RM ResourceManagement
1st Quarter 2010
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THIS ISSUES FOCUS

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This medium is approved for official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of professional development.

By order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Administrative Assistant to
the Secretary of the Army

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Assistant Secretary of the Army
Financial Management
and Comptroller

Ms. Mary Sally Matiella

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Message from the Principal Deputy Assistant Secretary of the Army (FM&C)

By Mr. Robert Speer

Greetings, Financial Management Community! The Assistant Secretary of the Army (Financial Management and Comptroller) family is delighted and honored to have the recent arrival of the Honorable Mary Sally Matiella. Our new Assistant Secretary of the Army for Financial Management and Comptrollership brings a wealth of experience and understanding of Defense and Federal financial management. In the short time she has been onboard, she has clearly demonstrated an understanding of the challenges we face and awareness of the important mission we perform. As you will see below, she has spent a significant amount of time as a civil servant, to include supporting those who serve. In addition, she has spent much of her adult life as a military spouse and as such brings a love for military families and respect and admiration for our soldiers and civilians. Over the next few months, I know she will spend time with you as well as share her vision and desire to improve FM&C, successfully field our new financial system – General Fund Enterprise Business System, attest audit readiness for our new statement of budgetary resources, and validate and resource the needs of our Army. In the meantime, I am very pleased to introduce to you through her credentials below, the Honorable Mary Sally Matiella.

Mr. Robert Speer

Confirmed by the U.S. Senate on February 11, 2010; Ms. Matiella serves as the Assistant Secretary of the Army (Financial Management and Comptroller). She advises the Secretary of the Army and Chief of Staff on all matters related to Army financial management. She oversees the proper and effective use of appropriated resources to accomplish the Army's assigned missions; provides timely, accurate, and reliable information to enable leaders and managers to incorporate cost considerations into their decision-making; provides transparent reporting to Congress and the American people on the use of appropriated resources and the achievement of established Army-wide performance objectives; and manages and coordinates programs for the accession, training, and professional development of Army resource managers. She is also responsible for the formulation and submission of the Army Budget to Congress and the American people.

Prior to her appointment, Ms. Matiella served as Assistant Chief Financial Officer for Accounting for the Department of Housing and Urban Development (HUD). She was responsible for the payment of over $40 billion in annual grants, loans and subsidies, and the consolidation and submission of quarterly and annual financial statements to the Office of Management and Budget (OMB). She ensured HUD was in full compliance with government legislation, Generally Accepted Accounting Principles (GAAP), and other governmental budget and accounting standards. Under her leadership, HUD earned 'unqualified' audit opinions each fiscal year and received all 'green' ratings from OMB for its accounting practices.

In December 2001, Ms. Matiella entered the Senior Executive Service and served as the Chief Financial Officer for the U.S.D.A. Forest Service. She oversaw the formulation and execution of a $4 billion annual budget, which funded the management of 200 million acres of national forest and grasslands. Under her leadership, the Forest Service received its first ever 'clean' audit opinion in FY 2002 and the GAO, April 2003 report, recognized the Forest Service for "Significant Improvement in Financial Reporting." She also received the USDA Secretary's Group Honor Award for Excellence.

Ms. Matiella has also served in a wide variety of federal, defense, state and local financial management positions including: Staff Accountant for the Office of the Under Secretary of Defense, Comptroller; Director of Accounting for the Defense Finance and Accounting Service (DFAS)-San Bernardino; Director of the CFO Implementation Office, DFAS-Denver; Senior Systems Accountant for U.S. Army South; Systems Accountant, Air Force Accounting and Finance Center, Denver; Budget Analyst,

Ramstein Air Force Base, Germany; External Auditor, Texas Department of Mental Health and Mental Retardation; and Adjunct Professor, Park College.

Ms. Matiella is a Certified Public Accountant (CPA), Certified Government Financial Manager (CGFM), and Certified Defense Financial Manager (CDFM). She has a Bachelor of Arts (BA) and a Master of Business Administration (MBA) from the University of Arizona and an Education Specialist Degree (EdS) from George Washington University. She has also completed the following professional education courses: Harvard's Senior Managers in Government, Federal Executive Institute, Defense Resource Management School, Air War College, Air Command and Staff College, and Professional Military Comptroller School. She is a member of the Academy of Management, Association of Government Accountants, and American Society of Military Comptrollers.

–RM–

The Honorable Mary Sally Matiella

FCR CORNER

By Terry Placek

"The Changing Faces of Financial Managers"

If you want 1 year of prosperity, grow grain.

If you want 10 years of prosperity, grow trees.

If you want 100 years of prosperity, grow people!

-Chinese Proverb

The Comptroller Proponency Office is the focal point within the Office of the ASA (FM&C) for career issues affecting all members of the Army's Financial Management Team. Our goal is that the members be well served in regard to education, training, professional development and future advancement. We coordinate doctrinal development, force structure proposals, professional development and utilization affecting Branch Code (BC 36) Financial Management. For members of the Comptroller Civilian Career Program (CP-11), we ensure that our members' best interests are incorporated into civilian professional development. These are the men and women who keep the "Army Strong" by keeping our Soldiers prepared and properly funded.

The last issue of the "Resource Management" publication focused on professional development, so I thought that it would be appropriate to follow-up with a discussion regarding the demographics of the CP-11 workforce.

Our goal is to help careerists reach their full potential, living up to the Comptroller Proponency Office motto, "GROW PEOPLE." This is important since a new generation is stepping up to the plate as another group is heading toward retirement.

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First let's break down the total figures of our workforce

...Here are a few facts:

UNITED STATES POPULATION
EST. 2009 308,670,786
http://www.census.gov/population/www/popclockus.html

DEPARTMENT OF DEFENSE CIVILIANS 748,026
0.2% of Total US Population
265,536 Female --- 482,484Male

DEPARTMENT OF THE ARMY CIVILIANS 250,581
33.50% of Total DoD Civilian Population

COMPTROLLER CAREER PROGRAM (CP – 11) 10,536
4% of Total DA Civilian Population
7,004 Female --- 3,532 Male

The facts above provide a picture of the CP-11 career field. The 10,500 plus civilian financial management professionals make up four percent of the entire Department of the Army (DA) civilian workforce. These are the men and women who are making sure that the United States Army is properly prepared to carry out its mission. Out of that four percent, sixty-six percent are females and the other third is male. The average age for a CP-11 careerist is 49 years old with an average of 19 years of experience. The next generation of financial managers will be looking to the senior level managers to share their knowledge and skills and provide real world experience that will assist in developing our future leaders.

When it comes to a productive workforce, our Senior Financial Managers know that it takes a blending of real world experience with "book smarts." Here are a few facts about our CP-11 workforce's education.

High School Graduate 2,396
Associate's Degree 631
Bachelor's Degree 4,141
Master's Degree. 1,623
Doctorate Degree. 26

Now the remaining 1,719 CP-11 careerists are somewhere in between one degree or another. These numbers equate to over 76.1 percent of our careerists who have some college. Graduate education programs such as our Defense Controllership Program at Syracuse University and our Academic Degree Training Program allow CP-11 careerists to advance their careers with a better understanding of the financial management field. Our Financial Managers become better educated which in turn allows them to continue to work more productively and efficiently.

We must continue to recruit a new workforce and preserve the working knowledge of our field. We do not want new careerists to come in with no training to take over million dollar programs. That is a recipe for disaster. What we want are the senior level financial managers leaving to mentor the junior financial managers. As CP-11 careerists, it is our job to look after the financial well being of the United States Army and ensure that it is "Army Strong." We will continue to "grow" our entire workforce from interns through journey level professionals and senior managers. We want our CP-11 careerists to be the best multi-disciplined/functional financial management analysts within DoD.

–RM–

Ethics–
Selfless Service or Selfish Service?

By: David B. Berg

In early January as I was preparing this article, I received an email from an old friend about the death of Bob Howard.

Medal of Honor recipient Col. Robert L. Howard succumbed to pancreatic cancer and died in a hospice located in Waco, Texas two days before Christmas.

Wounded 14 times in 54 months of combat duty in Vietnam, Robert Howard was awarded 8 Purple Hearts, a pair of Distinguished Service Crosses (the second highest military decoration that can be awarded to a member of the United States Army), a Silver Star, Multiple Bronze Stars, the list marches on and Bob Howard is described as the nation's most decorated soldier.

His Medal of Honor citation reads:
"The President of the United States in the name of The Congress takes pride in presenting the MEDAL OF HONOR to

FIRST LIEUTENANT ROBERT L. HOWARD
UNITED STATES ARMY

for service as set forth in the following CITATION:

For conspicuous gallantry and intrepidity in action at the risk of his life above and beyond the call of duty. 1st Lt. Howard (then SFC), distinguished himself while serving as platoon sergeant of an American-Vietnamese platoon which was on a mission to rescue a missing American soldier in enemy controlled territory in the Republic of Vietnam.

The platoon had left its helicopter landing zone and was moving out on its mission when it was attacked by an estimated 2-company force. During the initial engagement, 1st Lt. Howard was wounded and his weapon destroyed by a grenade explosion. 1st Lt. Howard saw his platoon leader had been wounded seriously and was exposed to fire. Although unable to walk, and weaponless, 1st Lt. Howard unhesitatingly crawled through a hail of fire to retrieve his wounded leader. As 1st Lt. Howard was administering first aid and removing the officer's equipment, an enemy bullet struck 1 of the ammunition pouches on the lieutenant's belt, detonating several magazines of ammunition. 1st Lt. Howard momentarily sought cover and then realizing that he must rejoin the platoon, which had been disorganized by the enemy attack, he again began dragging the seriously wounded officer toward the platoon area.

Through his outstanding example of indomitable courage and bravery, 1st Lt. Howard was able to rally the platoon into an organized defense force. With complete disregard for his safety, 1st Lt. Howard crawled from position to position, administering first aid to the wounded, giving encouragement to the defenders and directing their fire on the encircling enemy. For 3 1/2 hours 1st Lt. Howard's small force and supporting aircraft successfully repulsed enemy attacks and finally were in sufficient control to permit the landing of rescue helicopters. 1st Lt. Howard personally supervised the loading of his men and did not leave the bullet-swept landing zone until all were aboard safely." ***(Center of Military History, United States Army, Medal of Honor Recipients web site: www.history.army.mil/moh.html)***

A few days later I read an Associated Press article about an Army Finance Corps Captain. The article indicated:

U.S. District Judge Helen Gillmor sentenced former Army Captain David Gilliam to four years and two months in federal prison for stealing $400,000 from the government while stationed at Kandahar Air Base in Afghanistan.

Gilliam, 39, had pleaded guilty to theft, money laundering and filing a false tax return.

Gilliam stole the money between April 2004 and April 2005 when he was a disbursing officer for the Army's Alpha Detachment, 125th Finance Battalion, Schofield Barracks, and Hawaii.

These two articles vividly display the essence of the good and the bad about those who serve – those who uphold the very essential ethic of the Army – selfless service and those who are most concerned about 'what is in it for me.'

We have seen too many cases of the later in our military, civilian and contractor work force in OIF /OEF. We have an Army of auditors and criminal investigators attempting to clean up the battlefield of the corruption they have caused.

The Department of Defense Office of General Counsel's Encyclopedia of Ethical Failure has over 132 pages of cases of ethical and legal violations in DoD.

These problems should and cannot over shadow the efforts of most DoD military and civilian employees and the truly outstanding efforts of individuals like Bob Howard. What they do point out is that we have problems with individuals who put their self interest about that of country and organization.

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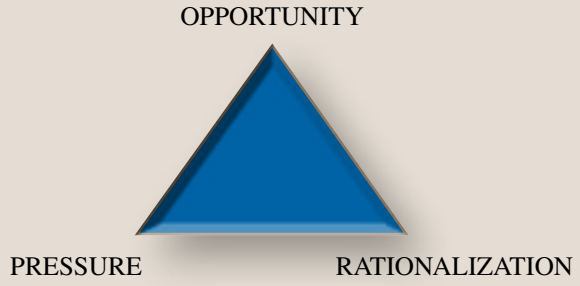
Donald R. Cressey developed a hypothesis on why personnel in trusted positions embezzle. His research was published in Other People's Money: A study in the Social Psychology of Embezzlement. His hypothesis was: "trusted persons become trusted violators when they conceive of themselves as having a financial problem which is non-sharable, are aware this problem can be secretly resolved by violation of the position of financial trust, and are able to apply to their own conduct in that situation verbalization which enable them to adjust their conceptions of themselves as trusted persons with their conceptions of themselves as users of the entrusted funds or property." (Cressey, Donald R. Other People's Money, Montclair NJ; Patterson Smith, 1953.p.30)

This hypothesis has become known as the "fraud triangle":



(Well, Joseph T. Principles of Fraud Examination, John Wiley & Sons, Inc. 2008. P.14)

Another theory is that some people are just corrupt. In either case or by some other theory, the key ingredient is opportunity. Individuals who violate the public trust are able to do it because they can. And they usually can because there is a lack of internal controls. Organizations have a tendency to believe that their employees will always 'do the right thing.' The unfortunate reality is that within any organization some people will lie, cheat and steal. The only way to reduce the chance of that happening is with a strong internal control program.

