



AMERICAN SOCIETY OF MILITARY COMPTROLLERS

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



September 2019

Washington Chapter

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President's Message

Ms. Leslie Ferguson



The end of summer is a time of change. The changing of seasons, a new school year for many, and for us a new fiscal year. It is a very busy and challenging time for most of us at work and at home. With change also comes opportunity. An opportunity to start new and to look for innovative ways to "do things differently"... or perhaps improve on something existing.

We had the distinct honor of Mr. Easton, Deputy CFO, OUSD(C) speaking to us about change, audit, and data analytics at our August luncheon. He explained that changing the culture of our organizations will be key to a successful long-term audit strategy. The next steps for the DoD financial statement audit are to: improve data quality, improve analytics training, expand capabilities to be an analytics shared service capability, improve data automation, and focus on change management and user adoption.

I would like to welcome Mr. Stephen Herrera as our chapter president-elect. Mr. Herrera is currently performing the duties of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Headquarters US Air Force. Thank you Steve and all of the ASMC Washington Chapter Executive Board members for volunteering your time and energy.

Your Executive Board strives to deliver meaningful and relevant events and information. We have established our budget for this year that will continue to support exciting events and activities. I think you will be pleased with the top-notch training and community service opportunities this fall that you won't want to miss! Details are provided in this newsletter regarding our line-up of excellent luncheon speakers, volunteering opportunity to support the DC Central Kitchen, chapter sponsored mini-courses at no cost to our members, and the 2019 Annual Holiday Social.

I would also like to bring to your attention the ASMC Value Proposition and benefits information that was distributed via a membership update message and the ASMC Engage collaboration platform. We have included details in this newsletter. There are several sections included; such as what ASMC supports, what our members need, what ASMC provides, the results derived, why we do it, and what makes us unlike other professional associations in meeting our member needs.

I encourage you to help us make the Washington Chapter a fundamental component of your professional activities! We ask that you share any thoughts and ideas with us.

Have a great Fiscal Year End!

Leslie

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Upcoming Events

Date	Upcoming Events / Sponsor / Speaker / CPEs	Location
17 Sept 19	ASMC Community Event – DC Central Kitchen / 0900-1200 hrs	425 2 nd St. NW, Washington, DC
19 Sept 19	ASMC Chapter Luncheon Meeting / Army / Mr. Wallace, SES, Deputy G-1, USA / 1 CPE	The Westin, Crystal City
14 Oct 19	Deadline for Gold and Silver Corporate Members to Submit PDI 2020 Workshop Nominees	
17 Oct 19	ASMC Chapter Luncheon Meeting / Navy / Mr. John Adams, SES, Director of FMS, DON FM / 1 CPE	The Westin, Crystal City
21 Nov 19	ASMC Chapter Luncheon Meeting / USAF / TBD / 1 CPE	The Westin, Crystal City
1 Dec 19	NCR PDI 2020 Website Registration Opens	On-line Registration
11 Dec 19	Holiday Social	Army Navy CC, Arlington VA

Featured Article



COL Todd Handy

LOOKING FORWARD BY LOOKING BACKWARD

You never know what kind of hidden surprises you'll find when you least expect. That happened to me a few months ago when I was perusing around a used book store and found in the dollar bin a book that was published nearly 25 years ago, "Hope is Not A Method: What Business Leaders Can Learn From America's Army" by former Army Chief of Staff GEN(R) Gordon Sullivan and Michael Harper.

Published in 1996, I thought it would be an interesting read to see what the former Chief of Staff had to say about the Army at that time with the hindsight I experienced, having been commissioned in 1997. The Army of the mid 1990s just came out of the decades long Cold War, and was still high on the success experienced in Operation Desert Storm. The world around the United States had changed, and, consequently, the Army needed to change with it. According to GEN(R) Sullivan, "what was needed was a *transformation*...our task was to transform a successful organization, to take the best Army in the world and make it the best army in a different world."

The challenges faced by the Army of the mid 1990s are not really that much different to those the Army is facing today. The decade plus engagements in Iraq and Afghanistan are winding down, and we're now facing new threats in Europe and the Pacific. We are transitioning from a counter-terrorism focus to a renewed emphasis on great power competition. Once again, our task is to take the best Army in the world and make it the best army in a different world. We are seeing that now with the Army's focus on modernization and developing new ways to fight and win our Nation's wars.

