



# AIR FORCE COMPTROLLER

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Secretary of the Air Force

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(Financial Management and Comptroller)

The *Air Force Comptroller* is an official, non-directive departmental publication distributed three times per year. Its purpose is to provide timely information to Air Force Financial Management and Comptroller personnel relating to mission accomplishment; to assist them in solving problems and improving efficiency of operations; to communicate new developments and techniques; and to stimulate professional thoughts and developments.

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## In this issue

The Comptroller's Corner	1
<b>Articles</b>	
The Fabric of FM featuring SrA Stefania Esquer	2-4
Professional Development Institute: Man on the Street	5-7
FM Certification Growing Pains	8-11
Audit Readiness Update	12-13
A Change Management Journey	14-16
Military Retirement Reform: An Overview	17-18
<b>Book Review</b>	
Linchpin: Are You Indispensable?	19
<b>Notes From...</b>	
Principal Deputy Assistant Secretary, Financial Management	20
Deputy Assistant Secretary, Cost and Economics	21
Deputy Assistant Secretary, Budget	22
Deputy Assistant Secretary, Programs	23
Deputy Assistant Secretary, Financial Operations	24
Director, FM Workforce Development and Executive Services	25
Executive for Enlisted Matters	26
Director, Defense Financial Management and Comptroller School	27
<b>Recognition</b>	
Aces High Awards	28-29
Promotions/Retirements	30-32

## Editorial Board Members

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# THE COMPTROLLER'S CORNER

An FMer's Legacy: Enabling Air Force Memories

Imagine, if you please, you have retired from the Air Force—sitting around the back porch with your family and friends talking about the “good ole days” when you were an Airman, civilian, contractor, or senior executive in the finest Air Force in the world. What will your Air Force story be? What will you remember about your time in our Air Force when you are in that rocking chair? Will you remember the inspections, long TDYs, deployments, customer service desks, or pins in your map?

What memories did you make during your career—or more importantly, what memories did you enable our Air Force to make? Being an FMer in 2015 is a fantastic place to be an Air Force memory enabler—from underpinning Air Operations from a deployed location, planning and executing a complex OCO budget, to executing a massive day-to-day flying hour program—FMers make it look easy! Take a moment and let me show you just a glimpse of what you have done so far in 2015!

Air Force FMers have advanced the ball in preparing for the upcoming audit. Specifically, the Defense Enterprise Accounting and Management System (DEAMS) continues on course for full deployment, preparing the Air Force closer to audit readiness. So far, DEAMS has been fielded to over 40 percent of the intended user base across about 90 active duty, Air National Guard, and Reserve bases. In addition, we will be teaching DEAMS at the schoolhouse by the end of August—all a true Herculean effort.

As always, FMB, MAJCOM FMers, and the base-level FMers continue to find ways to achieve execution success despite the challenges laid before us. As of the end of July, we were on track for executing FY15 and setting ourselves up to succeed in FY16. In addition, our legislative teams continue to engage with the Congress giving us the best opportunity to execute the Air Force mission with the FY16 Budget still on the Hill.

Our cost community continues to excel and establish immense AF credibility across DoD. Our work reviewing major acquisition service cost positions and milestone decisions are especially notable. Cost analysts have helped define the risk in the future budgets by highlighting total ownership costs to Air Force decision makers. Providing this analytical rigor to the budget building process strengthens the basis for review with OSD and the Congress. Most importantly, it has enabled conversations to be more focused on capability than price.

Lastly, carrying out the Secretary and Chief's vision, SAF/FM has taken the lead in developing the Air Force POM. The FY17 POM build, led by SAF/FMP, has been lauded as the most inclusive POM development in recent years. Our senior leaders were well informed, enabling them to make considered decisions altering the course of the future Air Force. Our message to OSD and the Hill is consistent...from cost to program to execution...all FM-led!

For the last four months I have had the opportunity to serve as both the SAF/FM and as the Acting Under Secretary of the Air Force. In this new role I have re-confirmed what I already knew to be true—FM is a true Force Multiplier. Think about it, our Air Force continues to strive all over the globe against all odds in one of the toughest of fiscal environments. How do we continue to succeed? Simply put, FMers enable the “memory-making magic” of our Air Force—without FM, there would be no memories to make. I am proud to be a part of this organization, and I can't wait to see what ideas you come up with next. I have no doubt, when we finally get to sit in that rocking chair, we will have plenty to talk about!

All the best,

**Lisa S. Disbrow**

*Assistant Secretary of the Air Force  
Financial Management and Comptroller*



We Finance The Fight

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# The Fabric of FM

## featuring SrA Stefania Esquer

by SrA Stefania Esquer, SAF/FMBIB-AFOY

I was born in El Paso, TX on 11 February 1991, and raised in Ciudad Juarez Chihuahua Mexico, a border city with El Paso. Ever since I was young, I have been really interested in politics and the military. My fascination with being a part of the military started when I was in elementary school and one of my cousins was in a military middle school in my hometown. He had a camouflage uniform and his teachers were in the Mexican Army. I told my mother that I really wanted to be enrolled in that school when I graduated from elementary school, but she didn't consider it a safe place for girls. She also thought that those types of schools were for problem kids to teach them discipline. When I graduated from El Paso High School, my fascination with politics and the military were even a stronger influence in my life. I joined the debate team my senior year of high school and competed in multiple competitions. I used to do a ton of research on all of the legislation topics Congress was debating at the time (2008-2009), so I would be able to effectively debate those same topics with my competition. I felt like a real lawyer.

Drawing from the experience of my competitions and guidance from my Aunt Irasema Ontiveros, it was during my senior year when I decided to follow my passion and join the military. My aunt and I felt this would be the best possible first step for me on my way to my ultimate long-term goal of having a political career. My aunt told me how this could help me to get more involved in what the country is going through and actually be part of helping to find solutions. She also explained how joining had the added benefit of being able to travel around the country and see how the politics work in different states. (It also didn't hurt that the military could potentially pay for most of my classes that I would need for my political science degree.) It took me around a week to decide that joining the military was my best option. I went to the Air Force recruiting office located on N. Mesa Street in El Paso near my high school and told the recruiter that I wanted to join the US Air Force and that I really needed his help. He scheduled me for the ASVAB test and when I passed it, he said that the next step was to wait for a job to come down before sending me to basic military training (BMT). I enlisted on 26 January 2010, but didn't leave for BMT until 9 November 2010. Thanks to my recruiter, I had secured a job in finance.

From January 2010 through November 2010, I was living on my own, working both a part-time job with my Aunt Irasema Ontiveros' company called "Catering Solutions" and a full-time job with "Peter Piper Pizza." I started working at the pizza place in February as a party hostess on the weekends, but had to ask them for more hours so I could make ends meet while I was waiting for BMT. They were able to help me with this request by giving me more hours to do some cleaning, prepare pizzas, and work on the customer service side. I would daydream every day about leaving for BMT because by having to wait, it allowed me to see what it was like to work in the private sector and gave me an idea of what civilian life would be like. This truly helped me to appreciate the fact that I had the opportunity with the Air Force by choosing to enlist. I also did one semester at El Paso Community College upon graduation from high school because I didn't know how long I would have to wait before having a job in the Air Force. I had to pay for that semester out of pocket because I didn't apply for any scholarships or grants due to the fact that I had already made my plans for the military. During the summer I trained to be physically ready for basic training. I would run every day after work at my

former high school's track for two to three miles. I would call my recruiter once a month to be on top of the status of my job. Finally, in October 2010, he called to notify me about an available job in finance, and of course I said, "YES!!!" I was so excited I was getting the chance to serve in the United States Air Force!

Basic training was hard because of the language barrier with the military training instructors (MTIs) and my fellow trainees. I only had a couple of years' experience in knowing/speaking the English language. Add to it all the different accents I heard from others from all different parts of the country and this made for a very difficult experience for me. If my MTIs would yell at me, I couldn't understand them most of the time. As time passed, I was able to communicate better with my wingmen, a great testament to my improving English skills. I learned so much during BMT, including respect for the Air Force and all aspects of our branch of service. After completion of BMT, I started my technical training at Keesler AFB. The training was a short three-month course and easy to understand. One month before graduation, we started receiving orders for our first duty station and I received the 2nd base on my dream sheet. I felt so lucky that I was getting to go to Fairchild AFB, WA!

I arrived at Fairchild AFB in April 2011. Fairchild is where I have learned, little by little, what the "real" Air Force is all about. The first couple of years in my career were probably not the best as I had many ups and downs. As a new Airman, I did not understand my importance to my wing. It is such a big force and in the beginning, I really did not fully grasp what I was part of. In February 2014, I had the opportunity to deploy to Qatar as a volunteer in the Force Protection Squadron for the Civil Engineering Squadron. I was so eager and excited about the deployment because I had always wanted to experience the Middle East. I wanted to gain a wealth of experience and to also be a part of the finance office. When I was deployed, I had to work with people from different career fields like medical, maintenance, and operations, to name a few. All career fields are different and so are the people. I wouldn't change anything about the opportunity I had to gain this experience. When deployed with people, especially in the environment we were in, it made me appreciate my job at a much higher level than before I left. I also got to see the other career fields at work and the big impact they have in every wing in the Air Force.

Finance is a great career field and a really important one for the Air Force. Without a comptroller, the other organizations couldn't function properly ▶



# The Fabric of FM: featuring SrA Stefania Esquer

because there wouldn't be someone to lead them on how to spend their funds or even where to gain access to those funds. When I was in Al Udeid, Qatar it made me feel so proud to be an Airman, but most importantly, it made me feel proud to be an American. I saw how our mission runs 24 hours, 7 days a week, 365 days a year, nonstop, all over the world. It is truly beautiful to see everybody working at all times of the day to complete the mission.

When I arrived back home from my deployment in July 2014, I was so excited to be back to my office. I decided that I would be the best of the best at whatever new job I was assigned. Since I returned, I have been going out of my way to give my customers the best customer service I can give them, and I also try to be as personal as I can with them so they do not feel like they are just another name on a list. I created business cards for my separations and retirement customers so they feel secure once they step away from Fairchild AFB knowing that if they have any questions, they can contact me rather than just calling the finance office or DFAS-Cleveland. I have been studying more of the regulations because there are a lot of ways we can help our people we might not even know if we don't read and study ways to make our processes better. At the end of the day, one of the key aspects to always have at the forefront of the financial management career field is to put the customer first! This should always be our #1 objective. The way you do this is by getting inside their shoes and treating each document on your desk as your own and not just as a simple piece of paper. When you do not place the proper value on these documents, the members and bases suffer. During my four years of military experience, I know it is just the beginning of the rest of my career in the Air Force. I know beyond a shadow of a doubt that good things will keep coming my way as long as I continue to work hard and stay focused. I not only want good things for me in my career, but also for all of my future units and for the Air Force as a whole! 

## ABOUT THE AUTHOR

*SrA Stefania Esquer is an accounting technician assigned to the Secretary of the Air Force Financial Management office at the Pentagon. She supports the accounting operations branch with accounting liaison duties.*

## Share Your "Fabric of FM" Story!

How did you come to FM? Where did you grow up? What decisions did you make that led you to become a thread in the "Fabric of FM"? Our backgrounds and experiences shape us and allow each one of us to bring a unique perspective to achieving our mission. We can all learn so much from each other, both personally and professionally, when we take the time to get to know one another and use each other's varying perspectives to help solve problems and get our work done.

