



AMERICAN SOCIETY OF MILITARY COMPTROLLERS

To Promote Education, Training and Professional Development in All Aspects of Military Comptrollership

November 2017

Washington Chapter



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President's Message

Krystyna Kolesar



As we go to press, we are getting ready for another election. Depending where you dwell in the Washington D.C. Chapter geographic area, you may be witnessing our democratic engine in motion. For example in Virginia where I live, we have the highly visible gubernatorial race. I'm hoping that everyone made an effort to vote who had the opportunity – a great privilege in our nation.

It is difficult to believe that we already have one month of the new fiscal year 2018 behind us! Unfortunately, we began FY2018 under a Continuing Resolution (CR) which represents the 9th straight year of starting under a CR. Put in context, these CRs have totaled more than 1,000 days which equates to almost 3 years. Nevertheless, our Defense Secretary has directed us to focus our attention on the following three lines of effort: improve readiness by way of increased lethality, expand and strengthen alliances and partnerships, and reform business practices.

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Congressional:

- [CBO](#)
- [House Appropriations](#)
- [House Armed Services](#)
- [Senate Appropriations](#)
- [Senate Armed Services](#)
- [Congress.gov](#)

Speaking of business practice reforms, I want to update you as we continue to examine our operations to ensure we offer our membership the best opportunities. For example, we recently launched a Tiger Team effort to explore the best location for our monthly meetings. This Tiger Team was led by Dr. Jennifer Miller--our diligent greeter and hostess of our monthly luncheons--and Ms. Millie Thompson--our long-standing Chair of the Luncheon Committee. The Tiger Team collected data from several local hotels and restaurants and generated an extensive selection criteria. After a careful and thorough dialogue on the cost-benefit analysis, the Executive Board determined that our current venue--the Westin Hotel--offers us the optimal location for the cost. Thank you, Tiger Team, for the delivery of such an excellent, well-researched product! Next on our agenda, we will review the monthly luncheon price to determine whether we can generate greater attendance. Stay tuned!

Another notable achievement for our Chapter comes in the communication arena where our highly skilled webmaster Mr. Wayne Whiten reports that for the first time ever, our Washington D.C. Chapter has "zero hits against 94 known blacklists." This enormous success translates into a greater outreach to our extensive ASMC membership. Thank you, Wayne, for keeping our digital frontier safe and effective!

Your ASMC Chapter continues to offer excellent training opportunities with our luncheon speakers, most recently Mr. Joe Marshall, Acting Assistant Secretary of the Navy (FM&C) and upcoming with Mr. Stephen Herrera, Acting Director for Budget Operations and Personnel, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller.

In closing, I request your participation in assisting us to establish your Washington D.C. Chapter as a keystone for your training opportunities! As always, we ask that you share any thoughts and ideas with us.

Best, Krystyna

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Date	Upcoming Events / Sponsor / Speaker / CPEs	Location
16 Nov 17	Monthly Meeting	Westin, Crystal City
1 Dec 17	2018 NCR PDI Registration Open	
7 Dec 17	Toys for Tots and Capital Area Food Bank Food Drive	Army-Navy CC, Arlington VA
7 Dec 17	ASMC Washington Chapter Holiday Social	Army-Navy CC, Arlington VA
8 Jan 18	Wreath clean-up for Wreaths Across America	Arlington National Cemetery
18 Jan 18	Monthly Meeting	Westin, Crystal City
8 Mar 18	ASMC NCR PDI (Save the Date!)	Reagan Building, Washington DC

November Meeting



[USAF Bio](#)

Speaker: *Mr. Stephen Herrera*

Acting Director of Air Force Budget Operations (SAF/FMBO)

Time: *Social 11:30am, Lunch 11:45am*

Date: *Thursday, November 16, 2017*

Location: *Westin
1800 Jefferson Davis Highway
Arlington, VA 22202*

Stephen Herrera, a member of the Senior Executive Service, is the Executive Director for Headquarters Air Force Special Operations Command (AFSOC), Hurlburt Field, Fla. Mr. Herrera assists the AFSOC commander as the senior civilian focal point for ensuring all force development, combat capabilities, and resourcing allocations are effectively synchronized and integrated to meet warfighter requirements. He plans, develops, and implements mechanisms to validate current and future requirements; leveraging science and technology in support of equipment modernization and training transformation initiatives.

