

AIR FORCE **COMPTROLLER**

The Ultimate **F**orce **M**ultiplier

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this **PROGRAM**

PERSPECTIVES OF THE JUNIOR FM FORCE

**SUMMER 2016** — VOLUME 49, ISSUE 2 — SAF  **FM**



# AIR FORCE COMPTROLLER

SUMMER 2016 – VOLUME 49, ISSUE 2

## In this issue

**The Honorable Deborah L. James**  
Secretary of the Air Force

**The Honorable Ricardo A. Aguilera**  
Assistant Secretary of the Air Force  
(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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## THE COMPTROLLER'S CORNER

Written by 1st Lt Thomas Harris, Barksdale AFB

### Reflections of a 1st Lieutenant

It didn't take me long to realize that no matter how fast I tried to hit the ground running, there was no way to avoid falling flat on my face. Few entry-level jobs can rival the speed of learning required of newly commissioned officers in the US Air Force. Looking back on my first two years, I can say with confidence, and a cringe, that the role of a 2nd lieutenant is overwhelming; you have so much responsibility, yet so little idea of what you're actually doing. Often equated to chickens running around with their heads cut off, 2nd lieutenants can surely offer comedic relief around the office, but what else should we initially expect? It's certainly a challenge for young officers to not only work side by side with, but also be held to similar expectations as subordinates touting decades of FM experience. The pressure to get up to speed, and get up to speed quickly, is real.

Onboarding for a young officer is like trying to merge into the middle of a NASCAR race on a bicycle. For me, it's also been a delicate balance between working to earn the respect of teammates in my flight, while at the same time, making those inevitable mistakes inherent to the complexities of Air Force Financial Management. Filling a leadership role and acquiring technical expertise are two roles expected of our position. Along the way, I've learned critical truths about getting up to speed on each; tips I'll share, but still keep guarded, because this freshly minted 1st lieutenant wants to enjoy the headless chickens every now and again too!

First, listen to your NCOs. And I'm certain I just lost the attention of all CGOs who will roll their eyes and skip over this paragraph thinking, 'Duh!' Unless you went through the Academy, ROTC, or OTS with earplugs in, it's impossible to have avoided this timeless lesson. But I still insist on sharing because it's true. Nothing will get you up to speed faster than heeding this advice. I ran just about every word I'd share with my flight through the safety net that was my NCO, and I'm glad I did. Many NCOs have close to 20 years of experience; they've heard it all, and they're typically no-nonsense enough to offer that much-needed, honest feedback. They'll filter out your questionable leadership actions and encourage your promising ones, and because of that, their words of wisdom will always bear repeating.

Second, hone a Zen mind and focus on one task at a time. Between the ever-changing systems, deadlines, processes, acronyms, accesses, reports, contacts, taskers, etc., it's a miracle to me that our community finds a way to piece it all together. Under the pressure of getting up to speed ASAP, I'd float from process to process and system to system, making the mistake of trying to learn everything all at once. To better handle the speed of learning, focus on and master one program at a time—build a strong foundation and everything else will come together in time.

The final truth is that the speed of learning never slows. However, in a service that prides itself on innovation, the relentless speed of learning is a great problem to have. All in all, it's an amazing experience in the FM community, and I look forward to learning all that lies ahead!



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# The Fabric of FM

## featuring SrA Irthgar L. Berry, Jr.



SrA Irthgar Berry is a budget analyst with the 2nd Comptroller Squadron at Barksdale AFB, LA

### My Air Force financial management journey started in 2010 after I graduated from college.

Just like any other recent graduate, I was anxious to enter the workforce with my degree in hand. However, similar to the multitude of graduates between 2008 – 2012, I graduated to an uncertain economy and collapsed housing market. With all the economic uncertainty, I faced a very difficult job market and began to take on a different perspective of my future career options.

As a college student, I worked at Fed-Ex, a major entity in Memphis, TN. However, although I was getting a paycheck, I knew I wanted to do more and graduation was the catalyst for me to pursue a more rewarding line of work. Soon, I found myself aiming for more managerial positions related to my degree, but the doors of opportunity seemed too often closed. Eventually, I acknowledged the military as a strong option. I always envisioned joining the military, but I was not sure how to connect the dots to enlist post-graduation. As I researched how to join the military, a few of my friends were involved in incidents that led to their untimely deaths. Losing my friends led me to decide, without a doubt, I wanted to be a part of the military in the hopes it would offer me a new beginning and a new plateau, away from the walk-of-life I was accustomed to.

The beginning of my military career was definitely character-building. I recall walking into the recruiter's office with a sense of purpose, but soon being told by the regional recruiter, to

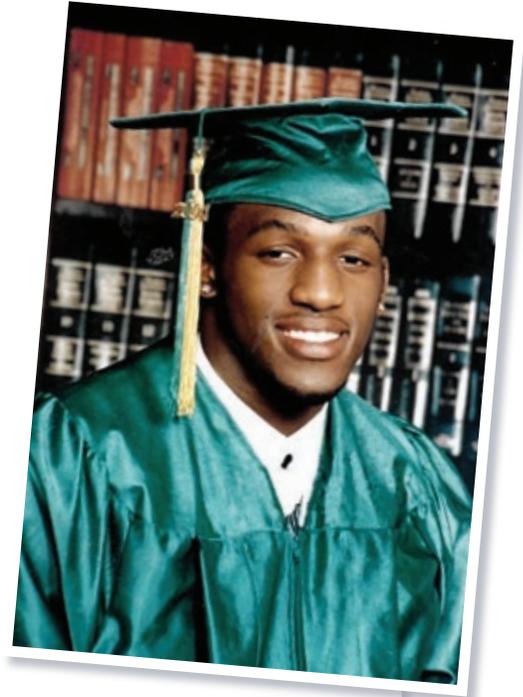
my dismay, that because of my juvenile-record, "The Air Force is a dream at best." With those words rolling around in my head, I became determined to prove otherwise. I knew I was capable of so much more than my record showed and so I went on to another recruiting location, only to find myself face-to-face again with the same recruiter. I soon came to realize that he was the supervisor for the recruiting stations within my immediate area. Though I didn't know it at the time, I now see how this early test of determination and perseverance served me well and now is a signature part of the way I approach my daily job functions and career. I went on to build a strong rapport with the recruiter and provided over eight letters of recommendation. The recommendations came from a wide range of reputable people in my life including a local councilman and my probation officer, from when I was a juvenile. When it was all done, these letters were placed in my file in the hopes they would help me to be considered a candidate for the enlisted ranks.



I am grateful to those who wrote recommendation letters for me because on May 22, 2012, I raised my hand and recited the military oath to protect and serve. I began basic training after five months of delayed entry, and shortly after began my journey to Gulfport, MS where I began technical school. Technical school challenged me and helped me to further cultivate a strong sense of determination that I know is required for success in my military endeavors. I started my training as an air traffic controller, a position which has one of the highest failure “wash-out” rates of any other military specialty. I recall multiple nights of intense studying that never came to fruition at the time of testing because I failed my first test and soon after, my second. Although I tried my hardest, I fell short of passing the minimum standards, and as a result, was placed out of the specialty. Shortly after, I switched to a new career path and had to start over with trainings and testing. All the while, there were situations taking shape at home that would weigh heavy on my conscience. Nevertheless, I was eventually placed in finance, which I was ecstatic about, because I have a financial degree.

**I have learned so much and am excited each day to expand my knowledge and do all that I can to help achieve the FM mission.**

Overall, my Air Force career has challenged me in ways I never imagined, but, at the same time, has given me the opportunity for personal and professional growth. Although I have made mistakes and taken wrong turns, in hindsight, I see how those situations helped me to understand the consequences of my actions, not only for myself, but also for those around me. Through my Air Force experience, I have gained life lessons and development of character traits that are priceless. **I am proud to be an Airman and look forward to all that is to come in my “Fabric of FM” journey!** 



Top: SrA Irthgar Berry at his graduation from Jackson Central-Merry High School in 2004  
Bottom: SrA Irthgar Berry with his mother, younger sister, and older brother in 2010

# Inquiring Minds Want to Know: An Interview with Junior and Management Professionals



Questions by Capt Zachary Mason, 1st Lt Joshua Jones, and SrA Michael Dalton;  
Answers by Col Mike Greiner, CMSgt John Writer, and Ms. Shirley Reed

One of the best ways for junior-level financial management professionals to enhance knowledge is to talk to those who have the most longevity in the career field. As with any profession, the people who have been in the trenches the longest have the greatest amount of experience under their belts. They have “been there, done that” and more often than not, are keenly interested in sharing their knowledge with those who will follow in their footsteps. In an effort to tap into and share the knowledge our senior leaders gained over the years, we asked a few junior FMers to submit professional development and career field-related questions they would like to pose to our senior leaders.

## QUESTIONS AND ANSWERS:

**1st Lt Joshua Jones:** Is there anything you know today that you wish someone had told you as a young officer?

**CMSgt John Writer:** Told–No. Witnessed–Yes. How leadership is being delivered today is different than it was 25-plus years ago. I witness more “humble leadership” and “servant leadership” today compared to when I first started. If I was exposed to this type of leadership earlier in my career, I would have been able to share with more people.

**Capt Zachary Mason:** In nearly every career brief or mentoring session, when discussing the pros/cons of one’s next assignment, FMers are instructed by the standard advice to “bloom where you are planted.” While of course this remains true as ever, what additional advice would you give to the career field’s more junior members to ensure their positions/assignments are in line with upward progression, especially considering the limited number of certain positions and the difficulty timing can often create?

**Ms. Shirley Reed:** While I can’t say I’ve ever heard the phrase “bloom where you are planted” as a civilian, I’ll go along with the theme and become a gardener for the day. The advice I would give to the career field’s more junior civilian and military members would be to strengthen your roots and stem, cross pollinate, tend to the field, and finally weed and feed as you grow for natural progress upwards.

**STRENGTHEN YOUR ROOTS AND STEM** – Learn all you can in your current position and volunteer for special projects that will expand your knowledge, skills, and contacts. Continuous professional development is important throughout your career, so be sure to use all the tools at your disposal. After 30 years in FM, even I learned new things while achieving FM Certification. Stay current on issues and explore what others are doing in our career field. Most importantly, take care of yourself and find balance between all the things you juggle every day.



# Senior Financial

**CROSS POLLINATE** – Embrace diversity – diversity of thought, diversity of experiences, and diversity of people. It’s also about relationships; build them inside/outside of your organization, across the career field, and beyond the Air Force. The value you provide is often increased because of the broad and varied relationships you’ve built that enhance your overall effectiveness as a leader to get things done. These kinds of relationships often open doors on positions and assignments.

**TEND TO THE FIELD** – Mentoring is a great thing and throughout my career I’ve had both official and unofficial mentors. I believe in mentoring up, down, and across. MyVECTOR is a great way to connect with a whole network of mentors in your field. You can review on-line profiles to select someone who is a good fit for you. It’s your opportunity to gain valuable advice and highlight yourself to leaders performing succession planning.

**WEED AND FEED** – Along the lines of mentoring, there are many take-aways from observing your peers and leaders. For example, one of my directors called the entire division into the conference room and visibly angry, pointed their finger and berated us with the message that nobody was doing their job. When we were dismissed, people left crying. I was so angry that I made an appointment with the director to provide feedback and offer suggestions for improving the message that should have been targeted to the single individual who wasn’t doing their job. I learned what not to do and weeded that leader’s methods out. I also moved on. Fortunately, in my career I’ve been surrounded by people who provided excellent examples for feeding my development as a leader and that opened opportunities for advancement. Taking and applying pieces of positive leadership characteristics will facilitate upward progression. How you treat people matters.

