

December 2012



The

# GRYPHON

THE QUARTERLY NEWSLETTER OF THE UNITED STATES ARMY FINANCIAL MANAGEMENT SCHOOL



COL Jeffrey C. Powell, Commandant of the Financial Management School and Regimental Commander



CPT Maxine Reyes, Instructor at the FMS, sings the National Anthem at an NBA Game in Charlotte, NC



COL Troy Clay and CSM Jeffrey Green present the BG Nathan Towson award to (left to right) MAJ Luis Martinez, SFC Sheroda McLendon and SFC Andrea Rueda at the NCO Academy on 4 October 2012





# The Gryphon



MONTHLY NEWSLETTER PUBLISHED FOR FM WARRIORS BY THE US ARMY FM SCHOOL



The gryphon is a legendary creature with the body of a lion and wings of an eagle. In Greek mythology it is associated with the guardian of gold and treasure. In the tradition of the gryphon, FM Warriors must vigilantly safeguard resources entrusted to them and boldly seek opportunities to apply fiscal and economic power to shape the battlefield

December 2012

## Inside this issue:

## Commandant's Corner



### Financial Management Community of Excellence,

On the 19th of October, I had the honor and privilege of becoming the 38th Commandant of the United States Army Financial Management School and Chief of the Corps. Since many of you may not know me, please let me introduce myself. I was born in Bangor, Maine and at the ripe old age of 17 enlisted as a Cannon Fire Direction Specialist. After my initial enlistment, I attended the University of Maine where I received my commission as a Finance Officer (Branch Detailed to Field Artillery) in 1989. As an officer I have held a wide variety of positions in both Financial Operations and Resource management. I am a graduate of the Army Comptroller Program, The Command and General Staff College, and The United States Army War College. I have been married to Marie (Adams) Powell for 24 years and we have two children; Hospital Corpsman Third Class (HM3) Joshua Powell, and Olivia Powell. So, other than providing a short introduction, why did I bother telling you my back ground? My answer is simple; as your new Commandant, I am advising you to make the most of every professional development opportunity the Army offers. If a 17 year old kid can enlist as a private and advance through the ranks to Colonel, with a little bit of hard work and determination you can certainly reach your career goals also. Now that I've had the opportunity to introduce myself, I will provide you with an update on a few current initiatives with implications to the Financial Management Community.

While giving a speech in Cape Town South Africa, Robert Kennedy remarked: "Like it or not, we live in interesting times. They are times of danger and uncertainty; but they are also more open to the creative energy of men than any other time in history." His statement rings just as true now as it did in 1966. The President and the Secretary of Defense have recently published new strategic guidance which have resulted in a refocusing of Army transformation initiatives. The Financial Management Community is no exception and here is a brief update on two of our highest priority initiatives.

**Financial Management Optimization.** On 11 September 2012, the Secretary of the Army signed a memorandum directing the ASA(FM&C) to conduct a DOTMLPF -p review of all FM processes, policies, organization and workforce composition. As a result of this review, the roles, missions and functions of FM units will be adjusted as necessary to optimize the capabilities of the Army's Enterprise wide FM system, GFEBS, while eliminating or mitigating current capability gaps.

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**Disclaimer:** Articles express opinions of authors, not the Department of Defense or any of its agencies, and do not change or supersede official Army publications.



## Commandant's Corner Contd

The desired end state of the FM Optimization initiative is improved accuracy of financial data, a proficient workforce, and optimal FM organization structure. Financial Management Optimization will be executed in three phases:

- Phase 1 will Identify "As is" and "To be" FM Doctrine, Organization and Workforce structure. This phase is scheduled to conclude on 28 February 2013 when the ASA(FM&C) submits their assessment and implementation recommendations to the Secretary of the Army.
- Phase 2 will begin upon SECARMY approval of the implementation plan and will focus on Identifying training, leader development, facility requirements and associated costs.
- Phase 3 is the actual implementation of recommended changes and will commence IAW the Secretary of the Army's direction.

During phase I of this initiative the ASA(FM&C) has solicited assistance and input from a wide range of FM leaders to include representatives from every ASCC, MACOM, DRU, and DFAS. We will continue to consult the field throughout all phases of the operation.

**Department of the Army Grade Plate Review.** During the past 10 years the requirement for more Senior Grades has grown disproportionately to the increase in lower grade personnel. Since 2003, grade growth in BCT design, Senior HQs, Joint & Defense and specialized capabilities (SOF, AVN, CYBER, Contracting, and Civil Affairs) occurred at the expense of operating units at Battalion level and below and lower ranking capability in the Generating Force. To correct this imbalance, the Chief of Staff of the Army (CSA) has directed a combination of actions aimed at mitigating these grade plate challenges and providing for a sustainable and affordable force. These actions include a reduction of grade requirements; an increase in promotion selectivity and Time in Grade; and a reduction in the size of the Officer Corps. The Army G3/5/7 and ARCIC have issued targeted grade reductions for both officer and enlisted ranks within the Operating and Generating Force. As the Branch Code 36 proponent, the Financial Management School is working with HQDA, TRA-DOC, and all ASCCs and ACOMs to identify what positions to downgrade in order to mitigate the risk associated with implementation of the target reductions. The Army G3/5/7 is currently staffing these recommendations with Army senior leaders and will seek CSA approval upon completion of that process. We will provide the details of the grade plate reductions within the Financial Management Community if and when they are approved.

In addition to the transformative initiatives mentioned above, the Financial Management School is working hard to improve the quality of instruction that we provide the community. This includes the development of twelve new GFEBs courses, and the refinement of all current Professional Military Education and Functional training provided by the Financial Management School. To aid us in this process, the FMS will be conducting a Critical Task Site Selection Board during the third quarter of FY13. The members of this board will identify the critical tasks that must be taught via institutional class room instruction, distance learning or at home station. Given the recent deployment of GFEBs and the pending deployments of GCSS-A, IPPS-A and LMP, revalidation of our critical tasks are an important first step in developing a new training strategy and future courseware.

In summary, as a result of the new National Security Strategy and the successful implementation of GFEBs financial managers find ourselves living in interesting times. Thankfully, due to the hard work and creative energy of you and your Financial Management colleagues, I have no doubt that a bright future lies ahead.

Lastly, I would like to wish you and your families a safe and joyous holiday season.

To Support and Serve



## Regimental Command Sergeant Major Notes



Greetings fellow FM Warriors!

It is my honor and privilege to serve as your eighth Command Sergeant Major of the U.S. Army Financial Management School, Corps and Regiment. I want to thank COL Clay and the Finance Leaders for their confidence in me in this selection. On 4 May, at the Soldier Support Institute, Fort Jackson, SC, CSM Scott Brady and I had our Change of Responsibility ceremony and his retirement ceremony. I want to thank CSM Brady for the past 2 years he has served as the Regimental CSM, the leadership he has provided, and all the ground work he set in making this a smooth transition. We had a great relationship in sharing information between USAFMSCOM and FMS in bettering the Finance Corps. I wish him and his family the best in all of their future endeavors.

As we continue to transform our Army and the Finance Corps as a whole, one of my main goals will be not only to sustain the communication level already set, but further increase communication to all our leaders. I want to make sure information is not only passed on to our FM Sergeants Major, but also those Division G8s and other key positions that don't have an FM SGM within them. I truly believe communication is the key to everyone understanding the State of the Corps and the objectives ahead. I also want to encourage all of our FM community to continue to support the Finance Corps Association with their membership. If you are already a member, great, continue that membership. If you are not a member, join. The strength of the Association comes from supported membership.

As we live in the challenges of a constrained resource environment, and with guidance from the Army, we have had to change the way we hold our conferences, and our Army Financial Management Week (AFMW). This year we decided to have a two day workshop, and with the approval of TRADOC we were able to execute. The Financial Management Workshop at the end of June was very productive, and provided relevant and interesting topics for all in attendance. We selected CSM(R) Ian Toney as our Honorary Sergeant Major of the Corps, and he will serve in that position over the next 2 years. He fully understands the importance of his position on providing mentoring and guidance to our young leaders. I heard from a lot of you that were disappointed in not having the yearly Finance Ball. I've heard you loud and clear, and next year we will move our workshop back a month (16-17 May) which allows the FMS Staff to utilize the Captains Career Course, and have the manpower to make that happen.

The travel pattern from USAFMSCOM to FMS did not slow down. COL Clay and I have made many trips already to CASCOM at Ft Lee and other locations. One of the main trips was sponsored by the 21<sup>st</sup> TSC in Germany. They invited all the CASCOM Regimental CSMs over for a weeklong visit. SGM Byrd from the 266<sup>th</sup> FMSC was my sponsor, and he did a great job as we moved across Germany in a different location each day, briefing the FM Leadership and Soldiers. COL Clay and I also just returned from the RAFINO and RAFINCO reunion held every 2 years. This year's reunion was held in San Antonio, Texas. This was a great event and we visited with many Finance leaders – Officers and NCOs and their families from our proud past. I would encourage supporting these organizations as you retire, and will provide more information later.

I look forward to working with you on the many challenges we are currently experiencing, and those that lie ahead. We have been going through transformation for several years now, and we are still continuing to transform. The key is to make sure we are going in the right direction for the future of the Finance Corps, and I am here to make sure we do just that.

Jeffrey C. Green, CSM



## The Gryphon, December 2012 Edition

### FMS Proponency

LTC Stephen Hardy, recently from the 336th FMSC has joined the Proponency Division as its Chief. He can be reached at 803-751-8733 or by email at [Stephen.hardy@us.army.mil](mailto:Stephen.hardy@us.army.mil). Also new to the Division is SGM Thomas Tricker. He can be reached at 803-751-8717 or by email at [Thomas.tricker@us.army.mil](mailto:Thomas.tricker@us.army.mil).

In keeping with the social media aspect of Army Doctrine 2015 Strategy, FMS' Proponency Section is leading a collaborative effort to establish a milSuite website which will allow users to more easily locate relevant FM information on the web, ask questions and receive input from the field, and share knowledge and best practices with all.

