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Resource Management

1st Quarter 2011
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The Future of Resource Management

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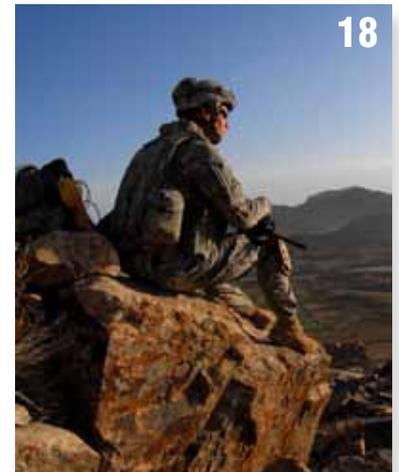
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Message from the Assistant Secretary of the Army (FM&C)

By the Honorable Mary Sally Matiella



We are currently in the midst of several key transformational initiatives to improve and modernize our financial management practices. As we look toward the completion of these initiatives, we can see that, together, they will have a significant impact on the way we execute financial management in the Army. What will this modern financial management workforce look like? How will these changes impact the way we do business? I believe our current initiatives will lead to a financial management environment in which we are 1) relying heavily on streamlined technology 2) focusing on analytical work and spending less time on transactional work due to improved technology and 3) successfully responding in adaptive ways to our changing mission.

General Fund Enterprise Business System (GFEBS) implementation is a significant change. When complete, it is expected to subsume over 80 legacy systems and will provide a compliant platform for our business processes. As I discussed in my last RM message, GFEBS provides a compliant, auditable, and effective system for decision-support. One of the ways GFEBS improves our previous data infrastructure is by providing the ability to integrate transactional work previously done in multiple systems into one. By decreasing the number of systems - a transaction needs to flow through, we allow less opportunity for error, decrease the chances of incorrect data processing, and reduce the likelihood that databases which should contain the same information become out of sync. In the future, we hope to include functionality in GFEBS that currently reside in legacy systems and must now be interfaced to GFEBS. The goal is to increase the integration of our business IT processing by doing more end-to-end business processes within GFEBS.

We are currently doing a pilot using GFEBS to support a “procure-to-pay” (P2P) model. The P2P pilot will seek to maximize the use of GFEBS commercial-off-the-shelf (COTS) capabilities by executing end-to-end business processes within the Enterprise Resource Planning (ERP) system to the extent

practical. The pilot will demonstrate three capabilities not currently in GFEBS. First, the US Treasury will be used for disbursement. Second, a new vendor portal will be incorporated in Wide Area Work Flow which will direct vendors to the ERP. This vendor portal functionality will include purchase order confirmations; goods receipt confirmation, and service and invoice entry. The third capability is a new contract writing system which is currently being used by the Customs and Border Protection Agency and Defense Logistics Agency. The P2P pilot seeks to enable standard and integrated business processes across the Army. Such integrated processes

will link procurement and finance, provide visibility of end-to-end business processes, and limit manual intervention and data errors by reducing the number of legacy system interfaces. This Army endeavor requires a coordinated effort between contracting, finance, Defense Finance and Account Service (DFAS), and other stakeholder communities in order to integrate business processes into an end-to-end P2P capability. While we are in the early stages of working on “procure-to-pay” using GFEBS as our platform, there is a lot of promise in the model. We will provide updates on the P2P pilot in future editions of RM Publication.

Use of enhanced technology, whether it be GFEBS on a standalone basis or “procure-to-pay”, will allow our financial management workforce to decrease the amount of time they spend investigating data errors and will make it easier to complete reconciliations of accounts. Additionally, these systems will provide more robust data for cost analysis and other analytical work. While data skills, including the ability to resolve errors and reconcile discrepancies, will continue to be important, I believe the most successful financial management staff going forward will be those who are able to think critically and use data to support decision making. As you make decisions concerning your own professional development, I encourage you to keep this view of the future of financial management in mind. The ultimate goal of transformation is much less about the process of how things get done than it is about the end results. In my last article, I discussed how GFEBS will help us reach auditability; an important statutory requirement we are currently not able to meet. Our modern and transformed financial management environment will allow us to be more responsive to changing situations and missions, and demonstrate accountability as documented by a clean audit. In addition, streamlined technology, such as P2P, will allow for better use of data to aid decision making. In the end, this is the goal of all of our process change – to meet mission demands in a more efficient and effective manner.

– RM –

Functional Chief Representative Corner:

Changes to the Federal Career Intern Program (FCIP)

By Terry Placek

The Department of the Army (DA) Intern Program is not dead--it is alive and well! There are many rumors going around the Army regarding the ending of the DA Intern Program. Yes, the Federal Career Intern Program (FCIP) has ended as we knew it.

The Office of Personnel Management is consolidating student and recent graduate programs into three clear program paths each tailored to recruit, train and retain well qualified candidates.

On December 27, 2010 President Obama signed an Executive Order (EO) 13562 Recruiting and Hiring Students and Recent Graduates. This EO establishes the Internship Program, the Recent Graduates Program and modifies the President Management Fellow Program. Collectively, these programs are known as the Pathway Programs. Instead of paraphrasing, I decided to include the description of the Pathway Program as it is outlined in the Executive Order:

Sec. 3. Internship Program. The Internship Program shall provide students in high schools, community colleges, 4-year colleges, trade schools, career and technical education programs, and other qualifying educational institutions and programs, as determined by OPM, with paid opportunities to work in agencies and explore Federal careers while still in school. The Internship Program would replace the existing Student Career Experience Program, established pursuant to Executive Order 12015 of October 26, 1977. The following principles and policies shall govern the Internship Program:

(a) Participants in the program shall be referred to as "Interns" and shall be students enrolled, or accepted for enrollment, in qualifying educational institutions and programs, as determined by OPM.

(b) Subject to any exceptions OPM may establish by regulation, agencies shall provide Interns with meaningful developmental work and set clear expectations regarding the work experience of the intern.

(c) Students employed by third-party internship providers but placed in agencies may, to the extent permitted by OPM regulations,

be treated as participants in the Internship Program.

Sec. 4. Recent Graduates Program. The Recent Graduates Program shall provide individuals who have recently graduated from qualifying educational institutions or programs with developmental experiences in the Federal Government intended to promote possible careers in the civil service. The following principles and policies shall govern the Recent Graduates Program:

(a) Participants in the program shall be referred to as "Recent Graduates" and must have obtained a qualifying degree, or completed a qualifying career or technical education program, as determined by OPM, within the preceding 2 years, except that veterans who, due to their military service obligation, were precluded from participating in the Recent Graduates Program during the 2-year period after obtaining a qualifying degree or completing a qualifying program shall be eligible to participate in the Program within 6 years of obtaining a qualifying degree or completing a qualifying program.

(b) Responsibilities assigned to a Recent Graduate shall be consistent with his or her qualifications, educational background, and career interests, the purpose of the Recent Graduates Program, and agency needs.

Sec. 5. Presidential Management Fellows Program. The Presidential Management Fellows (PMF) Program is an existing program established pursuant to Executive Order 13318 of November 21, 2003, that aims to attract to the Federal service outstanding men and women from a variety of academic disciplines at the graduate level who have a clear interest in, and commitment to, the leadership and management of public policies and programs. The following requirements shall govern the PMF Program upon the revocation of Executive Order 13318, as provided in section 8 of this order:

(a) Participants in this program shall continue to be known as Presidential Management Fellows (PMFs or Fellows) and must have received, within the preceding 2 years, a qualifying advanced degree, as determined by OPM.

(b) Responsibilities assigned to a PMF shall be consistent with the PMF's qualifications, educational background, and career interests, the purposes of the PMF Program, and agency needs.

(c) OPM shall establish the eligibility requirements and minimum qualifications for the program, as well as a process for assessing eligible individuals for consideration for appointment as PMFs."

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IMCOM's Services and Infrastructure Enterprise Contract Management Program

By Brigadier General Thomas A. Horlander

Today's Defense leaders are faced with a daunting challenge. Simply stated, the nation's economy cannot sustain the level of defense spending that the country has experienced since the attacks of September 11th. Over the past decade, the US Defense Budget has more than doubled. The US Army's top line has more than tripled, growing from \$78B in 2000 at a meteoric pace to over \$250B in 2009. A growth of this speed and magnitude cannot be achieved through rapid organizational change in a bureaucratic giant like the Department of Defense. Therefore, much of this growth, by design has come in the way of contracts: staff augmentation contracts, service contracts, weapon system procurement contracts and large enterprise systems acquired through contracts. In virtually every aspect of national security, contractors are present and contributing. From Highly Qualified Executives (HQEs), think tanks and expert advisory/consulting services at the highest levels of Defense, to aviation and vehicle mechanics, groundskeepers and dishwashers at the tactical level, an outsourced capability is integral to virtually every operation.

The National Security apparatus's dependence on contracted capability has never been greater in our nation's history. In the US Army alone, taxpayers spend over 50% of the service's annual

"Contracts must be adequately managed from start to finish ensuring funds are spent wisely. Government-wide assessment of contracts is needed in order to identify those contracts that are wasteful or inefficient. In addition, Federal agencies should be sensitive to contractors performing inherently governmental activities that should not be outsourced."

President Barak Obama, March 4, 2009

budget on outsourced capabilities (contracts); spending on the average over \$400M a day on contracted capabilities. The Army's

ability to manage these contracts has not grown commensurate with its dependence on them. The Army's Installation Management Command (IMCOM) represents a microcosm of this dependence, spending over 50% of its Base Operation Support (BOS) funding on service contracts. The other major capability areas in the Installation Management Community are also very heavily contracted. These include

- 1) the Sustainment, Restoration and Modernization (SRM) of the Army's existing infrastructure;
- 2) Army Family Housing Operations (AFH-O) which is almost totally privatized and operated by a contractor;
- 3) Military Construction (MILCON) of new buildings and real property to replace those that have outlived their life span or to support key legislation like Base Realignment and Closure (BRAC) and the growth and movement of Army formations to other operating bases; and 4) the support to Overseas Contingency Operations (OCO -formerly known as Global War On Terror(GWOT)) ensuring the Army's deploying and redeploying formations from the theater of War are fully supported and prepared to conduct their mission throughout the Army Force Generation (ARFORGEN) continuum and that their families at home are well cared for.

IMCOM developed and implemented a comprehensive contract management program to empower its leaders to better manage and resource its installation services contracts. This program allows the Army to maximize its purchasing power throughout its

"The Army's capacity to effectively manage contracts has not grown commensurate with its dependence on them."

