

The Voice of Sustainment in the West

Provider Base

13th Sustainment Command
(Expeditionary)

Winter 2013-14



Commander's Corner



yearly training plan. I see this changing environment as an opportunity for our HR and FM leaders to take back the training requirements and have more ownership for the training of our Soldiers. This helps to build stronger teams and greater expertise in our HR and FM junior leaders.

Hands-on training with the HR and FM business systems must be incorporated into your training plan. General Funds Enterprise Business System (GFEBs), Interactive Personnel Electronic Records Management System (iPERMS), the Electronic Military Personnel Office (eMILPO) and many more must be incorporated into both individual and collective training. Where you don't have this training capability at home station, you must highlight the shortfall in quarterly training briefs and unit status reports.

All sustainment leaders need to be familiar with the HR and FM Doctrine, as well as understand the organizational changes that our HR and FM units face. The Army Structure message contains changes for our HR and FM units, most are re-stationing of Postal Platoons, however, the 13th SC(E) deactivated the 13th Financial Management Support Center in December 2013. As sustainment leaders we must understand the hierarchy of HR and FM units and reach out to the higher level organizations like the Financial Management Support Centers and the Human Resources Sustainment Center (HRSC) and better utilize the Human Resources Operations Branch (HROB) within our Sustainment Brigades and Sustainment Commands to advise and assist. FMs 1-0 (Human Resources Support) and 1-06 (Financial Management Operations) are still valid doctrinal publications, both posted on the Army Publishing Directorate and CASCOM Sustainment Unit One Stop.

With the high OPTEMPO for HR and FM units, I know you are all encountering increased Soldier management issues, particularly with managing dwell time. You must look across the total population of HR and FM Soldiers on an installation. Work with the Senior Commander's G-1 to identify dwell time issues so intra-post transfer options can be examined. This is a mission for sustainment brigade commanders and command sergeants major. You must be the advocate for these moves and give the senior commander visibility of this issue to address your deployment requirements.

This management requires very precise Additional Skill Identifier (ASI) visibility. I strongly recommend you program training for key Postal ASI courses like F5- Postal Operations and F4- Postal Supervisor for all of your HR professionals. Coordinating for the Mobile Training Teams (MTT) from the school house must be incorporated into your annual training plans and be projected at least one Fiscal Year in advance. This type of effort must be coordinated and scheduled at the installation level to ensure the entire population of HR and FM professionals can benefit from MTTs. Work this effort with the Senior Commander's G-3, issue an order and get the training on the installation training calendar.

Keep up the great work and send your good ideas to us, so we can share them across III Corps and the Army.

Phantom Support
Brig. Gen. Clark W. LeMasters Jr.
Commanding General

CSM's Corner



Phantom Family and Friends,

I wanted to introduce myself and express how grateful I am that the Burton Family gets to join such a great team at the 13th Sustainment Command (Expeditionary) as well as the Leveraging Expeditionary Sustainment Commands-West initiative!

I come from a maintenance background and have worked in various key developmental positions, within the following commands: Training and Doctrine Command, U.S. Army Forces Command, U.S. Special Operations Command, U.S. Forces Korea, European Command, and Army Materiel Command.

During my last assignment, I served as the command sergeant major for the 404th Army Field Support Brigade, "AMC's Face To The Pacific" at Joint Base Lewis McCord.

I promise to uphold the six Army leadership principals of character, presence, intellect, leadership, developing and achieving. I am sure our paths crossed with many of you before and many of you already know me.

I am very much looking forward to our monthly meetings and learning about your experiences and lessons learned about logistics, comprehensive fitness, and partnership as well as sharing our own experiences from the SC(E) perspective.

Logisticians never cease to amaze me. Every time I meet a new senior logistician or visit a logistics unit, I learn a new way, a new method, and a new solution to a logistics challenge.

I know that we are stronger together, not apart and I also know that you only need to re-invent the wheel in the Army on rare occasions. Chances are, someone has faced the same or similar logistics issue that we are currently dealing with before, so we all benefit from sharing and collaborating.

I applaud everyone's drive leaning forward and not only conducting anticipatory logistics but anticipatory planning for all aspects of our missions, to include coming up with innovative solutions on turning missions into training events or training and in many cases certifying our shortage military occupational specialties internally, when an exercise like Silver Scimitar, gets cancelled or a mobile training team is not available.

I hope you will enjoy the winter issue of Provider Base. I would like to thank everyone for their contributions and especially complement those, who took time out of their busy schedules and furnished us some articles to highlight our finance and human resources sustainment functions; something that most warfighters do not think about as long as they get in replacements and Soldiers are getting their pay and benefits.

We should not take our finance and HR experts for granted. They bring a lot to the table, and I am very pleased to see them log out of their systems for a minute to share some of their valuable materials with us.