Without internal controls we have a system based on faith and hope. A detailed discussion of internal controls goes beyond the scope of this article. However, at their heart, internal controls are rather simple. They involve three basic functions:

- Setting standards of satisfactory performance
- Checking results to how results compare with standards
- Taking corrective action where actual results do not meet standards

The principles of internal controls must be tailored to meet the needs of a particular organization. Standards must be established and engrained into the organizational culture. Mechanisms must be established to monitor compliance and action taken when the standards are not met.

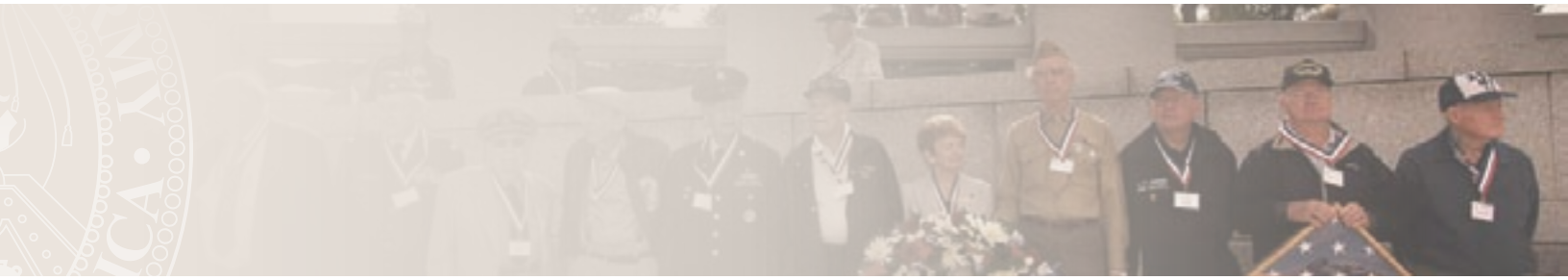
From a leadership / management perspective, we must closely monitor our workforce for any signs of stress, financial hardship or other problems. These pressures can cause some people to commit fraud and misappropriate government resources. These are the same types of issues that can cause security concerns. The recent case of the shooting at Fort Hood by Major Nidal Malik Hasan clearly indicates the failure of supervisors to monitor their employee and take corrective action.

Selfless service is a core Army value and at the heart of all ethical behavior. It is imperative that we constantly ourselves and our workforce of this and establish internal controls to ensure that some people do not abuse their positions of trust.

–RM–

About the Author:
Colonel David Berg retired from the Army with over 29 years of service in October 1995 – the last 20 years in financial management positions- Colonel Berg accepted a position with the Whitman School of Management at Syracuse Director of Executive Education.

Colonel Berg is a Certified Government Financial Manager (CGFM) and a Certified Defense Financial Manager (CDFM.) He is a member of the American Society of Military Comptrollers, Association of Government Accountants, and the American Association for Budget and Program Analysis. He serves as a commissioner on the American Society of Military Comptrollers Certification Commission and as a member of the organization's editorial board.



Fiscal Year 2009

LTG(R) JERRY L. SINN and NEIL R. GINNETTI Awards

Fiscal Year 2009 Award Winners

By: Cathy Rinker

Congratulations to the Winners!!!

The Lieutenant General (Retired) Jerry L. Sinn Award

The Lieutenant General (Retired) Jerry L. Sinn award is given in honor of his selfless service and significant contributions to Army financial management while serving as the Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial Management and Comptroller) from 2003 to 2006. The LTG(R) Jerry L. Sinn award marks the Army's steadfast commitment to encouraging financial management transformation to sustain funding for current and future challenges. This award recognizes individual contributions in revitalizing Army resource management to effectively address the 21st century military and security environment.

There are two Fiscal Year 2009 winners of the LTG(R) Sinn award and they are: Brigadier General (BG) Phillip E. McGhee, Assistant Chief of Staff, G8, U.S. Army Central Command (ARCENT) and Senior Executive Service (SES) Barbara L. Bonessa, Director, Management and Control, Army Budget, Headquarters Department of the Army (HQDA), Assistant Secretary of the Army (Financial Management and Comptroller).

Brigadier General Phillip E. McGhee

Assigned as the single financial point of entry and the 3rd Army/ARCENT C8/DRM, BG McGhee was the focal point of the Theater Financial Management (FM) Strategic Plan. He orchestrated four Theater Financial Management initiatives designed to achieve the Commander's vision to maintain unit readiness while reducing industrial capacity and lowering cost.

The first initiative established Financial Management Information Systems (e-Commerce) in the CENTCOM Area of Responsibility (AOR). These systems are responsible for significantly reducing U.S. currency on the battlefield, strengthening confidence in host nation banking systems, allowing increased capability to pay vendors by Electronic Funds Transfer, expanding the use of the Eagle Cash Card and providing increased visibility and accountability of U.S. appropriated funds. The second initiative established a cost culture by embedding cost analysts, budget analysts, and accountants into financial management units in Theater to provide commanders with more visibility of their costs, incorporate cost modeling and analysis into the requirements definition process and inform the decision makers of alternative means of meeting requirements.

The third initiative, established cost analysis teams to better understand the "what and why" of the costs of war. BG McGhee cost analysis effort captured theater cost drivers and developed a model that accurately described the relationship among requirements, readiness, industrial capacity, and cost. This initiative is optimizing readiness and allowing the Commander to reduce in-theater industrial capacity and cost. And, BG McGhee's fourth initiative established a "proof of concept" for implementing Financial Management Doctrine in Theater by merging Resource Management and Financial Operations. As Financial Management manning, systems and processes develop to meet changing missions, the tactics, techniques, and procedures to support them are being shared with the Army Financial Management School so that FM Doctrine may be adjusted to incorporate these "proof of concept" initiatives.

These four initiatives have substantial momentum in theater. BG McGhee is making a phenomenal difference in the Army's financial management community. His strategic vision and unrelenting drive are making unprecedented advances in Theater FM capabilities and operations.

BG McGhee's achievements in bringing together people with various skill sets and experience from disparate locations and organizations, and molding them into an effective and efficient C8 team is inspirational. He is the epitome of financial experience and expertise. BG McGhee is a selfless senior leader who has set an exceptional example and who has made great strides in military and civilian professional development and mentoring in the financial management career field.

Congratulations BG McGhee!

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Senior Executive Service Barbara L. Bonessa

Ms. Bonessa was instrumental in the Army's ability to defend and secure the Fiscal Year 2009 main supplemental funding request for Operations Iraqi Freedom (OIF) and Operations Enduring Freedom (OEF). Through her tireless efforts, the Army's supplemental requests have been flawlessly presented, justified, defended and ultimately reported to and supported by Congress.

Ms. Bonessa was the Army lead for developing all briefing materials and represented the Army on the joint Office of the Secretary of Defense (OSD)-led briefings to the congressional oversight committees. Through her direct efforts and personal briefings, she was able to clearly articulate the evolving requirements in Afghanistan and responded quickly and convincingly to requests for additional information. Through her efforts, the Army was amply funded for its supplemental requirement.

Ms. Bonessa provides monthly "cost of war" reports that are reviewed extensively by multiple external agencies, audit agencies, think tanks and the media. She spearheaded the effort to update the execution guidance, streamline the cost reporting process, and promote cost consciousness with regard to the use of contingency funding. She involved partners at all levels of the Army, the Defense Finance and Accounting Service, OSD, Office of Management and Budget, and the Department of the Treasury to provide accurate OIF and OEF costs to Congress.

Ms. Bonessa represents executive excellence in all that she does. Her efforts in support of our Army at war have directly impacted on the men and women engaged in combat operations. With her leadership, fiscal acuity and tenacity she has inspired and built high-performance teams, implemented business process initiatives resulting in both cost avoidance and direct savings to the Army. Ms. Bonessa has set an exceptional example to Soldiers and Civilians in the financial management community.

Congratulations Ms. Bonessa!

Neil R. Ginnetti Award

The Neil R. Ginnetti award is given in honor of the late Neil R. Ginnetti who served as the Principal Deputy Assistant Secretary of the Army for Financial Management and Comptroller from 1994 to 2001. This award acknowledges his selfless service and enormous contributions to Army financial management. The Neil R. Ginnetti award marks the Army's steadfast commitment to mentoring the dedicated professionals who make up the financial management community. This award recognizes individual contributions in support of military and civilian professional development and comptroller career management.

The Neil R. Ginnetti award winner for FY 2009 is Senior Executive Service (SES) Anita F. Bales, Deputy Auditor General, Forces and Financial Audits, U.S. Army Audit Agency (AAA). Ms. Bales' outstanding professionalism and performance in the Financial Management and Comptroller community have contributed to her recognition for the Neil R. Ginnetti award.

Ms. Bales is a superb executive leader who continually makes the productive special effort to foster the careers of others. She eagerly volunteered for the Army Senior Fellows Mentoring Program as a mentor. Ms. Bales is an active member of a Professional Advisory Board for the School of Accounting. In that capacity, she promotes government accounting opportunities and works on appropriate curriculum to prepare students for financial management careers.

Ms. Bales actively promotes and explains various resource management programs to AAA employees so that they may take advantage of the opportunities. Ms. Bales continually works to improve lines of communication with staff and between teams to enhance their understanding of Agency operations and the importance of their individual tasks in supporting the Agency and the Army. She initiated a quarterly newsletter to improve communication and provide information. She held town hall meetings at ten of the Agency field offices during FY 09. She met one-on-one with employees at eleven field offices to get a better sensing of concerns and level of morale. Ms. Bales has developed a detailed presentation to educate and inspire her audiences on the benefits of a federal career.

Ms. Bales excels at leadership training and regularly gives highly

motivating presentations to Army and Air Force auditors at joint leadership courses. She gives concrete and specific information on defining their careers and the steps to take to further their careers.

By actively and consistently taking actions such as these, Ms. Bales is clearly a role model for leaders at all levels to emulate while promoting mentoring and the career development of others.

Congratulations Ms. Bales!

The Fiscal Year 2010 LTG(R) Jerry L. Sinn and Neil R. Ginnetti Awards Program announcements will be available in May 2010. The announcements will be available on the ASA (FM&C) website: http://www.asafm.army.mil/ and on the Comptroller Proponency Office AKO site (link to Proponency Office AKO site from the ASA (FM&C) website). The Comptroller Proponency Office will also distribute the announcements at the 2010 American Society of Military Comptrollers Professional Development Institute at the Comptroller Proponency Office booth.

–RM–

About the Author:
Ms. Cathy Rinker is a Program Manager in the Comptroller Proponency Office, Office of the Assistant Secretary of the Army (Financial Management and Comptroller). She has been a career civil servant in resource management for over 31 years

Integrity

By Dr. Wayne Applewhite

Integrity,
We have all heard that word before….

I will not take up your time listing all the favorite quotes or clichés that have ever been written about integrity. No, today, I plan to utilize another approach.

Let's take a moment and view integrity from a perspective of what it is not.

Integrity is not about getting things done. It is not about pleasing everyone. It is not about looking good in front of your peers or your boss. It is not about the perfect presentation. It is not about good news or bad news. It is not about easy, hard or complex. It is neither about the short term nor the long term. It is also not about, how well you performed in the last calendar year. And it most certainly is not about the policies, regulations, or the people around you.

"Then, what is it about?" Great question; glad you asked! Integrity is simply about you. That's it. It is that easy and that simple. Integrity is all about you!

When you look in the mirror, are you proud of who looks back? When you look deep within yourself, do you like what you see? After you have interacted with someone on the job, can it be said that you were true to your character? True to the person you have professed yourself to be through verbal and nonverbal communication? True for what you stand for?

Are your actions consistent? Are your reactions consistent? When others look at you, do they see the same person today they saw six months earlier? Do those who work around you trust you? How do you know they trust you? More importantly, do you care?