Please register by Wednesday, Nov 15th at WWW.WASHINGTON-ASMC.ORG

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October Meeting Recap

19 October 2017 Guest Speaker: Mr. Joe Marshall, “Learning from Failure”



Mr. Joe Marshall, Acting Assistant Secretary of the Navy, Financial Management & Comptroller, offered a constructive presentation about failure supplemented by personal anecdotes of his past and present observations. His presentation began with the Department of the Navy’s (DON) audit environment. That is, the increasing accountability for audit progress and associated initiatives of commander and comptroller feedback, enterprise-wide performance reporting tied to SES/FOs, and enterprise-wide issues requiring greater discipline among processes such as internal controls, journal vouchers, and one of the DON’s biggest challenges – property and IT management. Mr. Marshall specifically pointed out a gap in specific training on business basics. Thus, targeted training for FOs/GOs, and SESs as well as selected GS14-15s is currently underway. One significant observation Mr. Marshall made was that the current state of DON audit readiness and audit opinion did not materialize overnight – it’s been a journey.

Next, Mr. Marshall dived into the types of audit opinions and DON expectations. DON currently holds a disclaimer of opinion and expects another disclaimer for the FY17 audit rather than regress to an adverse opinion given their dedicated efforts like specific training. However, Mr. Marshall reflected on his personal experiences earlier in his career and the culture of the military’s drive for quick success. He pointed to emotional conversations supporting the lingering question, “Why aren’t we doing better faster?!” Other questions Mr. Marshall explored included the dynamic nature of success regarding audit opinions or disclaimers of opinion. He supports a concept of progressive success, stepping stones to improvement and standardization. Disclaimers of opinion fall short of the goal, but are a measurable building block of success.

Finally, Mr. Marshall looked ahead at the future highlighting how accountability should not be understood as blame. Additionally, he provided that learning and high-performing organizations possess abilities like identifying the current reality, understanding the tasks to achieve standards, and distinguishing between organizations working to reach major goals and organizations needing aid to understand new standards. Mr. Marshall declared the only source of competitive advantage is the people who work for DON. His thoughts were followed by inspirational quotes of failure. To conclude, Mr. Marshall considered what we can learn from failure. This included “patience is a learned thing,” “A clean audit opinion doesn’t mean all is well. There will still be a list of failures,” “Listen to understand, not just react,” “There is a great entrepreneurial spirit in the DON and we need to harness it in more effective ways,” “Few of us are absolutely right on incredibly complex issues,” “We all have a leadership role to play,” “We try to go faster in conflict, and need to learn to slow down to maximize learning, not create more problems.”

Something many may want to look up is Mr. Marshall’s recommended review of the 2015 study: “Lying to ourselves: dishonesty in the Army profession” by Wong, L., & Gerras, S. J. from the Army War College. Mr. Marshall touted the Navy, Air Force, and Army examples of we could learn from.



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Chapter News



*AMERICAN SOCIETY OF
MILITARY COMPTROLLERS
WASHINGTON CHAPTER
HOST THE
ANNUAL HOLIDAY SOCIAL*

*THURSDAY, DECEMBER 7, 2017
5:30 – 8:30 PM*

*ARMY-NAVY COUNTRY CLUB
1700 ARMY NAVY DRIVE, ARLINGTON, VA 22202*

FOOD, FUN, FELLOWSHIP AND CASH BAR

SEE YOU THERE...

Register Online at:
<https://secure3.rhq.com/ireg/public/index.cgi?evid=R14-07-23-ASMC>

Costs:
\$25 members & Guests
\$30 Non-members & Guests

POCs:
Ms. Nicole McClenic at 703-692-5811, nicole.m.mcclenic.civ@mail.mil
Mr. Hairo Ortiz at 703-692-7868, hairo.r.ortiz.civ@mail.mil



Bring an un-wrapped toy to support USMC Toys for Tots.