MilSuite is a collection of online applications focused on improving the methods of secure collaboration for the United States Department of Defense. The online suite consists of four applications: milBook, milWiki, milBlog and milTube. These applications function very similarly to Facebook, Wikipedia and YouTube and should be relatively easy for users to utilize.

The site is currently in its planning, testing, and modifying phase; however, we are confident that it will be fully functioning and operational by early February, if not sooner. We will notify all once the site is ready.

Also, MAJ Tamiko Campbell from the Proponency Section is the primary action officer planning the FY13 Army Financial Management Senior Leaders Workshop. The workshop is currently scheduled for 16-17 May and will be held at the Armed Forces Chaplaincy Center Auditorium next door to SSI at Fort Jackson. We do plan to hold a military ball on 17 May as well. If it is determined during future planning meetings that additional time is required during the workshop to cover all relevant topics, we will extend it to three days, beginning on the 15th. More information will follow in the near future.

### October Promotions

#### TO MAJ

DIZON, MICHAEL J  
PHAN, RICKY

#### 1LT

SULLIVAN, CORY L  
TSHUMA, MICHAEL

#### TO SGM

TILLER, JANET F

#### TO MSG

BARKLEY, ALEXANDER D  
JACKSON, JAMIL T  
RUSSELL, DAMIEN L  
WHITE, MICHAELA A

#### TO SFC

ALLEN, NICOLE B  
ETHERIDGE, HOLLY S  
FABREGA, GERARDO E  
GARLITZ, JAMES M  
GOLD, MONIQUE R  
HODGE, DARRYL S  
THWEATT, JAMES M  
TKACHEVA, VICTORIA S  
WAITES, MARQUEL D  
WRIGHT, ASHER A



## FMS Proponency (contd)

### November Promotions

#### TO COL

ANYANWU, LAWRENCE A  
GEORGE, OMUSO D

#### TO LTC

BRITO, ANGEL M  
GLOVER, SAMUEL B  
MERCADOROMERO, ROBERT

#### TO MAJ

CAMPBELL, TAMIKO  
PLATER, ADRIAN L

#### TO CPT

ADAMS, WILLIAM H  
COMERFORD, STEVEN J  
MCMANAMON, RICHARD  
MULLEN, ROBERT T  
NGUYEN, KENNY K

#### TO MSG

KIRKSEY, FREDRICO L  
RHOOMS, NATASHA R

#### TO SFC

AYERS, DAMIAN R  
CLANCY, LESTER J  
GAMBLE, GEORGE M  
KIRKLAND, NATALIE C  
PEROFETA, BURGIE S  
VOMA, NGAM M

#### TO SSG

COLE, YANA A  
MCGAY, ALYSIA A  
PETTY, BENJAMIN N  
SCOTT, LATESSA M  
SERRANO, CAROLINA  
STREATER, MIKKAL L  
TILLMAN, SHIDAVA L  
TUIAANA, EVELYN M  
WHARTON, SHELITA R



## FMS Proponency (contd)

### December Promotions

#### TO LTC

KEATING, JEFFREY L  
PFUETZE, KARL B

#### TO MAJ

HILL, CHRISTOPHER

#### TO CPT

BALLENARIZA, YESIR A  
COLBETH, CASEY R  
COWSERT, MATTHEW T  
EVON, MATTHEW J  
GARLAND, CANDACE N  
GEIST, JOHANNES J  
GRADDY, MICHAEL L JR  
HARDMAN, HARRY B  
HERGERT, SPENCER J  
JOHNSON, TIMOTHY J  
KIM, JAE HYUN  
KUMLIEN KEVIN C  
MARTINEZ, TASHA S  
MOTON, ERIC L  
NIELSEN, JARED R  
PLOKHOVSKYY, VITALIY  
ULREY, DAVID L

#### TO 1LT

MARTINEZ, ANTHONY

#### TO MSG

HUERTASSANTANA, A

#### TO SFC

HARDWAY, LAWRENCE W  
HEREDIAMONTANO, C  
JONES, STEPHANIE L  
KENDRICK, SERENA G

#### TO SSG

COLE, YANA A  
MCGAY, ALYSIA A  
PETTY, BENJAMIN N  
SCOTT, LATESSA M  
SERRANO, CAROLINA  
STREATER, MIKKAL L  
TILLMAN, SHIDAVA L  
TUIAANA, EVELYN M  
WHARTON, SHELITA R

#### TO SGT

BRYANT, JERMEL M  
CHAMBERS, BRANDON Z  
DAVIS, JOHNATHON R  
ESTANISLAO, JACKIE C  
HERROD, JOCELYN D  
LYONS, STACEY J  
MOULTON, FERDINAND O  
NAVARRO, OSCAR A  
PERKEY, CHRISTOPHER J  
PERKEY, CORY A  
PERSAUD, DAVID  
SHARMA, PREETI C  
STEPHENSON, KAREN G  
ST. PIERRE, KATELYN R





## FMS Proponency (contd)

### DoD FM Certification Program



Vol. 1 Issue 1

FM Workforce – Going from Good to Great

December 2012

#### Comptroller's Corner

I am very excited about the new DoD FM Certification Program currently under development. The Program establishes a DoD-wide framework to guide professional development and to adapt to future requirements. The framework also provides a mechanism to ensure we are meeting critical training requirements, in areas such as auditable financial statements, fiscal law and decision analytics to better assist commanders and managers in using information to make decisions. The program will benefit you by: 1) providing a basis for requesting the training and professional development that you need to sharpen and continuously improve your skills; and 2) providing a structured framework that will tell you what you need to do at each step in your career, whether in your current job or in the job you want next. The Program is evolving rapidly. This newsletter will provide the latest information on Program status. A Pilot, with 650 participants, is currently underway. The FM Certification policy will be established in a Directive-Type Memorandum, which is now in coordination. Pending approval, phased implementation will begin in the first quarter of 2013.



Honorable Robert F. Hale  
Under Secretary of Defense  
(Comptroller) and  
Chief Financial Officer

### Financial Management Workforce Improvement Initiative

The Department has initiated a multi-year effort to develop a competency-based Financial Management (FM) Certification Program that will be applicable to the entire FM workforce. The Program is designed to ensure DoD meets the FM workforce and lifecycle management needs.

Similar to the Defense Acquisition Workforce Improvement Act Program, all FM positions will be coded as Level 1, Level 2 or Level 3. Level 1 is the basic or foundational level and Level 3 the most advanced.

All 05XX civilian Occupation Series positions and all military positions with a Finance or Comptroller military occupational specialty will be coded with an FM Certification Level 1, 2, or 3. Enterprise-wide, financial management competencies applicable to each financial management occupation have been established.

Each certification level will require a minimum number of training course hours and FM

experience. Training is targeted to specific FM technical competencies, DoD Leadership competencies, and specific topics such as Audit Readiness, Fiscal Law and Ethics.

Upon obtaining certification, a minimum level of continuing education and training credits will be required every two years.



### FM Certification Program Pilot

A DoD Financial Management (FM) Certification Program Pilot began July 2012 and is ongoing. The Pilot includes 650 members of the FM community from 13 different organizations. Two traveling teams from OUSD(C) and Washington Headquarters Services (WHS) briefed more than 200 Pilot participants on Pro-

gram policies and procedures and interactive computer-based training on the DoD FM Learning Management System (LMS). Many more financial managers were briefed at meetings/conferences. Virtual training is also planned for pilot participants.

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## FMS Proponency (contd)

### DoD FM Certification Program



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#### Policies and Procedures Update

The DoD Financial Management (FM) Certification Program provides a framework to advance the professionalism of the FM workforce and to adapt to future requirements. Certification makes a good workforce even better! It adds credibility to what we do and focuses on Decision Support and Audit Readiness. Since October, several policy decisions refining the Program have been made.

The FM Systems Competency training is narrowed to focus more on accounting and core financial systems. Required FM Systems competency course hours for Certification Levels 2 and 3 are decreased from 10 to 8 hours and

8 to 4 hours, respectively. Audit Readiness, Ethics, and Fiscal Law courses are required for Certification Levels 2 and 3; equivalent courses may now be substituted. Substitution business rules are under development. Substitutions are also allowed for DoD FM 101 Course Modules.

The draft waiver policy has changed. Time waivers are still permissible; however, the only content waiver is for the DoD FM 101 course. The Component Certification Authority (CCA) has authority to waive up to 6 of the 12 modules (except for Audit Readiness). The component may choose not to waive any modules or to waive fewer than six.

Finally, the alignment of the Defense Acquisition Workforce Improvement Act (DAWIA) courses with FM Competencies is completed. FM members in DAWIA-coded positions will achieve both certifications and much of their Acquisition training will count toward the FM Certification training requirements.

A Directive-Type Memorandum (DTM) is being used to establish the policy for the Program and will be followed by a DoD Instruction. Pending approval of the DTM, phased implementation will begin in late January 2013.

#### DoD FM Certification Program Governing Body

The Directive-Type Memorandum (DTM) includes a Governing Body which will establish and maintain business rules for aligning Financial Management (FM) and Leadership content of prior training courses (defined as training courses not listed in FM myLearn or the DoD FM Learning Management System).

The Governing Body is chaired by the Under Secretary of Defense (Comptroller)/Human Capital and Resource Management Director. The members consist of one primary representative from each of the following components: Air Force, Army, Department of the Navy, Defense Contract Audit Agency, Defense Finance and Accounting Service, Defense Information

Systems Agency, and the Defense Logistics Agency.

The Governing Body is considering four types of business rules for aligning prior professional development training (Active and Inactive Courses\*) to Financial Management Competencies. They are:

- Type 1 Courses – Inactive DoD FM and Leadership Courses.
- Type 2 Courses – Federal Government Non-DoD FM and Leadership Courses. (Active and Inactive)
- Type 3 Courses – Academic FM and Leadership Courses. (Active and Inactive)

- Type 4 Courses – Commercial FM and Leadership Courses. (Active and Inactive)

We will continue to report in our monthly newsletter additional business rules as they become available.

