



*Manpower and Organization*

**PROGRAM ANALYSIS & FINANCIAL MANAGEMENT DIRECTORATE  
ORGANIZATION AND FUNCTIONS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This pamphlet applies to the Program Analysis and Financial Management Directorate, United States Transportation Command (USTRANSCOM), Scott Air Force Base, Illinois. It defines the mission, functional statements, and organization. Each USTRANSCOM directorate and staff agency has its own separate pamphlet. The use of a name of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Department of Defense (DOD) or USTRANSCOM. All manpower and personnel changes that affect the command structure and/or any billet attributes must be submitted in accordance with USTRANSCOM Instruction 38-3, *Joint Manpower Management*. USTRANSCOM Manpower and Personnel is the only directorate authorized to contact the Office of the Secretary of Defense (OSD), the Joint Staff and/or the Services to initiate any manpower or personnel actions or changes.

***SUMMARY OF REVISIONS***

This pamphlet has been modified for and applies only to the Program Analysis and Financial Management Directorate. Each USTRANSCOM directorate and staff agency has its own separate pamphlet.

**1. Reference and Supporting Information.** References and related publications, abbreviations, acronyms, and terms used in this pamphlet are listed in attachment 1.

**2. Mission.** As the single point of contact for all program analysis and financial management issues in USTRANSCOM, TCJ8 performs budget formulation and execution for USTRANSCOM and the Transportation Component Commands (TCC); advocates and defends programs important to the Defense Transportation System (DTS); develops financial management guidance, policy and procedures for the Transportation Working Capital Fund (TWCF) in coordination with the Component Commanders and OSD; owns the Corporate Governance Process (CGP), and provides financial management advice to the command. The directorate is responsible for integration of command's strategic goals, operational plans and expected

outcomes during budget formulation and in the management of command resources. TCJ8 develops command policy and issues financial guidance on use of TWCF budget and prepares positions for the Commander throughout the Planning, Programming and Budgeting System and Congressional hearing processes. TCJ8 develops USTRANSCOM positions on mobility issues and programs in coordination with OSD, Joint Staff, Combatant Commanders, services and components. TCJ8 receives and promulgates OSD funding guidance; develops standardized transportation rates; analyzes and reviews component rate proposals; reviews and consolidates component budgets for submission to OSD; defends budget before OSD and controls the TWCF execution through oversight of components.

**3. Organization and Responsibilities.** The Director of Program Analysis and Financial Management reports to Commander, USTRANSCOM. The organization chart is located at **Attachment 2.**

#### **4. Function Statements.**

##### **4.1. Program Analysis and Financial Management Directorate (Dept B02420800).**

**4.1.1.** Develop and integrate the command's budget and manage the command's resources.

**4.1.2.** Serve as the CGP owner.

**4.1.3.** Serve as the Secretariat, schedule meetings, organize briefings, and publish minutes of the Resource and Acquisition Strategy Board (RASB).

