



# JEANNE M. HOLM CENTER

## ***Managing AF Resources***

### **Cadet Preparation:**

- Read Managing AF resources cadet reader.

### **Cognitive Lesson Objective:**

- Remember the Air Force resource management systems.

### **Cognitive Samples of Behavior:**

- Identify methods the Air Force uses to maintain accountability over government property and equipment.
- Name the options available for managing manpower requirements.

# **MANAGING AF RESOURCES**

## **What do we define as resources?**

Manpower, money, supplies, equipment, and real property.

## **Where do resources come from?**

There is a lot that goes into resource allocation at the national level before the Air Force receives funding. As you may recall from previous lessons, congress holds the power of the purse, and thus creates the annual federal budget from taxes. The Department of Defense then receives a portion that budget. In 2016, 16% of the budget, or \$605 billion, paid for defense and security-related international activities.

## **What are the processes in place for managing resources?**

Once the DoD receives funding, it must allocate a portion to each service. The Planning Programming, Budgeting, and Execution (PPBE) is the annual Department of Defense (DoD) process for allocating resources. During this process, DoD civilian and military leaders decide which programs and force structure requirements to fund based on strategic objectives. The overall goal of the process is to achieve the defense objectives established by the president and the Secretary of Defense. Capability requirements are identified during the planning phase; matched with resources requirements during the programming phase, translated into budget proposals during the budgeting phase, and then evaluated during the execution phase to determine how desired capabilities were achieved.

Air Force representatives are involved throughout the phases of the PPBE process to advocate for various service needs. Upon completion of the execution phase, the funds are appropriated to the different programs identified in the programming phase. The Air Forces utilizes the Air Force Corporate Structure (AFCS) as the forum for considering and deciding Air Force resource allocation issues. Within the structure, there are five mission panels (Combat Air Forces, Nuclear Deterrence, etc.) and five mission support panels (Manpower, Logistics, etc.). These advisory panels conduct baseline reviews on their portfolios and make an assessment on the health of different programs, as well as recommendations for program adjustments. The next two levels of the AFCS include the Air Force Group (O-6 and equivalent), Air Force Board (O-7 and O-8s), and the top-level decision making-body, Air Force Council, which is comprised of Deputy Chief of Staff and Assistant Secretary-level members. The AFCS is designed to be open and inclusive, and serves as the forum for the resolution of major issues affecting the entire Air Force.

## Good Stewards of Tax-Payer Dollars

Air Force members must be conscious of how resources are utilized, ensuring the most effective and efficient use of tax-payer dollars. There are several programs in place to ensure proper usage of resources, including the Environmental Management Program, the Energy Conservation Program, and the Fraud, Waste, and Abuse Prevention Program

**Environmental Management Program.** The USAF is a leader and devoted guardian of the environment. As trustee to over 8 million acres of natural habitat, the Air Force takes considerable measures to defend and enhance America's rich natural resources. To meet current and future mission requirements, the Air Force environmental program must ensure environmental resources, such as air, land, and water, are available to meet operational needs. This is accomplished through various ways, one of them including the incorporation of environmental management system elements into specific operations of appropriate organizational levels and installations.

**Energy Conservation Program.** The Federal government is the Nation's largest energy consumer, and must be conscious of energy management to save taxpayer dollars and reduce emissions that contribute to air pollution and global climate change. Executive Order 13693 Planning for Federal Sustainability in the Next Decade strives to achieve goals such as:

- The Energy Efficiency and Greenhouse Gases Reduction Goal
- Sustainable Design and Development (Facilities that are net-zero energy facilities by 2030)
- Water Conservation (Beginning in 2008, the AF will reduce potable water consumption by 36 percent by the end of calendar year 20205)

**Fraud, Waste, and Abuse (FWA).** FWA can drain significant resources and ultimately rob American taxpayers. The benefits of the program are two-fold: it saves valuable resources by identifying illegal, inefficient and wasteful practices; it also makes funds available for other, better uses. During the period of 1 Oct 2010 through 31 March 2011, the DoD Inspector General (IG) identified \$193 million in waste, and investigations led to 140 convictions, 87 suspensions, and 99 debarments. Additionally, criminal convictions, civil and administrative settlements resulted in the return of \$1.4 billion to the U.S. government.

Fraud is defined as any intentional deception designed to unlawfully deprive the United States of something of value or to secure from the United States for an individual a benefit, privilege, allowance, or consideration to which he or she is not entitled. Examples of fraud include acceptance of bribes or gratuities; making false claims and statements, falsifying records, etc. Contact Air Force Office of Special Investigations (AFOSI) when fraud is suspected.

Waste is the extravagant, careless, or needless expenditure of government funds, or the consumption of government property that results from deficient practices, systems, controls, or decisions. Contact the IG if waste is suspected.

Abuse is the intentional or improper use of government resources that can include the excessive or improper use of one's position, in a manner contrary to its rightful or legally intended use. Contact the IG if abuse is suspected.

**Report of Survey Process.** If government property is lost, damaged, or stolen, a report of survey is used to determine if the cause of loss was attributable to an individual's negligence or abuse. The report will also assess financial liability against the persons responsible or relieve them from liability if there is no evidence of negligence.

### **Am I responsible as a 2d Lt?**

Absolutely! All Airmen have a responsibility to not only manage resources effectively and efficiently themselves, but also to report inappropriate use of resources. With the constant emphasis on efficiency, the Air Force must get the greatest return from every investment. All members are responsible for safeguarding Air Force resources and exercising sound resource management practices. At the end of the day, the amount of money spent and other resources used (manpower, facilities) affect the entire national security mission. Leaders must plan for future requirements and ensure allocated resources are used properly; and if correctly accomplished, the result will be a stronger and more efficient Air Force.

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### **Bibliography:**

1. Air Force Handbook (AFH) 1, *The Airman Handbook*, Chapter 13, *Resource Management*, 1 October 2017.
2. Air Force Instruction (AFI) 32-7001, *Environmental Management*, 16 April 2015, incorporating Air Force Guidance Memorandum (AGFM) 2018-01, 16 November 2018.
3. Headquarters Operating Instruction (HOI) 65-5, *Headquarters Air Force (HAF) Resource Management Process*, 14 June 2016.
4. The Secretary of the Air Force Office of the Inspector General Complaints Resolution Directorate, *Inspector General Guide to Fraud, Waste, or Abuse Awareness*, September 2014.