Integrity must be the whole person. Restated, integrity must be the "holistic" personal character trait that is unyielding inside of

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you. It is the underlying foundation of who we are as a person. If the answer to a situation's question is "no," then you offer that no with an appropriate explanation, and never change your answer to "maybe" just because you speak to someone else on the same issue. Most assuredly, if future changes in the same situation present a different picture, then the answer could change to "yes," but for now—all facts remaining constant—"no" is "The Right Answer" regardless of a change in the message's receiver. Conversely, having accomplished all of your due diligence, if you find the answer to be yes, then one fights for that yes with the same vigor no matter the audience – again, all facts remaining constant.

I suggested that integrity was not about good news or bad news; it is only about the news, good and bad. Likewise, it is about the short-term, medium-term and the long-term mutual benefit. It is about the value you bring to the organization today, not what you might have accomplished over the years. If you have been, and are, consistent, that is what is most important. Policies, regulations and rules can and will change! Those changes come from people with the integrity to say change is required. These people then offer why and how to affect change. Sadly, some have lost their integrity to greed, position, the need for status, and to be "Number One". Many of those individuals now find themselves incarcerated, fired, demoted, ousted from office, and wondering "what happened?", not to mention where they are to go from their fallen state. Co-workers are left to speculate where and why those individuals went wrong. My guess? It happened over time. The individuals who put themselves above doing "The Right Thing" did not perform a "gut-check" when they had the first inclination they were not doing what their inner selves knew to be "The Right Thing."

> "My mom was the best teacher on integrity..."

My mom was the best teacher on integrity I ever had, and she offered many examples. No matter how old I became, no matter how many college degrees I earned, and no matter how high I rose in any organization, my mom would chastise me if I did not eat my vegetables. Conversely, she would always find the time to congratulate me when I was successful; it did not matter to her the enormity of the event, the congratulations were always the same; heartfelt. When my path occasionally became difficult, she would raise her head to see if I was still in the "fight," then check to see whether I stood my ground no matter the outcome. She always told me to do my best, and if someone else's best was better than mine, then so be it. "Learn from that [experience]" she would say, "and then reenter the 'fight' next time with new and supportive information, for or against."

The values my mother instilled taught me that if the boss did not like my answer, I needed to go back and do more homework. If the answer remained the same, I should give my boss the answer along with more information and intelligence, because that was my job. My job did not include being a "yes man" just to make it easier to deliver a difficult message.

The Merriam-Webster Online Dictionary gives these definitions of "integrity" as:

1: firm adherence to a code of especially moral or artistic values: INCORRUPTIBILITY

2: an unimpaired condition: SOUNDNESS

3: the quality or state of being complete or undivided: COMPLETENESS

Synonyms see HONESTY

When one reads these definitions, more questions may arise: what are "morals," and where were they learned; and, what is meant by "quality?" Those are discussions for another day.

As I look in the mirror, and as I understand my interpretation of the word integrity and its synonym honesty, I perform my own personal gut-check: "Would my mom be proud of the person I see looking back at me?"

–RM–

About the Author:
Dr. Applewhite is a co-founder of the leadership development firm, Just Leadership, LLC., and an Adjunct Professor for Boston University. Please visit his website: www.justleadership.net and his Leadership Blog: http://wayneap.wordpress.com. If you have a comment or question, you can also drop him a line: wayne@justleadership.net. –

Special thanks to Colonel Kathryn Van Der Linden, USAF, MSC, for her edits and collaborative thoughts.

The Innovative Edge

By Dr. Wayne Applewhite

Continuing the series of the 7 most hazardous areas for a New Manager, Hazard Number 3 is one that if not held in check, can turn into very long hours and busy weekends.

Hazard Number 3: Time Management

A new manager can find themselves quickly putting out fires here and there and everywhere else!

With the fires under control and a sense of pride of a job well done, the new manager can find themselves watching everyone else going home for the day and realize that none of the work they [the new manager] was to accomplish got done. Who is going to do all of this work now, you ask and the stark reality is, you!

The new manager must now learn the art of time management. They must now learn that others can find ways and will try to let you do their work and yours too.

With proper time management skills, the manager's job although still lengthy, can be accomplished artfully and skillfully and ultimately successfully.

Until the next time; Lead on!

General Fund Enterprise Business System (GFEBS): Moving Out

By: Frank Distasio

The General Fund Enterprise Business System (GFEBS) is "moving out" to all Army commands and locations. The system will be implemented at more than 200 locations around the world, and involve as many as 79,000 end users who will process about a million transactions a day. When implemented, GFEBS will be one of the largest Enterprise Resource Planning (ERP) systems in the world.

GFEBS integrates financial, real property and other asset, and cost and performance data into a web-based commercial-off-the–shelf (COTS) system. GFEBS standardizes business processes and transactional input across the Army, provides real-time visibility of transactions, and produces decision support information. GFEBS is:

> An accounting system that complies with statutory and regularity requirements for funds control and accounting, to include real property and other asset data for depreciation;
>
> A management system that records financial and various other transactions in a single system and provides visibility of the transactional data in real time across the Army;
>
> A decision support system that provides comparative, trend and other analytic data as well as full cost data to enable well-informed current business decisions to leverage available resources and to enable better analyses of resource implications for program and budget decisions.

The GFEBS deployment strategy generally employs a regional, geographic approach that takes into account organization collocated at a location, as well as command reporting relationships. Typically, GFEBS attempt to deploy to all organization in a location at the same time to minimize business disruptions, optimize use of classrooms and training instructors,

continued on pg. 12

and provide more focused support to the garrison and mission side of each installation. Each "go-live" date is identified as a "Wave" and involves about 20 organizations across installations, generally in the same geographic area.

Been There -- Implementation History

On 1 October 2008, the pilot implementation occurred with the Installation Command (IMCOM) at Ft. Jackson, South Carolina and elements of the Defense Finance and Accounting Service (DFAS).

On April 1, 2009, the first of eight deployment "Waves" occurred with the primary focus on other organizations at Ft. Jackson, SC, and Ft. Benning and Ft. Stewart, GA; plus DFAS and limited functionality to the respective Headquarters (HQ) activities. This deployment enhanced the previous solution with transaction processing, depreciation, real property, time tracking and payroll processing, and a total of 50 interfaces with other systems.

This deployment included over 1,500 end users as follows:

Users with full functionality:

Ft Jackson, SC

Ft Stewart, GA

Ft Benning, GA

Users with specific, limited functionality, i.e., the ability to distribute funds in GFEBS and to pull reports from GFEBS that relate to the organizations gaining full functionality, at:

- **HQ Installation Management Command Headquarters (HQ IMCOM), Arlington, VA**
- **IMCOM Southeast Region (SE), Atlanta, GA**
- **HQ US Army Training & Doctrine Command Headquarters (HQ TRADOC)**
- **HQ US Army Forces Command Headquarters (HQ FORSCOM)**
- **Headquarters, Department of the Army (HQDA)**
- **Defense Finance & Accounting Service (DFAS), Indianapolis, IN**
- **DFAS, Rome, NY**

On 1 October 2009, a mini-deployment occurred with the Directorates of Information Management (DOIM) at Fort Benning, Fort Jackson and Fort Stewart; plus limited functionality to HQ, US Army Network Enterprise Technology Command/9th Signal Command (NETCOM) and intermediate HQs.

On 1 January 2010, a mini-deployment occurred with the Medical Command (MEDCOM) activity at Ft Benning, GA and a slice, i.e., limited functionality to support Ft Benning, was provided to the Regional HQ at Ft. Gordon and HQ MEDCOM, Ft Sam Houston, TX; and also to DFAS, Rome, NY. This deployment provided a Defense Medical Logistics Standard Support (DMLSS) interface as well as a number of other system enhancements that will allow GFEBS to be implemented at MEDCOM facilities across the Army.

Coming Soon

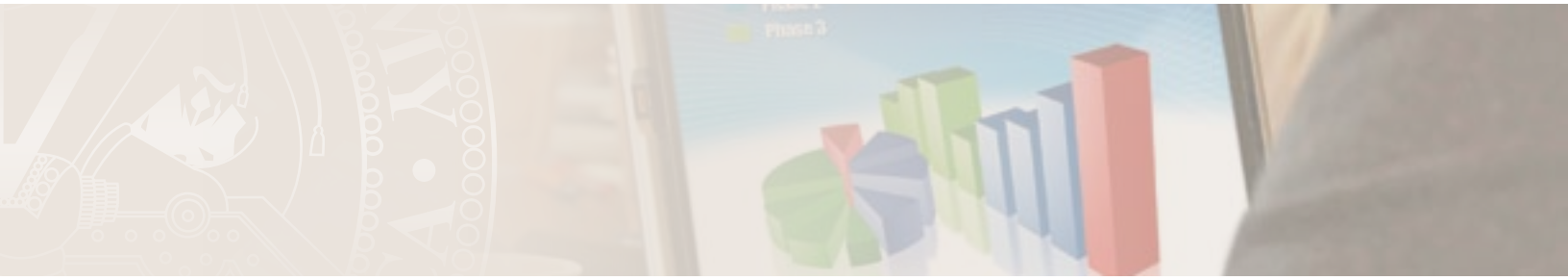
This calendar year, 2010, GFEBS will move out in two waves and significantly expand its user base.

Wave 2 is scheduled for 1 April 2010 and includes organizations at:

Ft Bragg, NC,
Ft Gordon, GA,
Ft Knox, KY,
Ft Drum, NY,
Ft Campbell, KY,
Ft Polk, LA,
Ft Rucker, AL,
Army National Guard, KY and
Limited numbers of users from other sites.

Wave 3 is scheduled for 1 October 2010 and includes organizations at:

Ft Sill, OK,
Ft Riley, KS,
Ft Huachuca, AZ,
Ft Carson, CO,
Ft Leavenworth, KS,
Ft Hood, TX,
Ft Sam Houston, TX,
Ft Bliss, TX
Limited numbers of users from other sites.



Prior to granting access to GFEBS, every end user must complete appropriate training for their type of access and other provisioning requirements. "Provisioning" refers to obtaining all clearances and certifications necessary to access the system.

GFEBS contains official Army data and enables fiduciary actions by end users. Therefore, meeting every provisioning requirement is absolutely mandatory for obtaining access to GFEBS. Every GFEBS end users must be:

- **Certified to use official information technology (IT)**
- **Certified to view "for official use only" data**
- **Certified to approve use of funds**
- **Granted security clearance**

With more than 7,000 additional end users in the two 2010 Waves, the training portion of provisioning takes a big effort!

Moving Enhanced Capability

In addition to deploying to numerous commands and locations, GFEBS will also continue to expand its capabilities with two major functional releases, 1.4.1 (April 2010) and 1.4.2 (October 2010).

Release 1.4.1 will include new functionality for support to the Foreign Military Sales (FMS) Training community. GFEBS will interface with a suite of FMS systems to support the FMS Training mission. In addition, Release 1.4.1 will provide enhanced capabilities around Fund Center reporting, a removal of legacy crosswalks for Access Online transactions, and additional asset accounting reporting capabilities.

Release 1.4.2 will principally focus on interfaces to Army logistic systems (e.g., Logistics Modernization Program (LMP) and Global Combat Support System-Army (GCSS-A)) and a ramp up of Foreign National Payroll functionality starting with German Local National Payroll.

What You Can Expect

The GFEBS deployment and change management strategy includes early contact with future sites, application of various specific Project Teams in a combined operation and post deployment support to win the support of new end user.

The GFEBS solution will standardize transactional input and business processes across the Army; provide accurate, reliable, and real-time financial and real property data; enable cost management activities; and enhance the relationship between execution experience and future budget requests. For the first time, the Army will have a single authoritative source for financial and related non-financial data for its entire general fund (system of record).

The substantive objectives of GFEBS deployment are consistent with and advance the Secretary of the Army's and Chief of Staff's Calendar Year (CY) 2010 Objectives, as released on Jan 15, 2010:

> **"Establish an Integrated Management System for Army Business Operations. Effective stewardship requires an integrated management system for the Army's business operations, and reformed acquisition and requirements processes. It also requires an information architecture that provides decision makers with timely and accurate information and efficient data management and automation processes. With these systems in place, we can generate the most capable and ready Army at the best value for our country."**

GFEBS is a significant step in moving the Army to an integrated management system and from a spending culture to a cost management culture.