##### **4.2. Program and Budget Division (Dept B02420810).**

**4.2.1.** Program budgets and execute the command's resources.

**4.2.2.** Chair the RASB Working Group.

##### **4.3. Command and Information Technology (IT) Budget Branch (Dept B02420811):**

**4.3.1.** Focal point for command staff budget issues.

**4.3.2.** Consolidate Commander's staff TWCF Budget and Biennial Program Objective Memorandum (POM).

**4.3.3.** Prepare Air Force Financial Plan.

**4.3.4.** Coordinate IT and CGP issues.

**4.3.5.** Execute Commander's staff Special Morale and Welfare Fund.

**4.3.6.** Facilitate RASB Working Group and RASB.

4.3.7. Manage counter drug transportation funding.

4.3.8. Manage Research, Development, Testing, and Evaluation funding execution.

4.3.9. Perform economic analyses.

4.3.10. Perform cost benefit analyses, cost factor development, and cost studies.

4.3.11. Execute Commander's Official Representation Fund.

4.3.12. Manage Distribution Process Owner (DPO) funding execution.

**4.4. Transportation Component Command Budget Branch (Dept B02420812):**

4.4.1. Focal point for TCC TWCF issues.

4.4.2. Consolidate TCC's and Commander's staff Budget Estimate Submissions.

4.4.3. Administer the annual operating budgets for TWCF.

4.4.4. Assist with all financial program issues.

4.4.5. Focal point for all financial contingency issues.

4.4.6. Work humanitarian and disaster relief transportation funding.

4.4.7. Focal point for all financial Acquisition and Cross-Servicing Agreement and Command Arrangement Agreement issues.

4.4.8. Focal point for DPO financial issues.

4.4.9. Focal point for Defense Transportation Coordination Initiative (DTCI) financial issues.

4.4.10. Participate in DPO governance meetings.

**4.5. Program and Resources Branch (Dept B02420813):**

4.5.1. Coordinate and review financial policy issues.

4.5.2. Consolidate Defense Courier Division Budget Estimate Submissions.

4.5.3. Focal point for financial program issues.

4.5.4. Consolidate Commander's staff Biennial Appropriated POM.

4.5.6. Coordinate congressional legislation appeals (congressional review).

- 4.5.7. Lead for Program Budget Review process and Resource Management Decisions.
- 4.5.8. Assist with financial contingency issues.
- 4.5.9. Focal point for all policy issues.
- 4.5.10. Prioritize and track progress of new financial policy issues.
- 4.5.11. Ensure that new information is shared with required users once policy is established.
- 4.5.12. Coordinate on policy decisions with USTRANSCOM Staff Judge Advocate (TCJA), Defense Finance and Accounting Service (DFAS), Office of Under Secretary of Defense/Comptroller (OUSD(C)), and other appropriate activities.
- 4.5.13. Assist TCJ8 personnel with research/interpretation of accounting/budgetary policy.
- 4.5.14. Maintain a policy reference library, consisting of all past policy decisions, which is available to TCJ8, TCJA, and TCCs.
- 4.5.15. Focal point for the Defense Courier TWCF issues.
- 4.5.16. Manage the execution of the annual operating budgets for the Defense Courier Division and its 18 worldwide stations.
- 4.5.17. Bill customers for defense courier services.
- 4.5.18. Integrates Command and Control Initiatives Program.

**4.6. Accounting Division (Dept B02420850):**

- 4.6.1. Focal point for all accounting issues.
- 4.6.2. Focal point for Government Accountability Office, Air Force, and DOD Inspector General audits.
- 4.6.3. Command liaison with OUSD(C) for new accounting system.
- 4.6.4. Evaluate command internal financial controls.
- 4.6.5. Administer command Government Travel Card program.
- 4.6.6. Command liaison for DFAS.
- 4.6.7. Implement metrics of the Government Performance and Results Act.

**4.6.8.** Write the annual Command Statement of Assurance.

**4.6.9.** Produce the Annual Command Report.

**4.6.10.** Manage the Command Management Control Program.

**4.6.11.** Command lead agent for DTS.

**4.6.12.** Bill and collect for over-ocean transportation services

**4.6.13.** Lead developer for Defense Enterprise Accounting Management System.

**4.6.14.** Provide financial support to DTCI Program Office.

**4.7. Transportation Working Capital Fund Rates (Dept B20210800):**

**4.7.1.** Develop and coordinate annual Air Mobility Command Channel Airlift Rates.

**4.7.2.** Develop and coordinate annual Military Surface Deployment and Distribution Command Surface Rates – all business areas.

**4.7.3.** Focal point for customer rate issues.

**4.7.4.** Develop and coordinate annual workload forecast for budget submission.

**4.7.5.** Evaluate financial impact of rates during execution year.

**DAVID W. CZZOWITZ, Col, USAF  
Director, Manpower and Personnel**

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORT INFORMATION*****References***

DoDD 5100.73, *Major Department of Defense Headquarters Activities*  
CJCSI 1001.01, *Joint Manpower and Personnel Program*  
USTRANSCOM I 38-2, *USTRANSCOM Reserve Component Support Requirements*  
USTRANSCOM I 38-3, *Joint Manpower Management*

***Abbreviations and Acronyms***

CGP-Corporate Governance Process  
DFAS-Defense Finance and Accounting Service  
DOD-Department of Defense  
DPO-Distribution Process Owner  
DTCI-Defense Transportation Coordination Initiative  
DTS-Defense Travel System  
IT-Information Technology  
OSD-Office of the Secretary of Defense  
OUSD(C)-Office of Under Secretary of Defense/Comptroller  
POM-Program Objective Memorandum  
RASB-Resource and Acquisition Strategy Board  
TCC-Transportation Component Commands  
TCJA-U.S. Transportation Command Staff Judge Advocate  
TCJ1-Manpower and Personnel Directorate  
TCJ8-Program Analysis & Financial Management Directorate  
TWCF-Transportation Working Capital Fund  
USTRANSCOM-United States Transportation Command

Attachment 2

# USTRANSCOM Program Analysis and Financial Management Directorate (TCJ8)