MEMBER OF
**FEEDING
AMERICA**

Bring a can of food to donate to the Capital Area Food Bank to help take hunger of the map!



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FM Article

“Resource Management and Economic Analysis”, by Patricia Corey, CDFM, CGFM

Economic Analysis (EA) is unfamiliar to many who have not had to perform or review one. So for this month’s ASMC article, I thought a good topic would be to talk about what an economic analysis is and the critical role it plays in resource management.

Economic Analysis is a systematic approach to the problem of deciding how to use scarce resources to meet an objective. That definition sounds a bit formal, but each of us probably do some type of informal economic analysis in our personal lives every day when making decisions. Whether the objective is large (a home purchase), or small (where to eat lunch), we commonly think through the benefits and costs of the different alternatives. As an example, in considering alternative restaurants for lunch, one restaurant may be more expensive, and with better food, but the service is slower. If time is a constraint (have to get back to work), then the slower restaurant becomes less attractive in the benefit analysis we do in our head. While informal, the process we go through to make these decisions is essentially an economic analysis approach, even if we don’t explicitly call it an economic analysis.

With our restaurant example, the level of rigor in our economic analysis was very informal. When performing an Economic Analysis for the Department of Defense, the level of formality and rigor in the analysis will increase with the significance of the objective (in terms of dollars, impact, visibility, etc.) and with the requirement to perform the analysis. While some level of economic analysis should be performed for all decisions of how to expend Air Force resources, there are some decisions where a formal documented economic analysis is required. Some of the formal requirements to perform an economic analysis are specific to a Branch of Service. There are other times where an economic analysis is required by legislation, the Office of Management and Budget or Department of Defense level regulation. While not all inclusive, some of these requirements include:

- 1) Clinger Cohen Act Certification (law, DODI 5000.02, DODI 5000.74, DODI 5000.75)
- 2) Product Support Business Case Analysis (law)
- 3) Construction Projects (DoD Financial Management Regulation)
- 4) Defense Working Capital Fund Capital Investments (DoD Financial Management Regulation)
- 5) Capital Assets (OMB Circular A-11)

So far we have discussed the ubiquity of informal economic analysis in decision making and that there are times when we will need to have a higher level of rigor in our economic analyses, but it is probably important to address why economic analysis is an integral part of sound resource management.

While the United States budget has grown over time, the competition for those budget dollars has become progressively more severe. As figure 1 shows, between 1967 and today, the Federal Budget has been increasingly dominated by mandatory spending and net interest. Further, the Congressional Budget Office projects the trend to continue through their 2027 forecast. The Department of Defense by contrast is consuming a smaller share of the budget over time. Since the overall level of the Federal budget has consistently increased, the absolute dollars appropriated to the Department of Defense has not experienced the strict percentage declines shown in figure 1. That being said, the current trends are not favorable, particularly when considered in conjunction with the structural nature of mandatory spending.

-Continued next page.