**\*ACTIVE** courses are courses which are available for civilian and military personnel.

**\*INACTIVE** courses are courses no longer available from providers.



**DO YOU KNOW:  
THE 23 ENTERPRISE-WIDE  
FM COMPETENCIES?**



## FMS Proponency (contd)

### DoD FM Certification Program



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### DoD FM Learning Management System Update

The DoD Financial Management (FM) Learning Management System (LMS) will be used by the FM Workforce to record and track accomplishments against the overarching FM Certification Program requirements. To date, the Proof of Concept (LMS test environment) was well received by the 13 organizations that volunteered to participate in the Pilot.

With the FM Certification Program policy issues decided,

we went "Live" (LMS production environment) on December 7.

**What does this mean to you?**

If you are in the Pilot, you will receive specific instructions from your component on what can you expect. FM Online is always a good source of FM information. (<https://fmonline.ousdc.osd.mil/>) It will have a new DoD FM LMS section that will provide specific information on how to use the DoD FM LMS. FM Online will also

include training materials, virtual training schedules, key events, points of contact and FAQs.

If you are not a Pilot participant, you are encouraged to keep abreast of what is happening with the overarching DoD FM Certification Program.

Your best source for information is FM Online (<https://fmonline.ousdc.osd.mil/>).

### Certification Program Requirements by Certification Level

	Level 1	Course Hrs	Level 2	Course Hrs	Level 3	Course Hrs
FM Competencies & Proficiency Levels 1 - 5 (PLs 1 - 5)	Financial Management Systems (PL1)	6	Financial Management Systems (PL3)	8	Financial Management Systems (PL5)	4
	Decision Support (PL1)	4	Decision Support (PL3)	8	Decision Support (PL5)	10
	Fundamentals and Operations of Primary Track (Accounting or Budget or Finance or Mil & Civ Pay) (PL1)	6	Accounting Analysis OR Financial Mgt Analysis (PL3)	10	Accounting Analysis AND Financial Mgt Analysis (PL5)	12
			Budget Formulation, Justification and Presentation OR Budget Execution (PL3)	10	Budget Formulation, Justification and Presentation AND Budget Execution (PL5)	12
			Concepts, Policies and Principles of Primary Track (Accounting, Budget, Finance, Audit, Commercial Pay or Payroll) (PL3)	10	Advanced Financial Management (PL5)	12
			Fundamentals and Operations of Alternate Track (Accounting or Budget or Finance or Mil & Civ Pay) (PL1)	6	Concepts, Policies and Principles of Alternate Track (Accounting, Budget, Finance, Audit, Commercial Pay or Payroll) (PL3)	10
Leadership Competencies	Lead Self Competencies	6	Lead Teams Competencies	10	Lead People Competencies	12
Other Required Courses	Course: DoD FM 101 (12 Modules*)	24	Courses: Audit Readiness, Fiscal Law, & Ethics	9	Courses: Audit Readiness, Fiscal Law, & Ethics	9
<b>Total Course</b>		<b>46</b>		<b>71</b>		<b>81</b>
FM Work Experience	2 years in DoD		4 years (2 in DoD)		8 years (2 in DoD)	
Developmental Assignment					At least one 3-month developmental assignment	
Sustainment Training	40 CET Hours		60 CET Hours		80 CET Hours	

\* 6 of 12 modules may be waived – except Audit Readiness

PL - Proficiency Level

**FOR MORE INFORMATION:**  
<https://fmonline.ousdc.osd.mil>



## Finance Corps Regimental Museum

### The Great Depression, the Finance Department, and the Civilian Conservation Corps.

One of the great experiments in Federal Government programs occurred from 1933-1942: the Civilian Conservation Corps (CCC). The United States and much of the world were in dire economic conditions as financial markets crashed, resulting in crushing unemployment- estimated at 13 million persons or almost 25% of the total workforce in the United States. (Steven E. Haugen, "Measures of Labor Underutilization from the Current Population Survey," Working Paper 424, U.S. Department of Labor, U.S. Bureau of Labor Statistics, Office of Employment and Unemployment Statistics, March 2009).

Many young men were wandering the country looking for work- a very socially destabilizing situation and one which the recently elected administration of President Franklin D. Roosevelt attempted to redress. The United States Army Finance Department was instrumental in funding the operations of the CCC.



Civilian Conservation Corps members with supervising Army Officers and Noncommissioned Officers



CCC work team on a rest break





## Finance Corps Regimental Museum Contd

The Office of the Chief of Finance (OCF), then the central budget office of the Finance Department, under Major General Frederick W. Coleman assumed the main responsibilities of CCC funding on 10 April 1933 and disbursed all CCC funds at that time. (United States Army Finance School, Special Text 14-160, History of the Finance Corps, 1775-1985. Fort Benjamin Harrison, IN, 1985, pp. 50-51). This was the largest peacetime mission of the Finance Corps since its inception in 1920- the budget for CCC being greater than the amount spent on the Spanish-American War. The pressure on the Finance Department and the OCF was tremendous as they received no increase in officer or enlisted strength to compensate for the expansion of official duties demanded by the War Department. Disbursing offices had authority to temporarily hire civilian employees or assign CCC enrollees as clerks- all of whom had to be trained by the disbursing office personnel. From 1933 to 1935 the CCC grew from an initial strength of 300,000 to 600,000.

Additionally, the OCF paid dependents of CCC enrollees, funded materials in support of public works projects and unemployment relief. The allotments from CCC enrollees's pay was a precursor to the later allotments arrangements for military and civilian pay established in 1942 under the Office of Dependency Benefits (ODB).



The legacy of the assistance by both the U.S. Army Finance Department in funding the Civilian Conservation Corps in the numerous forest conservation and construction projects during the 1930s live on today in numerous state and national forests throughout the United States. It was money well spent, shaping and preparing the young men who would soon be called to service in the armed forces of the United States during World War Two. The Finance Corps gets little credit for the immense tasks assigned it by the War Department at that time because it was "just part of the job". In a desperate time, the CCC- and by association the U.S. Army Finance Department- gave young jobless American men hope.

If you have questions about this article, or if you would like to contact the Museum Curator, call Mr. Robert McConnell at (803) 751-3771 (DSN 734) or send an email to [robert.s.mcconnell4.civ@mail.mil](mailto:robert.s.mcconnell4.civ@mail.mil)



## Financial Management Training Department (FMTD)

Our team is highlighted below with email contact information to address any questions you might have regarding our courses.

### Financial Management Training Department:

LTC Rick Stafford (Director of Training) - [richard.j.stafford2.mil@mail.mil](mailto:richard.j.stafford2.mil@mail.mil)

SGM Petra Georgeclement (Financial Management Operations Department SGM) - [petra.a.georgeclement.mil@mail.mil](mailto:petra.a.georgeclement.mil@mail.mil)

MAJ Rob Le'iato (ALM program manager and Instructor) - [robert.l.leiato.mil@mail.mil](mailto:robert.l.leiato.mil@mail.mil)

SSgt Jillian Thompson (Instructor and Training NCO) - [jillian.r.thompson2.mil@mail.mil](mailto:jillian.r.thompson2.mil@mail.mil)

### Financial Management Division:

MAJ Chris Harvey (Chief, FMD and DORMC Instructor) - [christopher.harvey3.mil@mail.mil](mailto:christopher.harvey3.mil@mail.mil)

CPT Jason Cowan (PPBE Instructor) - [jason.l.cowan.mil@mail.mil](mailto:jason.l.cowan.mil@mail.mil)

Mr. Curtis Freeman (ICAM Instructor) - [curtis.freeman2.ctr@mail.mil](mailto:curtis.freeman2.ctr@mail.mil)

Mr. Eric Evans (PCAM Instructor) - [eric.o.evans.ctr@mail.mil](mailto:eric.o.evans.ctr@mail.mil)

Mr. Robbin Long (GFEBS Cost Management Instructor) - [robbin.e.long.ctr@mail.mil](mailto:robbin.e.long.ctr@mail.mil)

Mr. Ken Harrington (GFEBS Financials Instructor) - [kenan.harrington.ctr@mail.mil](mailto:kenan.harrington.ctr@mail.mil)

### Leadership Development Division:

MAJ Grant Robitzsch (Chief, Leadership Development Division) - [virgil.g.robitzsch.mil@mail.mil](mailto:virgil.g.robitzsch.mil@mail.mil)

MAJ Maria Lindsey (Director, FMSCCC) - [maria.a.lindsey.mil@mail.mil](mailto:maria.a.lindsey.mil@mail.mil)

MAJ Heather Doran (Instructor) - [heather.d.doran.mil@mail.mil](mailto:heather.d.doran.mil@mail.mil)

CPT Maxine Reyes (BOLC Instructor) - [maxine.d.reyes.mil@mail.mil](mailto:maxine.d.reyes.mil@mail.mil)

CPT Tywan Purnell (BOLC Instructor) - [tywan.d.purnell2.mil@mail.mil](mailto:tywan.d.purnell2.mil@mail.mil)

CPT Joe Heron (Instructor) - [joseph.w.heron.mil@mail.mil](mailto:joseph.w.heron.mil@mail.mil)

The following list of our courses is meant to inform you of the services we will offer for the new calendar year (CY13).

While this is not a complete list of all classes scheduled through FY13, the Army Training Requirements and Resources Systems (ATRRS) is the source for additional scheduled classes and the means by which students can enroll in these courses. Also, consider that distributed learning courses are not covered below. Students enrolling in GFEBS and Cost Analysis courses will be shown in a "Wait" status. FMS will contact you with your confirmed reservation status.