Continued next page...



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Featured Article

Continued:

For example, the Abrams tank, the Bradley Fighting Vehicle, and the Black Hawk helicopter are all platforms fielded in the 1980s. It's argued each has reached the end of its upgradable shelf life, and as the Army transitions to a new way to fight through multi-domain operations, it's now time to make the technological leap to the next generation that will replace those aging platforms.

What can we learn from the Army's transformation in the mid 1990s that we can apply to the modernization toward multi domain operations the Army is facing today? While "Hope is Not A Method" isn't meant to provide a narrative and context to the transformation the Army was undergoing at that time, rather its target audience is leaders of any organization undergoing significant change. Despite that, there are lessons that can be learned that we can apply to not only to the Army's modernization emphasis, but to any organizational leader undergoing change. Herein is where the authors provide 11 rules for guiding change (w/excerpts):

- ❖ **Rule One: Change is Hard Work** – "...transformational leadership requires a personal and very hands-on approach, taking and directing action, building the confidence necessary for people to let go of today's paradigm and move into the future."
- ❖ **Rule Two: Leadership Begins with Values** – "...by emphasizing values, the leader signals what will not change, providing an anchor for people drifting in a sea of uncertainty and a strategic context for decisions and actions that will grow the organization."
- ❖ **Rule Three: Intellectual Leads Physical** – "...without the tough up-front work of intellectual change, physical change will be unfocused, random, and unlikely to succeed."
- ❖ **Rule Four: Real Change Takes Real Change** – "...critical processes provide the link between thinking about change and actually effecting change, because by changing the critical processes – not simply making adjustments at the margin – the leader creates a pattern, a structure, for doing things differently at the most basic level."
- ❖ **Rule Five: Leadership Is a Team Sport** – "...effective leadership is not about controlling from the top; it is about unleashing the power of the people."
- ❖ **Rule Six: Expect to Be Surprised** – "...a leader must build flexibility and resilience into the organization, conditioning it *not to be surprised to be surprised* so that, when the unexpected occurs, response is prompt, action is deliberate, and the organization stays on course."
- ❖ **Rule Seven: Today Competes with Tomorrow** – "...the leader knows that some of the resources – time, energy, the best people – *must* be directed toward the future and what he or she must find a balance between today and tomorrow."
- ❖ **Rule Eight: Better is Better** – "...better is about establishing and sustaining an edge in tomorrow's world [not today's]; better is becoming something different."
- ❖ **Rule Nine: Focus on the Future** – "...by sponsoring specific activities and events designed to illustrate and test the new paradigm, a leader encourages similar behavior in others, causing them to look beyond today and participate in creating the new organization."
- ❖ **Rule Ten: Learn from Doing** – "...by stretching the organization to act differently, to do new things in a learning atmosphere, the leader fosters an entrepreneurial spirit of innovation and growth."
- ❖ **Rule Eleven: Grow People** – "the challenge is not to be the most creative boss or to have the most creative headquarters staff; it is to have the most creative organization, limited only by the collective imagination of all its constituents."

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Featured Article

Continued:

Using hindsight, how well can we evaluate the Army's transformation of the 1990s? The events of 9/11 and the subsequent counter-terrorism operations the Army found itself in within the next decade were unforeseen at the time "Hope is Not a Method" was published. Nonetheless, the underlying intent of transformation and changing the Army was to be ready for anything. As GEN(R) Sullivan states, "the challenge for the Army was not to make better guesses about the future – which is impossible – but to build more flexibility and versatility into our planning and into the force so that when the time came we could tailor a response and get it about right."

Many books have been written about the Iraq and Afghanistan operations – things that went well and things that didn't go so well. Despite the multitude of criticisms of those operations, the Army was ready to respond when the nation called. An emphasis on readiness and power projection remained constant throughout the 1990s. The Army had already started the transition from the Industrial Age to the Information Age (and continues to do so) with the initial developmental testing of the Force XXI Battle Command system, which was used extensively throughout combat operations in the 2000s. Also, used extensively in combat operations throughout the 2000s was the Stryker armored fighting vehicle, another product of the transformation of the 1990s.

When all is said and done, I think the transformational changes implemented by GEN(R) Sullivan served the Army quite well. We could not afford to continue our focus on tank battles in Europe as we had done during the Cold War, but had to be ready for anything. And we were. All and all, "Hope is Not A Method" is a good read that takes the reader back in time to help understand challenges from the past while also being able to better prepare for challenges in the future.