About the Author:
Frank A. DiStasio is president of DISTASIO ASSOCIATES, the Communications Lead on the GFEBS project, and the author of the Association of the US Army's annual Federal, DOD and Army budget analysis book. Mr. DiStasio is a retired Army civilian who's work experience includes ASA(FM&C), PAED, G-3 and G-4. He has a Juris Doctorate degree and is a graduate of the US Army War College and the Defense Management Program at Harvard University.

–RM–

Leading Change in Today's Federal Workplace

By Jamie Krump

Thomas Paine wrote, "A long habit of not thinking a thing wrong gives it a superficial appearance of being right." As Federal Employees, how often we see this statement realized. As new systems are integrated into our workplace, we eventually develop a level of comfort. All of the temporary work-arounds become standard practice and we just accept the faults of the new system. Then, one day, a new system is on the horizon and we realize the strong affection we have for the legacy system. We question everything about the new system wondering how it could ever perform better than our current system; how can web-based possibly be better than MS-DOS? As leaders, we have an ethical responsibility to constantly drive towards more efficient and effective systems and processes. We have a commitment to the Soldiers we support to try to eliminate unnecessary steps and redundant systems. It is our duty to make sure this "superficial appearance" of being right does not overshadow what truly right really looks like. These process and system changes will certainly be accompanied by a certain level of pain, but we are the sales force convincing our employees that the up-front cost pays huge dividends in the long run. As a supervisor, it is far more important to take the hard right over the easy wrong.

> "A long habit of not thinking a thing wrong gives it a superficial appearance of being right."
>
> Thomas Paine

The Army is currently transitioning to the General Funds Enterprise Business System (GFEBS), and with that change, strong leadership is more important than ever. Developmental leadership programs are constantly being added and revised within the Department of the Army Civilian workforce educational curriculum to ensure supervisors are cultivated and prepared to face the vast challenges in supporting today's Army at war. Developing leaders able to emulate the Army Values requires significant mentorship and training. However, to some extent, these values have to be innate, especially the key leadership principle of integrity. Being trusted and respected pays greater dividends than being liked in nearly every situation. The conversion to a new enterprise resource planning program comes along with significant challenges, but in the end we will gain a plethora of capabilities currently not available. This transition will undoubtedly test the ability of our leaders to drive the change through motivation and trust to get from legacy to end state. The transition from current legacy systems to the GFEBS will undoubtedly present challenges and a true test of leadership. The test will lie in the ability of planners and leaders to affect a coordinated, deliberate evolution from legacy to future systems.

During a conversation about the importance of segregating duties when we convert to the new system, a debate ensued as to whether individuals should be able to perform multiple roles at different levels within a transaction. In my mind, it was essential to allow for redundancy amongst limited manpower. My colleague felt this opens the door for an individual to possibly defraud the government. As we discussed and I made my case that each supervisor should be able to execute the roll of their subordinates, she pointed out that this allows them to potentially input erroneous transactions with no checks and balances. As I stated that it simply would not happen, she retorted that since none of us were criminals, we found it hard to think as such. With that statement at hand, I started to ponder; how do you truly prepare for a significant business change and major process shift with the least impact to the workforce? Strong leadership at every level is the most efficient way to ensure appropriate checks and balances are in place throughout the transition.

With this huge challenge lying before us as supervisors, it is critical to address fundamental principles of leadership, namely integrity. Just as it became evident in the discussion with my colleague, we must be able to place full trust in our leaders at every level. Our supervisors must have the utmost integrity to instill the required trust amongst all team members. Integrity as a value is vital during normal operations, but it is especially so during times of change. To develop the cohesive team necessary during this time of change, this value must be at the forefront. Consistency of actions, values, methods, principles, and expectations are essential as we drive towards a very specific outcome; the successful

implementation of GFEBS. Leaders should provide this needed consistency, no matter how difficult it seems. Our success depends on our ability to instill trust, teamwork, and to truly lead versus merely supervise. Leadership is much more than being in a position of authority. A.J. Ayer once said, "No morality can be founded on authority, even if authority were divine." As leaders, we will need to manage, encourage, stabilize, mediate, and most of all, instill veracity and integrity in our teams with all we do.

–RM–

About the Author:

Jamie Krump is the Budget Officer, MSE G8 for the 10th Mountain Division, Fort Drum, NY. She served in the Army as a Quartermaster Officer with deployments to Bosnia in support of the Combined Joint Special Operations Task Force - Sarajevo, and Operation Iraqi Freedom with the 173rd Airborne Brigade. She has a Bachelor's Degree in English and Sociology from Viterbo University in Wisconsin, a Master's Degree in Logistics Management and a Masters of Business Administration from the Florida Institute of Technology.

Army Values

The theme of this quarter's RM Publication is Ethics and Integrity. What better summarize what integrity is all about then our Army Values?

Loyalty

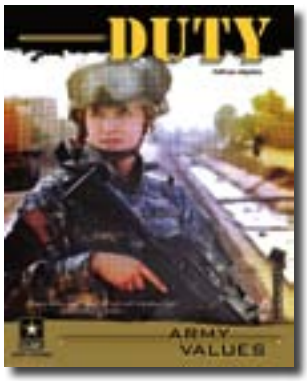
Bear true faith and allegiance to the US Constitution, the Army, your unit, and other soldiers.

Be loyal to the nation and its heritage. Loyalty is a two-way street: you should not expect loyalty without being prepared to give it as well.

The loyalty of your people is a gift they give you when, and only when, you deserve it—when you train them well, treat them fairly, and live by the concepts you talk about.

Remember Soldiers fight for each other—loyalty is that commitment.

Loyalty extends to all members of all components of the Army. Both the reserve component—Army National Guard and Army Reserve—and Army civilians all play an increasingly active role in the Army's mission.



Duty

Fulfill your obligations.

The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right....

Duty begins with everything required of you by law, regulation, and orders; but it includes much more than that. As professionals, do your work not just to the minimum standard, but to the very best of your ability. Commit to excellence in all aspects of your professional responsibility so that when the job is done they can look back and say, "I couldn't have given any more."

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Take the initiative, figuring out what needs to be done before being told what to do. What's more, take full responsibility for your actions and those of your subordinates.

Never shade the truth to make the unit look good—or even to make others feel good. Instead, follow your higher duty to the Army and the nation.

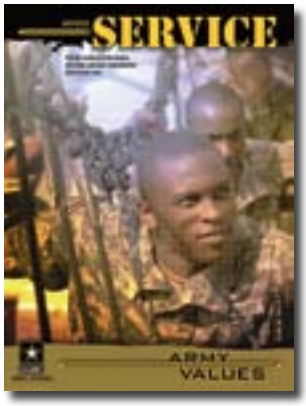
Respect

Treat people as they should be treated.

Army leaders honor everyone's individual worth by treating all people with dignity and respect.

The leader who feels and gives the respect which is due to others cannot fail to inspire in them regard for himself. While he who feels, and hence manifests, disrespect toward others, especially his subordinates, cannot fail to inspire hatred against himself.

Respect for the individual forms the basis for the rule of law, the very essence of what makes America. In the Army, respect means recognizing and appreciating the inherent dignity and worth of all people. This value reminds you that your people are your greatest resource.



Self Service

Put the welfare of the nation, the Army, and your subordinates before your own.

Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Selfless Service means doing what's right for the nation, the Army, your organization, and your people—and putting these responsibilities above your own interests.

The needs of the Army and the nation come first. Selfless service means that you don't make decisions or take actions that help your image or your career, for a team to work, the individual has to give up self-interest for the good of the whole. The requirement for selflessness doesn't decrease with one's rank; it increases.

Honor

Live up to all the Army values.

What is life without honor? Degradation is worse than death.
- Lieutenant General Thomas J. "Stonewall" Jackson

Honor provides the "moral compass" for character and personal conduct in the Army.

Though many people struggle to define the term, most recognize instinctively those with a keen sense of right and wrong, those who live such that their words and deeds are above reproach.

Honor is demonstrating an understanding of what's right and taking pride in that reputation means this: Live up to all the Army values. Implicitly, that's what you promised when you took your oath of office or enlistment. You made this promise publicly, and the standards—Army values are also public. To be an honorable person, you must be true to your oath and live Army values in all you do.

Integrity

Do what's right—legally and morally.

The American people rightly look to their military leaders not only to be skilled in the technical aspects of the profession of arms, but also to be men of integrity.

People of integrity consistently act according to principles—not just what might work at the moment. People of integrity do the right thing not because it's convenient or because they have no choice. They choose the right thing because their character permits no less.

Conducting yourself with integrity has three parts:

Separating what's right from what's wrong.

Always acting according to what you know to be right, even at personal cost.

Saying openly that you're acting on your understanding of right versus wrong.

Personal Courage

Face fear, danger, or adversity both physical or moral.

Personal courage isn't the absence of fear; rather, it's the ability to put fear aside and do what's necessary.

Personal courage takes two forms, physical and moral. Good leaders demonstrate both.

Physical courage means overcoming fears of bodily harm and doing your duty. It's the bravery that allows a soldier to take risks in combat in spite of the fear of wounds or death.

In contrast, moral courage is the willingness to stand firm on your values, principles, and convictions — even when threatened. It enables leaders to stand up for what they believe is right, regardless of the consequences. Leaders, who take responsibility for their decisions and actions, even when things go wrong, display moral courage. Courageous leaders are willing to look critically inside themselves, consider new ideas, and change what needs changing.

–RM–

This was taken from the FORSCOM G8 website. For additional information regarding this subject you may go the following link.

http://www.forscom.army.mil/reeng/Army%20Part1%20Values.htm

Actions Speak Louder Than Words

By Shirley J. Westbay

- When faced with life's choices, you must do what is right.
- It may not be easy, but you'll know it on sight.
- Whether doing the typing or wearing a Star,
- It really doesn't matter, if YOU know who you are.
- It's really quite simple; be honest and true.
- We are defined by our actions, so have a clear view
- Of how you will handle a tough situation --
- The payoff will be a great reputation.

About the Author:
Ms. Westbay, Budget Analyst for United States European Command (EUCOM) at patch Barracks, Stuttgart, Germany, is currently responsible for planning, programming, budgeting and executing funds for the J6 (Information Technology) Directorate.

Ms. Westbay attended San Jose State College, University and Maryland and Saint Leo's University. She began her Budgeting Career at Fort Eustis, Virginia and most recently spent 3 years in Japan working for United States Army Japan Comptroller, Camp Zama.

Unit Promotes Having Banks on Bases in Iraq

By Lt. Col. Alan Gunderson

BAGHDAD, IRAQ - Financial and banking experts met recently in Iraq for several days at the new U.S. Embassy Compound to address roles of the U.S. military in Iraqi banking.

Members of the 18th Financial Management Center, based out of Fort Bragg, North Carolina and currently deployed to Camp Arifjan, Kuwait, presented Iraq Finance Operations – Achieving the Near Cashless Environment during a workshop hosted by the Task Force for Business and Stability Operations (TFBSO), a DoD team that's been working for the past three years to rebuild the Iraqi private business sector.

The 18th FMC, a subordinate unit of the 1st Theater Sustainment Command under Third Army, having technical oversight of financial management operations in Iraq, spearheaded the process to establish Iraqi foreign financial institutions on military installations, and developed a Department of the Army approved standard solicitation process that will be used for all Iraqi bank on base solicitations.

The workshop audience was primarily made up of members of the Department of State Provincial Reconstruction Teams, who provided banking updates from their respective provinces. Also attending were representatives of the Office of Provincial Affairs, Department of State Economic Development Section, Multi-National Forces-Iraq, U.S. Embassy Finance Office, the 13th Sustainment Command (Expeditionary), and several subordinate sustainment brigades in Iraq.

"The audience seemed really interested," observed Robert Kim, Deputy Treasury Attaché. He noted the majority of the PRT representatives said they would expand their initiatives to include coordination with the area finance offices and the base bank liaison officers to assist in the improvements to local Iraqi banking infrastructure.

The 18th FMC speakers highlighted the role of United States Forces in building civil capacity and the importance of having Iraq-centric financial management operations. They explained how U.S. Forces plan to expand their use of Iraqi Dinars and the importance of partnering with Iraqi banks in this effort. Goals for bringing Iraqi banks onto areas controlled by U.S. Forces were articulated with robust discussions. They talked about how to expand the Iraqi banking structure in concert with our interagency partners working to meet joint and interagency objectives from the Joint Campaign Plan (Economic Line of Operation) and the Strategic Framework Agreement for a Relationship of Friendship and Cooperation between the U.S. and the Republic of Iraq.