### **Financial Management Captains Career Course :**

Class 001-13 reports 6 Jan 13, starts 7 Jan 13, and graduates 3 Jun 13

ATRRS course: 7-14-C22

POC is MAJ Maria Lindsey at [maria.a.lindsey.mil@mail.mil](mailto:maria.a.lindsey.mil@mail.mil)

### **Financial Management Officer/Branch Qualification Course):**

Class 001-13 reports 3 Feb 13, starts 4 Feb 13, and graduates 15 Feb 13

ATRRS course: 7-14-C20 (BQ)

POC is CPT Joe Heron at [joseph.w.heron.mil@mail.mil](mailto:joseph.w.heron.mil@mail.mil)



## Financial Management Training Department Contd

### **Financial Management Basic Officer Leader Course (BOLC-B):**

Class 001-13 reports 6 Jan 13, starts 7 Jan 13, and graduates 5 Apr 13  
Class 002-13 reports 31 Mar 13, starts 1 Apr 13, and graduates 27 Jun 13  
ATRRS course: 7-14-C20B  
POC is CPT Maxine Reyes at [maxine.d.reyes.mil@mail.mil](mailto:maxine.d.reyes.mil@mail.mil)

### **Financial Management Captains Career Course Reserve Component Phase 1 (one class in FY13):**

Class 001-13 reports 17 Mar 13, starts 18 Mar 13 and graduates 29 Mar 13  
ATRRS course: 7-14-C23  
POC is MAJ Heather Doran at [heather.d.doran.mil@mail.mil](mailto:heather.d.doran.mil@mail.mil)

### **Financial Management Captains Career Course Reserve Component Phase 3 (one class in FY13):**

Class 001-13 reports 2 Jun 13, starts 3 Jun 13, and graduates 14 Jun 13  
ATRRS course: 7-14-C23  
POC is MAJ Heather Doran at [heather.d.doran.mil@mail.mil](mailto:heather.d.doran.mil@mail.mil)

### **Financial Management Pre-Command Course/Leaders Preparatory Course (one class in FY13):**

Class 001-13 reports 12 May 13, starts 13 May, and graduates 17 May 13  
ATRRS course: 7D-F28  
POC is MAJ Grant Robitzsch at [virgil.g.robitzsch.mil@mail.mil](mailto:virgil.g.robitzsch.mil@mail.mil)

### **GFEBS Cost Management:**

Class 002-13 reports 6 Jan 13, starts 7 Jan 13, and graduates 18 Jan 13  
Class 003-13 reports 28 Apr 13, starts 29 Apr 13, and graduates 10 May 13  
Class 004-13 reports 16 Jun 13, starts 17 Jun 13, and graduates 28 Jun 13  
ATRRS course: 7D-F37/542-F19  
POC is MAJ Chris Harvey at [Christopher.harvey3.mil@mail.mil](mailto:Christopher.harvey3.mil@mail.mil)

### **GFEBS Financials:**

Class 002-13 reports 21 Jan 13, starts 22 Jan 13, and graduates 1 Feb 13  
Class 003-13 reports 12 May 13, starts 13 May 13, and graduates 24 May 13  
Class 004-13 reports 28 Jul 13, starts 29 Jul 13, and graduates 9 Aug 13  
ATRRS course: 7D-F38/542-F120  
POC is MAJ Chris Harvey at [Christopher.harvey3.mil@mail.mil](mailto:Christopher.harvey3.mil@mail.mil)

### **Principles of Cost Analysis & Management (PCAM):**

Class 002-13 reports 6 Jan 13, starts 7 Jan 13, and graduates 25 Jan 13  
Class 003-13 reports 24 Feb 13, starts 25 Feb 13, and graduates 15 Mar 13  
Class 004-13 reports 7 Apr 13, starts 8 Apr 13, and graduates 26 Apr 13  
Class 005-13 reports 2 Jun 13, starts 3 Jun 13, and graduates 21 Jun 13  
Class 006-13 reports 4 Aug 13, starts 5 Aug 13, and graduates 26 Aug 13  
ATRRS course: 7D-F43/542-F25  
POC is Mr. Curtis Freeman at [Curtis.freeman2.ctr@mail.mil](mailto:Curtis.freeman2.ctr@mail.mil)





## Financial Management Training Department Contd

### **Intermediate Cost Analysis & Management (ICAM):**

Class 002-13 reports 27 Jan 13, starts 28 Jan 13, and graduates 15 Feb 13

Class 003-13 reports 28 Apr 13, starts 29 Apr 13, and graduates 17 May 13

Class 004-13 reports 7 Jul 13, starts 8 Jul 13, and graduates 26 Jul 13

ATRRS course: 7D-F44/542-F26

POC is Mr. Curtis Freeman at [Curtis.freeman2.ctr@mail.mil](mailto:Curtis.freeman2.ctr@mail.mil)

## Capabilities Development & Integration Directorate (CDID)

**The Army's Financial Management Optimization Initiative:** On 24 September of this year, the Secretary of the Army directed that the entire FM community conduct a review of Army Financial Management processes, procedures, policies, organization constructs and workforce composition and recommend best practices, improved operations and greater efficiencies. The concept of operations are divided into 3 phases; Assess and Report, Refine, Adjust and Socialize and Execute. At a minimum the proposal will include:

1. Effective, Efficient and Auditable Processes: Provide recommended changes to the current operating procedures, processes and policies that will enable more efficient and effective financial operations. Also identify other potential integrating functional process changes that offer enhanced effectiveness, efficiency or auditability.
2. Organizational: The organizational review will include structure, roles and processes both intra- and inter-HQDA, ACOMs, and installation service support organizations, such as the Defense Finance and Accounting Service, and the operations and sustainment of financial systems. Recommend mission changes that will enable improved operations and enable greater efficiencies and effectiveness of financial operations.
3. Workforce: Provide a thorough review of current skills, grades and staffing levels and make recommendations to best execute, lead and manage the work flow. Identify where FM can potentially gain efficiencies and greater effectiveness with skill set utilization of active component financial management soldiers. Such opportunities should provide financial management experience, training and skills in the Institutional Army and translate into improved operational or tactical financial management performance.

The FM Transformation Task Force is reviewing all areas of FM processes, policies, organization and workforce composition. As a follow on effort from the October 16-18 MAINEX, task force will present 3 COAs to the Army FM Leadership for further guidance. After receiving guidance, the COAs will be sent to the field for feedback. Our directive is to submit a fully staffed and coordinated implementation plan no later than 28 March 2013 through ASA(FM&C) to the SEC Army. POC for this information is LTC Stephen C. Wright, at 803-751-8608, DSN 734 or [steven.c.wright28.mil@mail.mil](mailto:steven.c.wright28.mil@mail.mil).



## The Gryphon, December 2012 Edition

### Training Development Directorate (TDD)

**Combined Arms Products for Distributed Learning (CAPDL):** The Soldier Support Institute's (SSI) Training Development Directorate (TDD) and Financial Management School (FMS); Fort Jackson, SC are in the process of upgrading the Disbursing Operations and Resource Management Budget distributed learning (dL) Courses to ensure course materials are appropriate, accurate, and effective in order to meet the needs of our Army.

The FMS and TDD completed an internal analysis between July and October 2012. The purpose of the analysis was to compare the existing FMS Disbursing Operations and Resource Management Budget courses to ensure alignment with and incorporate changes resulting from doctrinal updates and changes to financial regulations, field manuals, and other relevant publications.

The upgraded distributed learning (dL) courses will be accessible by all Soldiers and civilians. However, the target audience is for those who perform disbursing operations or resource management functions. The maximum allowable time to complete either self-paced course is 24 months following enrollment. Soldiers or designated civilians must successfully complete the entire course before they receive any course credit.

The current projection for completion and access of the the Disbursing Operations Course and Resource Management and Budget Course is 1st Quarter and 3rd Quarter FY14, respectively, through the Army Learning Management System (ALMS). The Training Development Directorate's Disbursing Operations and Resource Management and Budget Course dL points of contact are Mr. A.D. Denson at commercial (803) 751-8295 (DSN 734) or [a.d.denson.civ@mail.mil](mailto:a.d.denson.civ@mail.mil) and Mrs. Gayla Corpening at commercial (803) 751-8661 or [gayla.m.corpening@ctr.mail.mil](mailto:gayla.m.corpening@ctr.mail.mil). The Chief of Education Services Division (ESD) is Ms. Anita Jones at commercial (803) 751-8390.

**General Fund Enterprise Business System (GFEBS) Financials Validation:** Validation is the process that determines whether training products and supporting materials perform as intended, the courseware complies with all applicable policy, and students can perform the objective to standard.

Following the first validation of the GFEBS Financials course in May 2012, the Financial Management School (FMS), the Training Development Directorate (TDD), and the Binary Contract Team coordinated to redesign the course based on student feedback. The improved GFEBS Financials course provides hands-on in-depth instruction related to the Financials end-to-end process, which include Funds Management, Spending Chain, Intermediate Documents (IDOCs), Project Systems, Reimbursables, Work Breakdown Structures (WBSs), Reimbursable Billing, Reports, and Period/Year End Close. The FMS and TDD revalidated the enhanced course at Fort Jackson 29 October to 9 November 2012 and received very positive comments from students.

Ten students, consisting of nine civilians and one NCO from various budget, audit, logistics, and resource management agencies, attended the course. The next GFEBS Financials course is set for 22 January to 1 February 2013 at Fort Jackson, SC. The point of contact is Terri Kelly, DSN 734-8154 or [terri.kelly1@us.army.mil](mailto:terri.kelly1@us.army.mil).

**Collective Training Update:** The Soldier Support Institute Collective Training Branch (CTB) develops unit training products for Human Resources (HR) and Financial Management (FM) organizations. Our primary training products are Collective Tasks (CTs), Warfighter Training Support Packages (WTSPs), and Combined Arms Training Strategies (CATS). There are currently 25 FM collective tasks and the CTB is in the process of developing four new collective tasks for the Division G8. These new tasks are scheduled for completion in April 2013. The CTB will also be reviewing/revising the Financial Management Support Detachment (FMSD) collective tasks during this fiscal year.



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### Training Development Directorate (TDD) Contd

The WTSPs provide units with standardized training materials to conduct detachment and/or team training within a garrison or local field environment on collective tasks. There are 13 FM WTSPs, which units can access through the Army Training Network (ATN), <https://atn.army.mil>. The CTB will review/revise the FM WTSPs in conjunction with the collective task review/revision.