BG Thomas A. Horlander, IMCOM G8

installations and exacts a greater level of fiscal discipline. Services and Infrastructure Enterprise Contract Management Program, commonly referred to as "SIECMP" was implemented in 2009 and has matured as an invaluable tool that has allowed key leaders at the Garrison and IMCOM Headquarters level to make better, fiscally informed contracting and resourcing decisions about the Army's installation's services. Implemented properly, the program provides the leader / decision maker full contract visibility and a holistic view of the outsourced capabilities.



IMCOM developed SIECMP as a Leader's program and built it on three fundamental Lines of Effort (LOE's). LOE 1 was to establish a structured management program. To achieve this, IMCOM developed a Contract Management Contract Officer (CMSO) position and authorized each garrison to hire one individual that provided the leadership a dedicated manager to help the garrison manage the entire contracting spectrum from requirements generation and validation to contract execution and closure. Within this LOE lies the most important facet of SIECMP -- the periodic conduct of Contract Planning and Review Boards at established intervals that complement and inform both operational and resourcing activities in an organization. Finally, the command would seek over time to develop and mature a comprehensive contract database that could serve as an authoritative and current source for all the Command's service contracts. LOE 2 seeks to leverage Enterprise Sourcing and other available tools to ensure the command maximizes efficiencies by contracting like services in the same manner and where it makes sense, utilizing an enterprise level contracting vehicle that has the potential for large savings (i.e the storage of privately owned vehicles (POV's) for deployed soldiers deploying from CONUS installations). LOE 3 seeks to professionally develop key non-acquisition personnel by conducting full spectrum training for leadership and management personnel. Currently, the command conducts CMSO training via Defense Connect Online, has instructed the program at Command level symposiums and forums to mid-level management and has integrated instruction about the SIECMP in key executive leadership courses like the General Officer Senior Commander's Course and the Garrison Commander's Course. While the command has realized varying degrees of success and progress within each of these three LOEs, the progress is evident in the program's first year of operations as Garrisons conducted 5 SIECMP Quarterly Contract Review Boards and reported identifying cost avoidance and savings estimated at approximately \$50M dollars.

SIECMP has been in operation at the Garrison level for over a year, but still has room for improvement and greater opportunities for the Installation Management Community. The key to its continued success are contingent upon the leaders who rely upon it to empower them to make sound contracting and resourcing decisions. Deployed with critical elements such as dedicated staff (i.e. CMSO), key leadership involvement, disciplined review, analysis and reporting, are tantamount to its success. Integrating it into the organization's resource management program also maximize its benefit to an organization. SIECMP is not without precedence and is applicable at virtually every level in any environment. Similar programs have been deployed in tactical

"In an organization that spends over 50% of its annual funding program on contracts, a leader cannot afford to not have a contract management program where the leaders and managers of the organization are integrally involved. "

BG Thomas A. Horlander, IMCOM G8

and operational units and in a deployed environment in support of Operation Iraqi Freedom with excellent results. SIECMP is a powerful tool to aid commanders in one of their fundamental duties of being good stewards of the Army's resources while providing quality installation services to the Soldiers, Families and Civilians we are privileged to serve.

The Army's ability to fiscally sustain itself as the world's premier fighting force is dependent on key programs like SIECMP to ensure leaders have the capability to make sound and timely sourcing and resourcing decision that fully support ARFORGEN operations and other key operating and generating force requirements while maximizing the purchasing power of a decreasing budget.

To learn more about IMCOM's Services and Infrastructure Enterprise Contract Management Program, log on to <https://www.us.army.mil/suite/page/604044> or contact Mr Chris Greiman (IMCOM G8 SIECMP Program Manager) at christopher.greiman@us.army.mil / 210.424.8792 or Ms Kathy Thomas (IMCOM G8 Acquisition and Sourcing Division Chief) at kathy.j.thomas@us.army.mil / 201.424.8620.

President Obama in his White House Memorandum entitled Government Contracting for the Heads of Executive Departments and Agencies released March 4, 2009.

About the Author:

BG Thomas Horlander is currently the US Army Installation Management Command G8 / Resource Manager, and has developed and deployed Contract Management Programs in several Resource Management assignments during his career.

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GROWING PAINS: 10 RM Lessons as Southern European Task Force (SETAF) Transitioned to U.S. Army Africa (USARAF)

By LTC Bob Unger and Mrs. Cynde Vance

On 7 December 2009, the U.S. Army Southern European Task Force (SETAF), a subordinate of United States Army Europe (USAREUR), became U.S. Army Africa (USARAF), the Army Service Component Command (ASCC) for US Africa Command. On paper, this change was easy, almost blasé. Like most things, the devil is in the detail. This article briefly reviews the changes to the command, and then focuses on lessons within the resource management realm, particularly the leadership challenges. These lessons are applicable to everyone, no matter the status of your organization.

BACKGROUND

With the creation of the US Africa Command (AFRICOM), each service component became responsible to support this new unified combatant command. The Army transformed SETAF, a deployable command and control headquarters for USAREUR, into an ASCC. This drastically changed the SETAF mission, becoming responsible for conducting sustained security engagements with African land forces to promote security, stability, and peace, and provide a contingency headquarters in support of crisis response.

With this new mission, USARAF personnel have tackled the planning, supporting and executing of AFRICOM activities with vigor and commitment. Over the past year, USARAF Soldiers took part in several unique missions that are building partner capacity in Africa.

As a new ASCC, the USARAF financial management community has dealt with many challenges from developing the capability to receive funding directly from HQDA to the development of internal and external oversight processes. Success of this transformation will rely on teamwork and the involvement of every soldier and civilian of USARAF.



To understand the challenges we face, let's look at a few demographics of Africa. Africa is three times the size of the United States. There are over 2,000 spoken languages and over 400 ethnic groups and the population of 1 Billion is expected to double by the year 2050 with little infrastructure to support it. Because of this, much of the continent makes it a potential breeding ground for violent extremism. Recognizing these concerns, one must also recognize the positive impact of people working together to better their community. Additional factors - travel from USARAF Headquarters in Vicenza, Italy to many points on the continent takes over 24 hours. Traveling a few straight-line miles from Brazzaville, Congo to Kinshasa, Democratic Republic of Congo, one bank of the river to the other, requires a plane change in Paris. Phone calls on the continent are extremely expensive - approximately \$25 for 5 minutes in many areas. These factors present challenges to the USARAF resourcing community as requirements are developed and presented. It must be understood that how we do what we do in Africa will be our fate there. Some basic principles to guide us through our ongoing missions in Africa are to foster a favorable attitude; be a team player; add value; exemplify professionalism; learn and adapt; and maintain strong relations.

In January 2009, two USARAF Soldiers, Captain Charlie Jones and Staff Sergeant Brian Ruse, mentored Rwandan Defense Force (RDF) logisticians on how U.S. Soldiers load aircraft and support logistical missions. The team was able to assist RDF troops loading U.S. Air Force C-17s at Kigali International Airport, an airlift mission that supported African peacekeepers in Darfur, Sudan. This is just one example of new missions generated in response to the Army priority of deterring violent extremism. Though the benefits of increased partnering with African nations are many times intangible today, they are nonetheless important to our future.



With the basic USARAF mission and some African demographics, we will explore some resource management lessons learned. Lessons learned, process definition, and process improvement are continuously ongoing, but the intent of this article is to capture some tangible points everyone can utilize.

10 LESSONS

1. Organization: The first step was to transform the G8 organization for success. Under the SETAF organization, the G8 consisted of only seven personnel, two military and five civil service employees. The focus was the execution of funds for the 173d Airborne Brigade Combat Team (ABCT). As an ASCC, the G8's duties and responsibilities grew from execution to include programming and budgeting. The PPBE model provides a solid framework, but accounting and auditing must also be considered.

We started with a complete review of the areas of responsibility in accordance with the FM 3-93, the ASCC 5.4 design (TOE) and the Universal Joint Task List (UJTL). We reviewed the tasks of other directorates within the command to identify gaps in responsibilities and the flow of resourcing duties before we received them and after we acted upon them to ensure all tasks were covered without unplanned redundancy. As a result, the G8 structure would grow nearly 400%. Now the question became one of military versus civilian. This required us to review aspects of continuity, understanding of current operations, the fielding rates of military personnel, the likelihood of deployment support and the recurring training/tasker support. We considered ranks and grades, not only in terms of experience, but also tried to create a hierarchy which supported professional growth.

Another thing we did with the G8 organization was to create a forward presence. In this we placed budget analysts in each of the larger or more complex staff directorates. These forward budget analysts sit within the directorate to which they are assigned. They attend their director meetings. The physical location of these personnel keeps them in tune with that directorate's requirements and facilitates the communication flow. They report to the G8 for a monthly budget team meeting and play a key role during the POM development, mid-year review and year-end close. They help with Military Interdepartmental Purchase Requests (MIPRs) and Purchase Requests and Commitments (PR&Cs), they serve as that directorates Government Purchase Card (GPC) Billing Officials, they are in the Defense Travel System (DTS) and Automated Time Attendance and Production System (ATAAPS) routing chains. As required, they interact with DA MDEP

managers during the programming phase. The G8 ensures these analysts are adequately trained and plays a role in their individual development plans. The G8 also serves as the analysts' higher level reviewer or senior rater. The G8 can rotate analysts for experience, training and team-fit.



2. Growing the Team: The responsibility of filling these new positions was challenging and emotional. Some original personnel may automatically assume they will be selected for positions of higher authority. This was not always practical. Some original personnel did not possess the experience needed for positions of higher authority. On the other hand, while experience can play a key factor in selection, other important factors include passion for your job, being a team player, being a self-starter and team fit. In professional sports you frequently see top players unable to work together in a positive and productive manner. The same is true for your RM team.

Doubling the size of the team in less than a one year period, and then nearly doubling the size again over the second year, completely changed the dynamics of the organization. When an organization has a steady size and codified processes, directors can focus on cross directorate communication. During the period of rapid growth and new responsibilities, directors shifted much of the attention from external to internal. You had to fix your house before you could mingle in the neighborhood.

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A growing team also reduces the one-on-one time the manager can have with each employee, like that of a student-to-teacher ratio. Some of the original members did not like this. Some felt they were no longer appreciated. Some felt that the director had hired friends and was now playing favorites. In reality, more time is often spent with the new person to ensure they understand their duties and responsibilities.