**SrA Michael Dalton:** As an Airmen, I always try to keep my morale high not only for me, but for the younger Airmen in my office. Next month will be my four-year mark at my first duty station and I have seen many Airmen in- and out-process my base. There is an underlying assumption that certain “hardship” bases retain Airmen for longer than normal tours of duty because Airmen do not want to PCS to those installations. Can you please explain how the assignment process works?

**Col Mike Greiner:** It’s important to remember that the assignment process (both officer and enlisted) is based on the needs of the Air Force. Without specific details, it’s difficult to address this case with a lot of fidelity. Some factors that are part of the assignment matching process include: the current manning situation within the career field and at specific installations (both grade and skill level considerations), remote versus CONUS assignments, and base of preference inputs. I’d recommend you communicate your assignment goals with your supervisor, keep your assignment preference list current, and be open to volunteering for difficult-to-fill positions.

**1st Lt Joshua Jones:** What is the best way to go about finding a good mentor? What are the qualities you should look for in a mentor?

**CMSgt John Writer:** Find someone who doesn’t think like you and frustrates the heck out of you. I feel it is always better to get different opinions. Find someone who won’t say what you’re thinking. There is no requirement to agree with everything the person says; however, you need to keep an open mind. At the same time, challenge your mentor to explain why they feel the way they do. ➤



# Inquiring Minds Want to Know: An Interview with Junior & Senior Financial Management Professionals *cont.*

**Capt Zachary Mason:** Do you predict seeing any major changes to the Financial Management Force Development Roadmaps in the coming years for officers, enlisted, or civilians? Are there areas of focus you see gaining an increased emphasis?

**Ms. Shirley Reed:** Yes, our cost-conscious FM workforce will need to be equipped with contemporary FM skills. I see an increased emphasis on skills necessary to work in defense business systems using capabilities inherent to current technology. We will further develop staff to support audit and sustainment, and FM Certification equips us well. Additionally, force development paths should include training on technology, critical thinking, and analytical skills. In the future, the ability to pull the thread through planning, programming, budget, execution, and cost data will enable FM data to tie into total force and even joint force spectrum data for improved information and analytics. Our workforce needs to be developed to move us forward.

**SrA Michael Dalton:** With changes to basic allowance for housing, retirement pay, healthcare cost, raises that don't compete with the private sector, and threats to tuition assistance being cut, what incentives are there for first-term Airmen to re-enlist?

**Col Mike Greiner:** It's important to remember that some of the changes listed in your question are only proposals and have not been approved. The decision to re-enlist is a personal one that should be considered from several different lenses, with financial considerations being only one of them. For me, much of my personal satisfaction with being an Airman comes from serving others and being a part of something bigger than myself. Financial considerations are important, and I would recommend meeting with your supervisor or superintendent to walk through your full compensation package ... it's always a pleasant surprise to me. I believe we are fairly compensated for our service—pay, leave, medical benefits, education benefits, career field bonus options, etc. So, for me it's always been about the opportunity to serve, knowing that I'm fairly compensated for that service.

**1st Lt Joshua Jones:** Over the course of your career, what has had the biggest impact on your success?

**CMSgt John Writer:** The biggest impact on my success is seeing others grow. That is the fuel that keeps me going. Success is measured in what those who come behind you accomplish.

**Capt Zachary Mason:** According to the latest Bureau of Labor Statistics report (Sep 2014), millennials are now the greatest percentage of the workforce and the average tenure is less than two years. Additionally, the "2016 Millennial Survey" by Deloitte indicated that 2/3 plan to change jobs by 2020, and 25 percent say they will do so in the next year. With a structured promotion and assignment system, how do you think the FM career field can address retention of the next generation of leaders?

**Ms. Shirley Reed:** In order to cultivate the next generation of leaders we must adapt and change the approach to attract and retain them. The FM career field strategy is part of the overall strategy for the Air Force. There is a task force currently looking at ways to provide increased opportunities for broad and varied professional experiences that are in alignment with the priorities of millennials. Providing multi-career-track options is another way to appeal to the desire for varied experiences; that way the Air Force develops individuals with breadth, naturally molded towards enterprise leadership.

But let's face it, the next generation of leaders is already on board, so development must be a continuous process and include more than just traditional education. We need to change culture mired in legacy because it will be difficult to retain leaders to work in black and green screen systems requiring a Rosetta Stone and multiple machinations to produce meaningful data and analysis. That work may not be challenging or interesting to those who grew up using more advanced technology. Our



focus should be to develop our existing workforce to move away from antiquated industrial-aged processes and systems towards 21st century modern, relevant capabilities. We need the next generation equipped and positioned to take us there.

Instead of trying to attract those directly hired out of school, perhaps the target shifts to the 2/3 that plan to change jobs. Having previous private sector experience brings the depth of that experience to our workforce and introduces diversity. How do we entice them? Besides service to country, we need to improve the quality of that service and who says money still doesn't talk? How often do we hear about the large amount of education debt amassed by that generation? An Air Force that helps civilians pay education debt for a longer-term commitment is appealing.



Finally, we need a holistic approach to manage the talent in our FM career field to not only retain our people, but to attract new talent so that the bench containing the next generation of leaders is deep, diverse, and plentiful.

**SrA Michael Dalton:** Because finance shops are usually smaller, our Enlisted Performance Reports (EPRs) go up to the small unit board for the promotion statement. How do senior leaders rack and stack EPRs with small agencies that go to the wing as well when the respective Airmen's bullets don't speak the same languages (i.e. Airman A saved 10 lives and Airman B saved the Air Force 5 million dollars)?

**Col Mike Greiner:** It's true, we all have different roles and responsibilities in making the Air Force mission go. But my experience has been that whether you are a comptroller or a maintainer or medical technician, knowing your role and doing your best every day to support the Air Force mission is what gets recognized. If your role is to resource the mission or provide financial services to our Airmen and their families, then do your very best to accomplish the mission, accurately document your accomplishments, and trust the process and your leadership to recognize these accomplishments.

## CONCLUSION:

As you can see, there is much to be learned and communicated between our junior- and senior-level FMers. Each day you come to work, you are surrounded by people who may have the answers to the questions you're mulling over. Don't wait until it's too late to get the information you need – ask questions and share what you learn so that together we can make each generation of FMers more knowledgeable, efficient, and skillful in accomplishing our mission. 

# My Experience as a Paying

by TSgt Kristi Jackman, AFSOC

Can you image what it is like being told, “Hey, you are going to deploy in support of the president’s visit to Kenya for the G6 Summit.”

While I was honored and grateful for the opportunity, I will admit there was some initial anxiety when I first learned of the tasking. To resolve my feelings, I started my preparation by thoroughly reading through each and every paragraph of the reporting instructions to ensure I did not miss a thing. I built a folder with everything I thought I would need to be the most effective paying agent. Not knowing what to expect, I also read through the DoD FMR Volume 5 and loaded all the regulations and forms referenced on a disk so that I could answer any questions, and be prepared for any situation thrown my way. Fortunately, at the time, I was assigned to the 86 CPTS at Ramstein AFB, Germany when this opportunity came my way. Since Ramstein is such a central hub in USAFE, we all knew a mission or deployment could come at a moment’s notice. Because of that, every member of our squadron placed emphasis on contingency training and trained as if we were all preparing to deploy immediately. This focus helped me to feel confident that I had the knowledge and tools to tackle any issues that might arise. The only thing I needed to refresh was my overall knowledge of paying agent responsibilities.

The evening prior to my departure, I received a one-way commercial ticket to Kenya. However, this posed an issue for me as a paying agent intending to travel with \$100 thousand in cash. Prior coordination with the US Embassy Kenya counterparts disclosed I would be able to cash treasury checks at their cash cage if need be, therefore eliminating the need to travel commercially with such a large sum. I collected \$25 thousand in US cash and \$75 thousand in treasury checks, which totaled my AF Form 616 authorization of \$100 thousand. As it turned out, I did not have to cash any of the treasury checks, but it gave me peace of mind knowing the embassy cash cage was there if I needed it.

The first morning in Nairobi, our team had an initial meeting at the US embassy to meet our embassy counterparts and get up-to-speed on the planning process that was already in progress. Our team lead introduced us and the embassy team immediately got down to business. Almost straightaway, I was aware my current funding document (AF Form 616) was inadequate to cover the expenses



Top: Local tribes gather at the Nairobi airport to show appreciation for President Obama’s visit  
Bottom: Medical evacuation facility at Nairobi airport

# Agent in Kenya



being briefed. The embassy finance lead briefed their expenditures being upward of \$10 million and I only had \$100 thousand in authority. I knew my first priority was to reach back to my home finance office and have my authority increased. I made a call to my assigned budget counterpart at the 86 CPTS and within 24 hours, had the authority to make the necessary payments.

A blackberry cell phone was highly encouraged prior to departure; however, my unit could not support this request, making our first priority in country to procure mobile phones so that everyone could be reached at all times. Lucky for us, we were one of the first teams on the ground and instead of having to purchase phones, we were able to sign them out of the embassy, leaving only SIM cards and minutes to be purchased. Our hotel was fairly new (newly renovated) and very accommodating to our needs. We were able to use their “suite” and turned it into a NIPR/SIPR room where our inbound combat communications team was able to have us up and running on home station’s network within a few days. It was truly amazing to watch them and extremely convenient to have them close whenever we were in “the office.” As a paying agent, when you’re not out actually making payments, or in the case of Nairobi, “stuck in traffic,” there really isn’t a whole lot to do. Therefore, you wear a ton of different hats and support wherever you can and are needed.

Throughout this mission, I spent the majority of my day making vendor payments to the contracted businesses. The training with the SF44s in our contingency training was invaluable. I never thought I would have the opportunity to use this adaptable form in a real setting. It was refreshing to be able to connect the dots from training to practice. Also during my time in Nairobi, I tracked all commitment documents and contracts to ensure they were accounted for on my 616 as they moved through the accounting process.

The majority of my mornings were spent between meetings at the embassy (more than an hour drive each way), making small purchases, and traveling to the airport to check on/deliver items to our teams out there. After our priority communication purchase, the next most important priority was water. As we all know, and are repeatedly preached to in contingency training, you do not purchase water without having a letter from the medical team stating water is unsafe for consumption. After a few days of back and forth with the embassy head doctor, I finally got a call to collect the signed memo in compliance with DoDFMR Vol 5 and 10. The cost of the hotel rooms was probably the most alarming to me. As stated earlier, in our hotel we turned a suite into a NIPR/SIPR suite, and in another hotel, our cops turned a suit into an armory. Prior to the cops checking out, my contracting officer and I rode over to their hotel to make a US cash payment for their armory suite and prior to our departure, I paid for ours.