To provide a broader view of the FM community, we would like to ask you to submit your stories for "The Fabric of FM," a series of articles we are featuring each month in the *Air Force Comptroller* magazine and the *SAF/FM Online Newsletter*. If you would like to share your story, please submit a ~500- or ~900-word article to Ms. Catherine Alexandrow at [catherine.n.alexandrow.ctr@mail.mil](mailto:catherine.n.alexandrow.ctr@mail.mil).

# Professional Development Institute: Man on the Street

An interview with Mr. Richard Baltes, AFCEC/CRER; SSgt Mikel Fair, ACC; and SrA Mason Meherg, AFGSC conducted by Ms. Catherine Alexandrow, SAF/FME

Each year, around the end of May, you may hear some of your coworkers talking about attending the American Society of Military Comptrollers' (ASMC) Professional Development Institute (PDI). But you may be wondering, especially if you're new to the FM career field, what exactly it is and if you should attend. To answer the question, "What is it?" the PDI website offers the following description, "The National Professional Development Institute is the premier training event of the American Society of Military Comptrollers (ASMC). Defense financial managers in the public and private sectors will converge for the three-day event to enhance their resource management knowledge and skills, as well as share best practices toward meeting the complex challenges of today's fiscal environment." But that's not all. The event also features a full day of Service and Defense Agency workshops; six general sessions with keynote speakers; 19 mini-courses aligned to the DoD Financial Management Certification Program competencies and associated proficiency levels; more than 50 financial management, audit, acquisition, and workforce management workshops; and other special activities offering attendees up to 21 continuing professional education (CPE) credits.

To answer the question of "If you should attend," well, we'll let you decide that! But, to help with your decision, we chatted with some of this year's attendees to get their perspectives and offer insight about all that PDI has to offer. We interviewed the following FMers: Mr. Richard Baltes, AFCEC/CRER; SSgt Mikel Fair, ACC; and SrA Mason Meherg, AFGSC, to get their thoughts on this year's event.

## Ms. Alexandrow: Why did you decide to attend PDI?

**MR. BALTES:** For me, PDI provides professional development, personal enlightenment and some adventure. Let me explain ... on a professional level, it's an opportunity to get information straight from the horse's mouth, so-to-speak. At base level, we are so far down in the weeds in our daily financial activities that it can be difficult to hear and understand what is going on at the "60,000" foot level across the Air Force and DoD. PDI provides those forums where we can come and listen to the senior leaders in a non-filtered environment. This direct interaction can provide the missing pieces on strategy, policy, procedures, and/or mission that are lost in the downward communication from Headquarters to Warfighter.

**SSGT FAIR:** I decided to attend the Professional Development Institute to interact with our sister services and compare issues we face as a financial management community. Having a wide range of experiences creates an atmosphere of open dialogue to bounce ideas off of one another. ➡



# PDI 2015

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# Professional Development Institute: Man on the Street *cont.*

**Ms. Alexandrow:** What was your favorite part of your experience at PDI?

**SRA MEHERG:** My favorite part of the experience was the location of the event. It is hard to go to New Orleans and not have a good time. As far as the conference goes, the speakers that were able to attend were great. You can tell a lot goes into getting those guys there.

**SSGT FAIR:** My favorite parts of the PDI this year were Col Seung Paik's briefing, "Leadernomics," and having the chance to sit one-on-one with CMSgt John Writer to receive open and honest feedback and mentorship. Col Paik's briefing was extremely motivating and was relevant to everyone from E-1 through O-6.

**Ms. Alexandrow:** Did your experience at PDI meet your expectations? Why or why not?

**MR. BALTES:** Yes, this year's PDI was executed superbly and I heard nothing but good comments from my colleagues that included: great location, super venue, excellent selection of forums and training opportunities. First day check-in was simple and easy with the barcode readers and the staff was genuinely friendly and helpful.

**SRA MEHERG:** My experience at PDI more than exceeded my expectations. Before leaving, I fully anticipated going to have a good time and listening to a few briefings that went way over the head of a Financial Services SrA. However, throughout the courses I attended, I was pleasantly surprised at how well PDI was able to tie in the importance of each facet of the financial management process to the bigger picture DoD wide.

**Ms. Alexandrow:** Did you attend any Service Day workshops? Which was your favorite and why?

**SSGT FAIR:** I did attend Service Day workshops and by far my favorite was the presentation MSgt Davis gave. MSgt Davis was an outstanding speaker who spoke passionately about remembering how important we are, as FMers, to the fight.

**MR. BALTES:** Yes, I attended Service Day and was most interested in the current state of affairs of the Air Force budget. It was a great opportunity to get the "real perspective" and to ask those burning questions that impact mission and personnel on the pointy end of the spear! For me, in particular, was a discussion about the new Air Force Installation Management Support Center (AFIMSC). It was nice to put names to faces and hear those insights as to the roles, responsibilities, successes, and challenges for this new centralized execution agency.

**Ms. Alexandrow:** Did you hear the General Session speakers? Who was your favorite and why?

**SRA MEHERG:** The Honorable Chip Fulgham from DHS was my favorite speaker. Having an Air Force background, along with the different perspective coming from the DHS side of the house, made what he had to say very interesting. He also pointed out the importance of making the best of every opportunity given to you, even if it wasn't a part of your plan.

**MR. BALTES:** I enjoyed listening to Dr. Jamie Morin discuss the current environment impacting cost assessment and program evaluation at the DoD level. Having been a cost analyst for part of my career, it was interesting to hear current trends, issues, and challenges that DoD is facing with respect to major programs.

**Ms. Alexandrow:** Is there anything you learned at PDI that will help you do your job better?

**SSGT FAIR:** The PDI didn't really teach me the technical, everyday skills I use at my job; however, the PDI did leave me with motivation to become a better leader for the Airmen I lead.

**SRA MEHERG:** There are several items that I could speak to about making me better at my job, but I will focus on one that is unique to PDI. I was able to have a couple of meaningful conversations with members of the FSO at Dyess, AFB. They will be joining our command shortly, and just being able to have contacts there is a great opportunity in and of itself. PDI presents a networking forum that would be hard to match, especially for a young airman.

Ms. Alexandrow: What do you feel is your most important takeaway from the event?

**MR. BALTES:** Hmm, lots of good info to take away from this PDI session. Probably the most important takeaway is that you're not in this boat alone. The same issues/challenges that you are facing in your agency are being dealt with across many other agencies in the DoD. Communicate, communicate, communicate! We are here to help one another and find solutions, albeit in an environment of funding cuts, sequestration, and expanding mission roles with little hope of additional resources. Engage both up and down the financial chain. Call on your friends and colleagues from other DoD and non-DoD agencies for advice on how they handled similar challenges. We are not here to reinvent the wheel, but to keep it greased and rolling.



Guests are welcomed to 2015 ASMC National PDI

**SSGT FAIR:** I feel the most important takeaway from the PDI is that as FMers, it is imperative we do things better, more efficient, and more accurate for our leaders who are making decisions based on the recommendations we provide them.

Ms. Alexandrow: Would you recommend attending PDI to a friend or colleague? Why or why not?

**SRA MEHERG:** I wouldn't recommend a close friend or colleague to attend because there are only a few slots available and I would not want them to take mine! Only kidding, of course, I would encourage anyone that has the opportunity to attend to definitely do it!

**SSGT FAIR:** I would absolutely recommend attending a PDI to anyone and everyone. The PDI has something to offer everyone from our youngest Airmen to our FM leadership. Having the ability for everyone at different levels to communicate creates a cross-talk from the bottom to the top so both sides get each others' perspectives.

Ms. Alexandrow: For someone thinking about attending PDI, what recommendations do you have?

**MR. BALTES:** Plan ahead! In today's fiscal environment, conference and/or training travel approval has become very difficult to obtain ... and rightly so. So pick your battles wisely. Log into the ASMC website and keep abreast of what's going on with future PDIs and select the one that most suits your needs in terms of timing and content. Then start working with your leadership early to solidify your travel arrangements.

**SRA MEHERG:** Book your room early! I was advised the same thing and I am very glad I did. I only had to cross the street to get to my room, but a friend of mine who found out he was attending much later had to take the shuttle to get to his room several blocks away.

To learn more about PDI, visit the ASMC PDI website at <http://www.asmconline.org/pdi/>. 

### About the Author

*Ms. Catherine Alexandrow is an independent consultant supporting SAF/FME.*

# FM Certification Growing Pains

by Ms. Sarah Talbot, SAF/FME

What's your first reaction when someone mentions the "DoD FM Certification Program"? If you're like many FMers, you may feel overwhelmed, confused, and just plain frustrated. It's a new program, and like with many new initiatives, it has presented some challenges! However, it has also given us the opportunity to think about the best way to standardize our approach to FM training and development. As we've implemented the program over the past couple years, the SAF/FM Certification Team has received feedback from FMers in the field expressing their frustrations. The following are some of the comments we've received:

- The FM Learning Management System (LMS) is not intuitive
- Learning should be recorded in one step rather than three
- The process for utilizing academic courses is far too limiting
- I have taken much training in the past that does not apply to my level or the program in general
- The combined FM Certification/DAWIA curriculum and APDP experience requirements are inhibiting me from becoming certified despite having met all other FM credentials
- The program is time consuming; how am I supposed to find time to complete training and record learning on top of being expected to complete all of the daily responsibilities related to my job?
- There are not enough web-based training opportunities to complete all the requirements online

Several of these, if not all, probably sound very similar to some of the opinions that may be circling around in your own mind. All are common and legitimate frustrations, which the FM Certification teams from each component and OSD are taking into careful consideration. As a result, they are producing training aids, updating policies, answering questions, and providing support to simplify the process. For example, the FM LMS is an off-the-shelf product that was adapted for our use. That means that yes, there will be some kinks as the program evolves, and there are some processes or capabilities that may be deemed as ambiguous because it was designed for something different. So why did OSD pick the LMS to house FM Certification you might ask? Well, there are two main reasons: first, it met the timeline because it was already built; second, it had a lot of the major muscle movements we needed to manage accounts. While we know the system it isn't perfect, the OSD Certification Team is taking your feedback and implementing changes where they can, such as Approvals Pending Report which allows users to track their package through the process. OSD also has some upcoming modifications, such as automating Step 1 through a graphic user interface, in the works to make the LMS more user-friendly (more information to come in the fall). For those items that they have not currently been given authorization to alter, like converting The Three-Step Process into one step, we are doing our best to provide tips and best practices, training slicksheets, in-person training sessions, and more. Your local component administrators (CAs) are just an email or a phone call away, and we are responding as quickly as we can to address your FM LMS needs.