It is important to keep the “team” mentality. People want to be part of a team. It motivates them. It gives them pride. Members want to support their teammates. Keeping this sense of team during the growth and after requires leaders to remember the little things. Conduct hail and farewell events. Hold monthly birthday celebrations. Stress cross-communication with “all-hands” meetings and by sharing weekly status reports. Conduct occasional Friday afternoon gatherings with drinks and snacks. See what’s on the team member’s minds and then release them early on occasion.

Leaders are responsible to train their personnel. Encourage your people to take one or two external training courses per year, but also conduct internal training. We conducted quarterly off-site training on a current resource management topic. Bring in outside experts that your team frequently works with; contracting, civilian personnel office, force management division, etc. Select a few folks in your organization who are familiar with the topic. Have them lead short discussions during the morning. This helps educate the entire team, shows the team who to go to for further answers, forces the presenter to become more familiar with the topic and gives the presenter a low-threat environment to hone their presentation and speaking skills. After all presentations are complete, have a group lunch to discuss what you learned or where we need to learn more. Then spend the afternoon conducting a team building event; visiting a historical monument or playing a sport. These events are a great hit. Remember, while we all have

busy schedules, these events only work when you invest the time to conduct them.

3. Becoming a SME (Subject Matter Expert): As the G8 of an ASCC, there are duties and responsibilities that we never had before. New processes need to be established and codified. Policies need to be developed and distributed.

As we grew, new people would join the team and say, “what is my job?” or “what do you want me to do now?” Original members may say, “I don’t know what my job is anymore.” It can be frustrating for a manager when employees are simply looking to be told what to do and when to do it. Leaders may tell a person two of their ten major tasks. Because every organization is structured to meet their unique missions and personalities vary, similar tasks will be accomplished differently. Therefore, employees must go out and find what information they need to be successful and more importantly, how their duties relate to other people and offices.

It may also be necessary to bring in consultants to help define duties and responsibilities. These may be people from a peer organization where you conduct multiple exchanges. Have your folks visit them and have them visit your organization. “Borrow” policies and procedures when possible. Bring in personnel from the higher headquarters in order to articulate what they require and why it is important. Some organizations will also hire professional consultants or organizational mentors with the sole purpose of reviewing task lists, looking at organizational structure, explaining applicable regulations and making recommendations for improvement.

Give employees a set amount of time to become the SME. Explain to them that nobody knows their job better than they do. Continue to push and encourage. Reward their initiative, but don’t punish their mistakes (unless repeated). Watch that people don’t just migrate back to areas in which they are comfortable. Encourage people to get out of their office and visit both people with similar duties and people who receive the efforts of their work.

4. Educating the Staff: Changing the title and mission did not change the people within the organization. While some personnel may have been the correct fit for an airborne command and control headquarters, they may not have been the correct fit for an ASCC. Few original SETAF personnel, probably less than six, had Department of the Army, joint or MACOM experience. As a result, some leaders had difficulty grasping the fact that we were a planning and resourcing headquarters. Our primary focus was no longer the execution of tasks.

As the G8, you are the keeper of the resourcing process. Since PPBE is a complicated and time consuming process, you have the duty of training the staff and keeping them focused on the relevant events of the PPBE timeline. People can't come to you in April and ask when they can submit their budget for the upcoming October. You must gain the Commanding General's and Chief of Staff's support on resource relevance. Provide an annual overview with monthly focus areas. Make it real to them, it can't just be theory. Conduct monthly Budget Team meetings. Have your forward Budget Analysts (see lesson #1) explain in further detail the major events. Understand the influence points of the PPBE system and when to participate. You can also publish short summaries and checklists for leaders to reference.

5. Requirements Validation Board (RVB): As SETAF, the G8 would conduct a data call for requirements with projected costs throughout the year. The G8 would compile the requirements with justifications. Using the CG's priorities, the G8 would make a recommended prioritization and present it to the CoS. The CoS would individually approve or disapprove the requirements and adjust the prioritization. Throughout this process, directors would either see the CoS or CG to further amplify their requirements. Once the CG approved, funding was distributed or reallocated.

What we found is that individual directors were submitting requirements under different names or needs statements, but actually overlapped. We also found that some solutions being worked in one directorate completely derailed a solution in another directorate. Lastly, the organization had really grown too large for the G8 to gather all requirements, adequately represent the requirements and the CoS to single-handedly decide.

Similar to requirements review boards at the joint staff and the Department of the Army, we initiated the RVB in order to better link our resource allocation with our strategy. The G8 still gathers the requirements and previews them during the monthly budget meeting. Properly defined requirements were sent out to the staff for review. In some cases, a directorate must endorse a requirement to ensure it is coordinated; for example, the G6 endorses all information technology (IT) requirements. All directors then gather for the monthly RVB, which was co-chaired by the G3 and G5. No leadership above the directors was invited in hopes that conversations were open and non-threatening. Those requirements which pass the RVB are validated and sent to the CoS/CG for approval and release of resources. In addition to helping synchronize the staff, we found two additional lessons that came out of this process. First, some directors still didn't understand the difference between validated and funded. At

every level of command, there are validated requirements that will not receive funding and second the scope of the requirements being reviewed. If the commander of that organization controls the resources it should go to the RVB of that command. If the resources, particularly people and money, are coming from somewhere else, then it is not essential that the RVB approve or validate. The caveat to that is the consideration of time consumed by the staff to support the requirement. Our RVB process continues to evolve.



6. New Money: SETAF was funded almost completely from Operations and Maintenance (O&M) funding. This is to be expected, as an airborne command and control headquarters we needed funding for training and maintenance.

Then along comes our new mission. We still receive O&M funding to train and maintain the people and equipment within that command. Our challenge was that our mission was the planning and supporting of activities within the AOR. We still dealt with Service Incremental Funds (SIF) (sometimes called JCS funding) and occasionally Exercise Related Construction (ERC) for our exercises. But we were also introduced to Title 22, Department of State funding, to go along with our Title 10, Department of Defense funding. The primary source of these new funds was our combatant command. They had multiple sources of funding, to include Combatant Commanders Initiative Funds (CCIF), Humanitarian and Civil Assistance (HCA) funding, Section 1207/1208 funds for the training and equipping of foreign militaries, Traditional COCOM Activities (TCA) and many others. Some directors will even coordinate directly with other counterparts, both inside and outside the service, to secure funding for their unique requirements.

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As the G8, you will frequently work as the “banker” for these funds. It is important to have visibility of these funds in order to provide the commander the most complete resourcing picture possible. It is also essential that you understand the authorities within these types of funding. The person on the ground, executing the assigned programs or tasks, will not understand the colors of money. They simply want to know if money is available. Plus, some fiscal lawyers will be new to this type of review and will ask for your assistance. When you understand the background of these types of funds, you reduce the chance of being told “no.” You will need to assist directors as they try to justify their funding requests. Words matter, a lot, and using the right words again reduce your chance of being told “no.” Lastly, don’t be sneaky. Right is right and wrong is wrong. If you’re trying to be sneaky, you know something isn’t right.

7. Interacting with DA: As SETAF, when we had a requirement, whether emergent or for the upcoming year, we only had to go to USAREUR. USAREUR would validate or not, and then provide funding or not (separate decisions). We would typically work with one or two people in the USAREUR G8 and one or two people in the USAREUR G3. This is not the case in working with DA.

The first challenge to overcome was the tactical mindset, that of not thinking more than a year out, or worse, not thinking past the next major event. We needed to stop focusing on the execution of tasks. We needed to transition to the planning and supporting of tasks. The Department of the Army, as well as the Department of Defense, follows the PPBE process. ASCCs must think according to that cycle, which means you need to have a mid-term strategy, develop requirements against that strategy and then compete for the resources needed to achieve those requirements.

We quickly saw that the number of meetings and products from the Department of the Army can completely consume an ASCC, especially one the size of USARAF. Some directors wanted to attend, in person or by VTC, every meeting at DA, with representation from every other directorate within the HQ. On the flip side, some directors did not want to interact at all with DA. They instead took the mentality that people in DA did not understand our command’s requirements and therefore we could work better alone. Both the “everything” and the “nothing” mentality are dangerous and counterproductive. You must engage with DA, according to the appropriate resourcing cycles and battle rhythms. But do not let the activities of DA consume your actions. Let individuals attend key meetings and report back to the rest of the command in a structured and informative manner.



8. Casting a Wider Net: This relates to both your interactions with DA and working more types of funding. One of the first challenges with becoming an ASCC was having all Army agencies recognize what we had become and to be added to their normal distribution. Many agencies during the first year did not distinguish between USAFRICOM and USARAF. We would hear things like “Aren’t you that HQ in Stuttgart?” We’re not even in the same country. Reach out to people – visit the units and other Agencies to tell them who we are, what we do and why we are important to the Army. USARAF being on Facebook and Twitter has helped this. Establish good relationships with the people and organizations that support you. USARAF is learning the key players and when to be involved. Insert yourself into the DA resourcing processes and explain to others the benefits provided. We just completed our first POM submission and the staffs of USARAF and DA learned many things about each other. It is an uphill struggle, particularly in today’s declining resources, but you can persevere and be successful.

9. Persistent Engagement: Seasoned resource managers recognize that truth has a date-time group. Once that date-time has passed, the truth has changed. The question becomes how often do you engage with DA and others and how often to you update your data?

It is easy to say that the higher headquarters doesn’t understand what you need. It is easy to say that the higher headquarters is screwed up. It is easy to say that your organization is unique so standard models cannot be applied to your organizations requirements. Instead, help the higher headquarters understand what you know and what you need. Often they can relay your real-world activities to their higher headquarters in order to further justify resource requests. Know the critical times for the funding process as it ties to the POM, mid-year review, etc. Update your



numbers/facts on a recurring timeline, say every six months. Then live by what you've submitted. More frequent changes will only confuse the higher HQ and tend to make you look like you don't know what you're doing. Always talk about risk. Show the impact and the cost-benefit analysis associated with your requirements/resource requests. Be sure to follow and quote the latest Army guidance. It shows you are paying attention.

10. Oversight: This is typically the last item considered, mainly because people don't like someone else coming and telling what is being done wrong. Most people know they are doing the right things for the right reasons. Unfortunately, that may be based on what people know and not necessarily what is in the regulations. People are prone to take short cuts, especially when there are time constraints. Lastly, oversight does little to promote the command's capacity.