"Iraqi banking has already come a long way," said Marilyn Forney of the TFBSO, who participated in the workshop. She said now each bank is implementing its own core banking system. The Central Bank of Iraq has implemented an Iraqi Interbank Network to directly communicate with all head offices of member banks in Baghdad, a concept known as core banking.

Financial experts say core banking is critical to expanding the use of Limited Depository Accounts, or LDAs, by Army finance units. An LDA is a local checking account that can be used to write local currency checks, make electronic funds transfers, and purchase local currency.

Paying with check or electronic funds transfer eliminates the need for paying agents to carry large sums of Iraqi currency, explained Capt. Kenneth Kim, 18th FMC Banking Liaison Officer. "It also reduces the risk of fraud, and ultimately creates a safer environment for Soldiers," he said.

The Central Bank of Iraq has made significant improvements, according to Mary K. Woolford of the TFBSO, who said it instituted an automated clearing house system in the 15 headquarter banks to process intra-country Iraqi Dinar Electronic Funds Transfers. The capacity provides expanded opportunities for military financial management units to increase electronic funds payments to local vendors.

Following the workshop, the TFBSO put together a follow-on conference at the same location and invited the nine Iraqi banks that meet the U.S. Treasury and DoD criteria to be located on a U.S. installation. Those requirements include: registration with the Central Bank of Iraq, membership in the Society of World Information Funds Transfer, and a functional core system. The 18th FMC co-sponsored the event and representatives from three Iraqi banks attended.

Maj. George Cleveland, 18th FMC Liaison Officer to Multi-National Corp-Iraq, gave a presentation entitled Iraqi Banks on U.S. Bases, as an interpreter translated for the Iraqi bankers. The briefing covered the five-step process for approval to operate on a U.S. base, the current status of Iraqi banks on U.S Installations, and points of contact at each base to assist in the process. The goal of the presentation was to educate Iraqi bankers on the open, fair, and equal opportunity solicitation process set up by the 18th FMC.

The TFBSO gave a presentation entitled Electronic Funds Transfer and Proposal Preparation to brief bankers on the proper way to respond to a government solicitation. Finally, each bank presented information on their individual products, services, and initiatives. The 18th FMC presenters agreed the follow on conference was an excellent forum to share ideas and bring Iraqi banks and U.S. decision makers together.

The conferences showed there are numerous advantages to establishing an approved Iraqi bank on a U.S. base. U.S. Army Financial Management Operations, Army and Air Force Exchange Service, U.S. and foreign contractors, U.S. government employees, Iraqi vendors, citizens and third country nationals all stand to benefit from the services it can offer. The active use of an Iraqi bank on a U.S. Installation reduces the use of U.S. dollars and improves the Iraqi banking infrastructure. The following are additional benefits:

The local finance office will be able to reduce the amount of cash on hand and use checks for payment rather than local currency.

There will be a reduction in the cost of purchasing Iraqi currency.

U.S. and foreign contractors will be able to establish accounts at the bank for payment of employees.

Paying agents will be able to make local purchases with a bank check issued by finance instead of physical currency, thus reducing risks to Soldiers.

Employment of Iraqi bank services will decrease the use of U.S dollars and strengthen the banking system by increasing bank use by the Iraqi people.

Editors Note: On Dec. 17 the first Iraqi bank on a base opened at Joint Base Balad, Iraq. The Al Warka Bank, a finance institution with 110 banks in Iraq, opened. It will serve Iraqis, Department of Defense contractors and third-country nationals who have access to get on base.

–RM–

About the Author:
LTC Alan J. Gunderson is an Army National Guard (ARNG) Officer currently assigned as Banking Officer at the 18th Financial Management Command in Camp Arifjan, Kuwait. He has served in the ARNG for over 34 years. His is also a Certified Public Accountant in Anoka. Minnesota.

LTC Gunderson received his Bachelor of Science degree in Accounting from Metropolitan State University where he was also commissioned.

Unit Promotes Banks on Bases in Iraq

Brig. Gen. Paul L. Wentz, commanding general of the 13th Sustainment Command (Expeditionary) out of Fort Hood, Texas, Brig. Gen. Craig A. Franklin, commanding general of the 332nd Air Expeditionary Wing, and Said Saleh Mohammed, the regional manager of Al Warka Bank for the Salah ad Din province, cut the ribbons during the opening ceremony of the Al Warka Bank Dec. 17 at Joint Base Balad, Iraq.

Brig. Gen. Paul L. Wentz, commanding general of the 13th Sustainment Command (Expeditionary) out of Fort Hood, Texas, and Brig. Gen. Craig A. Franklin, commanding general of the 332nd Air Expeditionary Wing, talk to Khalid Almoola, the bank manager, and Said Saleh Mohammed, the regional manager of Al Warka Bank for the Salah ad Din province, after the opening ceremony of the Al Warka Bank Dec. 17 at Joint Base Balad, Iraq.

Afghanistan Banking Summit, Bagram Airfield

By Lt. Col. Alan Gunderson
18th FMC Banking Officer

In coordination with strategic partners the 18th Financial Management Center recently hosted the Afghanistan Banking Summit at Bagram Airfield, Afghanistan, with the goal of creating a strategic, multi-agency banking e-commerce line of operation to address the unique requirements of the Afghanistan Theater of Operations.

Diverse agencies worked together to meet the summit mission to "Foster multi-agency partnerships for the synchronization of banking and e-Commerce in Afghanistan."

Participants were representatives from the U.S Treasury Financial Management Service, Joint Contracting Command Iraq/Afghanistan, Principal Assistant Responsible for Contracting-Afghanistan, U.S. Agency for International Development, Task Force for Business Stability and Operations, United States Forces-Afghanistan (J8), Combined Joint Task Force 82 (CJ9), Combined Security Transition Command-Afghanistan (CJ8), Joint Support Command-Afghanistan, U.S. Air Force, 45th Sustainment Brigade (Financial Management Support Operations), and the 230th Financial Management Company.

The purpose of the summit was to review and redefine the strategic goals for the Afghanistan Combined /Joint Operations Area (CJOA), energize and solidify the partnerships among the operating agencies and leverage the economic instrument of power at the strategic and operational level. Representatives from each organization gave a briefing to facilitate open dialogue about their specific issues, initiatives, and concerns. This enabled participants to identify areas in which they could assist or receive assistance from other agencies.

As the summit concluded, the participants worked together to draft an updated Afghanistan Banking and e-Commerce Lines of Operation to meet the unique needs of the Afghanistan CJOA, the key objective of the summit. The Task Force for Business and Stability Operations announced their plan to establish an Afghanistan Electronic Funds Transfer Assistance Center to assist the payment process, which will be patterned after the highly successful EFT Assistance Centers in Iraq. Other initiatives developed from the summit included; working to determinate a method of transferring nation building projects to USAID or non-governmental organizations, brainstorming payment options for Commanders Emergency Response Program projects (i.e. licensed Hawala agents used by NGOs, mobile payments, etc…), and improving collaboration among the involved agencies.

Participants said the first Afghanistan theater specific banking summit made a lasting contribution to the stabilization of the Afghanistan banking system. The next Afghanistan Banking Summit is tentatively scheduled mid January 2010 in Kabul, Afghanistan.

–RM–

Financial leaders from numerous agencies met at Bagram Airfield, Afghanistan, to discuss strategic goals for banking in the Afghanistan area of operations.

About the Author:
LTC Alan J. Gunderson is an Army National Guard (ARNG) Officer currently assigned as Banking Officer at the 18th Financial Management Command in Camp Arifjan, Kuwait. He has served in the ARNG for over 34 years. His civilian occupation is Certified Public Accountant in Anoka. Minnesota.

LTC Gunderson received his Bachelor of Science degree in Accounting from Metropolitan State University where he was also commissioned.

Professional Development -

It's An INVEST-ment

By Lieutenant Colonel Karl Kraus

Professional development opportunities abound, especially within the Defense Department. However, taking advantage of these opportunities require an individual investment. While the investment can be monetary, more often, what is demanded is our most valuable resource, our time. As with any investment it is logical to ask, "How can I maximize the return from spending time on professional development?" The potential benefits of professional development opportunities are many, but it is important to establish personal goals early. Distinguished philosopher (and pretty darn good baseball player) Yogi Berra once said, "If you don't know where you are going, you might wind up someplace else." Establishing the purpose of professional development as it relates to your career aspirations will help you "know where you are going."

Goal setting is a fundamental step to maximizing the benefits of any professional development opportunity -- determining what goals to pursue is the real challenge. Faculty members at the Defense Financial Management and Comptroller School (DFM&CS) at Maxwell Air Force Base, Alabama, have the opportunity to talk to students about their goals when attending the school's courses. The staff is also able to gauge the school's ability to help students realize their goals by reviewing end-of-course survey data. Analysis of this information, over the past two years, indicates there are six potential benefit areas to keep in mind when looking to maximize the return on professional development investment. It is easy to remember these benefits by using the acrostic, INVEST.

INVEST

I – Individual résumé building

N – New analytical skills development

V – Venturing beyond one's comfort zone

E – Exchange ideas and experiences

S – Self motivation

T – Total person growth

Collectively, these six attributes represent the benefits or return an individual can expect to receive as a result of their investment of time and energy in pursuit of professional development.

Individual résumé building –

At the beginning of every DFM&CS course, the course director asks each student about their goals for the course. There is at least one student who mentions an expectation of enhancing their résumé, sometimes referred to as, "checking the block." This is the most obvious benefit in return for the student's investment. It involves attending an event or completing a program of instruction in order to receive course credit. Examples of individual résumé building include completing courses identified on a person's Individual Development Plan (IDP) or attending the school or schools identified on a career roadmap with the goal of simply receiving the graduation diploma. It could also be participating in workshops or conferences simply to receive the associated Continuing Professional Education (CPE) credits. These are all perfectly valid reasons for taking part in some professional development opportunities. From a return on investment perspective, however, seeking professional development opportunities simply for these reasons offers the lowest payback. The individual invests their time, receives credit for attending or completing the event, but if the event doesn't engage the individual, the return can be more superficial than significant. While this is a valid goal for professional development, the next five benefits generally prove to offer a greater long-term gain.

New analytical skills development –

A recognized trademark of our career field is proficiency in analytical skills associated with the ABC's of financial management (accounting, budget and cost). A second benefit to enrolling in formal professional development programs is the opportunity to develop new analytical skills and sharpen existing ones. To obtain maximum return in this area, individuals need to consider their personal strengths, weaknesses and experiences and seek out those opportunities that will help them best meet their particular area of need. The tools of the accounting trade are complimentary but different than those of the budget or cost areas, and vice-versa. It is important for individuals to have proficiency and understanding of the skills required not only of their current area of expertise, but also of the complimentary areas. The broader the individual's level of skill development, the better they are able to integrate their efforts to support the larger mission of the organization in which they serve. Additionally, rapid advancements in information technology and transitions from legacy accounting systems to new Enterprise Resource Planning (ERP) systems requires financial management analysts

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to upgrade their skills and "re-tool" themselves just to remain current with their job requirements. There are an ever increasing number of mediums available to provide skills development training. If new analytical skills development is the goal, one should chose the training venue that best fits his or her needs. The invested time and effort adds efficiency and effectiveness to their job performance.

Venturing beyond one's comfort zone –

Just as effective as analytical skills are a key component in the financial management career field, so is a broad understanding of the strategic financial management environment. This requires both military and civilian FM professionals to venture outside their comfort zone (appropriation, service, or competency) with the goal of comprehending the bigger picture. There are several traditional professional development opportunities to help achieve this goal. Higher level courses such as the Defense Comptrollership Program and the Senior Resource Manager's Symposium at Syracuse University, the Defense Financial Management Course and Defense Decision Support Course at Maxwell AFB, AL, and the Defense Resource Management Course at Monterey, CA, are all designed to expand the understanding of the broader financial management environment for their students.

Surprisingly, students fail to consider broadening their exposure to the larger financial management environment when formulating goals for professional development, but they appreciate the unplanned benefit. Students regularly comment via end-of-course feedback at the Defense Financial Management Course that the course helps to give them a needed broader perspective. Obviously, this expanded situational awareness helps them fit their particular position into the larger framework upon return to their organizations. It can also increase their awareness of new opportunities where their particular skills may be in demand. A recent course graduate wrote that the DFMC "… opened my eyes to opportunities for employment and advancement." Venturing outside one's comfort zone to gain a broader understanding of the financial management environment and to discover new opportunities is a valid goal to consider when formulating a professional development investment strategy.