As the days grew closer and closer to the president’s arrival, the excitement built while the perceived threat increased. There were armed guards posted at our hotels and more and more streets were blocked off. Unlike most of the team, I chose to stay behind and watch the festivities on the television, using the time to catch up on the more administrative demands of the job. That night I received a call requesting I pay for a C-17 aircrew’s hotel rooms because their Government Travel Cards (GTCs) were maxed and they were scheduled to depart the very next day to stage for the president’s next stop. Turns out, they had been on back-to-back TDYs and their vouchers were not paying out fast enough. I spent the rest of my evening on the phone calling back to their home unit to assist in getting their limits increased. I also drew up numerous civilian clothing allowance memos for our colonel’s signature prior to his departure and briefed on location-specific entitlements. The majority of my purchases included supplies for both the “office” and flight line, including vehicle lighters and reflective vests.

One of the final challenges I ran into while in Kenya was figuring out what needed to be done with all the items I purchased while in country. Since our contingency training is focused on bare base operations, there was no set or solid black-and-white ►

# My Experience as a Paying Agent in Kenya *cont.*



Preparing for President Obama's departure

guidance on what actually should be done with all the items. I had water dispensers, extra bottled water, white boards, and a couple printers, just to name a few. Final guidance from my home unit was to load it all up on one of the departing birds and bring it home. I was a little skeptical at first as my way home was not yet determined and I did not want to lose accountability of the items. Later that evening, at our daily meeting, we were told we were manifested as passengers on a C-130 which put my fears to rest.

Even though I followed our training to a T and counted my funds every evening, there was always that small fear of something going wrong. My first morning back, I sat down with my Deputy Disbursing Officer (DDO) and did a turn in with no issues and balanced my AF Form 616. There were still a lot of pending contracts awaiting obligation as the embassy was working through deciphering the cost between all the different agencies, which required further correspondence at home station. No amount of training can fully prepare you for the uniqueness of a presidential mission. At times it was stressful and requests/guidance were vague, forcing me to make tough decisions to get the job done. It was great to have the support of my home station leadership along the way and I would love the opportunity to do this again. If your name ever gets picked, don't hesitate to support this type of mission—our Airmen need our financial expertise! 

## About the Author

*TSgt Kristi Jackman is the NCOIC of Financial Services at Cannon AFB. Her deployment was out of the 86th Comptroller Squadron at Ramstein AFB, Germany. Prior to her deployment to Africa, TSgt Jackman had deployed to Afghanistan where she was responsible for a \$60 million budget funding over 400 mission-essential projects.*

CONGRATULATIONS!

**WINNER OF THE BEST ARTICLE: SPRING 2016**

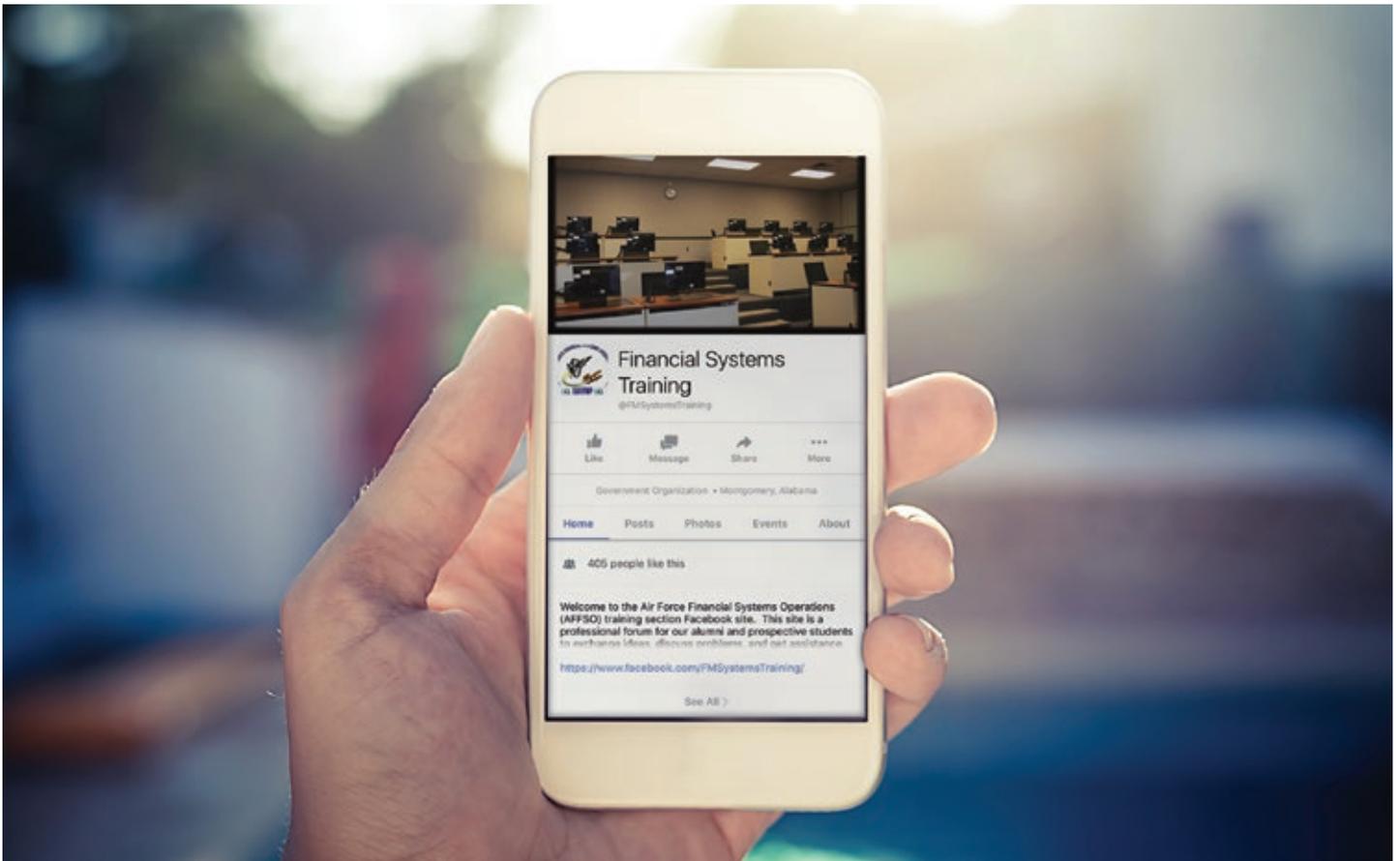
The Fabric of FM featuring AIC Folly Kuevidjin

by MSgt Gareth Davis



# Harnessing the Power of Technology

by TSgt Alfredo Castro, AFSPC



I remember when technology became an integral part of my life. No, it wasn't my laptop, nor my flatscreen smart television, it was the day I unpacked my first smartphone. It seems like yesterday that I unwrapped my brand-new Samsung Galaxy S2. I felt as if I had been living in a cave and just discovered fire. Now, I can't seem to go anywhere without it; it rules my life. It's amazing this little machine organizes my busy schedule and ensures I stay on top of things. It helps me connect to my loved ones many miles away, allows me to do my banking on the spot, check my email, social media, and even helps me decompress with gaming. By leveraging all the capabilities my smartphone offers, I have enhanced my life in so many ways. So, when I sat down to write this article about what Air Force Financial Management (FM) can do to better leverage technology, I started by thinking about my past Air Force career and the different systems I've used. Then I thought about how these systems, new and old, could benefit from technological advances and help us ensure we are not living in a cave without fire.

Over my time in FM, the career field has undergone several changes. While some were easy to maneuver, others were not, but the most common element that stood out was how we were not fully utilizing our resources. In my opinion, there are three distinct systems that have reshaped the FM world: LeaveWeb, Defense Travel System (DTS), and Defense Enterprise Accounting and Management System (DEAMS). »

# Harnessing the Power of Technology *cont.*

LeaveWeb launched at all bases in the early 2000s. A team came and showed our base leave monitor, how to operate the system, and then left after a week. Even though they left, if any questions arose, we could contact them for help. The process was easy, but had some kinks. However, we could always count on someone to assist us with any questions. The LeaveWeb team also posted guides on their website to ensure we had some kind of continuity. All of this has now evolved into a system we are accustomed to using. It is very easy to navigate and operate at any level, from someone entering leave into the system to an FMer who is in charge of managing the system. The guides are still there and offer step-by-step instructions to supplement the regulations. The developers have even gone as far as simplifying the system further so it is much easier to use. Basically, the system is user-friendly and only requires a government computer and an Air Force Portal account to access.

Next came DTS. This was a system that launched simultaneously at all Air Force installations. A team went to each base to install the system, but again for only a week or two to ensure all was up and running and to offer some very basic training. However, this was not the way to go for a system that was not as easy to maneuver as LeaveWeb. In the very beginning, there were a lot of kinks and most people were learning on the job simply by trial and error.

Even though the developers put helpful links on the homepage for first-time users, including links to training that led members to Travel Explorer (TraX) and notices of DTS-related news and upcoming pertinent information, many users still needed to contact the help desk. However, the help desk was very busy most of the time as they were not only handling Air Force customers, but the whole Department of Defense. Because the help desk was so busy, and it was hard to find answers to questions, many users were discouraged. And even though the homepage was well-designed with the most inexperienced user in mind, it still proved to be ineffective. Too often FM personnel would hear the system was not user-friendly, the system would freeze, and travelers' orders or vouchers were stuck in limbo. Not many FM personnel knew the system well enough to troubleshoot problems, but would learn through trial-and-error instead of using the training provided via TraX (the intent of the DTS developers). TraX was a helpful tool as it provided a lot of the things that were necessary to work DTS, but it still lacked instructional videos. The developers for DTS had the right idea initially, but did not fully encompass technology to assist them during launch. To me, they should have created instructional how-to videos so even the slowest user could watch and learn from them. It also would have been helpful if they harnessed the power of technology to enable the help desk to provide a "chat" service like many other sites now employ. This would ensure anyone could receive assistance immediately, rather than going through all the steps necessary to go into the DTS site to input a help ticket. Do not get me wrong, as the years have gone by since its initial launch, DTS has improved and the time needed to contact the help desk time has decreased, but there are still ways the system could be improved using current technology.



With the DEAMS launch, a team went to each base for two months to ensure not only that the system was working properly, but that hands-on training was provided to each end user. The system still has its issues and the developers are aware, but they



have utilized social media by putting helpful tips, as well as information about DEAMS-related webinars on the Financial Systems Training Facebook page. Additionally, they created videos which are posted on YouTube to show how to navigate the various functions and run users through step-by-step. It is an all-in-one system that consolidates a lot of other systems (e.g. CRIS, BQ, ABSS, IAPS). No longer do we have to have so many open windows on our computer screens and now we only have to remember one password – what a relief! DEAMS also allows us the ability to work from home, as long as we have a Common Access Card (CAC) reader. It is great to see how the teams that manage the various systems we use are changing with the times to streamline processes and respond to the feedback from the bases.

So, what can FM do in order to leverage technology? First, we must learn from the shortfalls of the DTS launch, and instead try to mimic the things the DEAMS team has done well. Along with the user-friendly availability of training, perhaps we could use applications (apps) to access and advertise information and training since most of us use some kind of smartphone these days. Not only applications we currently use, but perhaps look into those that are not yet part of the FM career field. People are getting more and more used to readily available information and systems to perform day-to-day tasks (i.e. banking, shopping, and organizing) and I believe this is the direction FM needs to head in terms of our daily job functions,

customer service, education and training, etc. Imagine the possibilities for us and our customers if we benchmark other applications and use the best of each to create a system for all FM operations.