Develop policies for critical areas such as Management Control Program, Internal Review, Defense Travel program, Government Travel Card and Government Purchase Card to ensure good stewardship of federal funds. This will be time consuming and may seem mundane since processes continually change based on lessons and personalities. Borrow policies and procedures from other organizations. There is no plagiarism in the military. Be ready to submit statements of assurance. Make the required checks. Keep honest people honest. Remember that people are not jailed for bad plans; they are jailed for the inappropriate use of resources. USARAF RM built a plan on the assumption that we would be fully audited after our second year as a new command. Correct mistakes before they become problems.

CONCLUSION

USARAF is not the SETAF of old. Becoming an ASCC requires a transition from a tactical to an operational/strategic mindset. Remember to communicate and dedicate time to train the organization, both as individuals and collectively. Patience is critical; everything will not happen overnight. Understand the numerous authorities available to do the job and use them. Explain requirements through vignettes, make it real. Be sure to identify risks and benefits associated with the requirements. Leaders must delegate and trust (but verify).

Twelve plus months provided ample lessons. There are many steps in having USARAF funding separated from USAREUR: establishing funding in the DA database with a new command code, programming and creating hierarchies in DTS, ATAAPS

and other systems. People throughout DA, USAFRICOM, DFAS and other organizations will help. Therefore, these things were not addressed here. The 10 lessons reviewed are lessons in leadership, something many organizations may find beneficial. These 10 lessons were the growing pains.



About the Authors:

LTC Bob Unger and Mrs. Cynde Vance served as the G8 and DG8 respectively during the initial transition of USARAF. They collectively have over 40 years of financial management experience. Mrs. Vance has become the G8 of USARAF and LTC Unger has been assigned to the Investments Directorate of the Army Budget Office.

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FM 101 Online is Here!

By Debora Brand

FM Online is here! OSD (Comptroller) has launched a “One-stop shopping website” for DoD FM worker, providing FM information, professional development and training!

In late January, 2011, the office of the Under Secretary of Defense (Comptroller) (OUSDC) launched a new website for the Department of Defense (DoD) Financial Management (FM) workforce. This new website, FM Online, gives a bigger picture than DoD component websites. The purpose of FM Online is to keep the DoD workforce informed. FM Online serves as the online source for significant items of interest for the DoD FM community (e.g., changes in Senior FM leadership positions, announcements of Component FM intern programs, policy updates, metric data, etc.) It will answer the question that affects everyone in our field: What’s new in FM?

FM Online is also links to an innovative companion website, FM myLearn, which will provide a gateway to professional FM development opportunities across the Department. FM Online differs from current public websites in that it is restricted to holders of common access cards (CACs) and users with “.mil” addresses. This restriction allows broader and deeper content specifically tailored for the DoD FM workforce. FM Online was developed and is hosted by OUSDC, but has been supported by the leadership of the DoD FM community throughout the development process. In fact, the community has been actively engaged in the continual refinement of the initial concepts and designs of the sites. The background leading to the development of FM Online is worth mentioning briefly.

The idea for FM Online emerged from several meetings wherein DoD’s FM leaders, including the Honorable Robert F. Hale, Under Secretary of Defense (Comptroller), discussed the various capabilities and means of advancing communication and professional development within the FM community. All recognized that DoD Component organizations maintain excellent public and restricted websites—some provide information and references, some feature training and professional development, and most offer links to other related sites. But

none offered a Defense-wide comprehensive FM perspective on a single site. So, the notion of a well-maintained site that answers the questions, What’s new in FM? and What’s available to enhance my professional development? was born.

FM Online



The initial solution was FM Online, designed to fill a communications gap within the Defense FM community. On one site, FM Online features current information and articles on topics of particular interest to the FM workforce. Also available are working links to the most up-to-date FM guidance, policies, and directives.

To ensure timeliness of information, FM Online is updated constantly: up-to-the-minute news ... a biweekly article from a key FM leader ... a weekly quote ... a stimulating FM quiz ... and a lexicon of key terms to help build FM literacy across the enterprise.

In addition, FM Online contains a search tool, as well as links to other FM-related websites, both within and outside of DoD. Most exciting of all, it will connect FM professionals with FM myLearn, the new e-catalog for FM-related training and professional courses.

The url for FM Online is

<https://fmonline.ousdc.osd.mil>



FM myLearn

FM myLearn grew out of the DoD-wide Challenge Fund that was announced at the 2009 ASMC PDI in San Antonio. The goal was to solicit creative new ideas from the real



experts, the FM workforce. The winning organizations would receive cash awards to put their proposals to work. The Challenge Fund competition attracted 82 submissions from across the Department. An evaluation committee selected the most promising of those ideas for implementation, including the Air Force's proposal for developing and fielding a multi-purpose website. This selection featured an online catalog of career learning opportunities for FM professionals. OUSD(C) recognized the potential for this concept and melded the idea with FM Online. That is how FM myLearn and its relationship with FM Online were born.

FM myLearn can be accessed through FM Online and provides an unprecedented view of Financial Management training and professional development opportunities from across DoD, including Army, Navy and Marine Corps, Air Force, Defense Agencies, and DoD FM schools. Currently, FM myLearn contains summaries of 419 courses, including many that will add to the knowledge and skill levels of employees at every level and in every DoD organization. The site also includes a feedback capability -- so users will benefit from the impressions of those who have taken the courses before them.

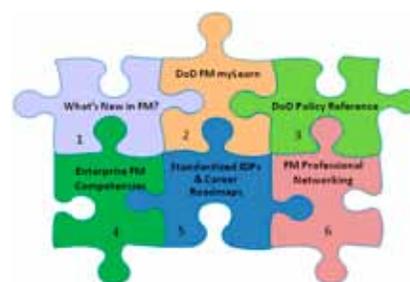
From the outset, the Army was a supporter and contributor in the development and design of FM Online and FM myLearn. Currently the Army lists 28 training and professional development courses in FM myLearn:

No. of Courses	Subject Areas	Army Sponsor
4	Accounting; Finance; Fiscal Law; Auditing; Budgeting; Cost Analysis; Leadership/Professional Development; Decision Support	ASA FM&C and Syracuse University
10	Auditing	US Army Audit Agency
12	Accounting; Finance; Budgeting; Deployed Operations	US Army Soldier Support Institute (USASSI), Financial Management School
1	Fiscal Law	JAG Legal Center and School, US Army
1	Finance; Deployed Operations	US Army Reserve Command, Exercise Diamond Saber

Four additional courses will be added by the Army in February.

The schematic below shows the inter-relationship of FM

Online features and FM myLearn.



Future Ideas

While both FM Online and FM myLearn are up and running, plans are already under way to include additional capabilities to FM Online later this year. An FM Competency link will display enterprise-level FM competencies for professional and clerical occupational series in DoD. FM professional networking is also under consideration to promote greater interaction between FM professionals. We are still looking for new ideas.

Come take a look at FM Online and see What's New in FM!
<https://fmonline.ousdc.osd.mil>

About the Author:

Ms. Debora Brand is a senior Financial Workforce Management Specialist in the Financial Workforce Management Office in the Office of the Under Secretary of Defense (Comptroller). She is an active member of many of the DoD human capital working groups that are creating, transforming and building the DoD financial management workforce. Ms. Brand has previously been named the Federal Executive Association Employee of the Year. She received her Master of Arts in Executive Development for Public Service from Ball State University and a Bachelor of Science in Business Administration from Indiana Wesleyan University. She is a member of the Potomac ASMC chapter.

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The Innovative Edge

By Dr. Wayne Applewhite

Leaders in the not too distant past (and some still today) visualized their strategic objectives on two dimensions. Today's leader needs to think about, be concerned with, visualize, and address the "Triple Bottom Line: human capital, natural capital, and financial performance."

There is a responsibility not only to the Micro and Macro of organizational prowess. The additional element that must be recognized, understood and partnered with on a decidedly collaborative effort is the 'Mega.' When leadership embraces this corollary and the integrity of the organization as a whole encapsulates it; better things happen!

Until the next time; Lead on!



"Triple Bottom Line: human capital, natural capital, and financial performance."



Who's My Comptroller Junior Executive Council (CJEC) Representative?

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 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 Functional Area (BC 36) Comptroller. For members of the Comptroller Civilian Career Program (CP 11), we ensure that our members' best interests are incorporated into civilian professional development. The Multi-Disciplined Financial Analyst initiative emphasizes performance enhancing job experiences and competitive assignments for journey-level careerists to train in various Army headquarters staff organizations and agencies or field locations for up to a year. For our military and civilian members, we develop training and education opportunities to enhance professional growth.

Our office mission statement is full of "principal functions" and "major activities." Communication is paramount, an inherent responsibility for all. Our audience is the resource management community, and we provide information in many ways.

Effective communication includes Executive Council and Comptroller Junior Executive Council meetings. The Executive Council meets twice a year and includes senior leaders from Army Commands, Army Service Component Commands, and Direct Reporting Units. The Comptroller Junior Executive Council of action-level civilian and military representatives from all Army organizations meets semi-annually or more often as needed.

Their role is to distribute career management information to military and civilian careerists, provide feedback on Career Management Programs issues and concerns of the Financial Management Workforce, and most importantly, review

applications for Short Term Training, Long Term Training and Professional Development opportunities to ensure criteria are met.

So, who are your CJEC members?

Below is a list of your CJEC member by command.