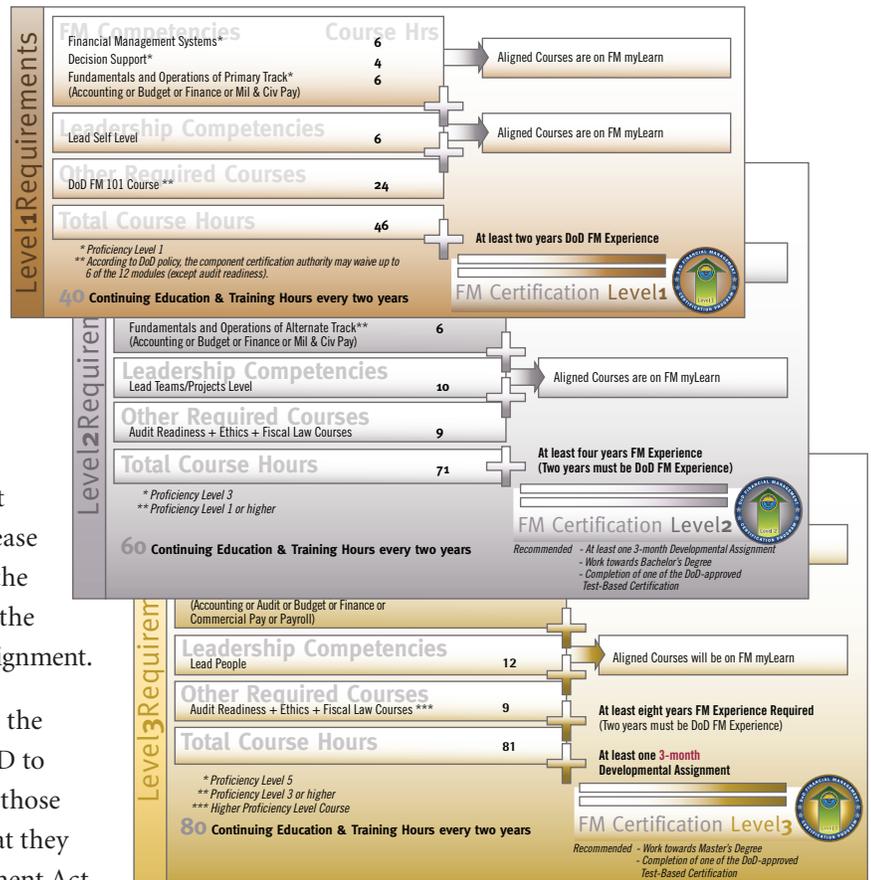
We have recently seen some positive modifications for the academic course process. OSD changed their policy to allow for a roll-down for certification credit. A roll-down allows for higher level academic (college) courses to be used for lower level certification requirements. For example, a master's level course (400+ or higher) may be used to meet a competency requirement under Certification Levels 1, 2, and 3. This is great news for individuals who have

completed higher level courses and would like to apply the credits toward their certification. In cases when an academic course still may not be utilized (the course title is not similar to those sample titles provided on the Academic Matrices, for instance), there are a plethora of other courses that have been aligned to the FM Certification Program and can be found on [FM myLearn](#). Every day, the certification course mapping team continues to work with subject matter experts to map or align older courses, update current courses, or create new ones which will greatly benefit the field. If you know of a course which has not yet been mapped to the FM Certification Program, please submit a record of completion and course syllabus to the [SAF/FMEW Workflow](#) to be forwarded on to the AF course manager for thorough review and potential alignment.

The SAF/FM Certification Team has also worked with the certification leaders within other components and OSD to establish a new policy or work around, which benefits those individuals who are in a position that also requires that they obtain their Defense Acquisition Workforce Improvement Act (DAWIA) or Acquisition Professional Development Program (APDP) certification. These individuals have a modified curriculum in the FM LMS. This policy involves instituting a memo that can be submitted for the DAWIA requirement within the LMS in lieu of a DAWIA certificate of completion for those who have not yet met the DAWIA experience requirements, but have completed all other training required of the DAWIA program. This policy has been approved; however, the memo template is still under development and the field will be notified immediately once it is finalized.

There is no denying that for most, the idea of tackling the FM Certification Program can be daunting. However, if you lean on your command/organization POCs for training sessions and utilize resources located on the [AF FM Certification SharePoint site](#), you will find that the program is more straightforward than you might think. The user-friendly tools developed from best practices like the “Ready, Set, Certify!” and “Three-Step Process” slicksheets, along with the Air Force Automated Learning History Worksheets help take the guesswork out of the process for most users. Often times, at the conclusion of a one-on-one training session, participants will comment that it felt like a weight had been lifted off of their shoulders. Additionally, now that web-based training is available to cover all competencies for each level, enabling users to map out a training plan to fill any gaps, the path toward certification becomes much more manageable.

If you’re concerned about the time it takes to complete the training and/or record the achievements within the FM LMS, talk to your supervisor or even mentor. These individuals want to help you and see you succeed, so you may find that there are options and scheduling flexibility for completing the program such as TDY in place, teleworking to avoid distractions, or just blocking off a time on your calendar solely dedicated to spending time on the FM Certification Program. Developed in response to Congress’s Chief Financial Officer’s (CFO) Act of 1990, the goal of the FM Certification Program is to standardize training



# FM Certification Growing Pains *cont.*

and make us better financial managers and leaders, so you may even find that you learn something in one of the courses that will help you to complete your daily responsibilities more efficiently. This is your chance to Learn, get Motivated, and Succeed!

So, to bring this discussion full circle, I'll ask again, "What's your first reaction when someone mentions the 'DoD FM Certification Program'?" I can't speak for anyone reading this article, but I can let you know what the SAF/FM Certification Team thinks—we think about a career field that cares for its members. One that cares enough to provide standardized training as a way to help you learn, advance in your career, and become more valuable. We think about financial managers who will be able to enhance the current fiscal environment and instill confidence in our stakeholders. One thing we need to remember is that this is a new program, so we are all learning and growing together, and helping to shape the success of the certification program for the future. We encourage you to turn these challenges into opportunities and continue to provide us with feedback so we can improve the program. Our team is here to ease the process and we will continue to do everything we can to support you. Please feel free to reach out to the [SAF/FMEW Workflow](#) with any certification-related questions and you may also reach out to your MAJCOM FM Certification POCs (a listing of POCs is available on the AF FM Certification SharePoint site). The following is a list of resources and the locations in which they can be found for convenience:

Location	FM Certification Resources
AF FM Certification SharePoint site <a href="https://cs3.eis.af.mil/sites/26786/DODFMcertification">https://cs3.eis.af.mil/sites/26786/DODFMcertification</a>	<ul style="list-style-type: none"> <li>– Ready, Set, Certify! Slicksheet</li> <li>– Three Step Process Slicksheet</li> <li>– AF Automated Learning History Worksheets (Access Database)</li> <li>– AF Automated Learning History Worksheet Instructional</li> <li>– FM Certification MAJCOM/COCOM &amp; Organization POCs</li> </ul>
FM Online <a href="https://fmonline.ousdc.osd.mil">https://fmonline.ousdc.osd.mil</a>	<ul style="list-style-type: none"> <li>– OSD FM Certification Newsletters</li> <li>– FM Certification Job Aids</li> <li>– FM Certification Requirements</li> <li>– FM Certification Experience, Developmental Assignment, and Training Verification Memos</li> </ul>
FM myLearn <a href="https://fmonline.ousdc.osd.mil/FMmyLearn">https://fmonline.ousdc.osd.mil/FMmyLearn</a>	<ul style="list-style-type: none"> <li>– Financial Management Electronic Course Catalogue</li> <li>– Academic Matrices</li> </ul>

## TIPS & TRICKS!

- Virtual FM Certification User, Approver, and Component Administrator training is offered on a quarterly basis! The dates will be provided to your FM Certification POCs for dissemination
- FM LMS Step 1: Just upload the number of courses needed to fulfill the credit hours required per competency
- FM LMS Step 2: Only upload one PDF attachment with all training records per competency
- FM LMS Step 3: Have your User ID and PIN handy before you begin this step
- Uploaded an incorrect record? Contact your FM Certification POC or local CA to make corrections
- Want a course mapped to the FM Certification? Email the SAF/FMEW Workflow at: [usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil](mailto:usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil)

- **Watch out for PII!** Scrub all documents of the following:
  - Social Security Number – full and truncated
  - Other identification numbers (includes student IDs)
  - Citizenship, legal status, gender, and race/ethnicity
  - Birth date, place of birth, and age
  - Home and personal cell telephone numbers
  - Personal email address, mailing, and home address
  - Religious preference
  - Security clearance and investigation date
  - Family information and marital status
  - Financial and salary information
  - Disability information

## QUICK LINKS

- FM LMS <https://whs.plateau.com/learning/user/nativelogin.do>
- FM Online <https://fmonline.ousdc.osd.mil>
- Job Aids <http://go.usa.gov/3AJgx>
- OSD Experience and Developmental Assignment MFR Templates <http://go.usa.gov/3AJT9>
- DAWIA-specific Information <http://go.usa.gov/3AJbw>
- FM myLearn <https://fmonline.ousdc.osd.mil/FMmyLearn>
- Academic Matrices:
  - FM Academic Matrix <http://go.usa.gov/3AJrT>
  - Leadership Academic Matrix <http://go.usa.gov/3AJr9>
- AF FM Certification SharePoint Site <https://cs3.eis.af.mil/sites/26786/DODFMcertification>
- Automated Learning History Worksheets <http://go.usa.gov/zEP4>
- FM Certification Command POCs <http://go.usa.gov/3AJgH>
- AF Training Resources and Slicksheets <http://go.usa.gov/3AJg5>
- CET Information <http://go.usa.gov/3AJgh>

## WEBSITES FOR TRAINING AND EXPERIENCE:

- FMDLC <https://fm.adls.af.mil>
- DAU <https://learn.dau.mil>
- Military Records vMET <https://www.dmdc.osd.mil/tgps/>
- Civilian Career Brief <https://compo.dcpds.cpms.osd.mil/>
- Military SURF – <https://w20.afpc.randolph.af.mil/afpcsecurenet20/CheckPortal.aspx> 

## About the Author

*Ms. Sarah Talbot is a Booz Allen Hamilton consultant supporting SAF/FME. Primarily, she is a Component Administrator for the FM Certification Program, assisting individuals across the field with the FM Learning Management System (LMS) and obtaining their certification. Ms. Talbot also contributes to the team's strategic communications initiatives by managing the SAF/FM SharePoint sites and Facebook page, coordinating leadership forums and events, and filtering customer inquiries.*

# Audit Readiness Update

by Mr. Stephen R. Herrera, SAF/FMF

On 8 July 2014, the Air Force (AF) issued their Schedule of Budgetary Activity (SBA) Assertion Status Memo. We have made tremendous progress in how we manage and report budgetary resources. The AF's approach to Statement of Budgetary Resources (SBR) audit readiness starts with audits of the Fiscal Year (FY) 2015 General Fund SBA and will eventually expand to subsequent year audits to include all open appropriations and associated budgetary activities. Going under audit will highlight remaining deficiencies through an auditor's lens so that corrective actions can be implemented and full audit readiness can be achieved by FY 2018. Going under audit also means an important culture change is underway, requiring both military and civilian personnel across the AF "Total Force" to learn and understand the business of being audited. Successful SBA audits will demonstrate the AF is effectively implementing improvements, allowing for materially complete and accurate reporting of current-year activity (including the receipt and execution of budgetary funding).



In December 2014, Ernst and Young, an independent public accounting (IPA) firm, was awarded the AF's FY 2015 General Fund SBA audit contract. The audit began in December 2014 with entrance conferences. The DoD Office of Inspector General approved the audit plan, and IPA auditors have evaluated the effectiveness of internal controls through various actions, including site visits which the AF supported. The IPA auditors are in the preliminary stage of testing where they will test the validity and completeness of source documentation in the SBA financial schedule and compliance with laws and regulations. The audit is expected to continue through FY 2015 and conclude with an opinion before the end of the calendar year.

There are just over two years remaining before the deadline of September 30, 2017, for fully auditable AF financial statements. Audit readiness activity is intensifying to include continued efforts on budgetary data reported on the SBR and focusing on the remaining financial statements (Balance Sheet, Statement of Net Cost, and Statement of Changes in Net Position).

