



Richard Gustafson

Principal Deputy Director,

Defense Finance and Accounting Service

Richard "Gus" Gustafson was appointed the Principal Deputy Director on November 10, 2008. In this capacity he assists the Director, Defense Finance and Accounting Service in overseeing the day-to-operations of the Agency. DFAS employs about 12,000 DoD civilian and military personnel at 13 locations throughout the United States, Europe and the Pacific. Each year, the agency disburses over \$446 billion by processing 154.6 million pay transactions to 5.9 million military, civilians, retirees and annuitants; 14 million commercial invoices and 6.9 million travel vouchers and settlements. Responsible for 865 active DoD appropriations, DFAS is the trust fund manager for \$22 billion in foreign military sales and \$328 billion in military retirement and health benefit funds. Each year, it maintains almost 55 million general ledger accounts containing billions of transactions and handles accounts for worldwide operations and multi-disciplined appropriations of DoD.

Mr. Gustafson previously served as the Deputy Assistant Secretary, Financial Operations for the United States Air Force. In that capacity he was the principal adviser to the Assistant Secretary and the Air Force senior staff on all issues involving the amended Chief Financial Officers Act of 1990, and related financial management reforms. He is responsible at the executive level for ensuring the Air Force complies with legislative and executive financial management mandates leading to the effective and efficient use of Air Force resources. Additionally, he was responsible for management of human resources and technology solutions for Air Force Financial Management.

Mr. Gustafson began his federal career when he enlisted in the United States Air Force in 1971. He served in a variety of financial management positions until he was commissioned in 1978. From 1978 until his retirement in 1992, Mr. Gustafson held operational positions as accounting and finance officer, budget officer, base comptroller and squadron commander. In addition, he held staff officer positions at Headquarters Tactical Air Command and the Air Force Accounting and Finance Center. Upon his retirement, Mr. Gustafson entered Civil Service and provided financial support to Department of Defense technology organizations within DISA and DFAS. Mr. Gustafson entered the private sector in 1996 focusing on technology solutions for the Defense Department until his return to public service in 2003.

He has a Bachelors degree in Accounting from McKendree College and a Masters Degree in Management from Troy State. He has also graduated from the Federal Executive Institute and the Senior Managers in Government Course, Harvard University. He is a Certified Defense Financial Manager and Certified Government Financial Manager.