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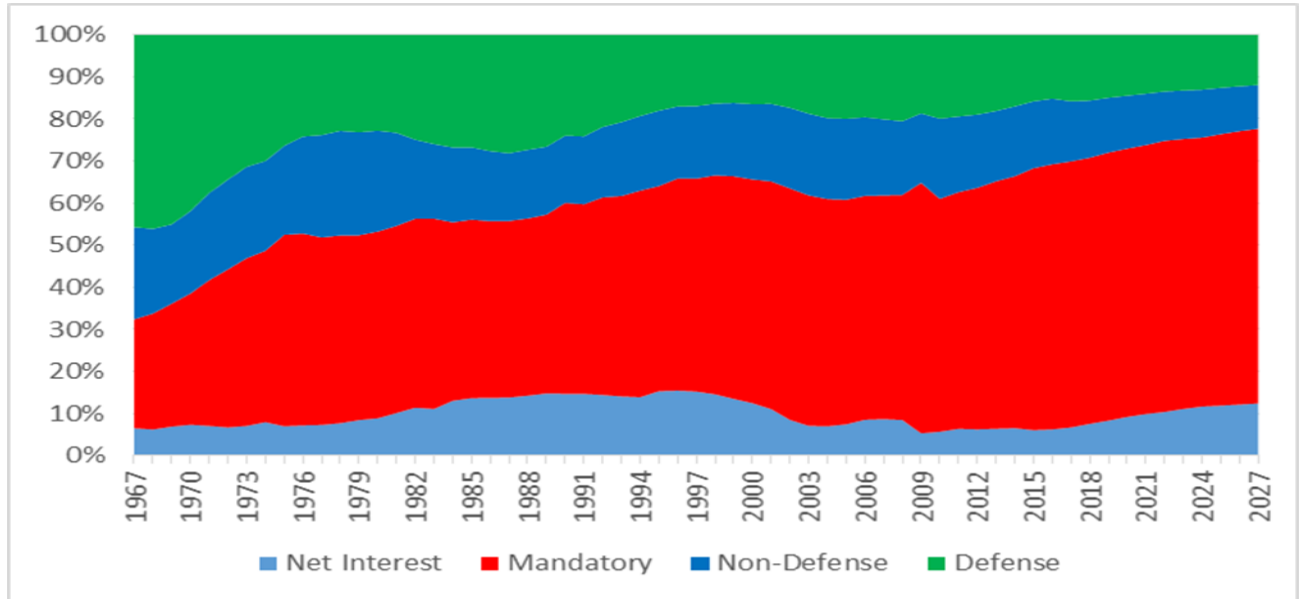
Washington Chapter



FM Article

Continued...

Figure 1 – Federal Outlay Trends



Source: Congressional Budget Office, Budget and Economic Outlook: 2017 to 2027

So, how does this budget context relate to economic analysis? Particularly with tighter budgets, optimum use of resources is critical to building an effective warfighting force. Inefficient use of resources results in a reduction in dollars available to invest in innovative weapons, sustaining quality personnel and maintaining training and readiness. In order to make the best possible resource decision, we must understand cost, risk, and the benefits of each alternative available. Economic analysis provides a rigorous framework by which we can take these considerations into account. As such, in using the economic analysis framework provides the decision-maker with an excellent structure by which to make decisions about which resource expenditures will best contribute to the Department of Defense mission.

One of the Principles of war is “Economy of Force”. Essentially this principal tells us to “employ combat power available in the most effective way possible; allocate minimum essential combat power to secondary effects”. This principal is founded in the same concept as economic analysis ... scarcity. The Economy of Force Principle is not only applicable in wartime, but it is also applicable as we prepare for war. Resources consumed inefficiently in preparation for war will decrease available combat power in war. As a result, as resource managers, economic analysis, both formally and informally, should become an integral part of our efforts to ensure the warfighter is best prepared to wage America’s wars.

Sources:

- Department of Defense Instruction 7041.03, September 9, 2015
- Office of Management and Budget, Circular A-94, October 29, 1993
- Department of Defense 7000.14-R, Financial Management Regulation, Volume 2A, Chapter 1
- Air Force Manual 65-501 & 65-506, August 29, 2011
- American Society of Military Comptrollers, Enhanced Defense Financial Management Training Course, 2013
- Clinger Cohen Act, February 10, 1996



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Training & Education



GLEND A SCHEINER, SES,
DFMC3, CDFM-A
Director, Human Capital &
Resource Management
OUSD (Comptroller)

I am very pleased to announce that effective September 12, 2017, OUSDC launched a pilot for virtual training for members of the FM Certification Program (active users in FM LMS). The first course offering began September 18, 2017. The courses offered currently are FM related; however, we expect to add leadership courses very soon! This training is available to members of the FM community designated in the FM Certification Program, at all certification levels, and at all locations. This training is a great complement to our existing web-based training in that it allows for a deeper dive into various topics and provides a live instructor to facilitate learning. This program is funded by OUSD(C) and provides a no-cost training opportunity to DoD FMers.

Each month, multiple courses will be offered across 8 time zones. When registering for an event, users should pay close attention to the course time zone. We hope that the different time zones will accommodate the various DoD scheduling needs.