## AUDIT READINESS EFFORTS

The AF has put forth tremendous efforts to set a critical foundation for the audit. Audit readiness efforts include reviewing all key processes and systems producing and maintaining financial data and designing necessary remediation activities. The intent of the remediation activities is to address critical impediments and capability gaps necessary to successfully undergo audit. Our objective end state is for the AF to identify, document, and implement standardized processes and internal controls over financial reporting that can be relied upon by the IPA to minimize substantive testing and related audit fees, while improving the operational efficiency across the enterprise. The audit readiness efforts also provide opportunities to instill a culture of compliance, oversight, and due care over the economic resources entrusted to us by the American taxpayers. The efforts we have made thus far are paying dividends and have contributed to the start of a smooth audit. Several realized benefits include:

- Increased security of AF information technology (IT) systems through corrective actions to prevent unauthorized disclosure of financial and other sensitive information
- Conducted business analysis on the IT environment to determine where systems can be enhanced to provide additional capabilities to end users and meet federal regulations
- Established a consistent message through the chain of command within the AF on the importance of being accountable to the taxpayer
- Improved data integrity of AF physical asset inventories to ensure more accurate representation of the AF balance sheet
- Continued progress resolving audit cited weakness, such as more accurately reporting our accounts payables

## SBA AUDIT STATUS

The SBA audit is well underway with testing to be in full force over the summer to early fall, including testing year-end close out procedures. The AF provided the IPA over 2,300 “provided by client” (PBC) documents over the course of its planning and internal control phases. The audit infrastructure team pulled together protocols, desktop reference guides, and administered training to hundreds of personnel throughout the enterprise. The audit infrastructure team also provides functions such as audit communication management, advance preparation and planning for auditor site visits, and subject matter expertise. The audit response tool is utilized to facilitate the fielding and tracking of IPA requests.

## LESSONS LEARNED

Through the AF’s audit readiness efforts to date, a number of critical lessons learned are noteworthy. The most critical is the importance of senior leadership’s commitment across the enterprise to drive action and lead to the success of the audit. Audit readiness is an all hands effort. The AF engaged its process owners early in the process, including implementing a tiered accountability workstream throughout the organization. Establishing a well-organized audit support team and dedicated resources is necessary to support the readiness activities. It is equally important for the support team to have comprehensive knowledge of the enterprise and maintain continuous and effective communication. The roles and responsibilities with service providers such as Defense Finance and Accounting Service must be clear, agreed upon, and documented. Lastly, we must ensure continued monitoring of compliance with policies and procedures and retention of supporting documentation to support lasting internal controls and sustainment of a sound environment.

## CHALLENGES AND RISKS

Preparing for an audit of this magnitude comes with challenges and risks. For instance, the nature of corrective actions sometimes requires extensive transformation and change management with full implementation extending beyond the FY 2015 audit. The AF’s complex financial environment with disparate processes requires manual workarounds (data calls, cross-walks, and reconciliations) that are labor intensive and difficult to sustain. In addition, the AF relies on its service providers to have an audit ready system and process environment in place. These efforts require sufficient resources for the audit, sustainment, and audit readiness activities necessary for full financial statement audit. This is why the AF continues to aggressively pursue deployment of the Defense Enterprise Accounting Management System, better known as DEAMS. Our new Enterprise Resource Planning (ERP) accounting system will eliminate extra steps and greatly enhance the ability of the AF to trace financial transactions—one of the most critical capabilities necessary for demonstrating audit readiness.

## WAY FORWARD

As the AF’s environment is complex, our audit readiness efforts are naturally a massive undertaking. Substantial efforts are required to successfully complete future readiness efforts. These include achieving completeness of population for financial transactions impacting all financial statements. For the SBA audit, our focus has been on the budgetary side of the house. For full financial statement audit, which includes the AF balance sheet, we will need to capture all the associated balance sheet feeds. This includes financial feeds for assets such as aircraft and real property. We need to develop the capability to demonstrate all transactions are tied-out in a repeatable manner. There is much work to be done. We will need to correct all findings and recommendations associated with the SBA audit, while working to achieve full financial statement audit goal of September 30, 2017. That task comes with its own challenges and associated corrective actions. Some corrective actions will require business transformation and change management. Others, as mentioned earlier, will require system changes and the AF is taking active steps to integrate many of our processes by implementing DEAMS, an ERP accounting solution, across all MAJCOMs by October 2016.

Financial audits are not going away and will only become more invasive as the AF moves to full financial statement audits in 2018. If we maintain our focus and commitment to these challenges, we will ultimately achieve a clean audit opinion. 

### About the Author

*Mr. Stephen R. Herrera is the Associate Deputy Assistant Secretary, Financial Operations.*

# A Change Management Journey

by Mr. Thomas Murphy, SAF/FMF

Change Management, Kaibab Trail, it's not often you hear these two combined in the same breath. What's the Kaibab Trail anyway? If you've been to the Grand Canyon, you probably know. If you haven't, you're now clued in. Recently, I spent quality time at Scott Air Force Base where the Defense Enterprise Accounting and Management System (DEAMS) was the topic of conversation. And when DEAMS is on the agenda, change management is never far behind. Considering this, as I listened to others discussing DEAMS, I couldn't help but to reflect on an awesome backpacking trip I took through the Grand Canyon with my family. Let me 'splain.



I'll begin by giving you a few logistical points of reference. Our trip took us from the North Rim, down the North Kaibab trail to the Colorado River, and back up the Bright Angel trail to the South Rim. Our group included my wife, our four daughters (ages 17 to 23), two of their boyfriends, and our 13-year-old son. Boyfriends? Yes, boyfriends. I highly recommended to those of you with daughters to consider a similar trip. A well-known fact to fathers of daughters is that a boyfriend's backpack easily holds 30 pounds more on average than, well mine, once you know how to allocate gear. And stay tuned, there is more to come on how to keep boys in their tent.

So what does this have to do with DEAMS and change management? During my time in the private sector implementing enterprise resource plans (ERPs), conducting audits, and leading audit response teams, I ran across a useful model called the Unconscious Competence Change Management model. It applies equally well to ERP implementations and backpacking trips because sometimes a little perspective goes a long way.

As we roll out DEAMS to help lead the Air Force to auditability, we are changing the way we do business—significantly. For example, our legacy accounting and entitlement systems allowed us to enter an invoice without any funding loaded. The invoice would get paid and would get flagged as a problem at the back of the accounting process. Defense Finance and Accounting Services (DFAS) would spend a fair bit of time working with us to research what happened to help clear the mismatch. It's not an efficient process, and not one that auditors care for either.

DEAMS changed the approach. Funding must be loaded first – at the front of the process. It's a lesson we learn over and over. With funding loaded, the invoice matches and flows hands-free through the rest of the process. Of course, this is more efficient and more auditable, and is the basic difference between ERP and legacy design. The controls are moved from the back of the process to the front, so the transaction's journey is cleaner. But, it requires us to change the way we process transactions, which brings us back to change management and the Grand Canyon.

When we were hanging around the North Rim before we put our packs on, walking on level ground, we were in a state called “Unconscious Competence.” This is much like the state in which we were operating using our legacy systems. We could process funding documents and payments with our eyes closed. We had the codes memorized, we could move with blazing speed, and funding lore had been passed from generation to generation. In short, we could function at a highly effective level with minimal effort. We were “Unconsciously Competent.”

Then we started down the North Kaibab trail towards the river. Our packs were loaded, bootlaces tightened, and our journey began. This is similar to the DEAMS implementation. During implementation we entered a stage of Unconscious Incompetence, a blissful time. We were new on our journey, not all that adept yet at what we were doing, but too naïve to realize it. Despite our training, we pumped in invoices trying to use the same techniques we did in our legacy system, but no one pointed out the error of our ways, and we felt like we hadn’t missed a beat. Yet in truth, we were still relying on old techniques and creating new problems. During our hike, my daughter summed up Unconscious Incompetence well as reality dawned near the bottom of the trail. She simply said, “My body’s ticked.” Ok – she didn’t say ticked, but this is a family-friendly publication. We had just passed through Unconscious Incompetence and were headed towards a very painful phase. One that involved moleskin and backlog reports.

Conscious Incompetence is where the trail gets dicey. For me, it manifested as I reached the point in the morning when I could no longer delay climbing out of my tent. The feeling was much like trying to flatten out a ball of aluminum foil that has been crinkled tight—with much associated whimpering. My wife, anticipating this moment, got up first, made herself a cup of hot tea, then amused herself watching us one after the other go through the same performance. The new reality was clear – this was not going to be easy and we had adjustments to make.

After we’ve been through a close or two in DEAMS, we began to see invoices that were caught in the backlog – or more appropriately in the case of DEAMS – the “Frontlog.” We realized that some of our old processing techniques don’t work. We really do have to load funding first. DEAMS is unforgiving in that respect and now we see the consequence of invoices that didn’t pay and didn’t make it to our Status of Funds report. We realized that we must do things differently, and that our journey will now take us in a positive direction – to our next stage of Conscious Competence.

Before we go there, I promised earlier to tell you how to keep boys safely in their tent. I wish I could take credit for this, but I owe it all to Ranger Matt. Phantom Ranch, at the bottom of the Grand Canyon, is an eclectic mix of rafters, backpackers, and mule riders, and, without TV and internet, they hold Ranger programs to entertain the hobbled masses. At the end of our program, Ranger Matt offered to take anyone interested on a short hike to see scorpions. If you shine a blacklight in the dark, you can see scorpions. They look kind of like, for older folks like me, the Creepy Crawlers Super Thingmaker version of a scorpion using the glow-in-the-dark goop. Just like that. But not one or two – we’re talking thousands, everywhere you looked. You can’t see them in the light – they’re translucent and blend in. One of the boyfriends freaked out. He immediately tried to pull his hiking socks up his thighs and instituted a three-second rule for getting in and out of their tent door. From that point on, my wife and I simply had to lay in our tent and occasionally comment on all the scorpions outside our tent. Silent night... 



# A Change **Management Journey** *cont.*



Ok, back to our real story. It's time to start the journey back to the rim through the stage of Conscious Competence. Now that we realized the old ways of doing business won't work, it's thanks to the likes of the DEAMS Customer Support Division, the DEAMS Users' Forum, and the DEAMS Outreach Portal Site, that we can begin to share tools and techniques to operate effectively in our new environment. We can and will use DEAMS to operate effectively, but it will take some effort. That's the essence of Conscious Competence. We will pay those invoices efficiently and auditably, but only when we load funding first, and follow the new step-by-step process. For a time, it will take more effort, but eventually we will work our way back to the rim and find ourselves back where we started—Unconscious Competence.

A few trail notes from the journey: there are things we can do to make DEAMS better and there always will be. Today we have users at all points on this journey. Our challenge is to reach back to those still working their way down from the North Rim and across the canyon bottom to help bring them up to the South Rim, where we have users effectively using the system. The Customer Support Division is there to help, so take advantage of their trail savvy. Get engaged by visiting them at <http://go.usa.gov/WPqQ>. Also, I don't want to make light of anyone's efforts or some of the challenges we've faced. Our implementations have gone well, but we have had to re-learn lessons along the way. Kind of like taking kids backpacking, but I'll save the Longs Peak story for another day.