CMD	CJEC	NUMBER	EMAIL
USARSO	Allen, George	210-295-6006/6311	George.m.allen@us.army.mil
MDW	Andres, Cheryl A	202-685-0559	cheryl.andres@us.army.mil
INSCOM	Moore, Shonja	703-428-4420	shonja.moore@us.army.mil
FORSKOM	Barwick, Beverly	404-464-5585	beverly.barwick@us.army.mil
PERSONNEL G-1	Branham, Carmen	703-692-7944	Carment.branham@hqda.army.mil
USAFMCOM	Brown, Sam	317-510-2658	Sam.brown@dfas.mil
USAREUR	Buttweller, Diane	DSN 314-370-8899	diane.buttweiler@us.army.mil
NGB	Charles, Valerie H	703-607-7531	valerie.charles@us.army.mil
CIO-G6	Coleman, Marche	703-602-8563	Marche.coleman@conus.army.mil
USAAA	Davidson, Linda A	703-681-4289	linda.a.davidson@us.army.mil
IMCOM	Davis, Dana	210-424-8135	dana.davis@us.army.mil
AFRICOM	DeAngelis, James J	DSN 314-421-4753	james.deangelis@us.army.mil
ATEC	Jones, LaShawn	703- 681.0570	LaShawn.R.Jones@us.army.mil
SOUTHCOM	Friedman, Neil D	305-437-2373	neil.friedman@us.army.mil
NDU	Gardner, John	202-685-3909	gardnerj@ndu.edu
USACE	Hamm, Linda D	202-761-1962	linda.hamm@us.army.mil
ARCENT	Hansen, Mary	404-464-4880	Mary.hansen@arcen.army.mil
TRADOC	Hines, Lavonda L	757-788-3944	lavonda.hines@us.army.mil
CIDC	Holland, Michael R	703-806-0191	michael.r.holland@us.army.mil
USMA	Hopkins, Susan A	845-938-2112	susan.hopkins@us.army.mil
USARPAC	Klimek, Mitchell J	808-438-2923	mitchell.j.klimek@us.army.mil
HQDA/SAAA	Lemus, Juan C	703-602-5978	juan.lemus2@us.army.mil
SMDC	Lloyd, Irene	256-955-3100	irene.lloyd@us.army.mil
OCAR	McAlister, Beverly	703-601-0917	beverly.mcalister@us.army.mil
EUSA	McCue, Scott	DSN 315-723-6666	scott.l.mccue@us.army.mil
FMWRC	Morgan, Janetta Z	703-681-7257	jan.morgan@us.army.mil
HRC	Murphy, Deborah J	502-613-4131	deborah.murphy@us.army.mil
DSCLOG (G-4)	Murray, Anne	703-614-4443	Anne.murry@conus.army.mil
ARCYBER	Muschalek, Keith COL	301-677-2986	Keith.muschalek@us.army.mil
AMC	Pate, Barbara	703-806-9130	barbara.pate@us.army.mil
AASC	Wimper, Sandra	703-805-1049	sandra.wimper@us.army.mil
NETCOM	Phan, Thulan	520-538-2230	thulan.phan1@us.army.mil
DCSOPS (G-3)	Poole, Lawrence	703-692-7969	Lawerence.poole@hqda@army.mil
ACSIM	Powell, Tracey M	703-692-9254	tracey.m.powell@us.army.mil
EUCOM	Provines, Patsy E	DSN 314-430-5986	patsy.provines@us.army.mil
ARNORTH	Roberts, Mitzie	210-221-2891	Mitzie.roberts@us.army.mil
USASOC	Schnabel, Dale F	910-432-6903	dale.f.schnabel@us.army.mil
MEDCOM/OTSG	Scott, Kathy A	210-295-2860	kathy.scott@us.army.mil
USARC	Ramos, Lucy	404-464-8532	lucy.ramos@us.army.mil
US ARMY/AFRICA	Vance, Cynde	DSN 314-634-7965	Cynde.vance@eur.army.mil
DCSI (G-2)	Williams, Tammy	703-695-4219	Tammy.stelle.williams@us.army.mil
G-8	Wigham, Jean	703-697-8631	Jean.wigham@us.army.mil

- RM -

Bringing Stateside Accounting Programs to the Fight in Afghanistan

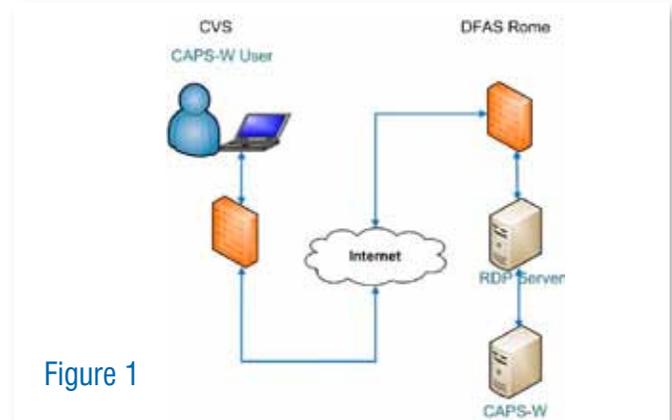
By MAJ Heath Wells



Arlington, Va. – The U.S. military has unrivaled weapon capabilities and when the United States goes to war it brings tons of bombs and bullets to the battlefield. In today's war in Afghanistan, the U.S. military brought tons of cash to the battlefield as well. Using money as a weapons system, commanders leveraged U.S. dollars to stabilize communities by supporting local economies.

With the influx of cash came an increased demand for accounting tools to track and manage funds. In the United States, much time and energy has been devoted to automating accounting tools, reducing manpower requirements and human error while speeding up processes. To date, many of the tools available stateside have not made it into the theater of war. Bringing accounting capabilities such as automated payments into theater increases the military's efficiency while minimizing the amount of U.S. currency actually needed in the field.

When U.S. Army Central (ARCENT) made reducing cash on the battlefield in Afghanistan a recognized priority it was not immediately clear which financial and accounting tools were



needed to implement this mandate. Together with ARCENT, the Business Transformation Agency (BTA) and the Defense Finance Accounting Service (DFAS) are fielding solutions to achieve the Army's objective of reducing cash while increasing visibility on payments.

In July 2010, ARCENT published an order (FRAGO) mandating a "Reduction of Cash in the Combined Joint Operations Area." This tasked all personnel in Afghanistan to begin paying any contract greater than \$3,000 via electronic funds transfers (EFT) initiated in the United States. This meant that to do business with the U.S. military, contractors in Afghanistan would need bank accounts capable of receiving EFTs and that contracts, invoices and acceptance reports would be transferred, or retrograded, back to the United States.

Prior to ARCENT's strategic shift, significant amounts of contract payments in theater were made with cash. Under the status quo, U.S. soldiers took on the additional physical risks involved in moving large amounts of cash around the battlefield with convoys known as "jingle runs."

"Money is ammunition; don't put it in the wrong hands."
– General David Petraeus, August 5, 2010

In a different type of risk, lack of automated processes forced manual data entry and reduced visibility on where funds were and how they were being used – increasing the potential for fraud, waste and abuse. This lack of visibility led to several critical U.S. Army audits, such as the 2007 Gansler Commission Report, highlighting insufficient focus and resources applied to post-award contract management.

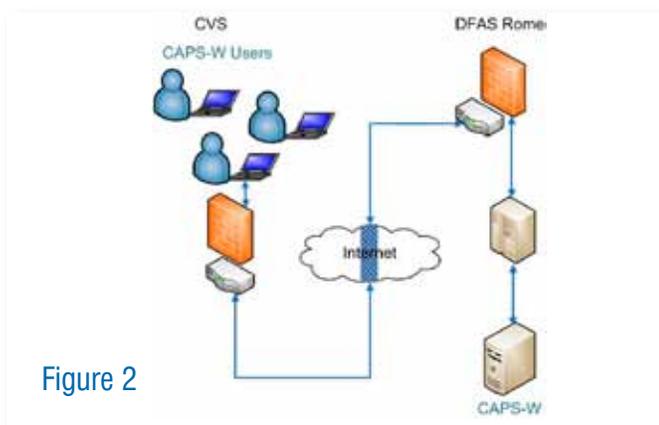


Figure 2

By October 2010, approximately 90 percent of payments were made in retrograde – a significant stride for ARCENT in automating the contracting process while reducing cash on the battlefield.

By moving payments back to the United States, the workload on contract management personnel in theater was reduced. Use of EFT created centrally accessible records of payment, making financial exchanges transparent and traceable. This reduced the danger of fraud and waste, or in some cases, the risk of untraced funds being diverted into the hands of adversaries on the battlefield. Shifting payments to EFT also meant fewer convoys, with fewer soldiers subjected to the dangerous jingle runs.

Implementing the FRAGO faced significant challenges. Retrograding payments while keeping visibility on transactions in theater meant overcoming the difficulties of operating in a contingency, or deployed, environment. Basic requirements taken for granted stateside – such as Internet access to send payment information – can be limited or unavailable in a deployed environment. One example is Camp Kandahar, where the base accessed Internet via a fiber optic cable. When local Taliban fighters figured out how to cut the fiber optic cable, the base would lack Internet access for days at a time.

Then-commander of ARCENT financial management, Army Maj. Gen. Phillip McGhee, reached out to the BTA to assist with the deployment and integration of core business systems. The BTA Warfighter Requirements team worked with contracting and DFAS to integrate and automate the contracting and payment processes, improving the efficiency of deployed personnel and improving in-theater visibility of the contracting process.

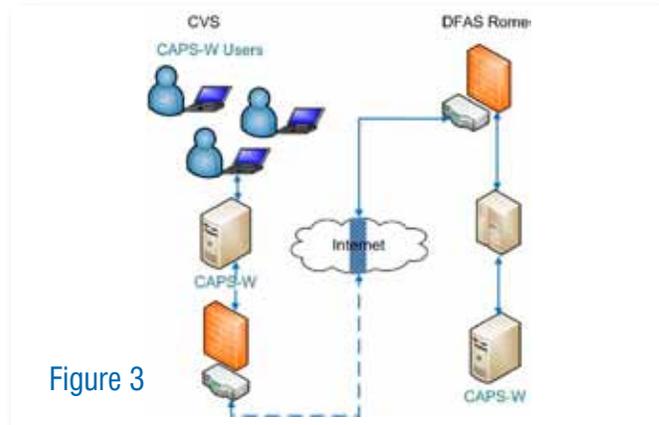


Figure 3

To bridge these gaps and support the ARCENT strategy, the BTA Warfighter Requirements team launched a pilot effort targeting programs to give deployed soldiers the access they needed. The first program targeted for inquiry access was the Computerized Accounts Payable System for Windows (CAPS-W).

Access to CAPS-W is not a silver bullet for post-award contract management. Documentation is kept in other systems that address other aspects of paying for work done, such as Electronic Document Access and the International Treasury System. Payment personnel would need access to these systems and others for various parts of the contracting process, such as checking for problems and whether checks have been cut. However, by gaining “real-time” visibility to the CAPS-W database, deployed contract management personnel can see vendor payment status, and that invoices have been entered, checked, matched with acceptance documents and approved for payment.

Despite several longer-term upgrade needs for CAPS-W, the Warfighter Requirements team saw immediate opportunities to support the war effort. Three ways could enable quick access: Remote Desktop Program (RDP) technology; Adaptive Security Appliance/Virtual Private Network (ASA/VPN) technology; and parent/child database technology.