In fact, the United States Automobile Association (USAA) app is a great model to look at and is perhaps what we should be mirroring as we brainstorm ideas for FM. USAA allows the user to do everything on a phone that would normally be done on a desktop or laptop. We may not be able to mirror all of the USAA functions for our systems, but perhaps something could be done for the Air Force populous. Doing a MyPay app has the potential to alleviate regular Air Force members from having to come into an FM office and we could utilize the manpower saved for other areas within the FM career field. We could also try compressing a lot of systems into one, ensuring that all the training tools needed are available to guide a user step-by-step. We should also make use of sites such as YouTube, Facebook, and others to connect with each other and our customers. Even though I have never worked with DEAMS, I have seen enough instructional videos on YouTube, and see it being mentioned in Facebook quite a bit to know that the DEAMS team is “getting it right” and using technology to ease the transition. I believe the FM world is headed in the right direction as we have upgraded our travel, leave, and accounting systems, but we still have a way to go. Technology is ever-changing and we need to do all we can to ensure we are keeping pace! 

### About the Author

*TSgt Alfredo Castro is a budget analyst for the 45th Comptroller Squadron at Patrick AFB, FL. Prior to his current assignment, he was stationed in South Korea for five years where he worked as a quality assurance manager for the 51st Comptroller Squadron.*

# Thoughts from a DEAMS User: An Interview with MSgt

Defense Enterprise Accounting and Management System (DEAMS) is the Air Force's financial management and accounting Enterprise Resource Planning (ERP) solution utilizing the Oracle eBusiness Suite. The DEAMS mission is to support the warfighter with timely, accurate, and reliable financial information, enabling efficient and effective decision-making by Department of Defense (DoD) managers in the execution of their duties as responsible stewards of the public trust.

Since the initial deployment at Scott AFB in 2010, DEAMS deployments have reached 12,200 users (and counting) across the country. MSgt Damon Cozadd, budget analyst for the 183d Fighter Wing, started using DEAMS when it was first deployed. As a six-year veteran user, MSgt Cozadd offers insight into his experience with the system.



MSgt Damon Cozadd using the Defense Enterprise Accounting and Management System (DEAMS)

## How long have you been involved with Air Force Accounting and Finance, and how long have you been a DEAMS user?

I was hired as the 183d budget analyst in January 2010, six and a half years ago. The 183d went live in May 2010 as an initial test base, due to the locality to Scott AFB. We went 100 percent DEAMS, including travel and CivPay; no dual processing.

## What was your background prior to using DEAMS?

Minimum background as a resource advisor, inputting requisitions only. Very minimal exposure prior to rollout. The 183d went live with DEAMS approximately four months after I started as the budget analyst.

## Did you find that DEAMS was relatively easy to learn? If so, why?

Basic navigation was easy to learn (pulling reports, loading targets). More in-depth transactions such as editing purchase orders, working the open travel reports, clearing open documents, were a long-term project. In the early releases, procedural changes were being made faster than the information could flow to the field level, so as soon as a process was learned, it was changed. The DEAMS Monthly Users Forum and the DEAMS Outreach Portal are luxuries that did not exist in the early days of deployment and are a treasure-trove of information to assist users.

## How quickly were you able to adapt to the system?

The 183d adapted quickly, or we did not conduct business. There were many trips to the Functional Management



# Damon Cozadd

Office (FMO) with piles of documents, and with the assistance of some great DEAMS representatives, we learned together how processes were done and what would work, as well as what wouldn't work. Adapting so early in the deployment has allowed us to see improvements to the system. Sometimes it felt unfair to be one of only two ANG units on DEAMS, but we managed to keep the lights on, and everyone paid. Nail-biting at times; however, we managed.

## Were you familiar with Enterprise Resource Planning (ERP) systems before DEAMS?

No, DEAMS was my introduction to using an ERP system.

## Were you able to translate any of your earlier experience to your use of DEAMS?

Very little translated from using version 1 to using the whole system. The light bulb moment for me was the full understanding of requisitions vs. purchase orders, the understanding of user inputs, and the effects of different user inputs within the system. This was gained by experience only, not a user guide or flowchart, but simply time and experience. I'm sure there are fancy flow charts and the like available on the DEAMS Outreach Portal, but nothing beats experience.

## Did you receive any classroom training on DEAMS, or attend a DEAMS Town Hall as your installation received DEAMS?

There were no town halls at the time of our rollout. The training was essentially from the book (I think version 1) and had very little effectiveness. Through lessons learned and some rollout failures, the FMO has continued to improve the rollout process and hopefully given users the tools they need to be successful in their own rollout. By being involved with some other ANG rollouts, I've seen the tools that are being used, and comparing to how we went live, the difference is night and day.

## Have you been using materials provided by the Organizational Change Management (OCM) and Training teams available on the DEAMS Outreach Portal (training guides/job aids, fact sheets, attending Monthly Users Forum, etc.) to assist in your understanding of DEAMS?

The Monthly Users Forum is the single best thing the FMO has done since we went live over six years ago. For years, it seemed that generation one users were "on an island" and although there were occasional teleconferences and meetings, nothing was regularly scheduled and information was not flowing as freely as during the current Monthly Users Forum structure. Even simply downloading the slides and reviewing them each month will give you outstanding tips and links to guides. If you don't learn something each month, you aren't paying attention. The DEAMS Outreach Portal is excellent as well, and continues to improve.

## Which materials have you regularly referred to and how have they helped?

Regularly checking on the journal voucher/1081 guides keeps me informed of continuous changes in the processes. I always advise the users at my ANG unit to check the DEAMS Outreach Portal for the most recent guides.

## Can you identify any site leads or Regional Subject Matter Experts (SMEs) that have been helpful in your understanding of DEAMS?

Mr. Augustine (JR) Horne and Ms. Karen Toney have been extremely patient and excessively helpful with the entire 183d Comptroller Flight. They've taken time to work with us multiple times, to provide us with assistance, and give us a better understanding of the system. They've always given us face-to-face time when requested, and we are very appreciative of what they've done for us. Mr. Horne and Ms. Toney continue to assist when necessary and we value their professionalism and responsiveness. Mr. Paul Wilson from the help desk has also been a true asset; shooting straight and getting us quick answers when we need them. ➤

# Thoughts from a DEAMS User: An Interview with MSgt Damon Cozadd *cont.*

## Do you feel that you have a “big picture” understanding of why the Air Force is implementing DEAMS?

The dictionary answer is to meet auditability requirements as prescribed by law, but the reality to me as a field-level user is that the system being replaced is older than I am, and I’ll be 45 this year. Think about how many systems we use regularly in FM (DTS/ESS/AROWS/WAWF/etc.) and the interface requirements alone can be breathtaking to think about. All of these systems are written in a different language and translation between one system’s data to another system’s data requires some serious programming language. Our old (legacy) accounting systems are written in a language so old that they are having trouble finding folks who even know how to translate the programming language and write any corrective code to fix errors.

## How does DEAMS help you perform your daily responsibilities?

DEAMS is the heart of my daily activities as a budget analyst, from running reports, inputting transactions such as target loads, 1081s, reimbursable activities, or requisitions. There are times where the system limitations require a bit of patience, such as when Discoverer Viewer won’t respond, but please trust me when I tell you, system stability is improved and hopefully will continue to improve.

## What aspects of DEAMS provide you the most benefit?

All budget analyst responsibilities (as that’s my main position), but also the DEAMS purchasing buyer responsibility, which allows me to close out open obligations without having to work through Defense Finance and Accounting Service (DFAS) or an outside agency. Closing invalid open obligations has immediate effect on funding, which is great.

## What are some of the challenges you’ve faced in learning this new system? How have you overcome these challenges?

The largest challenge was the entire reimbursable program. This process seems to have stabilized over the last year or two and it’s pretty easily managed if you understand how it works. Without the knowledge of the program as a whole, this process can be very tricky for a new user. Another reimbursable hurdle is travel charges not being capable of charging your reimbursable funds as they interface with DEAMS. Large-scale deployments of ANG troops requires constant monitoring and purchase order modifications to ensure the obligations are coming from your reimbursable authority vs. your direct authority.

## What advice can you give to new DEAMS users?

The best pieces of advice I’d give are to bookmark the DEAMS Outreach Portal, attend (or at least download) the Monthly Users Forum slides, and find a counterpart that is familiar with the system—and if you have a counterpart within your MAJCOM, even better. Some of us have been on the system for years, and although this might seem impossible for newer users, the system has vastly improved. No sense in reinventing processes when there are most likely processes in place being utilized by the field now. We’ve come this far with the system, it’s too late to turn back now. 🤖



# What?!? No CliffsNotes?

by Maj Mike Chua, AETC



**The students these days have it too easy!** Back in my day, we were issued books, kept all our notes in Trapper Keepers, maintained a collection of writing instruments in our pencil boxes, and plotted our formulas on graphing paper. Wait a minute ... I'm not that old, but as I reflect on our current learning environment, I can't believe how the tools for learning have evolved. When I recently talked to my colleague, a retired Army O-5 and co-course director with me, he mentioned that distance learning "back in the day" was the school house mailing everyone their books, and students mailing back their assignments (learning from a distance). My, how things have changed! What has not changed are the principles of learning. Each lesson is still derived from learning objectives matched with the appropriate delivery method. What has also not changed is how adult learners absorb and retain those learning outcomes. Here at the Professional Financial Management Course (PFMC), we mix the old and the new to optimize learning. This article provides an overview of instructional methods and tools, and hopefully sparks some ideas to help spice up how you train and educate personnel in your organizations.



Let's begin with technology. Aside from a few laminated handouts and leadership books, all of the material for PFMC is available online through the Blackboard Learning Management System (LMS). There are many other LMS systems out there, but most of them have the same basic functionalities: a place to upload files, a medium for communication, and some administrative functions (i.e. grading, managing class rosters, etc.). A cool thing you may not have realized is that there is now a Blackboard app available for your Apple or Android mobile device. You can log in anywhere and finally work through that lesson on stochastic modelling that you've been dying to get your hands on. Although most comptroller organizations do not have a license to operate in Blackboard, they can use SharePoint which is a similar medium. A SharePoint content manager once told me that most Air Force organizations utilized only 25 percent of the capabilities built in SharePoint. Did you know that you can create wikis, blogs, and discussion boards in SharePoint? Did you also know you can use SharePoint similar to Google, and search all open sites for key words like "safety brief"? And what about the explosion of free online study tools? There are numerous sites that help facilitate and automate study guides and questions like Quizlet. Just search the Internet, and you will be amazed at all the tools you'll find. The same holds true for free online teaching tools. For example, we use eSurveyPro to generate and track custom surveys for each lesson. It's easy to use, and it's free! The bottom line is that how we educate and train has improved dramatically thanks to these new innovations. You just need to go out there and start using them.

Another major change over the past few years is the emergence of social networking sites. A popular one that comes to mind is Facebook, where just about any organization can create a page to share thoughts and ideas. Are you a member of the USAF Comptrollers group on Facebook? **If you are interested in learning more about PFMC, like us on Facebook under the page "Air Force Professional Financial Management Course" #AFPFCM, or follow us on Twitter @AirForcePFMC.** The idea of a shared domain to promote the flow of information and learning is what gave birth to social media, wikis, blogs, and forums. All are great learning tools that utilize the collective brainpower of its members instead of a few scholarly professors. One major benefit of these tools is the immediate sharing of ideas. If I can use forums to ➤

# What?!? No CliffsNotes? *cont.*



get the latest scoop on fishing hot spots and new lures, why can't I use the same principle to benchmark what other people are doing to accurately and quickly respond to FIAR audits, or get some points of contact from an outside FM organization?