Exchange of ideas and experiences –

The opportunity to network, to exchange ideas and experiences with peers, is a tremendous enabler for anyone in the financial management career field. Another often underemphasized benefit of attending residential professional development courses is the opportunity to network with peers and exchange ideas. Sitting down and comparing experiences serves several key purposes. Among these is the opportunity to confirm or deny personal opinions and the establishment of relationships that often last long beyond the duration of the particular course. Often times resourcing issues arise where time is limited and information is incomplete. The facts associated with decisions seem all too often to fall into what is commonly referred to as the "gray area." Perhaps the decision is one where the regulatory guidance is unclear. Maybe it involves an apparently new need or requirement. Financial managers work diligently to do the best possible job to research and resolve the issue enlisting the help of others as appropriate. At the end of the day, they make resourcing recommendations to the Commander regarding how best to address the issue based on their expertise. The opportunity to exchange those experiences with others in a professional development course fosters growth among all the members of the course. Everyone learns from each other's real life challenges, and they have the opportunity to identify best practices for dealing with common issues. This type of exchange also helps build relationships with peers who have experiences and expertise in different areas. As interesting and engaging these relationships may be in the classroom, they can be exponentially more beneficial as students return to their operational assignments. Now, when faced with a new or unique situation, they are more likely to know someone who has experience in that particular area and with whom they already have an established relationship based on a common shared experience. Networks built through professional development courses can indeed pay huge dividends later.

Self motivation –

"This course really inspired me. It was just what I needed at this point in my career." A recent graduate of the Defense Resource Management Course provided this feedback. The person's

comment was not a unique response after participating in this type of course. The student significantly improved their level of motivation in return for his/her investment in attending the course. In many respects, the financial management career field is incredibly demanding. While the best professional development opportunities are demanding in their own right, the opportunity they present to step away from one's daily routine and venture out into something different often proves to be reinvigorating. Engaging in the appropriate traditional financial management course can have the effect of inspiring the participants, of pumping them up again to go out armed with new skills, new perspectives and new contacts to be more effective financial mangers. How can one's self-motivation not improve knowing they are better equipped to serve their commands and the warfighters as a result of the experiences they gain through professional development?

Total Person Growth –

Perhaps the most compelling professional development benefit is the contribution to the total growth of the individual. When you stop to think about it, professional development is a sub-set of overall personal development. While the focus of the training or educational opportunity is on improving job performance, many of the lessons provide opportunities to develop basic life skills such as communication, teamwork, leadership and others. Feedback from an August 2009 Defense Financial Management Course graduate illustrates this total person growth. "The course was valuable because it allowed me to do a self-evaluation in a number of areas that will make me a better person, a better professional, and a better leader."

Attending a formal school for professional development is never an easy prospect. Life back home doesn't stop. Students have to commit their time, their energy and their focus to the course. In the meantime, meetings, projects and inboxes back at home station continue to produce new tasks. Being out of the office, however, does offer time for reflection. Reflection is essential to deep learning. It allows people to begin to consider how they can apply the formal lessons being taught to make a positive improvement in their job performance and in their lives. Professional development courses provide this opportunity for total person growth which is the greatest potential return one can aspire to achieve for their investment.

Professionals in the financial management career field have a tremendous privilege and responsibility to serve the Soldiers, Sailors, Airmen and Marines who protect this country and its way of life. Fortunately, there are a wide variety of professional development opportunities available to help effectively meet this challenge. Taking advantage of these opportunities is

an investment in one's self. To maximize the return on this investment, it is important to identify personal goals the individual expects to realize in return for his or her investment. Individual résumé building, new skills development, venturing beyond one's comfort zone, exchanging ideas and experiences, self motivation and total person growth are all regularly recognized benefits of professional development courses. Don't miss the opportunity to INVEST in your professional development -- the returns you will experience are priceless and 100% recession-proof!

–RM–

About the Author

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Resourcing the Joint Mission in Korea

By John Di Genio

"Today the Alliance is more relevant to the national interests of the U.S. . . .It will remain essential to the protection and advancement of U.S. national interests in this strategically vital region of the world." – General Walter L. Sharp, Commander, United States Forces Korea

Introduction

The U.S. military departments are going through a period of transformation, constrained resources, and technological advancements. This necessitates the need to approach operations during armistice and contingency from an integrated perspective – U.S., host nation, and allied forces. The achievement of this approach requires creative, out-of-the-box thinking. This is especially true of the resource management community within any joint environment. However, on-going transformation efforts and working within the frame-work of a foreign nation's structure add to the complexities of resourcing the joint mission in Korea.

Traditionally, resource managers have facilitated the acquisition of assets by coordinating within the organizational structure of a specific service department. But, parochial coordination within a unified command could obstruct the COCOM's focus and full understanding of the operational environment should the need arise to commence contingency operations.

Every COCOM needs enhanced resource visibility to ensure that the joint mission is funded. The Commander, United States Forces Korea achieves this by incorporating himself into the planning and programming process; this is done through the J8. As such, joint capability and resourcing gaps are assessed, analyzed, and evaluated, and; through coordination with the J8, joint issues, concerns, and requirements are addressed. Through this integrated process, the Commander, United States Forces Korea, has a better view of what assets are on hand to support operations during armistice and mobilization, as well as knowing what resources are needed to sustain operations or to fund emerging mission responsibilities.

United States Forces Korea (USFK) is a sub-unified command under U.S. Pacific Command. The Commander, USFK is also the Commander, United Nations Command (UNC) and the Commander, Combined Forces Command (CFC). As UNC Commander, he receives direction from the U.S. Secretary of Defense. As the CFC Commander, he receives direction from the bi-national ROK-US Military Committee. As the senior U.S. officer in-country, the latter two positions provide a "COCOM-like" mission should hostilities resume on the Korean peninsula.

This paper addresses the approach the Command uses to resource the joint mission in Korea. However, a brief overview of the North Korean threat makes a good starting point. Despite any perceived progress made during the Six Party Talks, the North Korean threat still exists, and it is quite real.

North Korean Threat

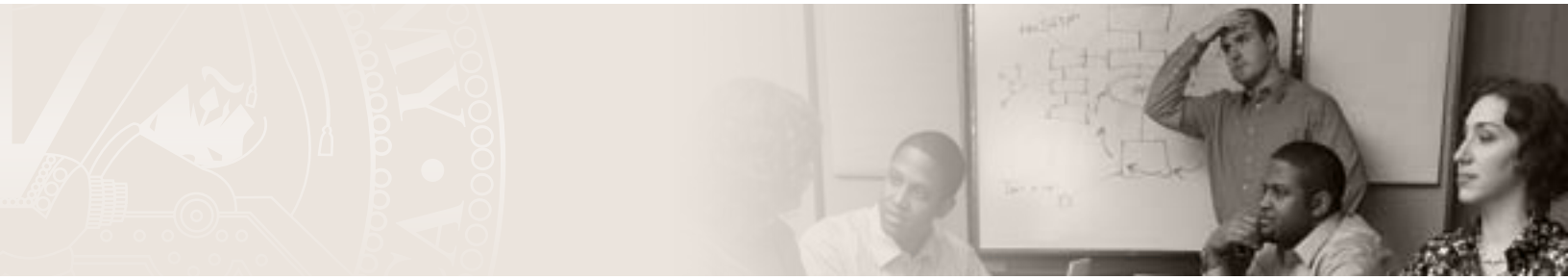
The Korean peninsula remains one of the world's remaining flash points – a place where the flames of the Cold War have yet to be extinguished. Technically, the Koreas remain at war since no peace treaty has ever been signed, just an Armistice Agreement that was designed to last only a few years. While there hasn't been a major outbreak of hostilities in the 57 years since the armistice was signed, there is no guarantee the Democratic Peoples' Republic of Korea (DPRK) will continue to honor the terms of that agreement.

Although recent diplomatic discussions with representatives from the DPRK have produced some tentative agreements, permanent peace and reunification remain beyond reach. Dialog with the DPRK has been intermittent and usually occurs as a result of a North Korean need for resources required for regime survival.

Historically, the DPRK has reneged on international agreements with the U.S. and its allies, as well as with neighboring nations. It behaves like a rogue state, actively engaging in counterfeiting U.S. currency, human trafficking and prostitution, drug dealing, and other illicit activities as a means to bolster its failed economy.

North Korea maintains the fourth largest military in the world – from a population of only 22 million – with over 70 percent of it forward-deployed near the border with the Republic of Korea (ROK). That offensive posture, coupled with North Korea's development of ballistic missiles; a capability to produce weapons of mass destruction; and the world's largest, highly-trained special operations force (which is fully capable of intruding into South Korea), causes the Korean peninsula to be highly volatile. The National Security Strategy of March 2006 states:

"The North Korean regime. . . poses a serious nuclear proliferation challenge. . . . It presents a long and bleak record of duplicity and bad faith negotiations. The DPRK. . . threatens the Republic of



Korea with its army and its neighbors with its missiles. . .we will continue to take all necessary measures to protect our national and economic security against the adverse effects of their bad conduct."

Military planners expect that a resumption of hostilities would begin with a sudden, rapid North Korean invasion of the Republic of Korea (ROK). Thus the Commander, UNC/CFC/USFK would be faced with immediate resource challenges to ensure the timely support of U.S., ROK, and allied units in a hostile environment and the swift evacuation of non-combatants from the combat zone.

Recent initiatives have strengthened the U.S. – ROK alliance -- an alliance that was forged on the battlefield and has greatly matured over the past 50 years. Like the alliance, the ROK also has changed dramatically since the Korean War. The ROK is a major economic and political power in northeast Asia. This prosperity has facilitated an emerging – and expanding – leadership role in the defense of the Korean peninsula. An example of this came on February 23, 2007, when the ROK and U.S. agreed that effective April 17, 2012; the ROK will retain wartime operational control of its military forces instead of transferring wartime control to the CFC. For the first time since 1950, the ROK will have the majority control of its wartime defense. The United States will become more air- and naval-centric as it transitions from the "supported" to the "supporting" role.

Transformation in Korea

For all intents and purposes, transformation on the Korean peninsula commenced with the 34th Security Consultative Meeting in December 2002. During that meeting, the Secretary of Defense and the Korean Minister of National Defense established the Future of the Alliance (FOTA) initiative – a two year dialog to develop options for modernizing and strengthening the U.S. – Korean alliance. Subsequently, in 2004, the Security Policy Initiative (SPI) was established to address issues of the alliance, to monitor the successful implementation of efforts that commenced under the FOTA umbrella, and to manage the relocation of U.S. Forces in Korea, transference of military missions and responsibilities from U.S. military units to Republic of Korea forces, enhancement of combined readiness, and the expansion of security cooperation.

Under the transformation umbrella, the core of U.S. forces in Korea will move south of the Han River. The cost of transformation in Korea is about $10 billion. The Republic of Korea is resourcing the lion's share of this transformation effort.

Transformation is more than unit movements within the Korean Theater. It also presents an opportunity to apply Lean Six Sigma to engineer processes to support the transformation effort. Tour Normalization is linked to the Transformation efforts in Korea. Historically, tour lengths in Korea have been 24-months (accompanied) and 12-months (unaccompanied). By increasing tour lengths in Korea to 36-months and 24-months, Tour Normalization provides stability for military professionals and their families. Resultant from Tour Normalization efforts, more families will arrive in Korea. An increase in the number of spouses typically indicates a need for a robust process to facilitate spousal employment. Lean Six Sigma Green, Black, and Master Black Belts can design the spousal employment process with the Lean Six Sigma methodology and discipline already built into it by using DMEDI (Define, Measure, Explore, Develop, and Implement).

Resourcing the joint mission in Korea is quite demanding and daunting. To complicate matters, the Republic of Korea provides host nation support to U.S. Forces in Korea. Planning, programming, budgeting and accounting for appropriated funds and host nation contributions represent a significant challenge.

Programmatic Issues

United States Forces Korea is comprised of service component commands – Eighth U.S. Army, Seventh Air Force, Combined Naval Forces - Korea, Marine Forces - Korea, and Special Operations Command - Korea, and Direct Reporting Units, such as IMCOM-Korea. Each service component uses its own process and chain of command to communicate specific resource requirements. Consequently, the established PPBES processes to secure, distribute, and execute resources within each of the military departments has limited the Commander's ability to fully view a common operational picture of the assets required to support operations. Specifically, the traditional resourcing mechanisms have hindered the Commander's understanding of what assets he has on hand to "fight tonight," as well as equipment, supplies, personnel, and materiel that is needed to sustain the fight should there be a resumption of hostilities on the Korean peninsula. This validates the need within the Department of Defense to standardize the way the military departments support the COCOMs in the resource decision making process.

