service center → called the Air Force Financial Services Center**
 - Central Processing Center
 - 24/7 Contact Center
- **Convert highly manual operations at 93 bases to a standardized process at one location**



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The FM Vision makes a clear statement about the Financial Management imperative. We cannot continue with business as usual and remain relevant in a changing world. While industry is seeing a technological revolution in Finance, the we remain a decade behind in our ability to automate transactions and focus our attention on the more vital decision support role.

What are we doing? The goal of the FST team is by our creation of a shared service center. We know that our **Customers care about effective and efficient service and processing of transactions.** Very few are concerned about where the transactions are processed or how they are processed.

We currently have 6300 FM personnel delivering financial management with 2600 performing customer service and backshop operations at 86 bases.

Create a shared service center that consolidates back office processing operations from each base to one or more sites

Establish a 24/7 contact center (call center) to support our troops more efficiently in our changed warfighting environment



Air Force Financial Services Center Phase One

Purpose | **Background** | Benefits | Ellsworth | Next | Org



Phase 1: Consolidate Base-Level Backshop Operations to a Central Site

- Centralize backshop travel/pay processing
- Front-line customer service **remains** at base-level



Air Force Financial Services Center Phase Two

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Phase 2: Establish a 24/7 Full Service Contact Center Staffed by Experts in Pay and Travel

- By phone or computer, anywhere in the world, you'll get **one-stop service** from FM experts
- This instant access to experts around the clock will improve overall customer service



Financial Services Transformation Benefits

Purpose | Background | **Benefits** | Ellsworth | Next | Org

- **Central Processing Center**
 - Best practices will improve service
 - Electronic document management will improve service
 - Centralization helps standardize transaction processing

- **24/7 High Tech Contact Center**
 - Improved customer service – you'll always be able to talk to someone in Finance, anytime, anywhere in the World



Saving \$210M over 10 Years

More details on the AFFSC:

Best practices will improve service:

FM looked at 93 bases, 280 processes and 90,000 data points, capturing best practices from around the AF to bring to the CPC which will allow them to serve the warfighter efficiently and effectively.

Electronic Imaging Management coupled with the empowerment to make entitlement decisions will give the Finance troop the resources he/she need to efficiently and effectively service the warfighter.

Short term, as a customer of FM changes should be transparent. Shortly after, customers should begin to notice that they are spending less time in the Finance Office (FSO) for things such as corrections to Travel, Pay or Misc Other transactions. This will be because the Central Processing Center (CPC) will have staff dedicated staff whose core competency is to process the transactions that were typically processes by somebody in a customer support role in the FSO who had multiple responsibilities.

In FY09, FM will open a 24X7 contact center. At that time a leaner FM organization will exist with a greater emphasis placed on providing Commanders and Wing level Financial Managers with FM business partners.



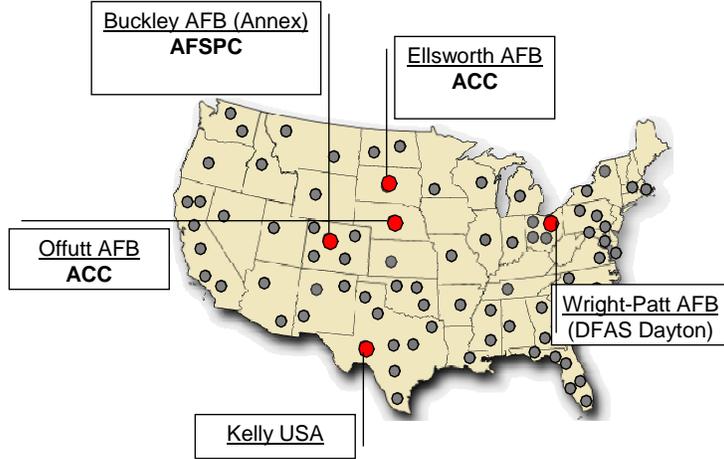
Why Ellsworth AFB?