Whatever happened to the concept of the FM wiki that started 10 years ago? For those not familiar with a wiki, they are a common space for people to contribute thoughts, ideas, and facts about a particular topic. The most common one that comes to mind is Wikipedia. What if a wiki had been created when the new travel regulations came out with the reduced rates? People could have listed the basic facts, shared the exceptions, best practices, and tools. Similar to choosing to phone a friend or polling the audience in the show "Who Wants to Be a Millionaire," there is always the risk of getting advice that will not work in your situation. However, these tools are a great way to begin your learning adventure or supplement your research. But, don't forget that standard operating procedures, Air Force Instructions, Department of Defense Instructions, comptroller decisions, etc. should be the ultimate sources you reference.

I have not been in the career field very long, but long enough to observe the impacts of innovation on training and education. SharePoint has transitioned us from local share drives to enterprise-wide servers to share documents, links, and taskers. Local, regularly recycled FM and contingency training material has evolved to the Financial Management Distributed Learning Center and expensive, multi-day conferences have evolved into a myriad of virtual conferences and webinars accessible to all! Similar to the impacts of technology on the private sector, we are starting to see the same benefits in financial management. Knowledge, information, and networking are not only a click away, but the aperture to contribute to content has widened. I am looking forward to seeing the ideas of the new generation of financial managers, and how those ideas will evolve and be established across the career field. 

## About the Author

*Maj Michael Chua currently serves as course director, Air Force Professional Financial Management Course, Ira C. Eaker Center for Professional Development, Maxwell AFB, AL.*



# Team of Rivals: The Political Genius of Abraham Lincoln

by Doris Kearns Goodwin

REVIEWED BY SRA MATTHEW J. DAMORE, AFGSC

*Team of Rivals: The Political Genius of Abraham Lincoln*, by Doris Kearns Goodwin, is a biography and a great story. Goodwin's primary focus is Abraham Lincoln, but she also details the lives of four other political rivals. Because so much is written about Lincoln's life and times, I was impressed with the different perspective Goodwin offers. The book is a notable contribution to studies of Lincoln because it highlights his political genius in comparison to his rivals for the Republican nomination. The book explores the president's subsequent decision to enlist these rivals as members of a uniquely talented, yet mutually antagonistic cabinet.

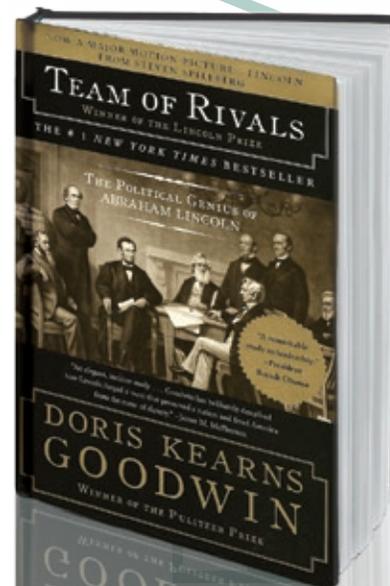
During the 1850s, four men were groomed to be the 16th president of the United States for the election of 1860: Abraham Lincoln, Salmon P. Chase, Edward Bates, and William H. Seward. Goodwin provides four mini-biographies of these fascinating, well-educated, and ambitious men in order to show how their different and combative personalities were delicately orchestrated by Lincoln's shrewd political sense. Through these mini-biographies, Goodwin provides a vivid portrait of how these men were tried and tested that leaves the reader utterly captivated and sympathetic to how they weathered their later hard times. The reader is completely engrossed, not just by Goodwin's portrayals, but by the future, larger-than-life interactions these titanic personalities would have - not just with each other, but with the turbulent events they encounter.

The book is divided into two main sections: 'The Rivals' and 'Master Among Men.' The first part reads mostly like a series of flashbacks from the fateful day when Lincoln's rivals were shocked and angered by his surprising victory for the Republican nomination. The lives of Lincoln and his rivals come together that day like tributaries coalescing onto an ocean. Lincoln rises from the ashes of tragedy and abject poverty and through sheer will-power teaches himself political acumen, philosophy, and poetry. Chase is a hardcore abolitionist, anti-social, yet brilliant, future secretary of the treasury, but also the most annoyed at losing the nomination to someone he perceived to be less gifted. Seward is perhaps the most likable of the rivals as he was outgoing, happily married, well-read, a gifted speaker, and the one everyone thought would win. He eventually became Lincoln's secretary of state. Bates, a family man and a politician whose wisdom was nearly universally sought, would be Lincoln's attorney general. Along with the portrayals of each man, a common thread woven throughout these stories is how each sought to deal with the horrid issue of slavery, an issue that boils over into the book's second part. The stories also touch on how Lincoln's political savvy handled the Civil War, the risk of secession, the preservation of the Union, inept military generals, as well as a look into the aftermath of Lincoln's assassination.

Lincoln's legacy is perennial and Goodwin's account cements this conviction with passionate zeal and careful analysis, sprinkling the book with diary entries, personal letters, newspaper articles, and congressional transcripts. Through the writing and historical documents, the story comes alive and keeps the reader engaged from beginning to end.

## About the Author

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BOOK REVIEW

# PRINCIPAL DEPUTY ASSISTANT SECRETARY, FINANCIAL MANAGEMENT



Written by SSgt Felicia Logsdon

## DEAMS: Embrace the Challenge

**As the Air Force's implementation of DEAMS nears completion,** there seems to be a correlation between more bases coming online and a surge in system issues. It could be we are hearing more about it because more people are using the system, or it might be that the system truly is being “bogged down” by increased activity. Either way, DEAMS is here to stay and it is time to embrace the challenge and work together to streamline the transition process.

Many people are resistant to change and are quick to use DEAMS as the scapegoat for tasks not being executed properly or working as intended. How often do we hear, “We did not have this problem using the legacy system” or “It was not this complicated with legacy.” It is true, we did not have certain problems in legacy that we are experiencing now with DEAMS, and some things may be more complicated in DEAMS, but when do we stop with the excuses? We must ask ourselves, “What can we do to make this system work for us?” As an FM community, we must utilize the resources and training provided to us to our advantage.

The majority of us received initial training when our bases first came online with DEAMS; however, the training does not stop there. We have to capitalize on job aids available via the DEAMS Outreach Portal, the DEAMS Users Forums, the DEAMS training seminars, our regional subject matter experts, and most importantly, each other. We need to ensure that we are not hoarding information. If you learn a new process, share it, offer training, or simply send an e-mail to let others know what you've learned. In addition to training, we need support and positivity from leaders, as change agents, in all positions. Without the endorsement and acceptance of DEAMS at all levels, the change will continue to be met with resistance.

The newest generation of Airmen, both military and civilian, are our biggest assets in embracing the DEAMS challenge. They have not and will not have a lot of experience with legacy systems, so they do not have anything to compare to DEAMS. With this fresh perspective, they will gain an understanding of the system and its outputs more quickly. I have observed this firsthand. These individuals also demonstrate the most receptiveness to DEAMS. We should look at them as the example to emulate. Stop expecting DEAMS to be something that it is not. It is and will be different from what we have experienced in the past. DEAMS isn't perfect. We all know that. And change is always hard—BUT, if we can come together, share what we learn, be proactive, and, and above all, have a positive attitude, our transition to DEAMS will feel a lot less like a challenge and more like an opportunity to propel the Air Force forward and lay the auditable foundation for the next generation of FMers.

# DEPUTY ASSISTANT SECRETARY, COST AND ECONOMICS



Written by Capt Justin Moore

## Speed of Learning

**Do More with Less.** This concept has permeated the Air Force, and while it has effectively increased the awareness and drive for efficiency, it has also increased the responsibility, and often stress level, placed on our Airmen. The economic realities facing our Air Force have forced cuts in manpower and resulted in smaller units that are still required to complete the same, and sometimes expanded, mission. It is clear that success in today's environment requires an increased speed of learning from our Airmen. From my experience, there are two major areas that Airmen can focus on to improve their performance: training and flexibility.

**Training.** Gone are the days when inbound personnel were able to shadow their predecessor for weeks before they filled the soon-to-be vacated position. Today's Airmen are expected to hit the ground running and learn on the fly as soon as they arrive. One can easily feel overwhelmed and even embarrassed by his/her lack of knowledge or experience. However, where there is a challenge, there is also an opportunity, and Airmen should embrace the chance to make an immediate impact. I have found success by trying to involve myself in as many projects as I can shortly after arrival. This not only accelerates learning and helps gain experience, but also helps members find where they fit in the organization. Another successful tactic is to ask as many questions as you can to gain knowledge. It can be embarrassing to be the only one in the room who does not know an acronym or where to obtain certain info, but we work with some of the greatest professionals in the world who are more than willing to share their knowledge and expertise. Take advantage of it!

**Flexibility.** Many Airmen want to specialize in a specific area and, by doing so, can get tunnel vision on their roles and responsibilities. However, taking the time to broaden competencies can make an Airman more valuable to their unit. With the aforementioned reduction in manning, a unit full of members able to tackle a variety of tasks provides a commander flexibility and agility. This changing work environment enables Airmen to make not only a more immediate impact, but also a larger impact throughout their time at each assignment. Coming into my current position, I had very little knowledge of the policies and regulations that drove the staff work in my office. Despite that, I was able to find immediate utility by applying my knowledge of acquisition from program office experience where previously, my office had very little.

The Air Force, and more specifically the way it does business, is changing. Shrinking budgets and manpower levels are not a thing of the past; they are past, present, and future. It is paramount for Airmen to embrace this paradigm shift and understand what they can do to make an immediate and larger impact. Accelerating the speed of learning through immediate on-the-job training and developing and utilizing a breadth of operational competencies increases a commander's flexibility and the likelihood of success in today's fast-paced and ever-changing environment.

# DEPUTY ASSISTANT SECRETARY, BUDGET



Written by Capt Michelle Kim

**Ugh, another software upgrade.** Just when we were getting used to Office 2010, the Air Force went and upgraded to Office 2013. I know most are thinking, “Now I have to reconfigure my ‘Outlook’ or learn this new ‘Lync for Business’ tool.” But how many of us are aware of the new tools, products, and add-in capabilities that this upgrade allows (e.g. OneNote, the new digital notebook, or Excel’s Business Intelligence (BI) suite)? The application OneNote allows for collaboration on the same document, at the same time, by multiple users, without having to hit the save button. Excel’s free BI suite allows users to create interactive multilayered dashboards. So, let me take a moment to walk you through these two new applications and hopefully, I can change your view on the Office 2013 suite.

Not limited by the margins of the paper or the number of people working on a document, OneNote allows users to type anywhere on the screen, rearrange segments or pages in an instant, and view page changes from six months ago by author. The tool even allows users to search each and every document, page, tab, book, and video for specific key words, something that is limited in Microsoft Word. If you’re building a continuity book or sharing comments about your program, imagine how easy the process would be if you and others could share one page or book, viewing each other’s changes and the history instantly, never having to worry about the document being “read only.” Another great feature of OneNote is the functionality to copy and paste directly from websites, while keeping the format and look the same, linking the URL with each instance. Just like paper and pen, the application also allows you to type, draw, or copy and paste on top of other pictures, images, or notes. Created to be Microsoft Word on steroids, OneNote’s key features take collaboration to the next level.