The CATS is a document that provides commanders with a template to draw from as they develop their specific unit training plans. The CATS provide a progressive and sequential training path with recommendations of what, who, and how to train; replace the Army's Mission Training Plans, and describe how a particular unit type can train to and sustain the Army standard. There are three FM CATS: Financial Management Support-Center (FMSC), Financial Management Support Unit (FMSU), and Financial Management Support Detachment (FMSD). The CTB will review/revise the FM CATS in conjunction with the collective tasks and WTSPs. Units can access the CATS through the Digital Training Management System (DTMS) and ATN, <https://atn.army.mil>. The point of contact is CPT Anita R. Boone; Chief, Collective Training Branch, [anita.r.boone.mil@mail.mil](mailto:anita.r.boone.mil@mail.mil), 803-751-4059 (DSN: 734).

### Total Force Integration (TFI)

There seems to be quite a few exercises being formulated by various sources for our RC FM population. USARC is developing a Warrior Exercise/Combat Support Training Exercise (WAREX/CSTX) for the FMSCs, FMSUs and FMSDs to participate in along with their Sustainment Commands starting sometime in FY13. This new training concept will be performed at the regional Combat Support Training Centers (CSTC) located at Ft. McCoy, Ft. Dix and Ft. Hunter-Liggett. The U.S. Army Combined Arms Support Command (CASCOM) is also developing a Command Post Exercise – Functional (CPX-F) for all 3-COMPOS that is a home station, functionally-focused CPX event. The intent of these exercises are to put a large number of Army Reserve units in dedicated field settings that replicate real world conditions of Theater operations. The exercise will place our FM Soldiers in a setting where they can conduct tactical training and key in on technical skills, while functioning in an environment with opposing forces, giving them a sense of realistic training. This exercise goes beyond Diamond Saber (DS) as it will consist of role plays from FM Detachment level up through the ESC level of operations. Specified task is to transition DS exercise functionality into the WAREX/CSTX and CPX-F. DS would be an enhanced bridging strategy of FM technical tasks and functions integrated into Sustainment unit exercises. The bottom line is Sustainment Commanders will begin to take on the responsibility of preparing and certifying their respective FM units/organizations. The Financial Management School's (FMS) role and responsibility with the WAREX/CSTX, CPX-F, and DS is to ensure our FM Soldiers and Units participate in training that is meaningful and technically equitable. The FMS' mission is to produce FM Warriors who are technically competent and adept in current and contemporary "train as we fight" environments. The FMS' intent is to instill confidence and proficiency in FM Soldiers and Units by providing realistic/theater-specific FM training, certification, and validation prior to deployment, enabling successful execution of FM missions in austere or mature environments. Point of contact is LTC Niblett-Bethel / FMS, TFI / 803-751-8637 / [jimmie.niblettbethel@us.army.mil](mailto:jimmie.niblettbethel@us.army.mil).





## Your SSI Library

Cameron, Kim. Positive Leadership: Strategies for Extraordinary Performance. (San Francisco: Berrett-Koehler Publishers, c2008)

Positive Leadership presents a concise, accessible and practical guide to strategies that can help leaders reach beyond ordinary success to achieve extraordinary effectiveness, spectacular results, and positively deviant performance. Positive Leadership is based on analyses of organizations that have achieved levels of success that are exceptional. For example, the Rocky Flats Nuclear Arsenal closure and cleanup crew completed their assignment 60 years ahead of schedule, \$30 billion under budget, and made the area 13 times cleaner than was required by federal standards. This company's achievement far exceeded every knowledgeable expert's predictions of performance—it was abnormally positive. Carefully examining organizations such as this one has helped uncover some atypical leadership strategies that enable levels of performance which exceed expectations, excel beyond the norm, and reach almost impossible levels of excellence.

The US Army Soldier Support Institute Library has one copy of this book available. POC is Mr. Fred Bush, DSN 734-8114 or email [fred.bush@us.army.mil](mailto:fred.bush@us.army.mil).



## The Gryphon, December 2012 Edition

Disclaimer: The views and opinions expressed in the Articles from FM Warriors section are those of the authors and do not necessarily reflect the official policy or position of the US Army Financial Management School or the Finance Corps.

### Articles From FM Warriors

#### Embracing the Wave By: LTC Ozzie Arroyo



“Drink the GFEBS Kool-Aid, GFEBSULIZED (BG Thomas A. Horlander-ARCENT G8), WBS, Cost Centers, Bifurcated, or Plant” are among the many terms or acronyms that are inherent as we change the culture of financial management. Embracing the Wave is a transformation from a legacy accounting system to a capability that provides transactional detail. Like any type of change, it takes time and is a cultural shift that necessitates change management or more than often a positive attitude to influence and make believers out of naysayers. Accounting by definition has not changed and is the process of recording, classifying, or summarizing data in order to enable our decision makers to make timely quantitative and qualitative analysis. Along with documented evidence and a processed oriented accounting “trail”, we then achieve auditability more importantly promoting stewardship and transparency. Embracing the GFEBS wave is not a Revolution in Military Affairs (RMA). RMA idea is not likely to reappear as a catchy slogan, but the conceptual skeleton can still serve as a useful framework for analysis, especially when a historical perspective informs that analysis. Embracing the Wave is a Shaping Operation, an operation at any echelon that creates and preserves conditions for the success of the decisive operation. In simple terms, shaping operations (i.e., GFEBS) establishes conditions (i.e., transactional detail) for the decisive operation (i.e., 100% transformation and autonomous GFEBS functionality for all ARCENT funding programs) though effects on the enemy (i.e., clean audit/audit readiness) may occur throughout the operational area (i.e., ARCENT the Main Command Post at Shaw and the SWA theater of operations), and involve any combination of forces and capabilities (i.e., the fiscal triad).

Legacy systems, Standard Army Finance Information Systems (STANFINS), or Resource Management Tool (RMT) to a name a few are among the multitude of systems to record financial transactions for U.S. Army and Department of Defense Agencies. These systems are either nearing extinction; far less utilized, or subsumed by the General Fund Enterprise Business System (GFEBS). “While the department’s systems do tell us where we are spending taxpayer funds, we do not yet have the details and controls necessary to pass an audit. This is inexcusable and must change. Until now, the Pentagon has never been subjected to a so-called “clean audit.” The Department of Defense will have to achieve audit readiness by 2014 and provide Congress with auditable financial statements by 2017,” Defense Secretary Leon Panetta said. As previously stated by Dr. Mary Sally Matiella, Assistant Secretary of the Army, Financial Management and Comptroller (ASA FM&C) during her June 2012 visit at Army Central (ARCENT) G8, Shaw Air Force Base, Sumter, South Carolina, “GFEBS is the enterprise system that will enable the Army to capture cost at the transactional level in order to achieve audit readiness.” ARCENT’s unprecedented success to deploy GFEBS under Wave 8a at Shaw Air Force Base on April 1, 2012 followed by 8b on July 1, 2012 in the Central Command (CENTCOM) area of responsibility (AOR) is by no means serendipitous. This article describes ARCENT’s 8a/8b campaign plan not as a phased operation but rather an integrated and synchronized approach that involved significant mental capital, preparation, deployment, sustainment, flexibility, metrics, and leadership.

**Preparation.** Simplicity, coordination (tactical, operational, strategic, or national level), and unity of effort were among the essential ingredients to ARCENT’s successful deployment of GFEBS. We are not oversimplifying the technical aspects or rigid requirements to deploy GFEBS nor deny the well deserved credit attributed to GFEBS key players in ARCENT (i.e., COL Marcia Smith ~ Task Force GFEBS or Jeffery Chappelow ~ Theater GFEBS Fusion Cell). Throughout the entire preparation leading to the deployment of GFEBS 8a/8b, ARCENT nested the key GFEBS tasks (e.g., User Assignments, Fund Centers, GRC, On-Site Sup-

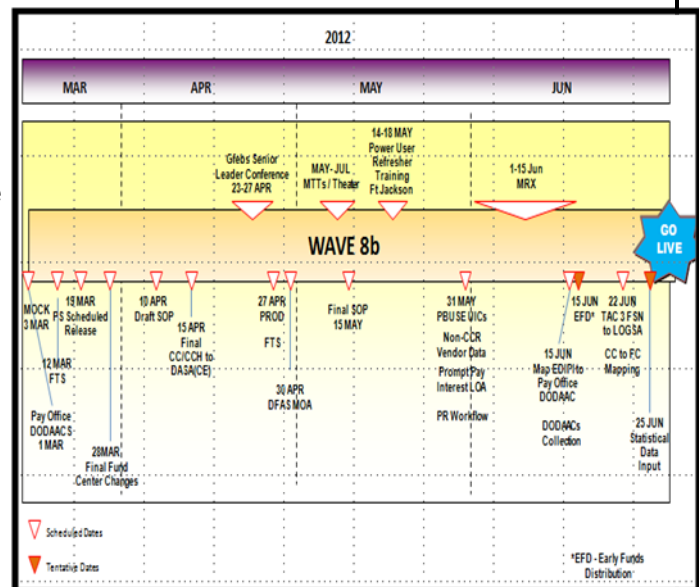


## Articles From FM Warriors 'Embracing the Wave' Contd

8a/8b, ARCENT nested the key GFEBS tasks (e.g., User Assignments, Fund Centers, GRC, On-Site Support, Fund Centers, Cost Centers, SPS, Pay Entity, Spillage, et al) utilizing Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities as a criteria for developing ARCENT's readiness scorecards. These readiness scorecards are simple "stoplight charts" that the ARCENT G8 leadership employed to gain consistent situational awareness.