National Association of State Boards of Accountancy (NASBA) CPEs will be awarded by the vendor upon the user's completion of the course. The courses are acceptable to meet initial FM Certification and CET requirements. Full participation and attendance is required for credit. Depending upon the length of a selected course, 8-32 CPEs may be awarded. This training will be provided by a commercial vendor through a virtual classroom. For those not familiar, a virtual classroom functions very much like a normal classroom. There is live instruction provided with teacher/student interaction within a classroom environment and course related classroom activities. Attendance and participation is managed electronically by the instructor. Students collaborate, learn, and interact with an instructor in a real-time, virtual environment. All participants interact via two-way audio and through the virtual environment.

Supervisory approval is required before registering. Once approval has been received, the FM user will need to create an account through the link provided below. Within 1 business day, the vendor will contact the user to provide a unique User ID and password to be used for registering for courses.

Create an Account: <http://learn.managementconcepts.com/DoDFMVirtual>

For any questions on this program, please contact Tracy Gifford (OUSD(C)) at tracy.l.gifford2.civ@mail.mil.

For technical support, please contact DODSupport@managementconcepts.com.

Program information is available on the CET Resources webpage <https://fmonline.ousdc.osd.mil/CET/cet.aspx>



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Training & Education



FY18 Class Schedule



SYRACUSE UNIVERSITY DEFENSE PROGRAMS

ACC 18-I 27 Nov–15 Dec 2017
ACC 18-II 5 Feb–23 Feb 2018
ACC 18-III 16 Apr–4 May 2018
ACC 18-IV 30 Jul–17 Aug 2018

ECC 18-I 8 Jan–26 Jan 2018
ECC 18-II 5 Mar–23 Mar 2018
ECC 18-III 7 May–25 May 2018
ECC 18-IV 4 Jun–22 Jun 2018

SRMC 9 Apr–13 Apr 2018

Defense Comptroller Program (DCP) - 2019
16 May 2018 – 31 July 2019



Whitman
Syracuse University

DEFENSE PROGRAMS

Army Comptroller Course (ACC) - 3 weeks
GS 9-12; LT-CPT; SFC-MSG
Entry Level Resource Management

Executive Comptroller Course (ECC) - 3 weeks
GS 12-13; CPT-MAJ; MSG-SGM
Advanced Resource Management

Senior Resource Managers Course (SRMC) - 1 week
GS 14-15; LTC-COL; SGM
Senior Level Resource Management

Defense Comptroller Program (DCP) - 14 months
GS 11-14; CPT-MAJ; SFC-MSG
Dual-Master Degree Program

FOR MORE INFORMATION CONTACT:
Command CJEC member

Army Comptroller Proponency Office (ASAFM.ARMY.MIL)
Syracuse University Defense Programs (FAMACHIN@SYR.EDU)

Army POC: tawanda.patton.civ@mail.mil

Other Services and Private Sector POC: famachin@syr.edu (315) 443-2898

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ASMC National News



American Society of Military Comptrollers

To promote education, training and professional development in all aspects of military comptrollership.

[Click here to access the National ASMC home page](#)



ASMC National 2017 PDI took place May 31 – June 2, 2017 in San Diego, California. Presentation slides are available at <http://pdi2017.org/workshop-slides>.

ASMC

Online Learning Center

Members earn continuing professional education credits by viewing and testing recorded educational sessions and the Armed Forces Comptroller.