While Excel is not new, the 2013 BI suite consists of four new add-ins: PowerPivot, Power View, Power Query, and Power Map. The first two are installed as a part of the standard Office Software load, while the latter two need to be downloaded. So you may ask yourself, “What exactly do these add-ins do for Excel?” PowerPivot is a slimmed-down, user-friendly version of Access, which allows the user to pull data from multiple sources and develop relationships with simple “drag and drop” features. Power View provides the front-end dashboard, which allows each chart to be interconnected and dynamically change with one another. So rather than build more than 20 charts for an Financial Management Board, why not build 3 or 4 on one tab and allow leadership to dive into any area or unit within their command? The Power Query feature is similar to PowerPivot; however, with a wider variety of import and connection capability, allowing the user to set automated refresh timeframes. The final add-in, Power Map, allows the user to present data in a geographical form, similar to Google Maps, drilling down to specific addresses, cities, countries, etc. while highlighting spikes in the data. Each feature can operate independently of the others, but collectively each add-in helps to enrich the data and dashboard functionality within Excel.

I hope this little bit of insight will get you excited about the new functions within Office 2013. It’s up to us to find new ways to not only collaborate with each other, but also incorporate new technology that will allow us to provide top-level decision support to senior leaders at the right time and at the right level.



Written by Capt Trista Smalenberger

## Planning, Programming, Budgeting & Execution – The Deep Game

The essence of the Planning, Programming, Budgeting & Execution (PPB&E) process can be summarized as a game of chess. The objective in chess is to exploit weaknesses in maneuver and strategy of an opponent through a series of moves and counter moves to achieve checkmate of the other player. Some strategies are linear and simple, while others are much more involved. Myopic strategies are simpler to circumnavigate, while more complex strategies involving many pieces are at times nearly impossible to anticipate. More complex strategies involve long-term planning several moves ahead and evaluating potential moves of the opponent. A game involving these more complex strategies is generally referred to as a “deep game.”

Unfortunately, the challenges we face are not nearly as black and white as a game of chess, but more of a spectrum of grays. However, the necessity to play a deep game remains paramount as we cannot afford to rely on a simpler, yet transparent strategy. In order to ensure we do not derail from an effective strategy, we utilize the process of PPB&E. This cyclic process enables the Department of Defense (DoD) to put a plan in place which enables a deep game, while also providing a framework to implement it. The PPB&E process is by no means perfect, and likely never will be. It remains to a certain extent dynamic to adapt to changing demands, obstacles, and threats.

Due to scarcity of resources, we are unable to fully vet every scenario and possibility. Therefore, it is essential to use our resources wisely. To do this, we need to complement any approach with three key pillars: analytical rigor, a vetted process such as the PPB&E, and validation through our leadership via their professional military judgement. This trifecta provides the Air Force, as well as the DoD, a methodology to shape the battlespace in our favor.

To those who operate beyond the confines of the “Puzzle Palace,” these decisions may at times seem “puzzling.” This is due, at least in part, to the very nature of the setup. Maintaining a level of unpredictability increases the risk in the strategy of a potential foe and so may deter them from further pursuit. Ensuring that the unpredictability is not a double-edged sword is the imperative of the trifecta. This dilemma is a necessary tradeoff between informing your people and retaining intent from your foes. It is an art and many times difficult to strike the right balance.

Having been a financial manager on both sides provides a unique perspective on this delicate balance. At times, the process may seem chaotic and frustrating. Quite often the actual purpose of this construct may be overlooked or misinterpreted. Understanding the true intent of the trifecta may help people appreciate the deeper strategy at work. In the end, we cannot afford to be anything less than chess masters on our own board.

# DEPUTY ASSISTANT SECRETARY, FINANCIAL OPERATIONS



Written by SSgt Duane Robinson

**For the past two years, I have worked as a Defense Enterprise Accounting Management System (DEAMS) subject matter expert (SME)—time moves fast when you are having fun!** In June 2014, I started as a basic user in DEAMS while stationed at Travis AFB. Travis was preparing to deploy DEAMS and I was in the pre-deployment training classes. Honestly, I struggled at first. I thought I was well-versed in accounting and finance processes, but when the instructors started throwing out acronyms like SFIS and PTEO, I freaked. The instructors and SMEs were very knowledgeable with strong teaching skills and guided me through all processes. In school, I heard about Enterprise Resource Planning (ERP) systems, and it blew my mind to discover that one had been developed for our career field with the potential to consolidate and replace many of our legacy systems such as Automated Business Services System (ABSS), General Accounting & Finance System (BQ), and Integrated Accounts Payable System (IAPS). Those systems are not bad, and right now they allow us to get the job done, but when I saw DEAMS for the first time, it was new and sexy, and it reminded me of why I joined the Air Force and wanted to work in financial management.

Fast forward to today and DEAMS is now deployed to 125 Air Force installations since initial implementation in 2007, adding over 12,000 new users into the fold. Since joining the team, I supported DEAMS deployments at seven installations, primarily working with the Air National Guard. The best part of this job is working with new users to help them become acclimated to DEAMS. DEAMS is a complex system when compared to our legacy systems; new responsibilities and different terminology can be a bit overwhelming to new users. My job as a SME is to translate the old to the new and be there to offer desk-side assistance, building on the training our instructors provide during the formal training process. I would not be able to accomplish this if it were not for the patient instructors who guided me as a new user, and the original SMEs who took this product out of the box and created the job aids that we use today.

The job aids for me have lessened my learning curve as I transitioned from becoming a new user to a SME. I did not have to create my own continuity because continuity had been created for us by our training team. That is probably the most important skill that I can impart to users as we continue to bring on more bases. As a SME, I can tell you how to accomplish a task in DEAMS, but it's better for me to show you how to find information in the job aids so that you accomplish the tasks necessary long after we transition from your installation.

These last two years as a DEAMS user and SME have gone by extremely fast and are the highlight of my Air Force career.

# DIRECTOR, FM WORKFORCE DEVELOPMENT AND EXECUTIVE SERVICES



Written by Mr. Frank Gonzales

## Finance and Changing Technology

Let us rewind to many years ago when the Air Force stood up the General Accounting & Finance System (GAFS), better known by its system address BQ. Now, this was long before I was born, but I have heard stories, many stories, about how things worked back then. Lines of Accounting (LOAs) were put on punch cards that were delivered to a central processing station at night. Back then, the comptroller squadrons were huge, with tons of people sitting at punch machines and typewriters, and even manually balancing by hand (whoa!). However, time moved on and soon enough big boxes called personal computers (PCs) started popping up on everyone's desk, "Holy Joes" became obsolete, and we discovered spreadsheets ... so work got easier and functionality progressed.

Fast forward to today, where here in finance we live in a world of double flat screen monitors, fully online file systems, and all-day access to a variety of finance systems. In fact, we can create LOAs, certify documents, and even do journal vouchers (JVs) without moving from our desks. Plus, I'm sure many of you can go days without printing a single thing! Still, with all this technological advancement, we sometimes revert to the way we've always done things because that's what we know, which limits our progress.

Let's now look forward to the "Financial Management Force of the Future," 25 years down the road. That's a quarter of a century, and many of us who are now relatively new to the field will be thinking of retirement. What will our daily work lives look like? Will we still be in cubicles with a stationary desk and PC system? Or will we be working off laptops in shared spaces designed for collaboration? We hopefully will all be on DEAMS by then, or maybe we will be prepping for its successor. We might even have more accounting automation that requires less people to do larger amounts of work. There is limitless potential advancement and progress out there, we just need to take advantage of it.

Former Chairman of the Joint Chiefs, Gen Colin Powell, stated in his recent book, *It Worked for Me*, "We must adapt to the world we live in." That is the ultimate point here, isn't it? We live in a world where software can almost instantaneously translate complex languages, cars can drive themselves, and we can get products from Amazon in two days (or less!) And next year, there will be even more amazing things we haven't even thought of. So why are we still using systems, processes, and ideas that stem from decades ago? We all have advanced technology at our fingertips that can fundamentally change the way we operate if we change our mindset and adapt. We just need to embrace our own human ability to leverage the technology available to us to create change and proceed with progress.

# EXECUTIVE FOR ENLISTED MATTERS

– CMSgt John Writer



**Mom turned 80 today – Happy Birthday, Mom!** This past weekend my sister held a party to celebrate the occasion. It was great to see family members and reflect about upbringings. Several stories were told and comparisons made on how my sister and I behaved. Believe it or not, I was the recipient of more discipline. My sister and I compared notes about the sage advice Mom provided us on raising children. We didn't always follow the advice. On more than one occasion we heard, "I would not have handled that that way." Yes Mom, we know.

On the drive home, I reflected on some of the conversation we had over the weekend. You have plenty of time to think when stuck in New Jersey traffic. Times have changed; how we do things, how we interact with people, how we handle situations. Evolution doesn't stop and neither does comparing how things are done today compared to years past.

I have to be careful sometimes when talking with individuals working at installations. I listen to their stories. I hear their concerns and problems. And at times, I must admit, I revert to acting like mom. It's easy to do really. Many of the issues and concerns being brought are exactly the same or extremely similar to what I experienced in the past. However, I need to pay attention to the fact the players are different. While some instances may be extremely similar, even a slight variation in how something was done in the past could impact so much.

Going back to Mom. I might think she's a bit out of touch with how to handle situations in today's environment, especially considering it has been 25 years since I was a teenager. The point is, if I think my mother is out of touch with how to act with teenagers, then why wouldn't I think the same about myself when it comes to certain processes in a squadron? This was a wakeup call.

I do think there is some sort of element of being disconnected. It's an unintended consequence of moving away from the tactical level where leaders base a decision on happenings from seasons past versus what is happening now. I would love to do an episode of "Undercover Boss" so I could walk around a squadron as an Airman (keeping Chief pay of course) to see the real happenings of a squadron. I can gain some sense of what happens during a visit, but to find out what is really happening I'd need to be imbedded.

I also believe individuals can be blinded by their own awesomeness. The expression "can't see the forest from the trees" comes to mind. Some are so engrossed in day-to-day operations, they don't have the time to think about how to do something different. Plus, this would require change and as the saying goes, the only thing that likes change is a wet diaper.

Regardless of the generation a person belongs to, how a system was operating, or the behaviors exhibited by personnel at the time, we need to take time and listen. Those of seasons past have a lot to contribute if they better understand the environment of today. Teams of today could see improvements if they spent the time understanding "why" processes have evolved to where they are now. In the end, we all want what is best for the customer.

# DIRECTOR, DEFENSE FINANCIAL MANAGEMENT AND COMPTROLLER SCHOOL

– Col Louise Shumate



## Continuing Education & Lifelong Learning

*“Live as if you were to die tomorrow. Learn as if you were to live forever.”  
– Mahatma Gandhi*

**Education is one of the critical components in our FM development as we grow throughout our careers.** Continuing education and professional development are opportunities to keep our brains active and engaged. Like the rest of your body, your mind requires regular training if you want it to continue to process and take in things for you to compartmentalize and use later. You may have heard or read about studies in which brain exercises are used to maintain mental activity and fitness. When coupling that with a challenging course or reading(s) in preparation for a demanding event, you enhance the experience to give your brain even more of a workout. For that reason, if you are ever afforded an opportunity to go to a course, any course, to include a Sister Service course, never turn it down. Keep that momentum going as you gain more experience in your jobs and take advantage of opportunities that expand your mindset.