About the Author:

COL Todd Handy is a Finance and Comptroller officer in the US Army. His current assignment is with the Army Budget Office, Assistant Secretary of the Army (Financial Management & Comptroller). He is a member of the Washington Chapter of the American Society of Military Comptrollers, and is also serving as the current Chapter Treasurer.

Seeking writers! If you would like to write an FM-related article for the Chapter Newsletter, please email the editor at mmonson@definitivelogic.com

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August 2019 Meeting Recap



Speaker: *Mr. Mark Easton*

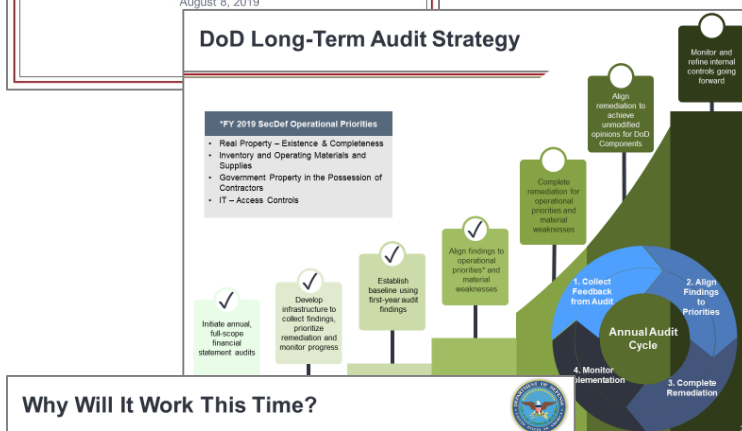
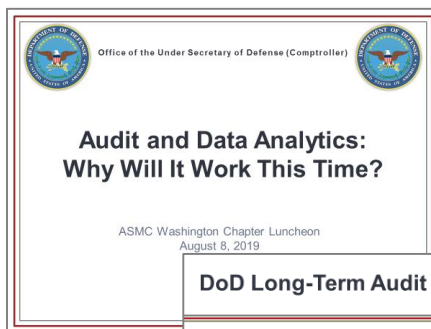
Deputy Chief Financial Officer, OUSD (Comptroller)

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

Date: *Thursday, 8 August 2019*

Location: *Westin*

*1800 Jefferson Davis Highway
Arlington, VA 22202*



Why Will It Work This Time?

- Leadership Engagement
- Annual Audit
- Technology
- We Are Actually Doing Things and Seeing *Value*
 - Reconciling Feeder Systems to GLS
 - Using Transaction-Level Detail for Analysis
 - Producing Automated Tools to Make Our Lives Easier

The Key Will Be Changing the Culture of Our Organizations

Mr. Easton provided an informative update and overview of the status of the Audit and Data Analytics. Key takeaways from his presentation are:

- Too Many Systems
- Lack of Standardization
- Poor Quality Data
- Lack of Documentation (e.g., Audit Evidence)
- Inconsistent or Ineffective Controls (OMB A-123)
- Lack of Entity-Level Controls

Next steps include:

- Improve Data Quality
- Improve Analytics Training
- Expand Capabilities to Become an Analytics Shared Service Capability
- Improve Data Automation
- Focus on Change Management and User Adoption

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August 2019 Meeting Pictures



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September 2019 Meeting



Speaker: *Roy A. Wallace*

Assistant Deputy Chief of Staff, G-1, HQ Army

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

Date: *Thursday, 19 Sept 19*

Location: *Westin*

*1800 Jefferson Davis Highway
Arlington, VA 22202*

Mr. Wallace was selected for the Senior Executive Service in December 2004. Since September 2011, he has served as the Assistant Deputy Chief of Staff, G-1, Headquarters, Department of the Army where he is the senior civilian and principal advisor to the Deputy Chief of Staff, G-1. He is responsible for personnel readiness and well-being of the Army through the development and integration of human resources policies and programs for all three components of the Army (Active, Army National Guard, and U.S. Army reserve) as well as Department of the Army civilian and contract employees. From December 2004 through September 2011, he served as the Director, Plans and Resources, Office of the Deputy Chief of Staff, G-1, Headquarters, Department of the Army. In this position he was responsible for programming, budgeting, and justifying all military pay (Active, Guard and Reserve), and executing resources for the Active Army Manpower Program, which encompasses the largest appropriation in the Army. Mr. Wallace retired from the Army as a Colonel in 2004 after a distinguished career in the Armor and Finance Corps. He holds masters' degrees from Syracuse University, the Industrial College of the Armed Forces, and a bachelor's degree from the University of Arkansas. Mr. Wallace is a member of the American Society of Military Comptrollers and a board member of the Association of the United States.