ARCENT's "Communicate Line of Effort" was paramount to the accomplishment of our deployment objectives through effective communication that simultaneously nested our GFEBS deployment messages, themes, or intent across all spectrums. We achieved this by publishing a CENTCOM fragmentary order that amplified ARCENT G8's authority as the Southwest Asia (SWA) proponent for 8a/8b deployment while integrating all "apexes" of the fiscal triad (i.e., Resource Management, Contracting, and Financial Operations). We gained buy-in from the affected stakeholders from the tactical user, institutional level (e.g., Financial Management School) all the way to the Office of the Under Secretary of Defense (OUSD) Comptroller when we convened the Theater GFEBS Senior Leader Summit on April 2012. As a capstone or culminating event, all ARCENT fund holders conducted a technical mission rehearsal exercise that focused on the key theater GFEBS end to end processes from Purchase Request, Purchase Order, intermediate documents (IDOC), remedy tickets via Theater GFEBS Fusion Cell (TGFC), payment, and funds control by way of a merged status of funds (SOF) that combined legacy and GFEBS SOF.

**Deployment.** ARCENT Main Command Post (MCP) at Shaw Air Force Base went live in GFEBS on April 1, 2012 and the SWA Theater of operations on July 1, 2012. As most organizations would candidly share, there is period of stillness ("the calm before the storm") upon the go-live date, mixed emotions, perplexed look, or excitement upon receipt of the first IDOC/PR/PO/ payment under GFEBS. Yes, there were users who even after 60-days have not even logged-in to GFEBS even after receipt of the infamous GFEBS message, "If you are receiving this message, you have completed all required training for the GFEBS user roles assigned to you. Starting 2 April, you will have access to all of your assigned GFEBS user roles and will be able to work in GFEBS to perform your related job responsibilities." Why was it not business as usual for ARCENT (Shaw or in Southwest Asia)? Though we have similar organizations such as Forces Command or Installation Management Command who have turned the corner, embraced GFEBS, or considered expert practitioners of GFEBS, ARCENT's unique funding programs necessitated innovative flexibility. The velocity of requirements in theater (e.g., stock fund, commodities, services, construction, LOGCAP, STRATLIFT, et al) dwarfs the day-to-day transactions in CONUS/OCONUS or a non-deployed environment. ARCENT could not simply turn the key "100 percent GFEBS" on go-live date. This would have risked or adversely delayed mission critical requirements that our war fighters need. Commands were provided the latitude to continue



SWA Theater (Wave 8B) NSF/P2P Processing Schedule								
Phase I: 01 July 2012 (4th Qtr, FY12):								
Transaction Type	HQ/CFLCC	ASK-KU	ASG-QA	1st TSC	USFOR-A RB	RC-E	RC-S	CSTC-A
Commodity Contracts	GFEBS	GFEBS	GFEBS	GFEBS	Legacy	Legacy	Legacy	Legacy
Service Contracts (new starts - enduring)	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	Legacy
Service Contracts (new starts - non-enduring)	GFEBS	GFEBS	GFEBS	GFEBS	Legacy	Legacy	Legacy	Legacy
Construction (non-MIPR)	GFEBS	GFEBS	GFEBS	GFEBS	Legacy	Legacy	Legacy	Legacy
CERP	N/A	N/A	N/A	N/A	Legacy	Legacy	Legacy	N/A
ACSA-Payables	Legacy	N/A	N/A	N/A	Legacy	N/A	N/A	N/A
ACSA-Reimbursable	Legacy	N/A	N/A	N/A	Legacy	N/A	N/A	N/A
ASFF	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Legacy
Stratlift	GFEBS	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Stock Fund	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	N/A
MIPRs/Direct Charges	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	GFEBS	Legacy
DoD Civilian Pay	GFEBS	GFEBS	GFEBS	GFEBS	Legacy	N/A	N/A	N/A





### Articles From FM Warriors 'Embracing the Wave' Contd

using legacy systems and if the conditions are ready transform from legacy systems to GFEBS. Though ARCENT exercised a phased-approach for the remainder of FY 12, legacy transactions are to be subsumed into GFEBS (also on a phased-approach) at the beginning of FY 13. In simple terms as described by BG Horlander (ARCENT G8), "If a transaction started in legacy, it stays in legacy. If a transaction is a new requirement or an option year, then this gets processed in GFEBS according to ARCENT's phased implementation." Having deployed the last, "7 Waves of GFEBS" a key essential task that BG Horlander emphasized was funds control achieved through a timely, accurate, and merged status of funds. Simply stated conceptually, "legacy status of funds (i.e., Enterprise Reports in RMT) plus GFEBS status of funds (i.e., Budget Reporter/Command Budget Reporter under Business Intelligence) equals merged status of funds." This by itself is another article with the introduction of several Sub-Activity Groups (SAGs) in the ARCENT funding program. We would submit that this has been a game changer as ARCENT prosecuted FY 12 year-end closeout with a combination of transactions in legacy and GFEBS. Further down in this article, we shall discuss several business practices that continue to shape GFEBS sustainment for ARCENT Wave 8a/8b (i.e., The Theater GFEBS Fusion Cell, Wave 8a/8b Score Cards, and Metrics).

**Sustainment.** Now that we have crossed the "line of departure", sustaining life after GFEBS deployment required an integrated approach in doing business. ARCENT G8 leveraged and established the Theater GFEBS Fusion Cell (TGFC) working side-by-side with Task Force GFEBS. ARCENT has benefitted under the leadership and technical prowess of Colonel Marcia Smith (TF GFEBS) and Jeffery Chappelow (TGFC Officer in Charge). Their unparalleled leadership, knowledge of resource management, financial operations, systems interfaces, and more importantly common sense problem solving continues to influence the successful transformation from legacy systems to GFEBS. The TGFC comprised of members from all apexes of the Fiscal Triad, will provide the single source of full-spectrum expertise and operational problem solving, which enables self-sustaining enterprise business operations in theater. To date, the TGFC has provided coordinated guidance, daily advisories, and identified systemic issues requiring immediate attention. Their efforts are linked with GFEBS Program Management in Kingstowne, Virginia, Defense Finance and Accounting Service (DFAS), ARCENT funded activities, Contracting, or the Financial Management Center (FMSC).

#### Theater GFEBS Fusion Cell Key Tasks

1. Serves as the authoritative Theater Help Desk (16 hours per day)
2. Performs troubleshooting/problem resolution in major areas: IDOC Errors (SPS Interface), IDOC Errors (FCM Interface) - operated from CONUS, and IDOC Errors (CIVPAY/DCPS Interface) - operated from CONUS
3. Conducts daily problem resolution IPR w/ CONUS reach back organizations
4. Monitors/tracks outstanding unresolved GFEBS errors
5. Coordinates with PM GFEBS/DASA-FO/USAFMSCOM/DFAS on issues that require reach-back resolution
6. Conducts Pre- "Go-Live" GFEBS readiness exercise & transitional training
7. Documents lessons learned to refine theater business process

The GFEBS On-Site Support (OSS) working in concert with the Theater GFEBS Fusion Cell are currently working side-by-side with Commanders, Financial Managers, Contracting, or GFEBS ARCENT users in CONUS or OCONUS. On-Site Support provides full functionality to commanders in order to receive real time financial data or cost management tools. The OSS capability enables commanders (requirements owners) to gain operational control of the GFEBS enterprise system that accounts for resources, assures full system functionality, site sustainment, and trained operators (GFEBS Users).



## Articles From FM Warriors 'Embracing the Wave' Contd

Colonel Marcia Smith has successfully integrated the ARCENT GFEBS campaign plan through a variety of venues ranging from unit collaboration during the Theater Boots on the Ground (BOG) meetings, working groups at the ARCENT, operational, or HQDA level, and continuous weekly in-progress review (IPR). Through operational collaboration and problem solving, ARCENT has engineered a systematic pathway in anticipating ways/means to bridge emerging GFEBS sustainment gaps and refining processes as ARCENT achieves full operational capability (FOC) in the adaptation of GFEBS in a deployed theater of operation.

**Metrics.** Measures of Effectiveness (MOE) is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. As we visualize the end state of GFEBS deployment, "we've got to see and assess ourselves" said Horlander. To this end, the Theater GFEBS Fusion Cell monitors the ARCENT daily activity and reports the SWA GFEBS Theater Metrics on a weekly basis. Each report cites a defined benchmark, identifies trends, and establishes goals. This ultimately allows GFEBS users to mitigate systemic/endemic issues or revel on their best business practices. As of press time, ARCENT G8 pulls and evaluates approximately 20 reports. These reports range from ARCENT Funding Program (Legacy vs. GFEBS) Totals, Number of Open GRC Requests and Average Age, Unfunded/Uncertified Purchase Requests, a variety of IDOC Error Trends, Funds Control Module Error Count, or Remedy Tickets, et al. In tactical terms, if we understand the problem we can describe the time, space, or resources we need to mitigate the systemic issues, direct a focused/coordinated effort, and achieve the end state. This is nothing more than the "Art of Battle Command" Understand, Visualize, Describe, and Direct.

**Conclusion.** Regardless of the task, involved leadership that provides purpose, direction, or motivation are imperative tenets. The knowledge, skills, or attributes we have acquired, as adaptable/agile Financial Managers are invaluable. Success has never been a singular achievement but a "team sport" that requires selfless service, sharing of information, and caring. It has always been said, "Folks don't care what you know, they care if you care, and once they know you care then they care about what you know." The GFEBS story and experiential transformational events are bountiful. Involved/focused leadership in our view has been the core foundation or as strategist would say "center of gravity" to the successful deployment/employment of GFEBS in ARCENT or elsewhere. Embracing change or adapting to the future is not simply a popular phrase or another Lean Six Sigma/Total Quality Management Mantra. It is a way of life that nest the ARCENT five lines of effort, "Ready Tonight, Sustain the Fight, Shape the Future, Transition for Tomorrow, and Communicate for Success." As we endeavor to be audit ready by 2014, achieve a clean audit, and pass the various mandated audit exams, we are communicating that we are good stewards of taxpayer dollars. We are demonstrating due-diligence that we could account for the "cost of war" thus further leveraging our "precious" purchasing power during a volatile period of looming budget constraints. "GFEBIANS we salute you!" Are you now ready to embrace the Wave?