The USFK J8 oversees joint sources, resources, capabilities, and assets. The J8 coordinates, analyzes, evaluates, assesses, and integrates joint requirements on the Korean Peninsula. This integrated process permits the Commander to have an enhanced

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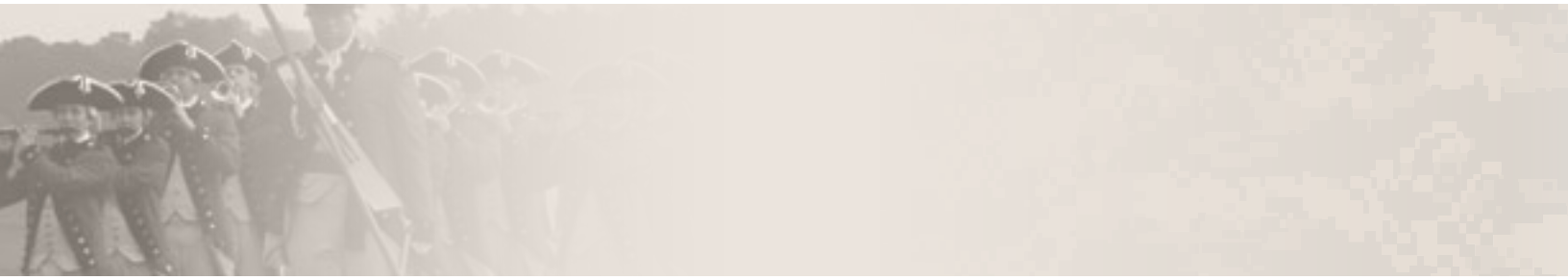

resource visibility, thereby allowing him to comply with the National Defense Strategy: Defend the Homeland, Win the Long War, Promote Security, Deter Conflict, and Win our Nation's Wars. In Korea, through the J8, the Commander has placed himself into the planning and programming loop. This process gives the USFK Commander a common baseline to:

(1) **Outline those assets currently available,**

(2) **Synchronize and harmonize the varied planning, programming, and budgeting practices of the service components and direct reporting units; and,**

(3) **Enumerate those additional resources and requirements needed to sustain operations during armistice and mobilization.**

The USFK J8 provides the Commander with a single source to coordinate and address joint resource requirements, capability shortfalls, and issue nominations through the component commands to the Department of Defense. This procedure improves the Commander's ability to direct the flow of resources to support U.S., Korean, and allied military forces.

Funding the Joint Mission in Korea

President Barack Obama said, "A budget is more than simply numbers on a page. It is a measure of how well we are living up to our obligations to ourselves and one another." The President's comments truly reflect the PPBES environment in Korea.

The funding environment of U.S. Forces Korea is quite unique, frequently providing a technical culture shock to commanders and resource managers newly assigned to Korea. The USFK budget deals with a "mixed pot" funding situation. Unlike CONUS-based commands, the budget for USFK has two sources: U.S. appropriated funds and Republic of Korea host nation support. The "mixed pot" involves inter-governmental agreements, and it frequently causes uncertainties in the budgeting process.

The Korean government supports U.S. forces in the country through monetary payments (local currency is the Korean won) and in-kind contributions. Working these resources into the U.S. budget and accounting system is far more complex than it sounds. The won-based budget is an integral part of the overall USFK budget. It is eventually disbursed and liquidated in won, even though the obligations are recorded in U.S. dollars. As such, the USFK budget is sensitive to foreign currency exchange rates, which cause fluctuations in won-budget purchasing power. Currency fluctuations are correlated to buying power. This, in turn, could have a significant impact on resourcing the joint mission.

The funding process of the host nation is not synchronized with the PPBES cycle. Therefore, the USFK and the Executive Agency (8th Army (Field Army)) programmers and budget builders have to estimate -- as best they can -- the amount the won budget will buy in the year of execution, as well as forecast purchasing power for the out-years. That is extremely challenging; the purchasing power varies because of the daily fluctuations in local market exchange rates. The standard finance system records the face value of Korea's cash contributions -- converted to US dollars at the market exchange rate posted on the date of transaction, regardless of its purchasing power.

President Barack Obama said, "A budget is more than simply numbers on a page. It is a measure of how well we are living up to our obligations to ourselves and one another."

The difference between the official budget rate and the market exchange rate creates disparity -- attributed to the Foreign Currency Fluctuation Account (FCFA). USFK programmers and budget builders attempt to develop an accurate projection during the budget formulation process using the most logical economic assumptions and factors available at that time. Army headquarters provides an FCFA target prior to -- or at the beginning of -- a fiscal year. Determining the accuracy – or, adequacy – of the target is impractical without making a defensible projection of economic factors. USFK resources are budgeted in a highly volatile funding environment. An accurate amount of the host nation support is usually not available during the initial funding distribution, and it requires a best guess estimate as it ties in with the local economic situation. For instance, in 1999, Korea went through economic turmoil. That fiscal crisis had an adverse impact to the USFK funding situation.

USFK planners and programmers within the J8 – as well as the budget builders within 8th Army (Field Army) -- apply a bit of ingenuity to tie the volatile "mixed pot" joint budget to the USFK Commander's resource requirements that he needs to sustain and maintain operations in the Korean theater.

Conclusion

North Korea remains a threat to the regional stability surrounding the Korean peninsula. Consequently, the Commander, UNC, CFC, USFK should be fully aware of what capabilities exist for him to support operations should there be a resumption of hostilities in Korea. However, this creates several challenges.

Traditionally, the service component commands and the direct reporting units in Korea used their own structures and reporting mechanisms to secure resources. This process, however, denied the Commander any type of resource visibility. The Commander's view of the capabilities he has on hand to sustain and maintain operations was limited. The USFK J8 permits a full assessment of the requirements that the Commander has available. Consequently, through the J8, the USFK Commander possesses enhanced resource visibility – an assessment of requirements, assets, and capability gaps.

USFK budgeting is challenging. Resource managers have to be aware that the joint "mixed pot" budget is comprised of appropriated funds and contributions from the Korean government. Hence, developing a USFK budget to meet the Commander's intent consists of economic projections and estimates.

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About the Author:
John Di Genio is a Program Analyst with United States Forces Command, J8 (Sources, Resources, and Assessments). He is an Army certified Lean Six Sigma Black Belt and Master Black Belt candidate. Mr. Di Genio is also a member of the American Society of Military Comptrollers.

Financial Management Perspective in a Corps Level Transition Team (OIF 08-09)

By LTC Ozzie Arroyo
(HQ National Police Transition Team)

Introduction

Financial Management Operations (FM 1-06, September 2006), points out that the fundamental purpose of the Army is to provide joint force commanders with sustained and decisive land forces necessary to fight and win the nation's wars. "Focused Financial Management (FM) support that is responsive, flexible, and precise is crucial to the Army's ability to project power rapidly with the most capable forces at the decisive time and place." Financial Managers imbedded in Transition Teams (TT) are indispensable in shaping the lethal and non-lethal effects of Counter Insurgency (COIN) operations.

Transition Team Training - Road to Soldier Team Development

US Army Transition Team (TT) training, until recently, was conducted by 1st Infantry Division at Fort Riley, Kansas. TT members with a variety of skills from across all branches and disciplines spend the next 60 days building a team, developing and refining standing operating procedures utilized by the team while deployed in support of Operation Iraqi Freedom (OIF) or Operation Enduring Freedom (OEF). Army, Air Force, and Navy hone their shoot, move, and communicate skills; receive advance COIN instructions; certified as Combat Life Savers (CLS); go through cultural training immersion; and learn basic languages – Arabic (OIF) or Dari (OEF). Camp Funston closely replicates living conditions in a Forward Operating Base (FOB). What may seem basic to Army Maneuver, Fire, Effects Soldiers become indispensable skills to sister service, Army Operational Support or Force Sustainment Branches.

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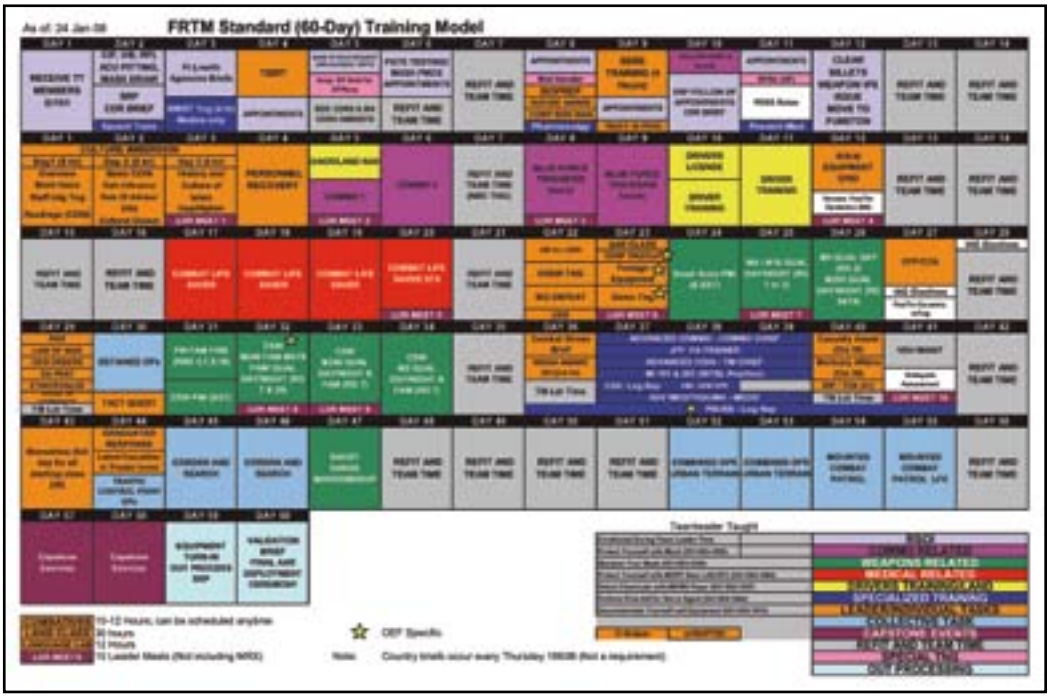
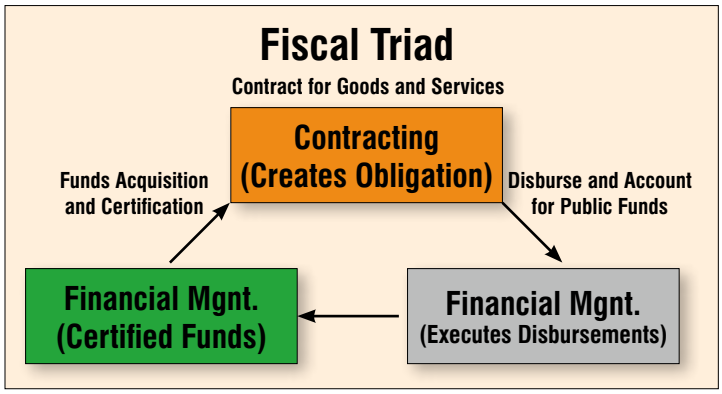


Multifunctional Financial Manager – Counterinsurgency (COIN) Multiplier

The enemy remains highly adaptive and attuned in asymmetric warfare. The various threats, opportunities, and challenges during COIN require an adaptive Financial Manager with the requisite technical and tactical knowledge, skills, and abilities necessary in our transforming Army, as envisioned by Officer Personnel Management System (OPMS). Transition Team (TT) assignments provide the Financial Management Branch joint, interagency, intergovernmental, and multinational exposure and experience at various levels while continuing to "build the FM TT Bench." The Army's most senior leadership recognizing the significance of TT positions in building capacity for the Iraqi Government recognized TT as a Key Developmental (KD) job.

With the recent merger of Branch Code 44 (Finance Branch) and Functional Area 45 (Comptroller) effective 1 October 2008 to Branch Code 36 (Financial Management), these combined disciplines exploit FM capabilities in support of full spectrum operations. Blending finance and resource management promotes unified action to sustain the force during continuous operations. In an era of persistent conflict, Financial Managers provide sound advice to the commander on the allocation of resources, resource distribution, and the preparation of cost estimates to sustain the force during continuous operations. Sound financial management advice is invaluable to both US Combatant Commanders and our Iraqi senior leader counterparts.