Excellent Networking and Professional Development Opportunity!

- ASMC gov't members attend for \$15 – delicious buffet meal PLUS 1 CPE/CET and networking
- ASMC gov't young careerists [under 35] –only \$10!

Register at WWW.WASHINGTON-ASMC.ORG or contact your Service Secretary



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Community Service Event



ASMC Community Service Event!

Tuesday, September 17, 2019

9:00 AM – 12:00 PM

425 2nd St NW, Washington, DC 20001



If you didn't have the opportunity to volunteer for the DC Central Kitchen community service event held this past June, you are in luck! We are volunteering to support the DC Central Kitchen again! Please volunteer and help us fight hunger in DC!

We invite you to join your fellow ASMC Washington Chapter members as we fight hunger and transform wasted food into balanced meals for our community! You will work alongside graduates of DC Central Kitchen's Culinary Job Training program to help them prepare nutritious meals by cutting, chopping and/or peeling otherwise wasted food. With the help of volunteers like you, DC Central Kitchen prepares and deliver more than 5,000 meals to partner homeless shelters, rehabilitation clinics, halfway houses, and afterschool programs each day. No cooking or food service experience is required!

We are looking for 12 volunteers to join us in giving back to our community and help those in need!

To sign up, please send an email with your name, email address, and phone number to Chris Pritchett (cpritchett@kpmg.com) and Jeff Norris (jnorris@kpmg.com), both fellow ASMC Washington Chapter members.

Additional info about DC Central kitchen can be found at <https://dccentralkitchen.org/>. A short video about the DC Central Kitchen organization can be found at <https://vimeo.com/92764695>.



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Training & Education

Advanced Leadership Skills and Techniques Mini-Course (FML4451)

The ASMC Washington Chapter is sponsoring the following mini-course at no cost to our members.

FREE for ASMC Members!

ADVANCED LEADERSHIP SKILLS AND TECHNIQUES MINI-COURSE (FML4451)

This mini-course examines key leadership concepts that address leading change and leading people – two important roles for today's DoD financial managers. The session explores the differences between leadership and management, best practices for change management, ethics and value-based leadership, and the role of creativity in leading change and leading people.

DoD Certification Level 3

Competency: Developing Others (Lead People) (PL5)

TIME & DATE

Thursday, November 14, 2019

TWO SESSIONS AVAILABLE:

- 8:30 – 11:30 am
- 12:30 – 3:30 pm

Register by Nov 1, 2019

LOCATION

Management Concepts
Washington, DC Training Center

919 18th Street NW, Suite 800
Washington, DC 20006

*Across the street from the Farragut West
Metro Station*

[Click here to register: Learn.ManagementConcepts.com/ASMC](http://Learn.ManagementConcepts.com/ASMC)



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ASMC National News



American Society of Military Comptrollers

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

ASMC
PDI 2019

SAN ANTONIO
MAY 29-31

MISSION

FOCUSED

To view presentation slides from workshops at this year's PDI, [click here](#).

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



EDFMTC – DW/NSA – Linthicum Heights, MD 4-8 Nov 19

The Enhanced Defense Financial Management Training Course (EDFMTC) is a 5-day, 40-hour, intensive financial management review course delivered in a classroom setting. The material covered is presented in 3 sections that correspond to the CDFM exam modules and knowledge areas:

Resource Management Environment

Budget and Cost Analysis

Accounting and Finance

Students receive a copy of the course textbook on the first day of class and receive 40 CPE/CET for full participation. Register at least three weeks before the first day of the class. EDFMT Course questions should be directed to Amanda Alter at (202) 314-3346 or amanda.alter@graduateschool.edu

Course cost does not include CDFM Program enrollment or any CDFM exams.

Contact ASMC with questions at CDFMtraining@asmconline.org

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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.