An RDP is the simplest way to get access, only requiring firewall port access. It is, however, the hardest to maintain – the system must be modified every time there is a user change and encryption capabilities are weak. The program itself is included in the Windows basic install as an accessory that allows for a remote desktop to be opened in a window on a user’s desktop. The program connects to a remote desktop server that manages the intermittent connection required by remote access. (See Figure 1)

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The ASA/VPN technology is harder to set up, but easier to maintain over time. It is implemented via routers that sit just outside of a firewall. The ASA/VPN routers use encryption to transfer information back and forth on the internet. Users need only worry about connecting to the router. The router handles all firewall issues, connectivity and so forth. Additionally, many users can share one set of routers. (See Figure 2)

The third technology is to use a parent/child database. This allows users to connect to and use a local version of the database that regularly updates and is updated from a larger, parent database. This is more complex to set up initially, but has many advantages. Users can experience increased speed even with reduced connectivity, as the entire remote desktop does not require continual transference back and forth – on the data that has been changed needs to be transferred. This technology is the optimal solution of the three and though not initially available, will be enabled through an upcoming upgrade to CAPS-W. (See Figure 3)

The pilot effort initiated with two sites using RDP technology – Kuwait and Qatar – and three sites using ASA/VPN technology – Kandahar, Bagram and Kabul. Initial challenges in implementation

centered on movement of personnel in and out of theater, and requirements for opening holes in firewalls. It also revealed the significance of focusing on process rather than system. Access to data is useful, but to achieve the mission requires an understanding of how the data is used in an end-to-end approach to increase effectiveness and efficiency.

By bringing CAPS-W into the deployed environment, DFAS and BTA are bringing the power of modern accounting tools to the fight in Afghanistan. Retrograde payments reduce the amount of cash that has to be transported, reducing both physical risk and opportunities for corruption. Automating payments and promoting EFT use increases visibility of funds and allows the military to more effectively leverage money as a weapons system.

About the Author:

MAJ Heath Wells is a Judge Advocate detailed to the Business Transformation Agency, Warfighter Requirements directorate. MAJ Wells is a graduate of the Virginia Military Institute and American University College of Law. MAJ Wells is married and lives in Alexandria, VA.

– RM –

Incredibly Busy with GFEBS Site Readiness Activities

By Dr. Felicia Williams



The U.S. Army Aviation and Missile Command's (AMCOM) site readiness activities for the General Fund Enterprise Business System (Wave 4, go live on 1 January 2011) can be summed up into two words, "INCREDIBLY BUSY." Our site readiness activities are comprised of a process of organizing, attending, and coordinating, a multitude of meetings, planning sessions, workshops, briefings, teleconferences, e-mails, phone calls, deadlines, status reports, and metrics that create stress, overload, work exhaustion, perseverance, and dedication (lions, tigers, and bears, Oh MY!).

Project Management Office (PMO) GFEBS is immersed in capturing the system implementation process as a dynamic representation of change management. PMO GFEBS strategy for fielding the solution was for the gaining organization to approach the site readiness activities with a change management mind-set. In the implementation process to AMCOM, PMO GFEBS facilitated a pilot roll out of Wave 4 through an organizational segment slice, of AMCOM's Test, Measurement, and Diagnostic Equipment (TMDE) Directorate to U.S. Army TMDE Activity (USATA), White Sands Missile Range (WSMR). USATA WSMR will be a vertical slice project that will allow not only AMCOM but AMC HQ to gain experience from the first deployment with SOMARDS users. This pilot will lay the foundation for the full Go-Live in Wave 8.

The implementation of the GFEBS solution to AMCOM is transformational, it is radical, it is a culture and business process change, and it will ultimately change the way we do business. Our mind-set and approach to site readiness preparation and our change management strategy would be facilitated through a "team effort"-- a Team Redstone effort. No one organization at Redstone will be working alone. Team Redstone realized, because of the GFEBS implementation, we will have to adjust our mission and thinking process of how we effectively and successfully fulfill and conduct business with our customers.

Site Readiness Team (SRT)



From an AMCOM Wave 4 perspective, there are three critical elements that drive our site readiness activities: Site Readiness Team (SRT), User Assignment, and Training. The first element is the SRT. The SRT is comprised of Change Management Deployment (CMD) Network Point of Contact Members, Training Coordinators, User Assignment Coordinators, Power Users, Data Preparation Coordinator, Segregation of Duties Approvers, Security Managers, Site Readiness Coordinator, and Site Readiness Reporting. The SRT is the principal tool employed for change management engagement. As it inevitably happens, the members of the SRT are busy individuals who are tasked with multiple priorities. Many of the SRT members serve in several capacities such as one member may serve as the CMD Network Member, a Power User, as well as a Training Coordinator. The "eyes and ears" of the SRT are the CMD Network Members. The Team Redstone CMD Network is comprised of key stakeholders across Redstone to ensure that GFEBS implementation and transition occurs smoothly, efficiently, and flawlessly. The Team Redstone CMD Network Members serve as the change agents and communicators. The Team Redstone Leadership selected individuals to serve as our CMD Network Members with experience in the areas that will be affected by the change. The Team Redstone CMD Network Members guide, motivate, coach, coordinate, and communicate the change.

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Team Redstone understood that full benefits could not be realized until all of the stakeholders were unified and working together to foster change with a vision of successful implementation. From the vision that no one organization at Redstone will be working alone, an Executive Steering Committee was formed. The Executive Steering Committee provides oversight, set the overall direction, and collaboratively established the implementation goals for Team Redstone. The Executive Steering Committee is comprised of Mr. Ronnie Chronister- Deputy to the Commanding General, AMCOM Life Cycle Management Command (LCMC); Mr. Rusty Weiger-Deputy, PEO Aviation; Mr. Barry Pike-Deputy PEO Missile & Space, and Mr. Curtis Clark-Deputy to the Commanding General, US Army Garrison. The Executive Steering Committee is actively engaged in helping to resolve all issues and is committed to ensuring that the interests of each gaining organization at Redstone are taken into account. Under the direction of the Executive Steering Committee, the GFEBs Transition Office (GTO) was established to act as a collaborative team to serve as a conduit between PMO GFEBs and Team Redstone to help facilitate and coordinate the three critical elements that drive our site readiness activities.

User Assignment



The next element, the User Assignment process is a major process that is critical to successful implementation. During the User Assignment process, we assigned profiles to the end-users, so they can perform their duties for the Wave 4 Go-Live. In this process, we learned that there was not a one-to-one relationship between the User Assignment roles and our current positions. The GFEBs transactions did not mirror our current business processes. A current role today was mapped to multiple User Assignment roles. We also learned that all the key processes and transactions which would impact the end- users were not clearly understood. The User Assignment roles did not clearly define what the end-user did today and how they would perform their functionality in GFEBs. One end-user could have as many as 15 roles. Two of the

greatest challenges the GTO and SRT members faced are getting the end-users to embrace the GFEBs solution and to clearly show them how they will be affected by the GFEBs solution. The feedback is resistance to change. There is anxiety that has resulted in stagnation and a fear of failure. However, the GTO and many of SRT members view the resistance to change as a learning process. To remedy the resistance to change, the GTO and the SRT members communicate across Team Redstone by sharing information and creating awareness of the site readiness activities. We are building a unified communication approach. Our Team Redstone Executive Steering Committee is aligned and committed to speaking from one voice and not mixing messages. The adversity is an experience that will lead to improvement for us in our full implementation in Wave 8 to Team Redstone.

Training



The last but most crucial of the three elements is training. Training can be the downfall of the site readiness activities. If the end-users are not role mapped properly, the training program can be misaligned and repetitive. A reoccurring theme that has been echoed through the gaining organizations is the legacy business processes have not been fully documented and the gaining organizations have not been provided with the big picture. Therefore, many of end-users are not comfortable with their User Assignment roles in order to Go-Live in Wave 4. The end-users want to be prepared for the transition to the GFEBs solution. The end-users are requiring a more in-depth explanation of the GFEBs processes. The end-users need to know more than just how to operate the system. The GFEBs Deployment Team must ensure that type of job processes the end-users can expect to perform are adequately addressed in the course material.

Successful GFEBS Implementation



It seems that many gaining organizations measure the key to success is meeting the Go-Live date. However, meeting the Go-Live date is a small part of successful implementation. Successful GFEBS implementation is dependent on a team effort, with strong partnership, and a shared commitment for success. The GFEBS implementation process is a huge commitment for the gaining organization which will take careful planning, effective communication, execution, and management of the site readiness activities. Without a team effort, you will not be successful. Partnership with PM GFEBS will be required to maintain team cohesiveness. Successful implementation cannot occur without a well-planned, well-executed change management strategy. Change management has been woven into the fabric of the elements that drive the site readiness activities. The road ahead is bumpy, as well as busy. Patience will be required.

The Road Ahead-Lesson Learned from the Trenches

- ✦ Select members to the SRT, who will be involved, empower, guide, motivate, coach, coordinate, and communicate change to ensure consistency and unification.
- ✦ The SRT meetings, planning sessions, workshops, briefings, and teleconferences, provide essential strategic communication needed to complete the site readiness activities.
- ✦ Give the SRT time and authority to be committed to the success of the project. The SRT will be fully engaged throughout the project.
- ✦ Establish an Executive Steering Committee made up of key senior executives who are committed to the project. They set the tone and the example for the rest of the organization.
- ✦ The monthly Site Status Report is the critical tool for documenting and tracking site readiness activities. Any issues you may encounter during pre-deployment or the site readiness

activities should be documented on the monthly status reports. This report has the attention of all Senior Executive leadership who are involved with successful GFEBS implementation.

- ✦ Identify the current legacy systems duties, roles, and assignments. Form a team to do a reverse engineering process that will result in a crosswalk of job processes the end-users can expect to perform with GFEBS user assignment roles.
- ✦ Examine the new business processes inherent in GFEBS to make sure that the role mapping reflects roles and responsibilities with the GFEBS end-to-end processes.
- ✦ Be pro-active in the training. Train as though you are depended on it. Training is the key to successful GFEBS implementation.
- ✦ Use your Power Users and Training Coordinators as Trainers to customize training to the actual job processes and the type of job processes the end-users can expect to perform. Conduct in-house training by providing step-by-step cheat sheets.
- ✦ Establish a scorecard that will enable your organization to assess whether the end-users are able to use the GFEBS solution as it was intended.
- ✦ Consider and plan for the long-term implications of the GFEBS solution to your organization. Consider your resources for legacy systems and GFEBS operation and support.
- ✦ Take into account, everyone engaged in the site readiness activities will be INCREDIBLY BUSY throughout the duration of the project.