A few years have passed since our trip through the Grand Canyon. Today, three of the girls are married (two to their Grand Canyon beaus), and as I write this I'm holding my third grandchild, a little girl all of a week old, in my arms. I can't help but reflect on the fact that my freedom to peacefully hold her, to induce boyfriends to carry heavy packs, and to enjoy travels with my family, are freedoms that not everyone enjoys. I further reflect that, if not for the work you do, there would be far more people unable to enjoy these simple and basic freedoms. Thank you for your service, thank you for your commitment, and thank you for enabling my granddaughter to sleep so peacefully in my arms. It's an honor to be part of your team. 📍

## **ABOUT THE AUTHOR**

*Mr. Thomas Murphy is the Deputy Assistant Secretary, Financial Operations.*

# Military Retirement Reform: An Overview

by SSgt Mikel Fair, ACC



Rep. Mac Thornberry, R-Texas speaking about the military retirement overhaul proposals (Photo: Evy Mages/Getty Images)

**What other career can you have for twenty years and earn a pension at the ripe age of 38?** The military retirement system is one of the largest and most expensive recruiting tools used by all of the military services. Considering that, it is only right that in our current economic environment we take a good, hard look and see where we can save money to ensure that “every dollar counts.” With the threat of sequestration and government shutdown over the past few years, no stone should remain unturned when it comes to fiscal savings for our government. As you may recall, in FY14 tuition assistance was temporarily suspended as our military leaders were looking to find quick fixes to save money and supplement our ever-growing commitment to remaining the world’s greatest military. After a two-year study conducted by the Military Compensation and Retirement Modernization Commission on the effects of what changing the retirement system would have, commission members are confident that the details of their proposed retirement plan are a win-win for everyone. The proposal highlights potential savings to the government, provides additional benefits to non-career military members, and increases the benefits for those who choose to stay in and make a career out of the military. Congress is currently reviewing this proposal and it could be included in the upcoming Fiscal Year 2016 National Defense Authorization Bill.

As of the latest article I read in the **MILITARY TIMES** entitled “Military Retirement Reform Gets Pentagon Support,” dated May 31, 2015, the Joint Chiefs of Staff finalized their recommendations and forwarded them to the Secretary of Defense, the Honorable Ash Carter. Some of the recommendations proposed are to reduce the fixed-benefit pension 20 percent, while adding a 401K-style benefit that individuals can keep and maintain no matter how long they serve. Additionally, government contributions to individual’s retirement savings account would continue past the 20-year mark where the initial proposal suggested it should stop. The Joint Chiefs of Staff heavily endorsed this, and other positive changes, so the new proposal creates investment accounts under the current Thrift Savings Plan (TSP) upon the first day of entering service. The government would automatically begin making annual deposits of one percent of the member’s basic pay with an additional dollar-for-dollar, up to five percent, match that service members choose to contribute. However, the matching would not take place until after your first enlistment. The traditional TSP accounts are tax deferred, which means if you take money out before you reach the age of 59-and-a-half, you will incur a tax penalty. To me, the military is shaping its compensation similar to that of those in the private sector. Fortunately, for those of us still unsure about these changes, there will be a grandfather clause allowing members to stay with the current retirement system.

The old adage “knowledge is power” will be key when presenting the new retirement system to our military members. It is important for our Airmen to know that there are resources available that can help guide them through this transition. ➡

# Military Retirement Reform: An Overview *cont.*



Military's top officers discussing military retirement reform on Capitol Hill (Photo: Chip Somodevilla/Getty Images)

As more and more information comes down, financial counselors at the Airman and Family Readiness Center will most likely see an increase in questions regarding investing and 401K plans as our young Airmen enter the Air Force with little to no investment experience.

I am going back and forth on what I think of the new proposed military retirement system. On one hand, I joined knowing exactly what I was getting into and what I would be receiving after a 20-year career.

However, I think the new system will ultimately give members more control over their own retirement plan. "The proposed plan at a three-percent matching rate will earn you about the same as the current retirement system over your lifetime," suggested Laura Junor, the principal deputy undersecretary of defense for personnel and readiness. Members will be able to get a matching contribution anywhere from one to five percent, so the cost savings to the government cannot accurately be determined. The Department of Defense (DoD) projects that it will match an average of four percent to members, which would save the government between \$1 billion and \$1.2 billion annually.

Overall, the plan makes sense from both the government and the DoD perspectives. The government will be saving money while taking care of those members who choose not to serve at least twenty years, and reward those who make the military a career. In effect, this system will decrease monthly pension income, but members have a chance to potentially restore that money and more with the investment opportunity. The proposal is not expected to take effect until January 2018 which gives current military members plenty of time to do their research and learn all they can about the new retirement plan options.

## About the Author

*SSgt Mikel Fair is a financial analysis supervisor at the 7th Comptroller Squadron at Dyess AFB, TX. He currently serves as a resource advisor for the Wing Staff Agency and as a financial analyst for the Mission Support Group and Medical Group.*

Congratulations!

**WINNER OF THE BEST ARTICLE: SPRING 2015**

**Why Strategy Matters**

*by Col Sam Grable*

# Linchpin: Are You Indispensable?

by Mr. Seth Godin

REVIEWED BY SSGT JEANNETTE DINEROS-EDIE

Seth Godin is no stranger to writing books about ideas, marketing, and productivity, and his 2010 release “Linchpin: Are You Indispensable?” continues in that fashion. The book starts with the premise that all of us are geniuses sometimes and that we each have an art that is waiting to be tapped. The art he’s referring to is the art of emotional labor, the ability to make a connection with the people you meet. He challenges his readers to take a stand against being a cog in the workplace and to depart the relative safety zone that comes with mediocrity.

What’s the difference between a cog and a linchpin? Linchpins have an optimistic attitude, astute insight, and excel at emotional labor. What keeps a cog from becoming a linchpin? Fear, your “resistance.” Each of us has a resistance that aims to stay in the comfortable niche we have each built for ourselves. Throughout the book, Godin continuously points out that it is natural for the resistance to undermine anything that feels risky or threatening. If you are generous, the resistance does not agree. If you try bending the rules, the resistance says you should bow your head and stay low.

Is there a map, manual, or step-by-step instructions that point the way to becoming a linchpin? Godin says no, because then your work would cease to be art. Following a map means fitting in, rather than standing out. It means giving in to the resistance. Making work into art is uncharted territory, venturing into a place that the resistance would naturally be terrified to explore.

Being a linchpin also means providing deep domain knowledge. It’s not enough to just learn your job and do it by the book, and it certainly does not suffice to hoard that knowledge to yourself in an effort to create job security. That’s your resistance taking over, creating a self-serving interest. Where is the good in being a selfish genius? Linchpins know that sharing knowledge, being generous and giving it away, and combining it with wise decisions are key to making art. It’s a win-win for you and your organization when you entrust others with the things you know.

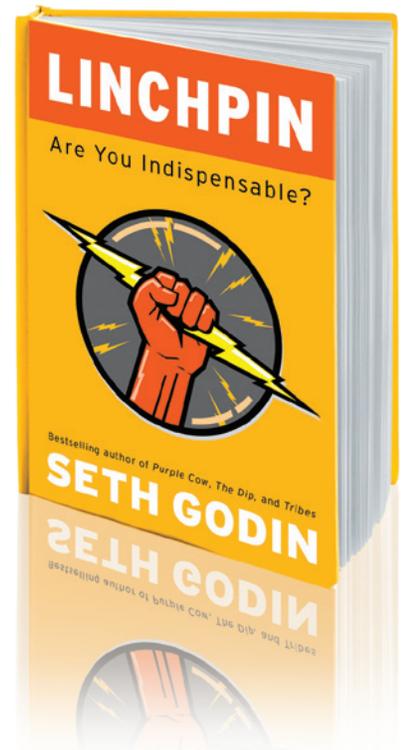
Another ability of a linchpin is possession of a unique talent, a superpower that separates the linchpin from the mediocre, thus rendering replacement of the linchpin difficult. Being “pleasant and compliant” is certainly good, but in a world of customer service and consumerism, that’s what we’ve been taught and people expect it. If it’s something we’re all taught, then there’s nothing unique about it. Godin tasks us with discovering our superpower. He gives us two clues: your superpower comes from something you choose to do and choose to give.

The book is 244 pages long and is divided into about a dozen chapters. Feeling pressed for time? Each chapter is further divided into sub-sections, which would only take a few minutes to read. The writing style is similar to what you would find in today’s weblogs: a catchy hook, quick and easy-to-read sentences, and harmonious question-asking designed to get you to say “Yes! I want to become a linchpin!”

So, make an emotional connection. Tap into your genius. Be generous. Create art. You can choose to be mediocre or you can choose to become indispensable. Will you give in to your resistance or pick up this book and emerge as a linchpin?

## About the Author

SSgt Jeannette Dineros-Edie is the NCOIC of the financial services office with the 480 Intelligence, Surveillance, and Reconnaissance Group at Fort Gordon, GA.



# PRINCIPAL DEPUTY ASSISTANT SECRETARY, FINANCIAL MANAGEMENT

– Mr. Doug Bennett



## Mentorship is a rewarding and important part of being a leader and follower.

For the mentor, it is how we repay the Air Force for all of the opportunities and guidance we have received, and for the mentee, it is how you gain experience from your mentor's lessons learned.

The challenge for most of us is finding the time in our busy schedules to establish these mentor/protégé relationships. This lack of time deprives all of us of the valuable opportunity to learn the skills and techniques our schoolhouses cannot teach or map a career path that leads to our dream job. A mentor can help you explore new possibilities or openings. Conversely, if your career and personal plans are set, perhaps you could help another AF teammate out by being their mentor. To benefit all these situations the AF has established MyVector, a Total Force–Active, Guard, Reserve, Civilian–website dedicated to providing a forum for employees to seek and provide mentorship.

I encourage everyone to register in MyVector and take advantage of this new tool. Once you've established a profile, there are a number of ways you can participate and gain knowledge. You can find a mentor using search criteria for career or educational background. You can join discussion forums and participate in a wide variety of conversations about a career field, enlisted or officer matters, leadership, or just AF life in general. One of the easiest ways for you to communicate with a mentor is using the "Plan My Career" tool to build a career path and discuss your thoughts and what future roles you aspire to serve in. The tool is pre-loaded with the FM career progression matrix so you have help as you select jobs for your rank. Additionally, one of the neat tools is the "Bullet Tracker." When it comes time to write that quarterly award or annual performance review, how hard is it to remember what you've actually done? The "Bullet Tracker" tool allows you to categorize and build bullets as memory joggers for later use without the text limitations of a AF1206. You can capture full thoughts or build a list of things to draw upon when it's time to refresh your resume.

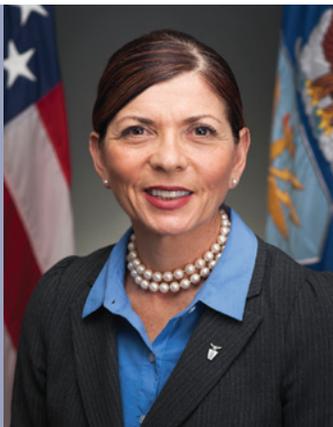
If you're offering up your time to be a mentor, make sure to fill out your "My Mentor Profile" so people can find you in the search feature and figure out how they can best engage with you. Fill in your skills, hobbies, and interests to help potential mentees identify the most relevant mentors for the unique goals and challenges they face. As a mentor, you will serve as a confidant and sounding board to mentees. You'll have the opportunity to not only model AF Core Values, but also motivate and inspire the next generation of AF leaders. Draw from your jobs, professional military experience, and education to help mentees link goals and values to programs the AF has to offer.

Whether or not you use MyVector, I encourage everyone to reach out to one another and offer constructive career advice so that our Air Force can continue to Fly, Fight and Win.

