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**Financial Management**

**FINANCIAL MANAGEMENT PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFDPO 65-6, *Budget*, and establishes financial procedures that are unique to the 944th Fighter Wing (FW) for the Resource Management System (RMS). The program establishes the composition of financial management committees and the frequency of committee meetings. It applies to all organizations attached to the 944 FW.

**SUMMARY OF REVISIONS**

This revision changes program management (para 1.), deleted some advisors (para 1.1.), incorporates wing reorganization changes (paras 1.1., 1.2.), changes the location of training folders (para 3.), changes the form number (para 5.), and changes the services provided (para 6.). A bar ( | ) indicates changes from the previous edition.

**1. Participatory Management.** Committees are established to review programs and the financial funding of this unit. These committees determine what financial constraints this unit will operate its programs under. As a result, a reduction in the scope of certain programs and the deferment or elimination of others may become necessary to accomplish the mission within these constraints. Normally, there will not be any unilateral management of programs when all programs are competing for the same limited resources. However, during an emergency situation the wing commander may choose not to call a Financial Management Board (FMB) meeting when time is of the essence. Accordingly, Financial Management (FM) will be a function of a committee action and not solely by one individual or organization.

**1.1. Financial Management Board (FMB).** The FMB is established to determine program priorities and ensure resources are allocated in the most effective way. Membership to the FMB is stated below and additional membership is at the discretion of the chairperson. Meetings will occur, at a minimum, once per quarter.

Chairperson:

944 FW Commander

Members:

944 FW Executive Officer

944th Maintenance Group Commander

944th Deputy Mission Support Group Commander

944th Deputy Operations Group Commander

Recorder:

944 FW FM Administrative Assistant

Advisors:

FM Officer

Personnel Officer

Lead Recruiter

1.2. **Financial Working Group (FWG).** The FWG is the working level FM group and consists of primary (P) and alternate (A) Resource Advisors (RA). This group screens all financial requirements identified by the Resource Management Team (RMT) prior to an FMB. Its primary purpose is to validate, prioritize, and in some cases eliminate or add requirements identified by the RMT based on sound management decisions prior to an FMB (efforts are in support of the FMB). Membership to the FWG at the 944 FW is at the discretion of the various commanders in the organization. The commander appoints individuals in writing. New members should be appointed no later than 15 calendar days after a position becomes vacant.

Chairperson:

FM Officer

Members:

P/A RA for 944 FW Staff

P/A RA for 944 FW Recruiting

P/A RA for 944th Operations Group

P/A RA for 302d Fighter Squadron

P/A RA for 944th Mission Support Squadron

P/A RA for 944th Communications Flight

P/A RA for 944th Civil Engineer Squadron

P/A RA for 944th Logistics Readiness Squadron  
P/A RA for 944th Security Forces Squadron  
P/A RA for 944th Medical Squadron  
P/A RA for 944th Aeromedical Staging Squadron  
P/A RA for 944th Maintenance Group  
P/A RA for 944th Maintenance Squadron  
P/A RA for 944th Aircraft Maintenance Squadron  
P/A RA for 944th Maintenance Operations Flight

Advisors:

944 FW FM Analysts

1.3. **Resource Management Team (RMT).** The RMT is the steering committee for resource management in a quality environment. Its purpose is to receive, review, and recommend to the FWG a proposed agenda to meet the wing mission. It will educate and provide problem solving when necessary. It will develop economical ways to utilize wing funds. Membership to the RMT is by appointment letter from the wing commander. Attendance should be one member from each group plus the FM officer, wing computer manager and one non-financial manager.

**2. Appointment of Financial Managers and Advisors.** The FM office will maintain a record of the name, grade, duty title, office symbol, and telephone number of all Responsibility Center Managers (RCM). Appointment to this position is by this FWI. No formal letter of appointment is required. All RCMs will appoint, by letter (submit to the FM Officer) a primary and alternate RA. Indicate name, grade, duty title, office symbol, telephone number and appointment date.

**3. Training.** Training for new RCMs, accomplished by the FM office, must be completed within 90 days of appointment to the position. The FM office will train RAs and training must begin within 30 days of being appointed. Training of alternate RAs is the responsibility of the primary RA. Training folders for the primary RA will be maintained in the FM office. The primary RA will maintain training folders for the alternate RA.

**4. Awards.** An awards program will reward and encourage outstanding performance of individuals who are serving as unit RA. Awards will be presented in two categories: RA of the Quarter and RA of the Year. The awards will be presented during scheduled FMBs when applicable. Commanders and/or the RMT may nominate a RA for RA of the Quarter based on outstanding funds management and work habits. The unit FM Officer and the wing commander will make the final selection prior to the end of the quarter. The winners for the quarter will then be eligible to compete for RA of the Year honors. The recipient of the RA of the Year will be nominated to HQ AFRC to represent the 944 FW and to compete with other RAs throughout the command.

**5. Reprogramming Actions.** Reprogramming actions between RCMs, up to \$10K may be accomplished, with the RCMs signature of approval, and 944 FW Form 8, **Request for Load/Change in Fund Targets**. Reprogramming actions greater than \$10K will require FMB approval prior to the action.

**6. RMT Services.** At least annually the unit RMT will offer, in writing, RMT services to all organizations. Acceptance of RMT services is strictly voluntary. Service in the following areas are offered Internal Audit of Management Controls for Resource Management, problem solving, recommendations for improving various processes and under certain circumstances could provide a limited service of day to day needs.

6.1. **Reports.** The RMT team chief will prepare and maintain a written memorandum of record on the visit. The memo will be provided to the RCM and will include the names of the RMT members who took part in the visit, personnel contacted, subjects discussed, training provided, problems solved, list of open items with identification of action officer, and estimated completion date.

CRAIG S. FERGUSON, Brig Gen, USAFR  
Commander

**Attachment 1**

**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

***References***

944 FW Form 8, **Request for Load/Change in Fund Targets**

***Abbreviations and Acronyms***

**FM**—Financial Management

**FMB**—Financial Management Board

**FW**—Fighter Wing

**FWG**—Financial Working Group

**RA**—Resource Advisor

**RCM**—Responsibility Center Manager

**RMT**—Resource Management Team