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– RM –

Army Modernization, Fiscal Environment Require Acquisition Process Reform

By Kellyn D. Ritter

Modernizing the Army in the current environment of constrained resources requires improvement and streamlining of acquisition processes, said GEN Peter W. Chiarelli, Vice Chief of Staff of the Army. "This is the future of our Army," said Chiarelli Oct. 26, 2010, at the Association of the United States Army (AUSA) Annual Meeting and Exposition. "Not only must we ensure our Soldiers have the necessary equipment and force protection capabilities required to operate in full-spectrum environments ... we must also find all available efficiencies and spend taxpayers' money wisely and most effectively."

Chiarelli said the Army plays a significant role in implementing the efficiencies required by Secretary of Defense Robert M. Gates. Gates' Aug. 16, 2010, DOD Efficiency Initiatives Memorandum called for DOD to adopt a more efficient, effective, and cost-conscious way of doing business. The task is to significantly reduce excess overhead costs and apply the savings to force structure and modernization.

"Toward this objective, we continue to look for ways to achieve savings across all functional areas, manning and organizing installations and equipment to ensure [that we] focus investments into weapon systems that will most significantly enhance our global warfighting capability," Chiarelli said.

Modernizing the Army is a difficult task even when resources aren't constrained, said LTG Michael A. Vane, Director, Army

Capabilities Integration Center, U.S. Army Training and Doctrine Command (TRADOC). In the current fiscal environment, the challenge is even more apparent.

According to Chiarelli, the network is the Army's No. 1 modernization effort. "It's not enough to simply achieve a variety of separate capabilities working alongside each other independently, or worse, in conflict with each other," he said.

New programs have revolutionized how we fight, and the innovation continues, said Chiarelli. The significant challenge that

remains is the interoperability of these programs. "Specifically with regards to the network, we must achieve a single operating system or an environment able to accommodate a variety of plug-and-play technologies," said Chiarelli.

Requirements Review

Process improvement is essential to targeting duplicate requirements and eliminating redundancies. The complexity of acquisition has increased over time, so it's important to keep reviewing acquisition processes, said LTG William N. Phillips, Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) and Director, U.S. Army Acquisition Corps. Requirements, resources, acquisition, and sustainment are inherently linked, he noted. "After 9 years of war, it's important that the Army take a holistic look at its requirements, at what it's built over time, and what's value-added to the Army," said Phillips.

Pursuing efficiencies has been part of the ongoing modernization strategy. The Capabilities Portfolio Review (CPR) process is supporting that effort. Directed by Secretary of the Army John McHugh, the CPR is a review of all acquisition program requirements for a 1-year period that began Feb. 22, 2010.

"The intent was to conduct an Armywide, all-component revalidation of requirements for all Army acquisition programs," said Chiarelli. "The process revalidates requirements through a wide range of criteria, including combatant commander requests, wartime lessons learned, and potential for leveraging emerging technologies and affordability."



LTG Michael A. Vane, Director, Army Capabilities Integration Center, TRADOC, described the Army Capstone Concept and the Army Operating Concept, which will help the Army achieve operational adaptability through force modernization. (U.S. Army photo courtesy of AUSA.)



A key lesson learned from CPRs is that requirements should be revisited often, according to Chiarelli. “The rate of technological change is so great that you’ve got to be willing to look at requirements much more frequently than you’ve done before,” he said. Phillips advised that CPRs allow the acquisition community to remain in line with program executive officers and program managers, which helps to eliminate redundancies.

The CPR process has turned out to be much more complicated than originally thought, according to Chiarelli, but its benefits are well worth it. LTG Robert P. Lennox, Deputy Chief of Staff, G-8, advised that the process enabled the Army to save \$1 billion with the elimination of the Non-Line-of-Sight Launch System, a decision that resulted from a CPR.

The process has been so successful that the Army is trying to expand its scope to include all Army programs. The Army is researching how to do this. “As we continue to expand the CPR process, we’re confident we’ll gain a better understanding of all aspects of our portfolios. This will undoubtedly enable us to find greater efficiencies across the force,” said Chiarelli.



GEN Peter W. Chiarelli, Vice Chief of Staff of the Army, described the Capability Portfolio Review process and said a key lesson learned is that requirements should be revisited more often. (U.S. Army photo courtesy of AUSA.)

Operational Adaptability

Vane said TRADOC is helping the Army “achieve operational adaptability through force modernization. This requires adaptation not only in our warfighting force, but also the way we approach generating and sustaining the operational Army and the processes that drive us throughout the generating force,” he said.

Guidelines for how the Army is going to accomplish this include the Army Capstone Concept (<http://www.tradoc.army.mil/tpubs/pams/tp525-3-0.pdf>) and the Army Operating Concept (<http://www.tradoc.army.mil/tpubs/pams/tp525-3-1.pdf>). Published in December 2009, the Army Capstone Concept “provides a guide to how the Army will apply available resources to overcome adaptive enemies and accomplish these challenging missions,” Vane said. The concept states that operational adaptability is the key to success in a complex and uncertain environment. Published in August 2010, the Army Operating Concept “describes the employment of Army forces in the 2016–2028 timeframe, with



Chiarelli advised that the network is the Army’s No. 1 modernization effort. Here, SGT Darrell W. Coffman (top), Very Small Aperture Terminal Facility Noncommissioned-Officer-in-Charge with Company C, Headquarters and Headquarters Battalion (HQB), 101st Airborne Division, and SGT William M. Hemingway, Traffic Terminal and Secure Internet Protocol Router Point of Presence (SPOP) and Reset Technician, also with Company C, service an SPOP at Bagram Airfield, Afghanistan. The SPOP is part of the system that enables computer-network communication among coalition forces in Afghanistan. (U.S. Army photo by SGT Grant Matthes, Regional Command-East Public Affairs.)

emphasis on the operational and tactical levels of war,” said Vane. It describes how the Army will defeat enemies using combined arms maneuver and wide-area security.

To achieve operational adaptability, TRADOC is helping the Army shift from a 5-year to 2-year cycle for examining and updating concepts. “This shift allows for more frequent review of our concepts, our conceptual framework, which reflects the operational environment of today and the future,” said Vane.



LTG James H. Pillsbury, Deputy Commanding General and Chief of Staff, U.S. Army Materiel Command (AMC), advised that modernization will be focused on the reset phase, with AMC leveraging reset time to spiral in modernization. Here, Strykers are loaded onto an Air Mobility Command plane at Joint Base Balad, Iraq, for transport to the United States, where they will be repaired and returned to fighting units. (U.S. Army photo by Summer Barkley, 402nd Army Field Support Brigade, AMC.)

Improving Logistics

Logistics is intrinsically linked to modernization, said LTG James H. Pillsbury, Deputy Commanding General and Chief of Staff, U.S. Army Materiel Command (AMC). “We need to improve our ability on the logistics side to help modernization of our Army,” he said. To better manage materiel, the Army is adopting a new management approach by making AMC the Lead Materiel Integrator (LMI) at Rock Island, IL, with the U.S. Army Sustainment Command, “to help the Army manage its equipment and help get that equipment to the commander within the ARFORGEN [Army Force Generation] cycle when that Commander needs it and can train with it,” said Pillsbury. Designed to foster open communication, improve collaboration, and provide the most efficient way to generate trained and ready forces from a materiel perspective, the new approach will also eliminate redundancies and improve system effectiveness, said Pillsbury.

With AMC as the Army’s LMI, all stakeholders will be working together with a common picture. “This will get all the stakeholders together—from ASAALT, AMC, Department of the Army staff, G-3/-4/-8, Forces Command, and others—to work together to collectively identify how materiel will be distributed.”

According to Pillsbury, modernization will be focused on the reset phase. “While others are resetting the Soldier and the unit ... it’s AMC’s responsibility to reset the equipment. We’re going to leverage that time we have with the equipment to spiral in modernization,” he said.

Conclusion

Chiarelli stressed that efficiency and modernization must be undertaken cohesively. “As we look ahead to the future with a firm understanding of the realities today, it is imperative that we provide the capabilities which most significantly enhance our Soldiers’ warfighting abilities, while ensuring good stewardship of the taxpayers’ dollars,” said Chiarelli. “These efforts are co-dependent and must be mutually supported.”

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– RM –

STRATEGIC PLANNING A Key to Success

“... [P]lanning is everything.”
– General Dwight D. Eisenhower, 34th President
of the United States

By John Di Genio

Introduction

For centuries, military analysts have applied strategic planning – the identification of desired outcomes and the development of a sequence of events needed to achieve them. Commercial enterprises, on the other hand, have only applied strategic planning for about 40 years.

Outside of the Department of Defense, federal employees probably did not encounter an emphasis on strategic planning until the Congress enacted and, subsequently, the President signed into law, the Government Performance and Results Act of 1993 (GPRA) (Public Law 103-62). This Act mandates strategic planning and performance measurements in all federal agencies. Its provisions seek to make government organizations more accountable to the taxpayer by having them associate the amount of public resources expended to the productive achievements made during the fiscal year. Under the GPRA, an organization's strategic plan is the vehicle that should drive the budgeting process. Strategic planning, however, is more than just another attempt to revamp government fiscal practices. It can actually help organizations to be more capable, successful, and economical.

Broken down to its basic elements, strategic planning is a continuous and methodical process where key individuals within an entity make decisions on the specific outcomes they wish to achieve, how these objectives are to be accomplished, and how success will be determined and evaluated. Strategic planning is a useful way to improve performance, enhance quality and productivity programs, focus on customer satisfaction, and concentrate on other objectives that would help the organization to become more efficient and effective.

Strategic planning starts with a mission statement. This statement outlines the organization's reason for existence, its customer base, and the kinds of services and general support it provides to the customers. If the mission statement is inaccurate, then the organization is on track for an imminent train wreck.

Mission Statement

The mission statement describes the organization's purposes and / or the changes within the organization that it intends to effect. The statement constantly should remind assigned personnel why the organization exists. The mission statement also spells out the ultimate ends and impacts of the organization's activities – in terms of how it affects the customer base and, possibly, how the organization's activities influence the local community. A mission statement should address the kinds and levels of service that customers expect from the organization -- not what the entity wants from its customers.