MyVector site: <https://afvec.langley.af.mil/myvector>

# DEPUTY ASSISTANT SECRETARY, COST AND ECONOMICS

– Ms. Kathy L. Watern



## MY GUIDING PRINCIPLES—IT'S SIMPLE

“Moral virtue comes about as a result of habit. We become what we repeatedly do. We become just by doing just acts, self-controlled by doing self-controlled acts, brave by doing brave acts.” – Aristotle

I am often asked about my guiding leadership principles. It's simple, display a strong work ethic and do your best by serving others. My work ethic foundation started with my parents. My dad's work ethic was impeccable. I hardly ever remember him missing work in his 42-year career. What has stuck with me most is how he worked to serve his family. If it meant staying up until the wee hours of the morning putting brakes on my car, he did just that so I would have a car to drive to school the next day. He was always serving others. And my mom, a career woman before being a career woman was in vogue, did an outstanding job balancing her work career with family life. She proved career women are the best mothers too!

It was only fitting when I turned 16, I wanted a job. So on my birthday, my mother drove me to [what seemed] every fast food restaurant in town. This was the early 70s and getting a fast food job was extremely difficult. My persistence paid off and I landed a job at McDonald's. Everything I ever needed to know about life and work, I learned from that job. McDonald's motto was, “If you got time to lean, you got time to clean!”

I loved my McDonald's job so much that during my senior year in high school I actually quit varsity cheerleading so I could work more hours. Can you imagine “quitting cheerleading” to WORK! I still remember my advisor's face when I told her. For those of you who have teenage children, remember a little work/life balance is a good thing—developing work ethic and workplace lessons reap lifelong dividends.

After college, I moved on to my first “career” job. After a few years in the corporate world, I learned they didn't necessarily share my same work ethic. I eventually knew this was not my calling and moved on. I have served 32 years working for the Air Force. It has been the absolute best career—I wouldn't change a thing!

In 1999, the Air Force sent me to the Industrial College of the Armed Forces where I immersed with the best. One of those individuals was an Army colonel who had graduated top in her West Point class. She became a two-star General and served in some of the Army's toughest assignments. She was amazing and I was so awed by her ability to handle challenging situations. As the program was ending, I asked her about guiding leadership principles. She told me there is no better example of leadership than to serve and do your best.

I took this perspective to heart—being a leader is not about the leader—it's about what we instill in others, the examples we set, and what we leave for those who will follow us. In conclusion, whether you have the best job ever, or are on a stepping stone to your next job, think about your own guiding principles.

# DEPUTY ASSISTANT SECRETARY, BUDGET

– Maj Gen James Martin



## “Back Where I Came From”

It's been 14 years since I was assigned to a base Comptroller Squadron. Since that time, much has changed in how we do business, but one thing that remains the same is the dedication and capability our Airmen, YOU, bring to the fight. The work Airmen do at the tactical level to get the mission done and to take care of other Airmen and their families was, and remains, extraordinary. This fact makes me extremely proud to have grown up at the base level.

In the last 14 years, we have transformed our financial processes through automation, which improved the timeliness and quality of our response to our customers' needs. In 2001, we implemented myPay and mandated military members use it to retrieve their LESs and W-2s. Before myPay, Financial Services Airmen spent hours dividing hard copy LESs, so squadron reps could physically pick them up and deliver them to their units. Now, with the click of a mouse or the tap of a finger, members access their pay statements from a computer or smartphone. Similar achievements were made with the implementation of LeaveWeb, which automated the hard copy leave request and approval process.

Our accounting processes have changed as well. In 2001, we faxed contracts, invoices, and receiving reports to DFAS for processing. Now, these documents are electronically scanned or sent through automated systems. Purchase requests are electronically routed to get approval using ABSS and inexpensive purchases are made with the swipe of a Government Purchase Card, decreasing the time between a customer identifying a need and receiving the good or service.

These changes, and many more, were a result of one single movement—financial transformation—a conscious effort for financial managers to be less transactional and to become masters in decision support. I can say with full confidence that this vision is now a reality. This became clear during FY13's budget sequestration and FY14's government shutdown, as our Air Force senior leaders relied on us to give options and advice to get the mission done. I cannot even begin to imagine what the fiscal crisis would have looked like if our squadrons had to advise wing leadership during the financial crisis while sorting through thousands of LESs each pay period. We've grown as a financial community. We're smarter, faster, and more efficient, and the Air Force is better because of it, but we must continue the effort to find better ways of delivering service.

In the past, base-level Airmen ran through fire to implement systems and process changes which seemed impossible at the time. They took on these challenges, and after our nation was attacked on 9/11, we asked even more of them—to deploy and fight for our people at home. Those Airmen are now your squadron leaders, and they have the expertise to remove obstacles for you. Under their leadership, I have no doubt that you will meet our nation's call during the challenging times to come as you implement new systems, such as DEAMS, and work to achieve new-found success in audit readiness, while fighting emerging threats, like ISIS/ISIL. It's for these reasons I'm extremely proud to call base-level my home, or “back where I came from.”

# DEPUTY ASSISTANT SECRETARY, PROGRAMS

– Brig Gen Edward Fienga



Do you use the phrase “Fire and Forget” as an adjective to describe one’s reliability and dependability to get a certain job done? Do you use it as a philosophy of getting hot taskers completed (firing them off to the folks who will do the work to get them done, then forgetting all about them)? I’ve seen this phrase used as such—I personally believe incorrectly—and I’ve even seen it on annual evaluations to describe certain autonomous, self-motivated action officers.

The term probably originated from certain munitions (air-to-air) that, once fired by the operator/pilot, often had their intended purpose quickly forgotten to allow time to focus on the next task at hand (i.e., getting out of harm’s way). In a perfect environment, the missile’s flight would terminate with a kinetic destruction at the exact point where the adversary’s aircraft began. In any case, whether your task is to permanently remove an adversary pilot from combat, or complete an urgent administrative task, can you/should you really ever forget about the task at hand? And, if you have a high-performing action officer, should you “forget” about him/her? On the same note, if you’re the high-performing officer, of course it is admirable to be determined to be reliable and dependable, but how would you feel if you were “forgotten” because your leadership never gave a second thought to whether or not you would get the job done.

The point is, whether we are building POMs, assessing program cost and schedule, executing budgets or conducting financial operations, we must not only follow through to completion on the task, but we have to continuously follow-up with the task, as well. Aerial targets have gotten smarter and more maneuverable—the initial targeting solution is not likely to be the final solution. Similarly, costs and rates change throughout the process of building a Service Cost Position for a particular program. The cost of an Airman (milpers) and cost of a civilian (civpers) are not static figures, nor are the costs per flying hour for any particular aircraft series. Worse yet, forgetting about these sorts of tasks while using the initial solutions will result in near-misses, at best.

Knowing the status of your task at any time throughout its life cycle—including what remains to be completed, and the parts that are subject to change although already completed—is not only important for you, but if it was worth assigning and consuming valuable staff time, its status is also important to your supervisor (and likely his/her supervisor, as well). As such, although technology has aided in the rapid generation (no comment, intentionally, on the completion) of taskers, it is still the high-performing action officer who doesn’t forget about them once they are fired off. And, if in-flight updates are needed—or, more appropriately, requested by those affected supervisors/commanders—that same, unforgettable action officer must be ready to provide those timely and informed updates and, if necessary, course corrections.

# DEPUTY ASSISTANT SECRETARY, FINANCIAL OPERATIONS

– Mr. Thomas Murphy



## “Change before you have to.” – Jack Welch

With the changes facing today’s Air Force, it’s fitting that the Financial Operations headquarters team is facing changes as well. These changes will make us stronger as a team and more efficient for the Air Force. As Jack Welch points out, it’s far better to make these changes on our terms, before circumstances force us to move unready and ill-prepared.

What’s changing at SAF/FMF?

We made three organizational shifts within SAF/FMF over the past year. The first and most significant is the transition of the Air Force Financial Services Center (AFFSC) from SAF/FMF to the newly created Installation Management Support Center (IMSC), which is now a Direct Reporting Unit (DRU) under AFMC. This will allow the AFFSC to partner with those who are directly supporting each base, and drive continued efficiency.

Our second significant shift is the consolidation of the Air Force Financial Services South Office (AFFSO), located at Maxwell AFB-Gunter Annex in Montgomery, Alabama, into our AFFSO North Office, located at Wright-Patterson AFB in Dayton, Ohio. This move streamlines management, operations, and administrative costs. The AFFSO mission, now centrally located, will continue to build on the AFFSO legacy of delivering strong FM system management, FM system training, and FM system Help Desk support.

The third significant shift is the transition of the Air Force Accounting and Finance Office (AFAFO) from its Denver location to the National Capital Region. The AFAFO team, who play a lead role supporting the daily accounting functions of the Air Force, will now be co-located with critical partners. This change will streamline approval and support, and will improve customer services through the supply chain process, from the Airmen on the ground ordering parts or filing a travel voucher to DFAS’ team processing transactions in DEAMS on the back end.

With all these changes, the question you may be asking yourself is, “How will these changes affect me?” Our plan calls for stability throughout the transition, and positions us to deliver improved service as we move into Fiscal Year 2016. The IMSC has worked closely with our team to ensure nothing falls through the cracks in the AFFSC transition. You will continue to experience the same exceptional FM system support that you’ve received in the past, packaged in a more efficient delivery model. Finally, the AFAFO policy, guidance, and support will be more closely aligned with our Audit and DEAMS initiatives as we march towards our target operating environment.

Reaching back to Jack Welch, changing before we have to is key to our success. Thank you for your support of these changes, and please let us know if you have any questions as we move through transition.

# THE CERTIFICATION TIMES

## YOUR #1 SOURCE FOR FM CERTIFICATION NEWS



VOL 1, AUGUST 2015

Director, FM Workforce Development and Executive Services – Ms. Shar Kaina

*"With a wide-open field, any little thing can shift the advantage in one direction or another."*

– Mr. Doug Bennett,  
FM Certification Commissioner

## PACAF Maintains Dominance, USAFE Defiantly Makes Huge Push



Team USAFE comes out swinging like a spider monkey with Trainers Buchholz and Boothe



Coaches Pletcher and Watkins work on AFMC's game plan

**SAF/FM Certification Team:**  
[usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil](mailto:usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil)

**AF FM Certification SharePoint:**  
<https://cs3.eis.af.mil/sites/26786/DODFMcertification>

With the FM Exec Session behind us, we officially entered the second half of the FM Certification season. Reaching this point of the season means that we have a pretty good understanding of where certain commands stand heading towards the 30 June 2016 Certification deadline. There have been some major surprises thus far and several trends remained.

Under the leadership of first year Comptroller, Col. Regina Goff, the upstart PACAF FM'ers shocked everyone with their aggressive approach to the program and continued their dominance over the rest of the competition.

Col Goff and her team cannot rest on their laurels; AFGSC is keeping the pressure on the current leader, trailing by just eleven percentage points. Probably the most surprising development this season is the resurgence of team USAFE. Once sitting at the bottom of the standings, European FM'ers pushed past nine commands in the standings during the last six months with AFGSC and PACAF clearly in their sights. CMSgt Lisa Boothe, USAFE's Enlisted Functional Manager was recently overheard saying **"We realized that PACAF was our ONLY REAL COMPETITION"** and they are gunning for the current leader. The race to Certification appears to be heating up as the rest of the pack finds their stride.

AFSPC is looking at launching to new heights to surpass their already respectable numbers. The SAF is throttling up the engine room in preparation for the drive to the finish line and ACC is putting on the "battle rattle" ready to take on the challenge.