**ABOUT THE AUTHOR:** LTC Ozzie Arroyo is a former Chief of Proponency, U.S. Army Financial Management School. His most recent assignments include Combat Adviser of the Iraqi National Police Transition Team, Compensation/Entitlements Program Analyst Army G-1, and Regional Command-South CJ8 in Kandahar, Afghanistan. He currently serves as the Deputy Director of ARCENT G8 Financial Operations Division. He is a graduate of the Command and General Staff College.

ARCENT GFEBS Wave 8b Readiness Scorecard (CONOPS/DCA)			
DTL/MP/CC	TOPIC	REMARKS	STATUS
D	Legacy/GFEBS Split	AFPI/Allocation requirements for legacy and GFEBS. Submitted to ABO 24 May 12	G
D	EFDI/Creation of Statistical Data	Identify End Users - Submitted to GFEBS 18 Jun 12	G
D	JCCS Vendor Data	Due 31 May 12 - completed	G
D	Prompt Pay LOA	ARCENT submitted 31 May - USMTM still debating whether interest will hit USASAC or AICM FC	A G
O	PR Workflow	List all personnel and Funds Approval limits. Establish L1/L7 Approvals - Due to ARCENT 25 May and due to GFEBS 31 May 12 - completed	G
D	PBUSE UICs Collection/Mapping	New due date - 8 Jun - need CC prior to submission - submitted 6 Jun 12	G
D	TEWLS Crosswalk	Need WBS prior to submission - 30 Jun 12	G
O	Early Funds Distribution	Awaiting funds from ABO	G
D	DODAAC Collection	Due 15 Jun 12 - Being worked at SAFB - completed	G
D	Pay Office DODAAC	Map EDIPI to Pay Office DODAAC - Submitted 15 Jun 12	G
D	DODAAC/TAC 3 FSN	Communicate GFEBS TAC 3 FSN to LOGSA - Due 22 Jun 12 - SAFB - completed	G
D	CC to FC Mapping	Cost Center to Fund Center mapping - Due 22 Jun 12 - completed	G
O	Creation of Statistical Data	Start 25 Jun 12	G
D	Master Data Validation(MDV)	Due 26 Jun 12	G
T	Merged SOF	Completed	G
T	GPC	SCCS Pilot - CFLCC, ASG-KU/QA and TSC complete	G
D	MDV-PBUSE	Due 31 Jul 12. Received ASG-QA - expect to get ASG-KU on 30 Aug	G



Disclaimer: The views and opinions expressed in this article are strictly those of the author and not the US Army Financial Management School or the Finance Corps.

Articles From FM Warriors

## Proposed Active Component Cuts Put Reserve Financial Management Support Centers at Risk

By Major William C. Keltner

Any cuts to the number of Active Duty personnel assigned to Reserve component financial management support centers could degrade the quality of oversight of financial management operations

With the wars in Southwest Asia ending, the Active Army will soon shrink. Now that the withdrawal from Iraq is complete and the withdrawal from Afghanistan is being planned, proposals for reducing Army personnel are picking up steam. In these times, no Active component (AC) duty position is completely safe from the looming chopping block. If proposals surface that include eliminating the AC positions that are assigned to the Reserve component (RC) financial management support centers (FMSCs) - stop, look, and listen. I believe there would be risks involved with such cuts.

I recently served as the operations officer of the 469th FMSC, which oversees the control and disbursement of public funds on the battlefield. I have observed firsthand the valuable contributions to operations, planning, and training made by the AC personnel working in these positions to ensure that the 469th FMSC has proper oversight of taxpayer dollars. I also bear witness to what can happen when not enough oversight of financial management (FM) is provided. Actually, we need only look at the historical relevance of the RC as part of the total force, the critical FM mission of the 469th FMSC within the RC, and the work performed by AC personnel in an FMSC to realize that eliminating these positions may have far-reaching, negative consequences.

### End Strength Reduction

From a historical perspective, a post-war drawdown is inevitable. One should expect AC strength to be reduced after a drawdown of wartime operations. Since the birth of our Nation, the Active Army has ramped up during wartime and drawn down during peacetime. As Field Manual (FM) 1, The Army, points out, "After the Revolutionary War, the government reduced the Army to fewer than 100 Soldiers. This action began a recurring pattern of small peacetime forces followed by wartime expansion."

However, we now find ourselves in a different kind of war: a protracted war on terrorism. During World War II, we knew where the Axis Powers were located. We battled on the front lines until their militaries and governments were defeated. Now, no front lines exist. Our current enemies are sometimes hard to find, are not always state sponsored, and may obtain unconventional weapons that can reach deep into the heart of our country. FM 1 states—

Today's enemies include nonstate organizations. Their members and power sources are hard to find and defeat. New enemies may appear with little warning. This situation makes it impossible to determine when the War on Terrorism will end. It places a premium on operational flexibility and adaptability—attributes of Army forces with balanced capabilities. It requires Army forces to sustain a consistently high readiness level.





## Articles From FM Warriors Contd

### Total Force Concept Outside of War

Our military, as a total force, has always relied on a capable Reserve force that is larger than the Active force. The Army Reserve must maintain a high state of readiness as indicated by the Total Force Concept.

The current critical importance of the Army Reserve is illustrated by Secretaries of Defense who have handed down guidance concerning how the Reserves are a vital part of the total force. Secretary of Defense Melvin R. Laird's 21 August 1970 policy memorandum, Support for Guard and Reserve Forces, stated, "Economies will require reductions in overall strengths and capabilities of the active forces, and increased reliance on the combat and combat support of the Guard and Reserves. . . . A total force concept will be applied in all aspects of planning, programming, manning, equipping, and employing Guard and Reserve Forces."

Secretary of Defense James R. Schlesinger's 23 August 1973 policy memorandum, Readiness of the Selected Reserve, stated, "Total Force is no longer a concept. It is now the Total Force Policy which integrates the Active, Guard and Reserve forces into a homogenous whole." Clearly the total force depends on Reserve forces to be ready to perform their wartime missions.

### 469th FMSC Mission

The 469th FMSC has a vital mission within the total force. It ensures FM support to the theater C-8, J-8, and G-8 in support of overseas contingency operations, with emphasis on the full range of FM operations within the U.S. Southern Command (SOUTHCOM). The 469th provides technical oversight for all FM companies and detachments in theater and for all theater finance operations. This support includes negotiating with host-nation banks, advising unit commanders on the use of local currency, and coordinating with national providers.

The 469th FMSC also sustains Army, joint, and combined operations by providing timely contractual and procurement payment and theater disbursing capabilities. In short, it ensures public funds are not lost and are disbursed properly so that the Army can accomplish its mission. The 469th's important mission is made even more critical during these times of great budgetary constraint.

The AC personnel are leaders who direct, plan, and supervise daily staff operations and ensure personnel are trained, equipped, and ready to perform their missions. The experience, expertise, and networking connections that AC personnel bring to the 469th FMSC are invaluable for training during battle-assembly weekends, annual training, and deployments. The AC personnel shoulder most of the training burden and offer day-to-day coordination and planning, which is made possible by their AC experience.

### The Importance of Expert Oversight

The 469th FMSC is theater-committed to SOUTHCOM. Accordingly, the 469th provides FM support to U.S. Army South as it executes contingency operations in the SOUTHCOM area of responsibility. This support is provided by an FM team of AC personnel who deploy within 48 hours of notification as part of U.S. Army South's initial-entry task force. In 2010, the team quickly deployed to Haiti to set up disbursing operations after Hurricane Tomas. These Active Duty personnel provided the immediate response critical to initial-entry disbursing operations. If the operation depended on the mobilization of RC personnel, the response would have been much slower.

The 469th FMSC was the exercise agent for Diamond Saber 2010. Diamond Saber is the Finance Corps' premiere annual FM exercise involving up to 50 units and more than 600 personnel across all 3 Army components. Participants receive training on their wartime missions, such as management of commercial vendor services and disbursement operations, financial management support, and military pay operations. Exercise agent duties rotate to a different FMSC each year. The 469th FMSC could not have accomplished



## Articles From FM Warriors Contd

this colossal task without the planning and operational involvement of its AC personnel. Thus, removing the AC personnel may curtail the ability of RC FMSCs to host future exercises.

Providing technical oversight through the proper funding and management of FM units within a theater of operations is the 469th FMSC's primary wartime mission. For this, the AC personnel play a major role in mission planning, training, and execution.

During its previous deployment, the 469th FMSC provided oversight of all FM companies and detachments supporting Operations Iraqi Freedom and Enduring Freedom. It managed one treasury and two local depository accounts with monthly balances exceeding \$200 million. It centrally funded over \$2 billion in U.S. and foreign currency to the FM units. The 469th also coordinated with the Defense Finance and Accounting Service, the Army Financial Management Command, the Federal Reserve Bank of Boston, the U.S. Treasury, the Iraqi Ministry of Finance, and others to increase Iraq's confidence in its financial institutions and to reduce the amount of U.S. dollars in theater. The 469th FMSC's AC personnel played a major role in all of these wartime accomplishments.

Overall, the 469th ensures public funds are properly disbursed so the Army can accomplish its mission. But does the buck stop there? Who is ultimately responsible? With recent transformation, the Army has removed all FM units from the mission command of FM experts such as the 469th FMSC. FM units are now under the mission command of sustainment commanders. The sustainment commanders are in charge of both the FM mission and the FM units executing that mission now that FM is a sustainment mission.

I have spent the last 8 years with sustainment commands, where I worked as a comptroller, FM support operations officer, and FMSC operations officer. Most commanders and staff that I have seen within the sustainment community are happy to be actively engaged in accomplishing their FM mission. Some of them are not. I have seen occasions when FM personnel have not been used within their FM occupational specialty. Amazingly, I even saw a sustainment command use an HR staff officer to oversee all FM operations in Iraq. Often I have found that sustainers are just too busy with other logistics concerns and have neither the training nor the time to be FM experts.

### **The Buck Stops Where?**

Naturally, the Army's sustainment commanders depend on FMSCs now more than ever to have the overall technical expertise to ensure that FM units are accomplishing the FM mission throughout the theater. However, if the FM mission is not accomplished, funds may be mismanaged or lost, the overall mission of the maneuver commander on the battlefield may be placed in jeopardy, and the sustainment commander may be held to blame.