81 Sites → Criteria Applied → 5 Sites

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Key Criteria

- Cost of Living
- Low Risk of Natural Disaster
- Space Availability based on occupancy timeline
- Space Availability based on Square footage
- Force Protection





Next Steps

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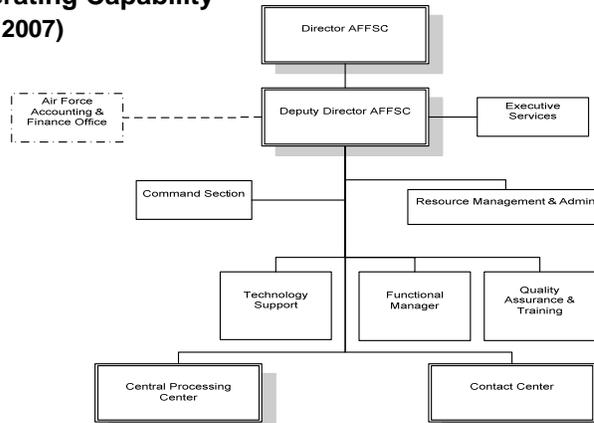
- **NLT November 2006:**
 - Begin configuring the facility's furnishings, phone and data lines
- **February 2007:**
 - Facility buildout complete
- **March - April 2007:**
 - Initial cadre of approximately 50 – 100 personnel
- **May - October 2007:**
 - Begin staff build up to 550 (performing transaction processing)
- **October 2008 – September 2009:**
 - Contact Center opens October 2008 (performing customer service)
 - Continue staff build up to 775 as required
- **October 2009 and Beyond:**
 - Staff Stabilized



High Level Organization Design

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550 Initial Operating Capability (Beginning Oct 2007)



Production Design Based on Workload, Overhead Based on Benchmark/SMEs/Reg. Guidance

Currently based on IOC of 550 in the CPC. Organization has 8% management and 92% production.

The production manning was developed by workload, AFMS, and subject matter experts (i.e. Keith on the number of technology), as well as benchmark (i.e. Metric Management/KM/Process Excellence with other like organizations (Commercial and Military)).

We will go into more detail of grade structures and divisions within the CPC (PAY, Travel, Support).



NOTIONAL Civilian Bands

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Notional Civilian Breakout

Fiscal Year	Military	Civilian
2008	442	108
2009	442	108
2011	380	162

Moving
Towards
Primarily
Civilian Org
By FY2014



**Notional FY08
Civilian Breakout**

Pay Grades	Quantity
GS-12 and Up	13
GS-9 to GS-11	38
GS-5 to GS-7	40
Contractor	17

NOTIONAL Goal – Funding Dependant



Civilian Hiring Process

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- **Following Air Force Civilian Personnel hiring process**
- **Many parameters which will guide the hiring process including:**
 - **Priority Placement Program**
 - **Canvassing Current FM workforce**
 - **Local Hiring**
 - **Etc.**
- **Other factors will influence the process and have yet to be decided**

Still At A High Level



Frequently Asked Questions

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- How long does the civilian hiring process take? **Normally, six to nine months.**
- When will the AF announce/post the positions? **The positions will be posted October 1, 2007.**
- Are all the positions financial management positions? **No, there are a few non-financial positions that support the center such as administration, IT, training management, and process improvement.**
- Will civilians be under the GS or NSPS pay system? **TBD.**
- Will the number of civilian positions increase? **Yes, by FY11 there will be 162 civilians with the intention of moving towards primarily civilian by FY14.**
- Will you be using contractors? **Yes for non-financial management positions such as admin support, IT support, and process improvement support.**
- What is the process for applying for a civilian position? **Go to the Air Force Personnel Center (AFPC) web site on-line at <http://ask.afpc.randolph.af.mil>. Click on "Job Seekers" for employment related information. Click on "Air Force Job Kit"; this will kit will assist you in preparing and submitting your resume and in self-nominating for vacancies.**



Financial Services Transformation

AFFSC On Target for Oct '07 IOC



Ellsworth AFB, South Dakota

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