AETC has learned a few lessons and their education and training professionals will find a way to lead by example. It's all academic to USAFA who believe they will make up the needed ground on the current leaders. AMC should be refueled and looks to Air-Bridge the gap between their "Certifieds" and "Ain'ts," by taking advantage of the traveling training team services. AFMC has gotten off to a slow start but they have a proud heritage and professional reputation. If history is any indication, expect to see AFMC move up in the rankings soon. While most experts believe, that AFDW will "slug" their way to the finish line by 2016 the Certification Commissioner, Mr. Bennett, believes many commands are playing possum a bit, **"I THINK FOLKS HAVE COMPLETED REQUIREMENTS FOR CERTIFICATION BUT JUST HAVEN'T ENTERED THEIR DATA INTO THE LEARNING MANAGEMENT SYSTEM."** He expects a close finish in June. Who will finish on top of the Certification rankings? That remains to be seen. Don't be an "Ain't," get Certified today and do your part to give PACAF a run for their money!



Current Standings Leaders:  
Team PACAF Coaches Goff and Phillips

Air Force	Wins/Losses	Standings
PACAF	244/167	59.37%
AFGSC	118/129	47.77%
USAFE	160/182	46.78%
AFSOC	92/113	44.88%
AFSPC	261/431	37.72%
SAF	137/265	34.08%
ACC	242/702	25.64%
AETC	210/667	23.95%
USAFA	15/49	23.44%
AMC	139/553	20.09%
AFMC	629/2578	19.61%
AFDW	20/93	17.70%

# EXECUTIVE FOR ENLISTED MATTERS

– CMSgt John Writer



**Well its official,** we've held our first enlisted Developmental Team (eDT) with the goal of selecting a pool of eligible individuals to vector into key developmental positions (KDPs). Thanks goes out to all our SMSgts and MSgts who took the time to fill out and submit a vectoring worksheet to be reviewed by the MAJCOM functional managers (MFMs) and me. More importantly, thank you to all the MFMs who took time to review the records and to SMSgt Mitchell for her work in getting us the access we needed. All records have been reviewed and our SMSgts and MSgts can expect to receive feedback from their MFMs by the end of August.

Here is a quick recap of the purpose and results of eDT:

Deliberate development included identifying certain SMSgt and MSgt positions to vector individuals with the goal of setting people on the path to become a MFM in our career field. For MSgts, we selected a number of squadron superintendent positions, our CoE, CDC writer and Silver Flag instructor, and select positions at the NAF, IMSC, MAJCOM, and COCOM levels. For our SMSgts, we targeted roughly 15 base level superintendent positions we felt to be a little more complex or challenging and our AFPC assignment position.

We took into consideration what individuals indicated on their developmental worksheet and what commanders or directors had to say. There was some conversation when we read that people preferred to stay at a location to complete a college degree or if they had children going into their senior year. We understood the desires, considered what "Service Before Self" means, and made our recommendation.

Completion of CCAF and PME was a starting point for MSgts. If one or both were not complete, we indicated you should complete soonest rather than waiting. We reviewed past jobs and performance to decide the positions a person could be vectored to. If a person has been assigned to a one-deep job for an extended period of time, or has been out of the typical comptroller squadron, we recommended to return. We valued leadership and seeing how, based on the reports, you were leading teams either in or out of the office. We valued if you were developing those coming behind you.

Not everyone will receive a vector. This is fine. Having an established DEROS preventing a person from PCSing in the next year, not having the retainability to PCS due to HYT, or not needing a little more experience could have been a factor in the decision making. The assignment process you know today will continue.

For those who do receive a vector, it does not mean you'll be getting an assignment rip in the next month. Nor does it mean you can't apply or be selected for any FM job you see advertised. For those who were vectored, the expectation is when a vectored position becomes available you should apply for it. The career field expressed they have the faith in you to fulfill a critical position in our career field. You ought to jump at the opportunity to prove us right.

# DIRECTOR, DEFENSE FINANCIAL MANAGEMENT AND COMPTROLLER SCHOOL

– Col Louise Shumate



## Find Your Inspiration

Wilma Rudolph said, “Never underestimate the power of dreams and the influence of the human spirit. We are all the same in this notion: The potential for greatness lives within each of us.”

I cannot believe it has been an entire year since I officially joined the Defense Financial Management and Comptroller School team on 30 June 2014.

I want to pause and say “thank you” to my staff for all they have done in this last year. In addition, I want to extend my thanks to the students I met through our in-residence courses. Not only did I learn a lot from my staff about the FM education business, but I witnessed their genuine enthusiasm towards our mission. Preparing and executing lessons, as well as guiding seminars, are not jobs that anyone can do right off the bat. They have had to get out of their comfort zones and dive in. Overall, it’s a rewarding job where my team makes a difference in student’s lives, inspiring them through various discussion topics or sidebars.

There were many inspiring moments throughout each Defense Financial Management Course. I found the various student-led “Leadership Thought of the Day” and “Speak Easy” presentations provided a perspective that would inspire you both personally and professionally. A couple of quotes come to mind that I ask you to ponder:

- “... when you come over to the house, you need to be ringing the doorbell with your elbows and not your hand, as you need to bring something to the table.” USA Student, SGM, DFMC14D
- “If you make your bed every morning you will have accomplished the first task of the day. It will give you a small sense of pride and it will encourage you to do another task and another and another. By the end of the day, that one task completed will have turned into many tasks completed....”

– Admiral McRaven’s address to the graduates of University of Texas at Austin, as presented by USAF Student, GS-12, DFMC15B

It is amazing how words and actions can influence one’s personal desires or emotions. We have a lesson on Facilitating Change where the instructor discusses how changing your words can change your life. And by focusing on some word(s) from the quotes above, you may begin to think about an issue or action differently. Sometimes a change of scenery outside your office setting can provide a fresh start to think and hear different perspectives that are not normally influenced by your peers. The first quote is not about food at a gathering; the point is about bringing something to discuss or injecting your viewpoint if you have a seat at the table. No different than the next quote, little tasks add up to the bigger tasks when completed, so start your day with a simple task.

I am privileged and inspired to work with amazing professionals every day and to enjoy the interaction with students across DoD – **thank you and keep up the great work!**

# ACES HIGH AWARDS



## SSgt Warren J. Bush 96 CPTS, Eglin AFB, FL

SSgt Warren Bush is an accounting liaison technician assigned to the 96th Comptroller Squadron, Eglin AFB, FL. SSgt Bush was born in New York City, NY and graduated from Bitburg American High School in 2007. He began his career upon completion of training and reported to Dover AFB to serve as a lead Defense Travel System administrator and Government Travel Card monitor. As a financial services technician, his management of the travel card program was recognized as the best in Air Mobility Command and earned over \$61 thousand in rebates for the wing. SSgt Bush broadened his horizons by serving as a base Honor Guard member, representing the Air Force at various events, ultimately earning an achievement medal for his unwavering commitment and service-before-self attitude. He later moved to FMA in October 2010 where his keen attention to detail was vital to managing 20 budget programs worth over \$297 million in support of the Wing's demanding global mobility mission.

In March 2013, SSgt Bush was assigned to the 51st Fighter Wing Comptroller Squadron, Osan AB. SSgt Bush was assigned as financial analyst supervisor where he led 16 agency budgets exceeding \$18 million. During 2013 fiscal year close-out, SSgt Bush secured \$8 million, funding a mission-critical cargo apron repair, which streamlined the movement of 26 thousand passengers annually. SSgt Bush's efforts culminated with his selection as the 51st Comptroller Squadron NCO of the quarter. SSgt Bush's unparalleled work ethic in financial management and selfless dedication to his base and community is without a doubt **ACES HIGH!**



## SrA Jahrod Cyrus 92d Comptroller Squadron, Fairchild AFB, WA

SrA Jahrod Cyrus is a financial management supervisor assigned to the Financial Services Flight, 92d Comptroller Squadron, Fairchild AFB. SrA Cyrus was born in Albany, NY and grew up in Orlando, FL. He graduated from Edgewater High School in May 2008 and attended Florida A&M University. He enlisted in the Air Force in January 2012 and graduated from Technical School as a Yellow Rope Airman Leader. He began his career in the Air Force as a Financial Management and Comptroller Apprentice.

During his assignment at Fairchild AFB, SrA Cyrus served as a financial services technician and supervisor. He processed over 1000 PCS travel vouchers with 99 percent accuracy. He also managed the Government Travel Card Program, maintaining a .63 percent delinquency rate and earning over \$70 thousand in quarterly quality-of-life rebates. In 2013, SrA Cyrus began filling the Civilian Pay customer service representative position and managed a more than 600-employee, \$30 million program. He also earned recognition as an AMC/FM Airman of the Quarter, Fairchild AFB Diamond Sharp Award winner, 92nd Comptroller Squadron Airman of the Year for 2013 and 2014, AMC CCC Airman of the Week, Fairchild's Finest, and was selected as Senior Airmen Below-the-Zone. In 2013, he earned his CCAF degree, and in 2014 he was selected for Staff Sergeant after her first time testing. Finally, he earned the Commandant's Award from Airman Leadership School in 2014. SrA Cyrus is a role model for his peers and his impressive track record makes him **ACES HIGH!**

# ACES HIGH AWARDS



## SSgt Justin Jaramillo Limos 633d Comptroller Squadron, JB Langley-Eustis, VA

SSgt Justin Jaramillo Limos is a financial analyst assigned to the 633d Comptroller Squadron, JB Langley-Eustis (JBLE), VA. In 2007, he graduated from Dixon High School in California and enlisted in the United States Air Force in June 2008. After graduating technical training with academic excellence, SSgt Limos was assigned to the Air Force Financial Services Center (AFFSC), Ellsworth AFB.

As a separations and retirements technician at the AFFSC, he quickly gained knowledge to accurately compute and process members' final pay and travel vouchers for 66 Air Force units. In April 2012, SSgt Limos was assigned to JBLE as a financial analyst. In February 2013, he displayed superb academic and leadership skills in Airman Leadership School, finishing with the Distinguished Graduate Award. In October 2013, SSgt Limos deployed to Al Dhafra AB as the sole accounting liaison office technician where he was responsible for a wing budget of \$31 million. While deployed, he became involved with the Enduring 5/6 Council as secretary. Upon his return to JBLE, he served as the primary analyst for 1st Fighter Wing, the Acquisition Management Integration Center, and four other tenant organizations whose combined budgets equate to over \$364 million in 2014. SSgt Limos' ongoing commitment to excellence and "lead by example" mentality sets him apart from his peers and garnered him 633d CPTS NCO of the Year in 2013 & 2014 – a true reflection of being **ACES HIGH!**



## SSgt Gerald C. Marshall 18th CPTS, Kadena AB, Japan

SSgt Gerald Marshall is a financial services technician assigned to the 18th Comptroller Squadron, Kadena AB, Japan. SSgt Marshall grew up in Milo, IA and graduated high school in 2002. In 2007, he received his bachelor's degree from Graceland University with a double major in accounting and business administration and a minor in economics. Upon completing Basic Military Training in 2009, he attended technical school at Keesler AFB. After technical training, he reported to Barksdale AFB, initially serving as a financial services technician. SSgt Marshall verified more than 200 reenlistment/separation payments worth \$2.2 million, while perfectly managing the submission of 19,000 pay updates. Additionally, he audited 6 thousand travel claims worth \$8 million. His efforts directly contributed to the squadron being named AFGSC Financial Services Office of the Year for 2010, as well as receiving the SAF/FM Special Acts & Services Award 2010. Just two short years later, in 2012 the squadron was named AFGSC Comptroller Organization of the Year.