Once again, the Burton Family is very excited about joining the Phantom Family and Teams of Friends. Please continue to share your experiences and issues with us both via this publication and of course during our monthly LESC-W video teleconferences.

Phantom Support
Command Sgt. Maj. Terry D. Burton
Command Sergeant Major

I wore a DOT Approved Helmet!



***What have YOU
done to save a
life today?***



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U.S. ARMY COMBAT READINESS/SAFETY CENTER
<https://safety.army.mil>

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13th SC(E) Commanding General
Brig. Gen. Clark W. LeMasters Jr.

13th SC(E) CSM
Command Sgt. Maj. Terry D. Burton

13th SC(E) Chief of PAO
Capt. Monika Comeaux

13th SC(E) PAO NCOIC
Sgt. 1st Class Jason Kucera

Editor/Designer
Staff Sgt. Jason Thompson



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The PAO is on Fort Hood's Support Ave. in building 39009, DSN telephone: 288-7342. Website at www.hood.army.mil/13sce.

Contact Capt. Monika Comeaux at monika.comeaux.mil@mail.mil.





Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

The III Corps Command Maintenance Evaluation and Training (COMET) Team is comprised of 18 retired military logistics professionals with more than 300 combined years of experience and each is a subject matter expert in their respective field. The team is focused on providing training opportunities to improve the logistics operations of commands by providing assistance visits, inspections and evaluations, classroom or small group training, and desk-side training.

III Corps COMET Team supports Fort Hood Logistics Operations

By Staff Sgt. Jason Thompson
13th SC(E) PAO

The III Corps Command Maintenance Evaluation and Training (COMET) Team has been instrumental in supporting the Fort Hood sustainers and warfighters for more than a decade with training and mentorship of Soldiers and leaders in the various levels of supply and maintenance operations.

The team is comprised of 18 retired military logistics professionals with more than 300 combined years of experience and each is a subject matter expert in their respective field.

The COMET Team is available for all active or reserve component units on and around Fort Hood and is focused on providing training opportunities to improve the logistics operations of commands by offering assistance visits, inspections and evaluations, classroom or small group training, and desk-side training.

“We offer training at the unit level on most aspects of unit-level supply and maintenance operations. Training can be tailored to meet the specific needs of the commander,” said Colleen Green, the deputy team chief and supply team lead for the COMET Team.

The COMET Team is a powerful tool for any

commander to use to assess the status of their unit in the areas of supply and maintenance. The team will identify areas of weakness, issues and concerns and provide tailored individual/unit reinforcement training based off of each assessment. It is the mission of the COMET team to help prepare, sustain, and reset conventional land forces to support combatant commanders’ requirements.

The team ensures that they remain well abreast with all current and updated regulations, field and technical manuals, and standard operating procedures to ensure the information they train the Soldiers is correct.

“When there is a new regulation that comes out, we have to key in on it and make sure that the information that we are putting out is current,” said Green. “If we’re not putting out the right information, it is not helping the Soldiers.”

In addition to available training for the Soldiers, unit commanders can contact the COMET Team and request courtesy inspections on their operations.

“When commanders request an inspection, the results are kept between us and the commander and we help them with resolutions,” said Carl Gordon, the maintenance team lead for the COMET Team. “When we go down to the unit, we identify trends or logistics issues

they might have, and then we give them the tools to correct the deficiencies and help them along. We want to make sure the system gets healthy.”

Brig. Gen. Clark W. LeMasters, Jr., the commanding general of the 13th Sustainment Command (Expeditionary) and the senior logistician for Fort Hood, received a tour of the COMET facilities Feb. 4 and was impressed by the level of detail of all their training aids.

At the COMET facilities, they have a complete structured mock-up of a company-level arms room, Chemical, Biological, Radiological and Nuclear (CBRN) cage, supply office, maintenance section, and a Supply Support Activity (SSA) bay.