Upcoming Training Events

Centrally-Funded EDFMT Course

November 27 2017

Falls Church, VA

Centrally-Funded EDFMT Course

November 27 2017

Indianapolis, IN

CDFM Module 3 Onsite Refresher Course

December 07 2017

Tyson's Corner, VA

Module 4 Acquisition Business Management Course

January 17 2018

Rosslyn, VA (Archway Training Associates)

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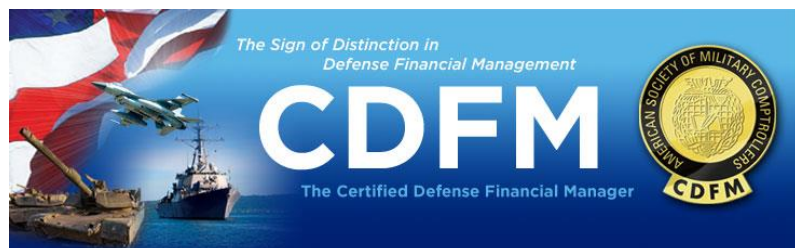


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ASMC offers the Certified Defense Financial Manager (CDFM) educational program and certification designation to those persons desiring to demonstrate proficiency in the core aspects of Defense Financial Management.

For more information, visit: <http://www.asmconline.org/certification/cdfm-information/>

Congratulations to our newest CDFMs!



Lloyd Bayliss
Patricia Corey
Kim Devoto
Suzanne Fleming
Janna Freedle
Kenneth Hennessy

La Jackson
Brigid Jacobs
Richard Krewson
Edward Martin
Jonathan Moak
Tracy Schnarrs

While most candidates in the CDFM program are civilian or military/reserve members of the Department of Defense, U.S. Coast Guard, U.S. Army, U.S. Air Force, U.S. Navy, U.S. Marine Corps or employees of defense contractors or suppliers, the CDFM program is open to all candidates who have a high school diploma (or equivalent) and meet the following work experience qualifications:

Have the required number of years of defense-related financial management experience outlined below:

- **Two (2) years if you hold an Associate's degree or higher;** or
- **Three (3) years if you do not have a degree.**

OR

Do not have defense-related financial management experience, but can meet the following criteria outlined below:

- **Four (4) years of Federal government-related financial management experience;** and
- **An Associate's degree or higher.**

There are three steps involved with earning your CDFM:

1. Enroll in the CDFM Program. Your enrollment is valid for two (2) years, during which time you must take, and successfully pass, the three CDFM module examinations.

2. Submit Your Verification of Financial Management Experience Form. This form, which must be signed by a supervisor who can verify your work experience, must be returned to ASMC after enrolling in the CDFM program. You do not have to submit this form prior to taking a CDFM examination, but it is required prior to the awarding of the CDFM designation.

3. Purchase and Schedule the CDFM Examinations. Be sure to carefully – and completely – read the criteria associated with each testing option for the CDFM examinations. Failure to do so can result in the purchase of the wrong CDFM examination and/or the inability to test at your preferred location



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Air Force Vice President Mr. Benjamin J Yarish, benjamin.j.yarish.civ@mail.mil 703-695-4442
Air Force Assistant Secretary Ms. Pat Corey, patricia.a.corey5.civ@mail.mil, 703-614-7941

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Committee Chairs

Training and Education

Chair: Terry Placek and Millie Thompson

Dick Reed	CDFM	orangedad44@gmail.com	
Wendy Pouliot	Awards/Essay Chair	wendy.pouliot.civ@mail.mil	703-697-0156
Jessica McClain	Scholarship	jmcclain@williamsadley.com	202-371-1397
Milford E. Thompson	Luncheon	milford.thompson@navy.mil	202-685-1524
Terry Placek	Training & Education	terryplacek@yahoo.com	703-599-4514

PDI

Chair: Deb Delmar

Deb Delmar	NCR PDI & PDI Silent Auction	debra.delmar@vanguard-llc.com	703-593-6667
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Outreach and Publicity

Chair: Wayne Whiten and Jeff Norris

Veniceza "Vee" Critton	Competition	veniceza.g.critton.civ@mail.mil	703-695-6458
Jeff Norris	Community Service	jnorris@kpmg.com	202-533-4024
Dan Olden	Membership	dolden@kpmg.com	202-533-5183
Rocky Wilber	Photographer	rocky.wilber@dfas.mil	571-372-7190
Michael Monson	Newsletter Editor	monsonm@get-integrated.com	703-795-6086
Wayne Whiten	Webmaster	wayne.whiten@calibresys.com	703-797-8831

Audit

Chair: David Zavada, dzavada@kearneyco.com / 703-931-5600



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