In addition to maintaining mental fitness, continuing education provides new frameworks and perspectives to approach problem-solving. In other words, when you are presented with a new challenge or issue to resolve, educational experiences empower you to think of innovative or creative ways to solve it by applying what you have learned. The challenges themselves can become educational experiences. In the end, you have the opportunity to broaden your skillsets by applying the theories encountered in your studies.

One of the greatest benefits of participating in formal education courses such as the Defense Financial Management Course or the USAF Professional Financial Management Course offered at the Defense Financial Management & Comptroller School is the opportunity to collaborate and learn from classmates. Learning about what they do, how they perceive things, and how they approach challenges expands our own way of thinking. Part of our education process is to inspire you to think more broadly, deeply, and creatively outside your comfort zone. Finally, the relationships formed in the process can establish lasting networks to facilitate future collaboration as new challenges develop.

Our career field is multifaceted, technical, and fixed in law. These elements make formal and informal learning essential for cultivating the skills required for success. Our FM community is committed to fostering lifelong learning that is aligned with your career continuum; reference the **FM FORCE DEVELOPMENT PRIMER**. Training and education are essential to building job performance, and your education credentials enhance the credibility of our FM profession. Additionally, pursuing professional certifications signals commitment to excellence and paves the way for promotion opportunities.

Similar to Ghandi, Nelson Mandela once said, **“Education is the most powerful weapon which you can use to change the world.”** We hope you find inspiration to energize your commitment to lifelong learning and rekindle a desire to pursue new educational experiences. By committing to a lifetime of learning, you invariably broaden your horizons, improve your ability to solve problems, and increase the potential of your team.

# ACES HIGH AWARDS



## MSgt Kathleen J. Anderson

99 CPTS, Nellis AFB

MSgt Kathleen J. Anderson is the Flight Chief, Financial Services assigned to the 99th Comptroller Squadron at Nellis AFB, NV. She was born at Seymour Johnson AFB, NC and graduated high school early in Apple Valley, MN, enlisting in the Air Force 21 March 2001. After graduating with honors from technical training at Keesler AFB, MS, she went to her first assignment at the Defense Finance and Accounting Service Omaha Field Site, Offutt AFB, NE. There, she worked in Intergovernmental Accounting where she eventually became a team lead of the section. Her efforts earned her Senior Airman Below-the-Zone December 2002, Airman of the Quarter for Oct-Dec 2003, and Distinguished Graduate in her Airman Leadership School class.

Her last assignment before relocating to Nellis AFB in July 2015 was at Thule AB as the group resource manager. She was the sole analyst for the northernmost Air Force Base's \$21 million budget. She coordinated with Air Force Civil Engineering Command and DFAS to eliminate a three-year environmental funding log jam enabling the completion of \$36 thousand of late payments. She was also the lead planner for the Thule AB 1st multi-national Combat Dining Out, culminating in her personally being coined by the 14 AF/CC. MSgt Anderson was awarded 21 SW NCO of the Year and AFSPC FM NCO of the Year 2014. MSgt Kathleen Anderson is an outstanding role model for all Airmen. Her superb dedication, invaluable performance, and professionalism truly make her **ACES HIGH!**



## SrA Christopher M. Day

4 CPTS, Seymour Johnson AFB

SrA Christopher Day is a financial services technician assigned to the 4th Comptroller Squadron, Seymour Johnson AFB, NC. SrA Day was born in Madison, FL and graduated from Madison County High School in 2009. Prior to joining the Air Force, he co-founded Four Freedoms CrossFit Gym in his home town of Madison, FL. In 2014, SrA Day enlisted into the United States Air Force and attended technical school at Keesler AFB, MS.

Upon his arrival to Seymour Johnson AFB in February 2015, SrA Day hit the ground running while assigned to the Special Actions section of the Financial Services Flight. He took on a leadership role as the lead separations and retirements technician, expertly processing final payments totaling \$2.6 million to over 449 military members transitioning to the civilian sector. Within his first year assigned, SrA Day earned numerous accolades to include twice winning CPTS Airman of the Quarter, WSA Airman of the Quarter, HQ ACC/FM Airman of the Quarter, and Senior Airman Below the Zone. Furthermore, he is the current Vice President of Seymour Johnson's Exceptional Airmen Gaining Leadership Experience and Skills (EAGLES/Airman) council leading more than 1.5 thousand Airmen. SrA Day's dedication to serving others and his "Excellence in all we do" attitude epitomizes the whole airman concept and serves as an example for all ranks to follow and deservingly makes him **ACES HIGH!**

# ACES HIGH AWARDS



## SSgt Jennie B. Shanker

55 CPTS, Offutt AFB

SSgt Jennie B. Shanker is a budget analyst assigned to the 55 CPTS, Offutt AFB, NE. She was born in Tampa, FL and graduated from Blake High School in 2004. Sergeant Shanker attended the University of South Florida full time before enlisting in the Air Force on 4 April 2007. After completion of basic military training, she completed technical training at Keesler AFB, MS in August 2007. In August 2007, she reported to her first assignment at Eglin AFB, FL. Her “immeasurable energy and positive attitude” were immediately recognized as she earned 2008’s 96 ABW Staff Agency Airmen of the year and HQ AFMC/FM Comptroller Airmen of the Year.

After being promoted to staff sergeant on 1 May 2011, SSgt Shanker became the NCOIC of Customer Service. In December 2012, SSgt Shanker reported to Offutt AFB, NE where her technical skills shined in the FMA flight as the 55th Civil Engineering Squadron budget analyst. SSgt Shanker deployed to the 405 AEG from February to August 2014 as the sole budget analyst. She proved her strategic capabilities overseeing 16 RAs while expertly managing the FY14’s \$15.3 million execution. In 2015, she led Offutt’s DEAMS implementation, coordinating with SAF/FM, HQ ACC/FMP, and the DEAMS help desk. She was recognized as an “Air Force Asset” in a Letter of Acknowledgement by the DEAMS Director of Operations. SSgt Shanker’s sustained superior performance and unparalleled commitment to serving in the United States Air Force make her the epitome of **ACES HIGH!**



## SSgt Christina Tatro

140 Comptroller Flight, Buckley AFB

SSgt Christina Tatro is currently a financial services technician assigned to the 140th Comptroller Flight at Buckley AFB, Colorado Air National Guard, CO. SSgt Tatro is a native of Aurora, CO where she attended Adams City High School, then continued on to receive her associate’s degree in applied science at Cambridge College in Denver. She decided to stay in Aurora and join the Colorado National Guard until she pursued a full-time military career as a selectee for an Active Guard Reserve position with the 140th Comptroller Flight.

Upon entering the Air Force as a Basic Training Element Leader, SSgt Tatro greatly contributed to her flight earning PT Excellence, Warrior Airman of Character and Honor Flight. She graduated in the top 10 percent of her technical training school where she was recognized for academic excellence after joining the 140th Comptroller Flight in 2011. SSgt Tatro was the first student to complete the ANG/AFRC FM Principles course, resulting in personal recognition from the ANGRC FM career field manager, as well as the 335th Training Squadron instructor. Taking FY16 by storm, she was selected as one of two ANG members to attend the Operational Contract Support Joint Exercise at Ft. Bliss, TX where she received personal accolades once more from the ANGRC FM career field manager. Lastly, during the 140th Wing Capstone in May of this year, she was recognized by the ACC IG Team as a superior performer for the Comptroller Flight. Her insatiable appetite and drive for self-improvement and team excellence makes her, without a doubt, **ACES HIGH!**