For example, the president of a local college once said that his business was to secure funding for the school. Obviously, the college president should have stated that his business was to provide quality education for the student body. As you can imagine, the student body was not very supportive of the president's comment – especially after tuition costs dramatically increased.

A mission statement that is too narrowly focused is another pitfall to avoid. If, for example, your mission statement identifies your product to be the pressing of quality vinyl phonograph records, then you would have lost considerable business in today's CD market. In reality, the true product in this example is the manufacture of recorded music on all media (e.g., digital, tape, or vinyl).

A strategic plan has to look into the future. In the recorded music example, a look into the future would have precluded the record company from developing too narrow a mission statement.

Vision

A brief vision statement inspires the organization in moving forward to achieve specific goals. For example, President Kennedy's vision of putting a man on the moon by the end of the decade was the catalyst that sparked the nation's space program to move in that direction. Naturally, visionary leadership is required to have future aspirations.

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To that extent, the first step in creating a memorable, inspirational vision statement is to make assumptions about the future environment. Of course, this could be very risky – especially if your crystal ball is fogged by biases. Take, for example, the events leading up to World War II. The diplomatic fiascoes of the early part of the 20th century and the military exploits of a resurgent Germany, Fascist Italy, and Imperial Japan throughout the 1930s showed how poorly the victorious allied nations of World War I were able to make “the world safe for democracy.”

Any plan for the future rests on the assumptions that have been made in the past. If the assumptions prove to be invalid, then the plan has to be revised. A strategic plan is a living document. For this reason, the strategic plan has to be reviewed regularly to make sure that it is still relevant.

Visionary leadership does not stop at creating a motivating statement. Forward-looking leaders and analysts have to develop

an optimized organization to accommodate future operations, challenges, expectations, and demands. The Army’s Installation Management Command is a good example of establishing an entity to support a future operational environment. Key decision-makers within the Department of the Army realized that major commands needed to divest themselves of installation management responsibilities so that they could focus resources on enhancing their war-fighting capabilities and readiness postures.

Goals

The first step in achieving the vision is to establish clearly defined goals that identify those factors necessary for success. Goals describe the general results that the organization intends to achieve. Goals are more specific than a mission statement. Organizations may only achieve some of their goals. However, goals are still useful because they indicate the general direction in which the organization is going.



For example, a goal may be to “Reduce the number of traffic accidents involving military vehicles.” While the organization may not achieve this goal during the current planning period, the goal tells everyone that the command intends to move in the direction of reducing – and, ultimately, eliminating -- the number of traffic accidents involving military vehicles. That said, personnel within the command can continue to work on that goal to make it a reality.

Enumerating goals is one thing. Being successful in accomplishing them is another matter. Fortunately, an organization can apply an analytical technique to measure its ability to achieve each goal.

“SWOT” Strengths, Weaknesses, Opportunities, and Threats

Assessment

This assessment is an appraisal of the organization’s strengths and weaknesses, as well as those forces that influence the success that the organization may have in achieving its mission and goals. Those forces may pose either an opportunity or a “threat” to the organization, such as changes in economic and political conditions, population, technology, and other factors. A SWOT analysis helps planners to develop key strategies even when confronted with a fluid, uncertain environment.

A SWOT assessment consists of three distinct steps.

- ❑ List the organization’s current and potential customers (e.g., other agencies, local population, and other stake-holders).
- ❑ Identify customer concerns (e.g., facility access during heightened security, local communication and automation support, and ability to transition from an armistice environment to a wartime scenario), and how well your organization alleviates or mitigates those concerns.
- ❑ Analyze and project those trends that impact customer concerns (e.g., the number of off-post incidents requiring police intervention, bomb scares, security breaches, potential for a resumption of hostilities on the Korean peninsula, and the number of hacker incidents and cyber-attacks).

To assist in their SWOT analyses, many organizations apply Malcolm Baldrige criteria. The Baldrige criteria (Army Performance Improvement Criteria (APIC)) enable an organization to analyze its strengths and weaknesses and its capability to adjust direction to take advantage of “opportunities” or face “threats.”

The SWOT analysis helps the organization to identify the critical strategies that gauge success or failure. From this, the organization develops measurable strategic objectives.

Strategic Objectives

These are written statements that describe an intended outcome. Strategic objectives are

“SMART” Specific, Measureable, Attainable, Relevant, and Time Bound

Objects clearly describe measurable achievement targets and have six common characteristics that:

1. Describe the results, outcomes, or effects of the organization’s activities on its customers.
2. Clearly describe the minimum acceptable level of performance, expressed as a performance target.
3. Are achievable. Although objectives are not “pie-in-the-sky” rhetoric, they will challenge the organization to reach higher levels of performance.
4. Are well-written (i.e., clear and concise). Even those unfamiliar with the organization will be able to understand the intended effects of the activity simply by reading the strategic objectives.
5. Are all-inclusive. They describe the intended outcomes of every function the organization performs.
6. Play a key role in keeping the organization within the boundaries outlined by the mission statement, vision, and goals.

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Outcome Measures

Every strategic objective should have an accompanying outcome measure that is expressed in terms identical to the strategic objective it measures. For example, if an organization's strategic objective is to "reduce the number of traffic accidents involving military vehicles by 15 percent from FY 2009 levels," then the corresponding outcome measure would be "Percentage reduction in the number of traffic accidents involving military vehicles from FY 2009 levels."

The outcome measure describes the precise yardstick that will generate an indicator that is comparable to the performance target in the strategic objective. By comparing the number generated by the outcome measure to the performance target in the strategic objective, management can see if the organization achieved its strategic objective. Now that an organization knows "what" and "how" to measure, it stills needs a realistic, viable approach to reach the performance standard expressed in the strategic objective.

Tactics

A "tactic" is an approach that will lead to achieving a strategic objective. Most people could think of several alternative ways to achieve almost any strategic objective. For example, if an organization's strategic objective is "to reduce the number of traffic accidents involving military vehicles by 15 percent from FY 2009 levels," then different approaches to achieve this objective might include:

- Raising the standards to get a driver's license,
- Expanding training and drivers' education,
- Limiting the operation of military vehicles to specific hours where there is less traffic on the road, or
- Imposing heavier penalties for traffic violations or accidents.

In this step of the planning process, planners identify all the alternative approaches, rate them in terms of command and control, adaptability, flexibility, practicality, cost effectiveness, and other relevant criteria in achieving a strategic objective. They then select the tactic that best achieves the performance level specified in the strategic objective.

Performance Feedback

Since we now have performance targets and actual outcomes, it is time to determine how well an organization did in achieving its strategic objectives. Performance feedback is a systematic procedure used to compare actual performance to planned performance, and then using that information in subsequent planning cycles.

The purpose of this step is to determine which strategies proved effective, and which achieved less than the desired results. The expectation is that managers who change their approaches (tactics) to achieving strategic objectives based on this information will achieve improved program performance.

Managers compare the actual outcome (described by the outcome measure) to the intended outcome (described by the performance target). The result (or difference) of this comparison is positive if actual performance exceeds intended performance. Likewise, the result is negative if actual performance falls short of intended performance. Further analysis may be able to show why specific strategies yielded positive or negative results. Managers can then use this analysis to recommend program modifications.





Conclusion

The GPRA requires government agencies to implement strategic planning. The main focus of the GPRA is to make government entities more accountable to the taxpayers.

Strategic planning is a logical process that enables an organization to focus on desired outcomes. It outlines a series of actions that are necessary to make goals and objectives a reality. Consequently, the application of a strategic planning process helps an organization to realize its strengths and weaknesses, as well as opportunities for progress and improvements, and the barriers that preclude growth.

Strategic planning can help an organization to become more efficient and effective. Consequently, resource managers should become thoroughly familiar with the strategic planning process because it could tie public resources to performance and productivity.

There are several useful strategic planning models available. The simple model presented in this article uses the following phases:

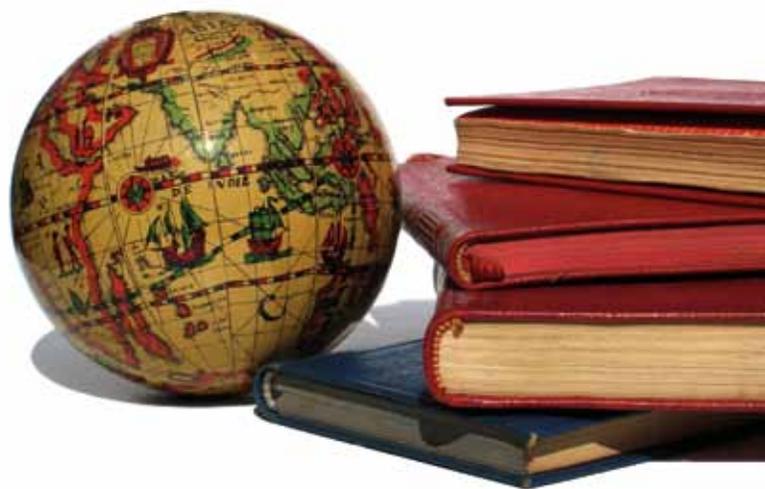
- Developing a broad mission statement,
- Drafting an inspirational vision statement,
- Creating descriptive, concise goals,
- Conducting SWOT assessments,
- Preparing thorough, succinct, and well-written strategic objectives with accompanying outcome measures,
- Developing practical tactics to achieve strategic objectives
- Evaluating the plan to determine those approaches that were successful in achieving the desired results - as well as those that require revision.

The strategic planning model should be agile enough to accommodate a fluid environment. The model should be adjustable to support emerging mission requirements. Remember, strategic planning is a never-ending, continuous cyclic process.

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ACC 11-I

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FM 101 11-I

February 14 - 23, 2011



(L to R) Seated: Tyrone Arnold, Judy Jones, Bryan Fox, Kathie Newman, Kurt Schneid, Julia Blessing, Ericka Hillard, Lafonzo Woods Middle Row: Tracy Pickeral, Cheri Conderman, Kimberly King, Tawana Thomas, Deloris Cobb, Holly Shirriff, Tracey McGinnis, Le'Veil Zimmerman, Sol Crompton, Kyong Un Chong, Roseangeli Blocker, Stephanie Elkins, Patti York, Bobette Lein, Lora Greene, Janice Smith Back Row: Londa Little, Titania Pepper, Gabriel Peru, Gail Kaatz, Tyrone Wilson, Tom Willson, Sung Yi, Jeffrey O'Dell, Paul Friedman, Deb Loddeke, Dale Coward, Rich Noennig



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