Unfortunately, it seems that FM experts are in short supply. Recent news reveals the effects of not having enough FM experts to oversee the spending of the taxpayers' money in Afghanistan and Iraq.

Richard Lardner of the Associated Press reported on 30 August 2011 that "as much as \$60 billion intended for financing U.S. wars in Iraq and Afghanistan has been lost to waste and fraud over the past decade. . . . Much of the waste and fraud could have been avoided with better planning and more aggressive oversight, the commission [on wartime contracting] said." The military wasted \$60 billion because of a lack of expert oversight!



## The Gryphon, December 2012 Edition

### Articles From FM Warriors Contd

The AC positions were integrated into the RC for good reason. They were a critical necessity then, and in my opinion, they still are. AC personnel are not an extra luxury to embellish the Reserve FMSCs. They are a must. Cutting the AC personnel from the 469th FMSC would unequivocally remove its critical AC experience, expertise, and FM oversight, causing some dire consequences. The unit's mission readiness would significantly decrease. The 469th FMSC would lose the ability to provide SOUTHCOM contingencies with the level of support that it provided in Haiti. The ability to conduct Diamond Saber would be severely hampered. The ability to conduct central funding operations and internal control as part of technical oversight support for theater units would be greatly diminished. Training readiness for the FMSC's mission would also decrease.

The better choice is to keep the AC positions in place. If that is not feasible, another recommended course of action would be to replace the AC personnel with Active Guard Reserve personnel who could at least provide the needed expertise and full-time support. If neither is done, FM oversight of funds may be further diminished. At the end of the day, the potential risk is having more losses of funds critical to supporting the operational needs of the Soldier during war and peacetime at home and around the world.

**ABOUT THE AUTHOR:** Major William C. Keltner is a developer of Financial Management Concepts and Doctrine for the Concepts Development and Integration Directorate at the U.S. Army's Soldier Support Institute. He holds a bachelor's degree in English and Drama from the University of South Alabama. He is a graduate of the Adjutant General Officer Basic and Advanced Courses; the Planning, Programming, Budgeting, and Execution System Course, the Resource Management Course, and the Combined Arms and Services Staff School.

### RAFINO & RAFINCO

#### The Society of Retired Finance Officers (RAFINO) and The Society of Retired Finance Noncommissioned Officers (RAFINCO)

RAFINO and RAFINCO are fraternal/social organizations put together and run entirely for the enjoyment of soldiers who spent at least a large part of their Army life as Finance Corps soldiers. Every Finance soldier eligible for retirement is eligible for membership in one of the two organizations. The organizations offer a fun way to stay in contact with your friends and renew friendships with those whom you may have lost contact with over the years.

The sole purpose for the organizations is fellowship. The two come together every two years for a festive reunion. Cities where the reunions have been held in the past include Washington, D.C., Indianapolis, Las Vegas, Ft. Jackson, Orlando, Branson, Tacoma, San Antonio and in 2014, Baton Rouge. These venues offer a great opportunity to not only visit great spots in the US but, as mentioned above, visit with old friends ... and meet some new ones. In addition to the land-based reunions, RAFINO also sponsors a cruise to different ports of call in the non-reunion years.

Each organization hosts a web site for its members. Check them out: [www.RAFINO.org](http://www.RAFINO.org) and [www.RAFINCO.org](http://www.RAFINCO.org). The sites are maintained by volunteer members and carry news of members and announcements of upcoming events. RAFINO has an online application ([www.rafino.org/NewMemberForm](http://www.rafino.org/NewMemberForm)). Hardcopy membership applications are available in the *Gryphon* and dues are very affordable: RAFINO dues are \$10.00 per year (dues are waived for the first year of membership) and RAFINCO dues are \$10.00 per year (as with RAFINO, dues are waived for the first year of membership).

Join one of these two great groups and continue to enjoy the company of men and women with whom you have experienced so many "adventures" during your Army life. The groups have a great history, dating to the beginning of RAFINO in 1987 followed by RAFINCO in 1994. Bets are that you will enjoy camaraderie and "networking" among your old and new friends.

Membership applications follow on the next two pages.





The Gryphon, December 2012 Edition

## RAFINO Membership Application

### *RAFINO Membership Application*

(see also online application at: <http://www.rafino.org/NewMemberForm>)

Abbrev. Rank: \_\_\_\_\_

Last Name: \_\_\_\_\_

First Name: \_\_\_\_\_

Middle Initial: \_\_\_\_\_

Spouse: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Last 2 digits of Year Retired (or "Active"): \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_

State (X X): \_\_\_\_\_

Zip+4: \_\_\_\_\_ - \_\_\_\_\_

Phones:

Home	FAX	Work	Cell
_____	_____	_____	_____

Birth Month (01-12) \_\_\_\_\_ Birth Day: (01-31) \_\_\_\_\_

Provide A short biographical note on your Army Financial Mgmt. Experience/assignments:\*

Send your application with \$10.00 dues payment to the RAFINO Treasurer:

LTC Imre Volgyi

3112 WATERFRONT DR

Chattanooga, 37419-1535



## RAFINCO Membership Application

# MEMBERSHIP APPLICATION

## SOCIETY of RETIRED U.S. Army Finance Noncommissioned Officers

### RAFINCO

If you are a retired Finance Corps NCO, or retirement eligible, please consider joining other fellow retired Finance NCO's in RAFINCO.

Members get a chance to reminisce of days past, renew old friendships, join in the fun at reunions, and keep in touch with important happenings in the Finance Corps today.

RAFINCO's goal is the same as that of our counterpart, RAFINO (the Society of Retired U. S. Army Finance Officers), which is "Helping Keep the Finance Family Together", and we will accomplish this by:

- Issuing a complete membership roster twice each year
- Publishing newsletters four times a year about members and the Corps both past and present
- Organizing or assisting with reunions: **Next reunion is in San Antonio, TX**
- Actively supporting the Finance Corps Association

#### Current officers:

##### President:

SGM (Ret) Bill Tolbert  
2218 Railway Cir  
Gold River, CA 95670-6200  
Phone: 916-903-7381  
Email: william.tolbert@comcast.com

##### 1<sup>st</sup> Vice President:

SGM (Ret) Stan Gillaspie  
1303 Belclaire  
San Antonio, TX 78258-4452  
Phone: 210-764-1226  
Email: sgillaspie@yahoo.com

##### 2<sup>nd</sup> Vice President:

1SG (Ret) Tom Ward  
55 Salmon Falls Rd  
Rochester, NH 03868-8620  
Phone: 603-332-0741  
Email: tomward@metrocast.net

Secretary/Treasurer: MSG (Ret) Harry Miller Phone: 303-840-9616 Email: hrmiller90@msn.com  
Or hrmiller90@q.com

RAFINCO Website: [www.rafinco.org](http://www.rafinco.org)

YES! As a retired, or retirement eligible Finance Corps NCO, I want to share in the camaraderie of membership in RAFINCO.

Name \_\_\_\_\_ Spouse's Name \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_

Home Phone \_\_\_\_\_ Publish in Newsletter? Yes \_\_\_\_\_ No \_\_\_\_\_

Email \_\_\_\_\_ Spouse's Email \_\_\_\_\_

Retired Rank \_\_\_\_\_ Date Retired \_\_\_\_\_ Date of Birth \_\_\_\_\_

Clip on the dotted line above and mail with \$24.00 (\$14.00 for the first year annual dues plus \$10.00 initiation fee).  
Make checks payable to RAFINCO and mail to:

RAFINCO  
c/o MSG (Ret) Harry Miller  
6531 S. Trailway Cir  
Parker, CO 80134-6224



## Finance Corps Association

Post Office Box 10069

Fort Jackson, SC 29207

E-mail – membership@fincorps.org

First Name  Middle Initial  Last Name  Rank

☐ New Member  
(Please complete all  
information)

☐ Renewal  
(Include membership  
number)

☐ Change Address/  
Information (Include  
membership number  
and annotate changes)

Membership  
Number

### Select Mailing Prefix

☐ Mr. ☐ Mrs. ☐ Ms.

☐ Rank ☐ Other

ACOM

UNIT

**Check Component: Check only one box below. If retired military, check designation prior to retirement.**

☐ Active Duty

☐ Army Reserve

☐ Civilian Private Sector

☐ Civilian Government Service

☐ Other Services (Air Force, Coast Guard, Marines, and Navy)

☐ National Guard (enter state)

**Check Status if Military (Active Duty, National Guard, Reserve, or Retired)**

☐ Active Duty  
(Including AGR)

☐ Reserve Component  
(USAR/ARNG Not AGR)

☐ Retired Military

### Address Instructions

Your name will be used as the first line of your mailing address unless noted otherwise. If your name should not appear as the first line of your mailing address, be sure to show it on the appropriate address line. It is your responsibility to keep your address current through the FCA website.

Please Remit to:  
Finance Corps Association  
P.O. Box 10069  
Fort Jackson, SC 29207

Mailing Address

City

State

ZIP

Work Phone (DSN)

Work Phone (CML)

Home Phone

E-Mail

### Membership and Payment Schedule Selection

☐ Regular Term: 1 Year \$20 (New Member \$15)

☐ Gold Term: 3 Years \$50

#### Life Membership Payment Schedule

	Age	1st Year	2nd Year	3rd Year	Total
<input type="checkbox"/>	17-26	\$125	\$100	\$75	\$300
<input type="checkbox"/>	27-36	\$125	\$100	\$45	\$270
<input type="checkbox"/>	37-46	\$100	\$75	\$65	\$240
<input type="checkbox"/>	47-56	\$100	\$55	\$55	\$210
<input type="checkbox"/>	57-66	\$100	\$50	\$30	\$180
<input type="checkbox"/>	67- UP	\$75	\$25	\$20	\$120

### For Association Use ONLY

Date Received

Check Number/Amount

Member Number

Expiration Date

Remarks