# PROMOTIONS

## AFMC

Mehrman, Michael TO A SES; HQ AFMC/FM – Wright-Patterson AFB

## AETC

Chapa, Ruben, GS-14; AETC/FM/FMF

– JB San Antonio-Randolph

Salender, Ruth, MSgt; 47 CPTS/FMF – Laughlin AFB

## AFGSC

Garza, Janene, TSgt; 5th Comptroller Sq/FMA – Minot AFB

Wilkins, Andrew, Maj; AFGSC/FM – Barksdale AFB

## AFMC

Adams, Chantima C., GS-13; AFLCMC/FZCX

– Wright-Patterson AFB

Anderson, Phyllis, GS-12; AFRL/RXF – Wright-Patterson AFB

Archer, Andrea, GS-12; AFRL/RWF – Eglin AFB

Boyapati, Satyapriya, GS-12; AFOSR/FMB – Arlington, VA

Brockway, Casey, TSgt; 66 CPTS/FMAS – Hanscom AFB

Burdick, Song Suk, GS-12; AFLCMC/WWMF – Hill AFB

Cannady, Amanda B., GS-12; AFLCMC/WNYF – Robins AFB

Catlett, Donna, GS-12; AFSC/FZ-R/FZ-R – Robins AFB

Cignoli, Matthew, Capt; 66 CPTS/FMAO – Hanscom AFB

Claggett, Ellis Rayfield, Capt; AFLCMC/WNZDA – Robins AFB

Clemens, Brittany L., GS-14; AFLCMC/FMP

– Wright-Patterson AFB

Daniels, Christine, GG-13; AFLCMC/HNCF – Lackland AFB

Dean, Nakeshia G., Capt; AFLCMC/HBS – Hanscom AFB

Denapoli, Ashley, GS-12; AFLCMC/HBUU – Hanscom AFB

Dial, Willie, GS-12; AFOSR/FMB – Arlington, VA

Dolce, Lori, GS-12; AFRL/RWF – Eglin AFB

Dosedel, Virginia, GS-13; HQ AFMC/FMM

– Wright-Patterson AFB

Emmert, Jason M., GS-12; AFLCMC/WNMR – Heath Cty

Fair, Heather, GS-13; AEDC/FMA/OM TST/AEDC

Grant, Melissa A., GS-12; AFLCMC/WFCA

– Wright-Patterson AFB

Hale, Kevin E., GS-13; AFLCMC/FZCE – Wright-Patterson AFB

Halley, Teresa Helene, GS-12; AFLCMC/HIZF – Gunter AFB

Harris, Thomas A., GS-14; AFLCMC/FZCR

– Wright-Patterson AFB

Harrison, James, GS-12; AFLCMC/WWMF – Hill AFB

Hathaway, Tsae-Fuang, GS-12; 72CPTS/FMAO – Tinker AFB

Hodge, Justin, GS-12; AEDC/FMA/AEDC

## AFMC cont.

Howell, Mark V., GS-12; AFLCMC/WWMF – Hill AFB

Jackson, Keith W., GS-12; AFLCMC/HBB – Hanscom AFB

Jackson, Patrick, GS-13; HQ AFMC/FMA

– Wright-Patterson AFB

Julian, Joshua L., GS-12; AFLCMC/WIJF

– Wright-Patterson AFB

Justus, Amy, Maj; HQ AFMC/FM – Wright-Patterson AFB

Kazakoff, Michael J., Capt; AFLCMC/EBAM – Patuxent River

Kessler, Blair W., Capt; AFLCMC/HNIF – Hanscom AFB

Lade, Scott A., GS-12; AFLCMC/WISF

– Wright-Patterson AFB

Lee, Daniel, GS-12; AEDC/FMP/AEDC

Louis, Queenia P., GS-12; AFLCMC/WNZF – Robins AFB

Marquez, Kelly, NH-IV; 412TW/FMA – Edwards AFB

Miller, Douglas M., GS-12; AFLCMC/WWMF – Hill AFB

Mitchell, Rogena, GS-12; AFSC/FZA/FZA – Tinker AFB

Mueller, Lyudmila, MSgt; AFIMSC/XZRR

– JB San Antonio-Lackland

Mumford, Delayna L., GS-12; AFLCMC/WLNF – Robins AFB

Parker, Steven V., Capt; AFLCMC/HNIF – Hanscom AFB

Pearce III, John T., GS-12; AFLCMC/HIBF

– Wright-Patterson AFB

Phillips, Heather K., GS-13; AFLCMC/WINF

– Wright-Patterson AFB

Pike, Derek P., GS-13; AFLCMC/EBYC – Eglin AFB

Pollack, Benjamin P., GS-12; AFLCMC/HIBF

– Wright-Patterson AFB

Priddle, Diane, GS-12; AFRL/RWF – Eglin AFB

Purser, Brandon V., GS-12; AFLCMC/WWAF – Hill AFB

Queen, Amanda L., GS-12; AFLCMC/WWJF – Arlington Cty

Rhoads, Tara J., GS-12; AFLCMC/WIIF

– Wright-Patterson AFB

Saltojanes, Denise, GS-14; AFLCMC/HBS – Hanscom AFB

Sandifer, Billy R., GS-12; AFLCMC/WNMR – Heath Cty

Smith, Sandra L., GS-12; AFLCMC/HICF – Gunter AFB

Stephan, Lindsey, GS-12; AFRL/RWF – Eglin AFB

Stoll, Michael D., GS-12; AFLCMC/WNMR – Heath Cty

Stolte, Samantha J., GS-12; AFLCMC/WWZF

– Wright-Patterson AFB



### AFMC cont.

Thomas, Grace Curell, GS-12; AFLCMC/LPAF  
 – Wright-Patterson AFB  
 Vandeberghe, Matthew, GS-12; AFSC/FZRD/FZRD  
 – Tinker AFB  
 Walker, Jon Nicos, TSgt; 66 CPTS/FMF – Hanscom AFB  
 Waters, Troy, GS-13; AFSC/FZRD – Hill AFB  
 Watson, Kristen, GS-12; AFSC/FMP/FMP – Tinker AFB  
 Winner, Josh J., GS-13; AFLCMC/FZCX  
 – Wright-Patterson AFB  
 Woeber, Karem E., GS-13; AFLCMC/FZCX  
 – Wright-Patterson AFB  
 Woltman, Thomas, GS-14; AFSC/FZ-R – Robins AFB  
 Woodard, Jawanica, MSgt; AFIMSC/RMFSF  
 – JB San Antonio-Lackland  
 Young, Shelly, GS-13; 76 SMXG/OB – Tinker AFB  
 Zurface, Krista, GS-12; AFRL/RIFA – Wright-Patterson AFB

### AFSPC

Atienza, Maria, GS-12; 61 CS/SCXS – Los Angeles AFB  
 Campos, Bengson, MSgt; 30 CPTS/FMF – Vandenberg AFB  
 Drozda, Donielle, GS-13; SMC/RS – Los Angeles AFB  
 Eboras, Ymir, TSgt; 30 CPTS/CCCA – Vandenberg AFB  
 Hempsey, Shawn, Capt; SMC/FMF – Los Angeles AFB  
 Leinenbach, Raymond, Capt; SMC/MC – Los Angeles AFB  
 Mahoney, Bonnie, GG-13; 688 CW/XPRB – Lackland AFB  
 Oh, Samuel, Capt; SMC/MC – Los Angeles AFB  
 Shetley, Kaitlin, Capt; SMC/MC – Los Angeles AFB

### AFSPC cont.

Waiwaiolo, Jordan, Capt; SMC/GP – Los Angeles AFB  
 Wolfe, Robert, Capt; SMC/LE – Los Angeles AFB

### AMC

Anson, Kimber, TSgt; 436 CPTS/FMF – Dover AFB  
 Crudup, Johana, SMSgt; 436 CPTS/FMF – Dover AFB  
 Cure, Wesley, TSgt; 43 CPTF/FMF – Pope Army Airfield  
 Dalton, Melanie, GS-12; HQ AMC/FMAT – Scott AFB  
 Goodnight, Michelle, MSgt; 375 CPTS/FMA – Scott AFB  
 Hellyer, Charlotte, MSgt; 62 CPTS/FMA – McChord Field  
 Ireland, Julian, Capt; 6 CPTS/FMA – MacDill AFB  
 Lopez, Joseph, MSgt; 375 CPTS/FMQ – Scott AFB  
 Morrell, Lateeah, MSgt; 60 CPTS/FMA – Travis AFB  
 O'Connor, Daniel, SMSgt; 375 CPTS/FMA – Scott AFB  
 Osborne, Anthony, SMSgt; 628 CPTS/FMA – JB Charleston  
 Paul, Jasmine, Capt; 436 CPTS/FMF – Dover AFB  
 Tarris, Nancy D., GS-14; HQ AMC/FMA -1 – Scott AFB  
 Weatheroy, Paul, Capt; 6 CPTS/FMF – MacDill AFB

### AFSOC

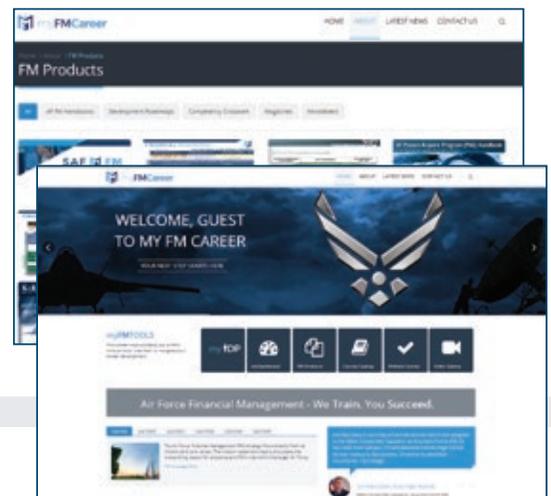
Duchesne, Michael A., MSgt; 353 SOG/FM  
 Easton, Kathleen, TSgt; 24 SOW/FM – Hurlburt Field  
 Schnell, Kristen, Maj; AFSOC/FMAO – Hurlburt Field

### PACAF

None

## myFM CAREER SITE

To read past issues of FM publications, please visit the myFM Career website at [https://www.myfmcareer.hq.af.mil/index.cfm?event=fm\\_publications](https://www.myfmcareer.hq.af.mil/index.cfm?event=fm_publications). There you will find links to the most recent *SAF/FM Online Newsletters* and *Air Force Comptroller* magazines. If you have any issues accessing the site, 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

## AFMC

Briand, Barbara AS A GS-15; AFLCMC/HBF – Hanscom AFB

Kugel, William H. AS A GS-15; AFLCMC/FM-FZ – Wright-Patterson AFB

## AFSPC

Huntley, Ronald AS A Brig Gen; AFSPC/FM – Peterson AFB

## AFSOC

Fajardo, Armand AS A CMSgt; I SOCPTS/CCM – Hurlburt Field

## AETC

Cruz, Virginia, GS-12; 502 CPTS/FMA

– JB San Antonio-Fort Sam Houston

Gardner, Ryan, MSgt; HQ AFRS/FM

– JB San Antonio-Randolph

Thomas, Brian, MSgt; 81 CPTS/QA – Keesler AFB

Westfelt, Adrienne, TSgt; 42 CPTS/FMA – Maxwell AFB

Wilson, Jeannine, TSgt; 56 CPTS/FMA – Luke AFB

## AFGSC

Showalter, Marija, MSgt; AFGSC/FMAI – Barksdale AFB

## AFMC

Barker, Cathy S., GS-12; AFLCMC/HBGF – Robins AFB

Collins, Victoria, SMSgt; 75 CPTS/FMF – Hill AFB

Crist, Connie, GS-13; HQ AFMC/FMR – Wright-Patterson AFB

Denney, Pamela L., GS-12; AFLCMC/EBDZ – Eglin AFB

Dyer, Patricia, GS-12; AFRL/RIFA – Wright-Patterson AFB

Elvidge, Brenda, GS-12; AFRL/RIFA – Wright-Patterson AFB

Hedly, John, GS-12; 66 CPTS/FMAO – Hanscom AFB

Heider, Mary Ellen, GS-13; AFLCMC/HBUU – Hanscom AFB

Heywood, David Kent, GS-12; 309 CMXG/MXDSR – Hill AFB

Keeter, Marilyn, GS-13; AFLCMC/HNJF – Hanscom AFB

KinchSalas, Noreen, NH-III; 412TW/FMAP – Edwards AFB

Lauricia, Laurie A., GS-12; AFLCMC/WIGF

– Wright-Patterson AFB

Manfre, Catherine S., GS-14; AFLCMC/HICF – Gunter AFB

McCorkle, Kathryn, GS-14; AFLCMC/FMPJ – Hanscom AFB

Morris, Vickie, DO-02; AFRL/RQFW – Edwards AFB

Moyer, Barry L., GS-12; AFLCMC/HIAF

– Wright-Patterson AFB

Parada, Donna M., GS-12; AFLCMC/LZPE – Hill AFB

## AFMC cont.

Reed, Dan, GS-12; AFRL/RIF – Rome, NY

Richman, Elizabeth A., GS-12; AFLCMC/HIBF – Gunter AFB

Sommers, Juanita L., GS-12; AFLCMC/WWUF – Hill AFB

Stinson, Theresa, GS-13; 96 CPTS/FMAS – Eglin AFB

St. John, Kathleen, GS-13; AFLCMC/HBF – Hanscom AFB

Stout, Thomas J., GS-12; AFLCMC/HICF – Gunter AFB

Taylor, Dana, GS-12; AFSC/FZRD – Tinker AFB

Tedford, Katie, GS-12; AEDC/FMA/AEDC

Underwood, Naomi A., GS-12; AFLCMC/WFCQ

– Wright-Patterson AFB

Whitby, Beverly A., GS-12; AFLCMC/HIZF – Gunter AFB

## AFSOC

*See highlight*

## AFSPC

Espiritu, Eligio, GS-12; SMC/RS – Los Angeles AFB

Nogaki, Warren, GS-14; SMC/MC – Los Angeles AFB

Young, Tony, TSgt; SMC/FMF – Los Angeles AFB

Zellmer, Joo-Min, GS-13; SMC/LE – Los Angeles AFB

## AMC

Hooks, Willie, MSgt; 6 CPTS/FMA – MacDill AFB

Hunter, Derrick, TSgt; 821 CRG/FM – Travis AFB

Lee, Julie, MSgt; 375 CPTS/FMQ – Scott AFB

McCaughtry, Tiffany, MSgt; 375 CPTS/FMF – Scott AFB

Mullings, Mahesh, TSgt; 87 CPTS/FMF

– JB Maguire-Dix-Lakehurst

O'Connor, LaChantille, TSgt; 375 CPTS/FMF – Scott AFB

Parrish, Jermaine, SMSgt; 6 CPTS – MacDill AFB

Salvador, Joy, TSgt; 60 CPTS/FMA – Travis AFB





A I R F O R C E



C O M P T R O L L E R