SSgt Marshall deployed to Al Udeid AB, Qatar where his commitment to excellence resulted in perfect accountability of 2.7 million Qatari Riyals disbursed in support of Operations Enduring Freedom and Combined Joint Task Force Horn of Africa. He maintained three Eagle Cash kiosks enabling 5,000 monthly transactions and reducing United States currency in the AOR by \$5 million. SSgt Marshall is a pillar of leadership and excellence in his units, earning multiple awards and accolades along the way. He is truly the epitome of an American Airman and has earned the title **ACES HIGH!**

# PROMOTIONS

## AFMC

Passarello, Stephen TO A GS-15; AEDC/FM – Arnold AFB

Pry, Diana E. TO A GS-15; AFLCMC/WISF – Wright-Patterson AFB

Sowers, Kathryn J. TO A SES; AFLCMC/FM-FZ – Wright-Patterson AFB

## ACC

None

## AETC

None

## AFGSC

None

## AFMC

Avant, Heidi, GS-12; AFSC/FM/FZC – Robins AFB

Barkus, Vanessa E., GS-13; AFLCMC/WWZF – Tinker AFB

Beckey, Lisa, NH-03; 412 TW/FM/FMAO – Edwards AFB

Bever, Noranne L., GS-12; AFLCMC/WFCI

– Wright-Patterson AFB

Bonenfant, Benjamin, Capt; 412 CPTS/FMA – Edwards AFB

Brown, Victoria L., GS-13; AFLCMC/FZC – Hanscom AFB

Courville, Frederick A., GS-13; AFLCMC/WLNNB

– Wright-Patterson AFB

Curell, Grace E., GS-12; AFLCMC/WIFF

– Wright-Patterson AFB

DeWell, Heather, GS-12; AFRL/711HPW/FMU

– Wright-Patterson AFB

Etienne, Denetria, GS-12; 96 TW/FM/FMA – Eglin AFB

Eveland-Laws, Michele M., GS-12; AFLCMC/EBYI – Eglin AFB

Flores, Alicia B., GS-14; AFLCMC/HNCF – Lackland AFB

Fowler, William M., GS-13; AFLCMC/HIZF

– Maxwell Gunter AFS

Franklin, Marcella, NH-03; 412 CPTS/FMA – Edwards AFB

Gooch, Wendy D., GS-12; AFLCMC/WLNF – Robins AFB

Gurle, Laura, GS-13; AFNWC/FMI – Kirtland AFB

Hazel, Rachel, GS-12; AFLCMC/HBQF – Peterson AFB

Holahan, Linda M., GS-12; AFLCMC/FZA – Hanscom AFB

Jaques, Jeffrey M., GS-12; AFLCMC/HBZF – Hill AFB

Jones, Linda, GS-13; AFLCMC/HIZ – Maxwell Gunter AFS

Jordan, Jack, NH-03; 412 CPTS /FMA – Edwards AFB

Kreklau, David, GS-14; HQ AFMC/FMP – Wright-Patterson AFB

Lofthouse, Brian, GS-14; AFNWC/FM – Kirtland AFB

Lotierzo, Kathryn B., GS-13; AFLCMC/WIVF

– Patuxent River NA ABS

Lovato, John, DO-2; AFRL/RDFC – Kirtland AFB

## AFMC cont.

Maciejewski, Lisa M., GS-13; AFLCMC/WNYF

– Wright-Patterson AFB

Maldonado, Melissa, GS-12; 96 CPTS/FMA – Eglin AFB

Morin, Karla, GS-13; HQ AFMC/FMR – Wright-Patterson AFB

Murray, Sharon D., GS-12; AFLCMC/LZPEM – Tinker AFB

Nickerson-Roland, Cassandra D., GS-12; AFLCMC/WWMF

– Hill AFB

Nix, Jamie, GS-12; 448 SCMW/FMR – Tinker AFB

O'Rorke, Farra M., GS-12; AFLCMC/WLVA – Tinker AFB

Pahren, Nicholas R., GS-12; AFLCMC/WISF

– Wright-Patterson AFB

Parker, Michael R., GS-12; AFLCMC/HBZF – Hill AFB

Pounds, Erika, GS-12; AFSC/FM/FZRD – Robins AFB

Queen, Amanda A., GS-12; AFLCMC/WWUF

– Wright-Patterson AFB

Raymundo, Sherry, NH-03; 412 CPTS/FMA – Edwards AFB

Robinson, Gloria, GS-12; AFLCMC/EBHM – Hill AFB

Savage, Dustin S., GS-12; AFLCMC/EBHM – Hill AFB

Scruggs, Louis, GS-13; AFLCMC/B2 Program – Tinker AFB

Scruggs, Louis C., GS-13; AFLCMC/WWZF – Tinker AFB

Sheehan, Melinda C., GS-12; AFLCMC/HBM – Hanscom AFB

Steelman, Patrick, GS-13; AFSC-FM/FMP – Tinker AFB

Swayne, Kasie Cornelious, GS-13; AFLCMC/WNYF

– Tinker AFB

Telemacque, Sandra C., GS-13; AFLCMC/EBAI – Eglin AFB

Turner, Sherry A., GS-12; AFLCMC/WLNF – Robins AFB

Tyson, James I., GS-13; AFLCMC/EBHA – Robins AFB

Wilson, Brian D., GS-13; AFLCMC/WWD – Tinker AFB

Wojcik, Phillip, GS-14; AFLCMC/FZC – Hanscom AFB

Wyman, Dana C., GS-14; AFLCMC/FZC – Eglin AFB

Wynns, Warren F., GS-12; AFSC/FM/FZC – Robins AFB

## AFRC

None

## AFSAT

None

## AFSOC

Pitts, Jessica, Capt; 27 SOCPTS/FMA – Cannon AFB

## AFTC

None

## AMC

Martin, Tesha M., MSgt; 436 CPTS/FMF – Dover AFB  
O'Donnell, Keith W., Capt; AMC/FM/FME – Scott AFB

## PACAF

Cintron, Carlos, MSgt; 354 CPTS/FMF – Eielson AFB  
d'Andre, Benjamin, Capt; 8 CPTS/FMA  
– Kunsan AB, Republic of Korea  
Mayo, Parker, Capt; 51 CPTS/FMA – Osan AB,  
Republic of Korea  
Morris, Erica, Capt; 51 CPTS/FMF – Osan AB,  
Republic of Korea

## SAF/FM

Alexander, Earl, Maj; SAF/FMP – Pentagon  
Bagensie, Marianthe, GS-13; SAF/FMBOI – Pentagon  
Bridgeforth, Shedrick, Capt; AFCAA/FMCSB – Pentagon  
Brummitt, Steven, Lt Col; SAF/FMP – Pentagon  
Downey, Ina, GS-14; SAF/FME – Pentagon  
Graves, Rashida, Maj; SAF/FMP – Pentagon  
Humphrey, Craig, GS-14; SAF/FMB, P&FC – Pentagon  
Ismirle, Ryan, Lt Col; SAF/FMBL – Pentagon  
Taylor, Kara, Maj; SAF/FMBOI – Pentagon

## USAFE

None

## SAF/FM PUBLICATIONS SHAREPOINT SITE

To read past issues of FM publications, please visit the FM Publications SharePoint site at <https://cs3.eis.af.mil/sites/26786/FM-Pubs>. There you will find links to all *SAF/FM Online Newsletters* and *Air Force Comptroller* magazines. For help accessing SharePoint, email the SAF/FMEW Workflow at [usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil](mailto:usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil).



# RETIREMENTS

## ACC AFMC

Dunster, Timothy AS A Col; HQ ACC/FM/FMP – Langley AFB  
Henson, Pamela AS A DO-4; AFRL/FM – Wright-Patterson AFB

## AFRC SAF/FM USAFE

Iselo, Jean AS A DO-4; AFRL/RIF – Rome Lab  
Schweinfurth, Carl AS A GS-15; AEDC/FM – Arnold AFB  
Jones, Edward AS A GS-15; HQ AFRC/FM – Robins AFB  
Oliva, Judith AS A SES; SAF/FMP – Pentagon  
Berk, Rodney AS A Col; USAFE/FM – Ramstein AB, Germany

## ACC

Carey, Charlene, GS-12; HQ ACC/FM/FMA – Langley AFB  
Eubank, Michael, GS-12; HQ ACC/FM/FMP – Langley AFB  
Henderson, Gladys, GS-13; HQ ACC/FM/FMP – Langley AFB  
Highfill, Teresa, GS-12; HQ ACC/FM/FMP – Langley AFB  
Reed, Anglea, GS-12; HQ ACC/FM/FMP – Langley AFB

## AETC

None

## AFDW

None

## AFGSC

Osborne, Joseph, TSgt; 341st CPTS/FMF – Malmstrom AFB

## AFMC

Bigger, Sandra, GS-12; 448 SCMW/FMR – Robins AFB  
Brocketto, Mary Ann, GS-14; AFLCMC/EBAF – Eglin AFB  
Franklin, Marcella, NH-03; 412 CPTS/FMA – Edwards AFB  
Froning, Lora L., GS-12; AFLCMC/WLSF  
– Wright-Patterson AFB  
Gagen, Stephen C., GS-13; AFLCMC/WWUF  
– Wright-Patterson AFB  
Gooch, Wendy D., GS-12; AFLCMC/WLNF – Robins AFB  
Gonzalez, Julio, GS-13; HQ AFMC/FMI  
– Wright-Patterson AFB  
Leclair, Denise G., GS-14; AFLCMC/FMP – Hanscom AFB  
Lemon, Larry, GS-12; AFSC/FM/FZRD – Hill AFB  
Scarpelli, Michelle Marie, GS-13; AFLCMC/WWMF  
– Wright-Patterson AFB  
Tipton, Linda L., GS-12; AFLCMC/EBAF – Eglin AFB  
Weideman, Thomas, DO-3; AFRL/FMC  
– Wright-Patterson AFB

## AFRC

*See Highlight*

## AFSOC

Lucas, Linda, MSgt; 1 SOCPTS/FMQ – Hurlburt Field

## AFTC

None

## AMC

Jansen, Denice A., GS-12; HQ AMC/FMAT – Scott AFB  
Marbury, Jacqueline D., GS-12; HQ AMC/FMAT – Scott AFB  
Rife, David J., MSgt/E-7; 436 CPTS/CCF – Dover AFB  
Schubert, Karen M., GS-14; HQ AMC/FMAT – Scott AFB  
Sharif, Bayyinah L., MSgt; 87 CPTS/FMA  
– Joint Base McGuire-Dix-Lakehurst

## PACAF

None

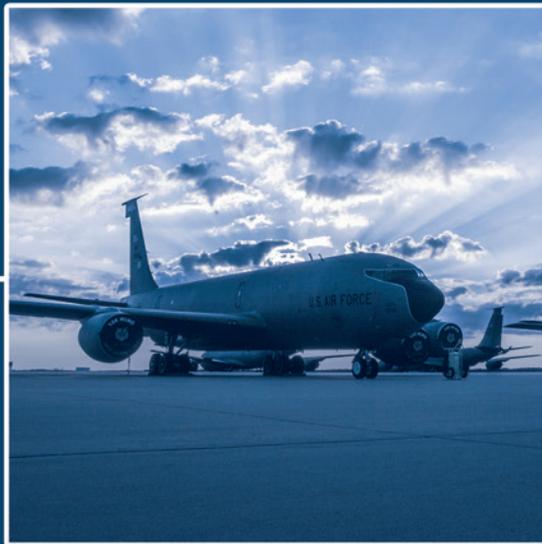
## SAF/FM

Brummert, Kevin, Lt Col; AFCAA/FMCS – Pentagon  
Ching, Alex, GS-13; SAF/FMP – Pentagon  
Condino, Frank, GS-13; SAF/FM/FMBOI – Pentagon  
Sovada, Christopher, Lt Col; SAF/FMP – Pentagon

## USAFE

*See Highlight*





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