ASMC Value Proposition

ASMC supports	A global community of defense financial managers, military comptrollers, and corporate members
Who need	Convenient, affordable, and collaborative opportunities for leadership and education that further enable the support of warfighters, the National Military Strategy, and the overall federal financial management (FM) profession, while enhancing their career development
By providing	Educational materials, training courses, the Certified Defense Financial Manager (CDFM) certification; leadership opportunities at National and Chapter levels, opportunities to enhance communication skills and contribute to the federal FM body of knowledge; and in-person and virtual access to a global network of peers, and a knowledgeable and customer service-oriented staff
As a result	Financial managers who are members or certificants of ASMC are equipped with the latest innovations, industry knowledge, and best practices; possess a broader understanding of defense FM policies and operations; and differentiate themselves as highly qualified candidates for positions within the DoD, the United States Coast Guard, other federal agencies, and the private sector
Because of	ASMC's status as a premier defense financial management education provider, it is recognized as a prestigious organization for leaders and other individuals serving in or supporting the defense FM community
Unlike	Competitive membership organizations or educational programs that provide products and services to the financial management profession but do not offer ASMC's unique specialization in military comptrollership



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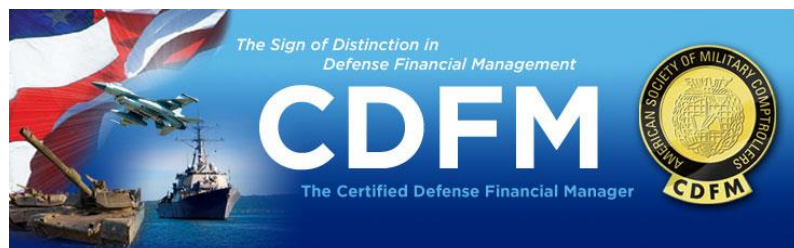
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ASMC offers the Certified Defense Financial Manager (CDFM) educational program and certification designation to those persons desiring to demonstrate proficiency in the core aspects of Defense Financial Management.



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

Congratulations to our newest CDFMs!

Christina Adams
Jessie Austin
Luam Berhane
David Callen
Leonard Cutajar
Leon Garner
James Gerber
Jennifer Henry

Robert Hilborn
Ann Johnson
Derick Lamb
Krishna Nekkalapudi
Brittany Osborn
Leonard Snead
Stephen Wills

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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postmaster@Washington-asmc.org
703-695-8094

President Elect Mr. Steve Herrera

Secretary Ms. Shari Ritter
703-614-0710



Treasurer COL Todd Handy, 703-614-1550

DoD Vice President Mr. Steve Birk, 703-693-7336
DoD Assistant Secretary Charles Morse, 703-692-8060

Army Vice President Ms. Nicole McClenic, 703-806-7760
Army Assistant Secretary Ms. Myrna Medina, 571-256-6456

Navy Vice President Ms. Jane Roberts, 703-571-1902
Navy Assistant Secretary Ms. Veronica Trent-Walton 703-697-4889

Marine Corps Vice President Ms. Janice Hill
Marine Corps Assistant Secretary Ms. Sylvia Chapman, 703-695-4747

Air Force Vice President Mr. Benjamin J Yarish, 703-695-4442
Air Force Assistant Secretary Ms. Angela Flowers, 703-695-5220

Coast Guard Vice President LT Mark Sanchez, 202-475-5459
Coast Guard Assistant Secretary **VACANT**

Corporate/Retiree Vice President Ms. Deb Del Mar, 703-593-6667
Corporate/Retiree Secretary Mr. Tim Kohlrus, 703-509-9031

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Committee Chairs



Training and Education

Chair: Terry Placek and Millie Thompson

Dick Reed	CDFM	703-971-4063
Vacant	Awards/Essay Chair	
Vacant	Scholarship	
Milford E. Thompson	Luncheon	202-685-1524
Terry Placek	Training & Education	703-671-7550
Jennifer Miller	Luncheon Liaison & Host	703-607-1268

PDI

Chair: Deb Delmar

Deb Delmar	NCR PDI & PDI Silent Auction	703-593-6667
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Outreach and Publicity

Chair: Wayne Whiten and Jeff Norris

Raquel Kuhfahl	Competition	
Jeff Norris	Community Service	703-602-4729
Dan Olden	Membership	202-533-5183
Rocky Wilber	Photographer	571-372-7190
Michael Monson	Newsletter Editor	703-795-6086
Wayne Whiten	Webmaster	703-797-8831

Audit

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

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