As stated in FM 1-06 "Focused FM support enhances the commander's ability to manage and apply available resources at the right time and place in a fiscally responsible manner." Financial management consists of two core functions: Finance Operations and Resource Management (RM) operations. These two functions link RM, finance, and contracting operations. It mutually enhances the full spectrum of essential financial management support from the generation of requirements, procurement, and disbursement of public funds.



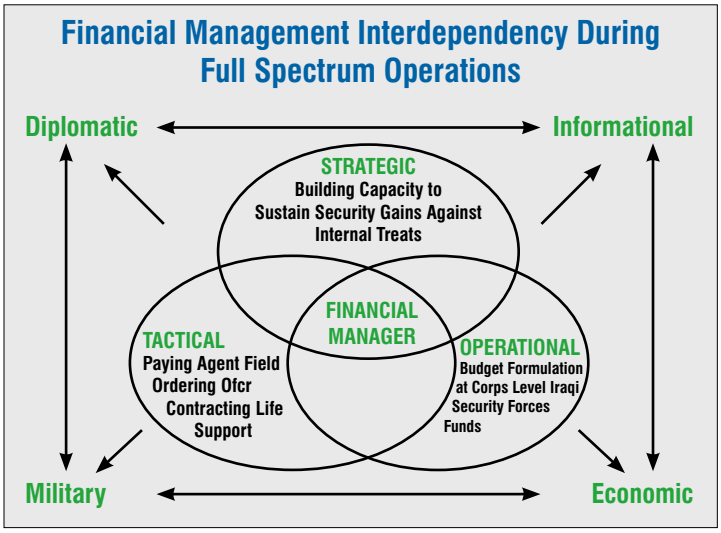
The desired experience for our Financial Managers depicted

in the Commissioned Officer Professional Development and Career Management (DA PAM 600-3), is gaining an in-depth understanding of financial management operations, and becoming proficient in both technical and tactical skills required for key developmental and broadening experience assignments at the tactical, operational, or strategic levels of war.

Financial Management Independency during Full Spectrum Operations

The Financial Manager is at a critical juncture as he performs his core competencies during "an era of persistent conflict and asymmetric warfare." His individual and collective actions influence the tactical, operational, or strategic situation - important variables that influence the instruments of national power (i.e. Diplomatic, Informational, Military, and Economic) as our nation pursues its domestic and global agenda during a protracted conflict. Traditional finance operations remain relevant. It will subsist even beyond the implementation of future resource systems that integrate finance and human resource systems. Professional competence in the various Financial Management Core Competencies, because of their significance as complementing critical enablers, provide flexibility for Combatant Commanders to focus on employing decisive combat power and prioritizing their overall resources.

The 21st Century leader as envisioned by Officer Personnel Management System (OPMS) is a multi-skilled leader. "Military operations occur within a complex framework of environmental factors that shape their nature and affect their outcomes. Regardless of the importance of technological capabilities, Soldiers accomplish the mission. Today's dangerous and complex security environment requires Soldiers who are men and women of character. Their character and competence represent the foundation of a values-based, trained, and ready Army. Soldiers train to perform tasks while operating alone or in groups. Soldiers and leaders develop the ability to exercise mature judgment and initiative under stress. The Army requires agile and adaptive leaders able to handle the challenges of full spectrum operations in an era of persistent conflict (FM 3-0, Operations)."



Iraqi National Police Budget Authority a Challenge of Governance

The Iraqi National Police (INP) budget authority is contingent upon law change. The Headquarters National Police Transition Team (HQ NPTT) conducted active coordination at the tactical and operational level with the INP Budget/Finance Director, MG Abdul Hady, and the Ministry of Interior Transition Team (MoITT) Finance/Contracting advisors.

The status quo in the authorization of budget authority for the Iraqi National Police (INP) by the Government of Iraq (GOI) potentially poses a fundamental challenge for the INP to sustain desired force generation (FORCEGEN) momentum. The absence of an independent budget can potentially encumber the INP capacity to equip, professionalize, sustain, and train due to competing and diminishing coalition resources for Iraqi Security Forces (ISF). An independent budget is an indispensable resource that enables the INP to exploit further the tactical, operational, and strategic gains against various threats, opportunities, or challenges in the current contemporary operating environment.

The dynamics of legislation and inherent political challenges of governance are proximate causes that influence the Iraqi National Police's quest for financial independence and eliminate dependence on internal INP resources or coalition funding. Coalition resources in the form of Iraqi Security Forces Funds (ISFF), Commanders Emergency Response Program (CERP), or Foreign Military Sales are quickly dwindling as Iraqi Security Forces take the lead in preparation for the departure and changing mission of US forces in Iraq. As GOI takes the lead in securing the populace and its economic resurgence, a budget for the INP is a step towards financial maturity and financial management controls. Decentralized financial management, apportionment, allocation, and management controls although an immature concept for the INP must evolve deliberately over a time-phase period.

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> "Resources, particularly money, have a central role in ongoing operations given the effects they bring to bear on the fight. Money is truly a "weapons system" here in Iraq...especially in light of our non-kinetic efforts and the arsenal of supporting financial resources."
>
> Multi-National Corps-Iraq Money as a Weapon System, January 2009

Parting Thoughts on the Iraqi National Police 2010 Budget Estimate

The INP has made considerable strides in the preparation of a requirements based budget estimate for 2010 in accordance with Ministry of Interior (MOI) budget timelines. This budget estimate will shape NP police primacy and sustain their momentum in building capacity when the Government of Iraq (GOI) resolves codifying into law INP budget authority.

The Iraqi National Police identified detailed resource requirements in formulating the 2010 budget estimate. They considered its mission set, equipment shortages, and force structure within the framework of INP FORCEGEN and existing guidance from INP leadership at the operational level. The INP employed a modified approach in determining costs for their requirements and developed assumptions for a variety of cost factors (e.g., duration of an operation, infrastructure, logistic support, transportation, special pay and allowances). They relied on their "best judgment" in the absence of standard cost factors. There are no training or operational resource models available for the INP to project cost estimates based on equipment density, inflation, miles programmed, per barrel price of oil or past performance. The availability of "proven historical costs" severely limited by the nonexistence of budget authority will present a significant constraint in forecasting, verifying, and validating expenditures.

This continues to encumber the INP's ability to forecast outlays for day-to-day or contingency operations.

Our objective view of the INP 2010 budget estimate is that it leaves the INP minimal flexibility to realign program priorities or request additional resources from higher headquarters, which is essential in determining budget shortfalls that may require potential supplemental funding towards the last quarter of the calendar year. The "desired state" is a National Police budget that represents a comprehensive view of operations, deliberately evaluated, and validated by a body with appropriate authority.

The HQ National Police Transition Team in coordination with Ministry of Interior Transition Team (MOITT) should continue to work closely with the Iraqi National Police in progressively developing cost estimates for future resource requirements, and determining when and how much resources are needed. These may involve technical training in the application of management controls, preparation of manpower guidance, event driven phase plans, service support plans, decrement lists or unfinanced requirements.

The Iraqi National Police has little ability to influence the GOI Council of Representatives in resolving planned legislation to recognize the INP as a Directorate and codify into law budget authority. Coalition military leaders at the strategic level and the Department of State should continue political efforts in progressively engaging GOI and MOI leaders regarding the INP budget. An enduring budget sustains the INP's momentum in building capacity, preserving their reputation as the GOI's "force of choice." The management of these political dynamic remains a challenge intertwined with the police primacy of the Iraqi National Police.

Conclusion

Financial Managers performing Combat Advisor or Transition Team duty, while employing Money as a Weapon System, alludes to one of Sun Tzu's prominent maxim "to subdue the enemy without fighting is the supreme excellence." Money systematically shapes the desired lethal and non-lethal effects in COIN and facilitates "building capacity" for the Iraq National Police. COL Mark Migaleddi, HQ NPTT Executive Officer/Logistics Adviser, poignantly claims, "Building capacity enables the Iraq National Police to grow, professionalize, sustain, and train their force – a means to sustaining the security gains and an element to the US exit strategy."

–RM–

About the Author:
LTC Oswald "Ozzie" Arroyo was assigned as the G-8 Advisor/Contracting Officer for the Headquarters National Police Transition Team (HQ NPTT) based in FOB Prosperity Baghdad, Iraq. Since their arrival on June 2008, the HQ NPTT has traveled extensively in Iraq (6500 road miles and 135 combat patrols from Mosul to Basra, Diyala to Ramadi) in support of the Headquarters Iraqi National Police counterinsurgency efforts. Prior to this assignment LTC Arroyo was the Chief of Personnel Proponency, US Army Financial Management School, Fort Jackson, South Carolina. He currently serves with HQDA G-1 Plans and Resources as a Compensation/ Entitlement Program Analyst.

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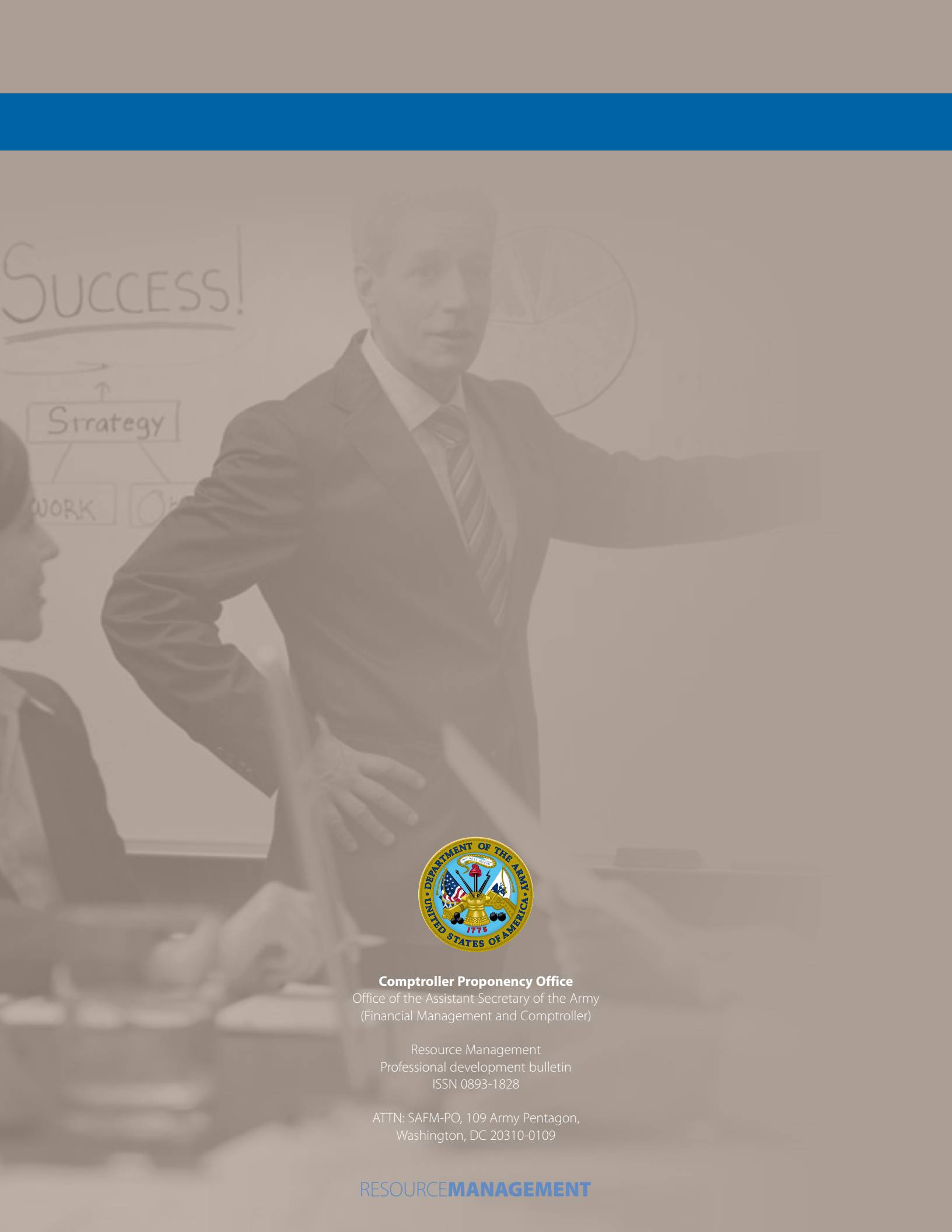

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