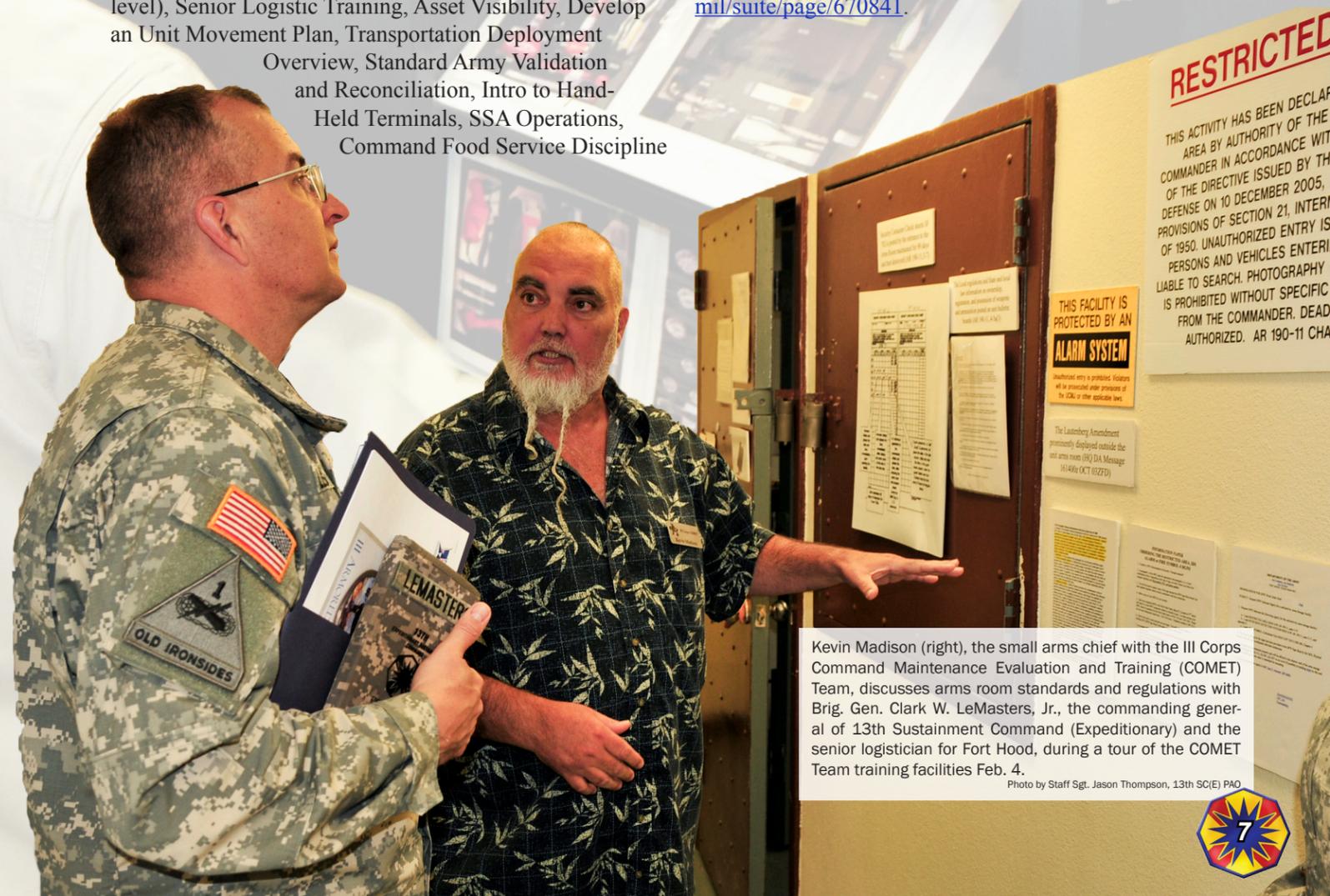
“We underutilize the COMET Team and the expertise that they bring to the installation,” said LeMasters. “The leaders around Fort Hood need to come over here and see what they have. These mock-up rooms are what right looks like and our leaders and Soldiers need to understand that.”

The COMET team provides the following training in the area of Supply Operations: Financial Liability Investigation of Property Loss (FLIPL) Preparation, FLIPL Investigating Officer Procedures, Property Book Unit Supply Enhanced (PBUSE) Refresher, Property Accountability, Commander’s Pre-Change of Command Inventory Brief, Army Records Information Management System (ARIMS), Command Supply Discipline Program (staff and unit level), Senior Logistic Training, Asset Visibility, Develop an Unit Movement Plan, Transportation Deployment Overview, Standard Army Validation and Reconciliation, Intro to Hand-Held Terminals, SSA Operations, Command Food Service Discipline

Program, Dining Facility Account Management, Dining Facility Inventory Management, Food Protection/Food Safety, and Food Management.

Training available in the area of Maintenance Operations includes: Preparation for Directorate of Emergency Services Inspection (Arms Room), CBRN Development/Redevelopment and Readiness Procedures, Controlled Cryptographic Item Accountability/Turn-in Procedures, Test Measurement Diagnostic Equipment Procedures and Certification, III Corps Test, Measurement, & Diagnostic Equipment (TMDE) Coordination, Maintenance Leaders Training (Part 1 and 2), Unit Executive Officer Maintenance Training, Command Maintenance Discipline Program, Unit Arms Room Operation and Armament Shop Operation, CBRN Operations, Driver’s Training Program and Preventive Maintenance Checks and Services (PMCS) Evaluation, Communication Shop Operations and TMDE Program, Motor Pool Shop Operations, Standard Army Maintenance System-Level 1 Enhanced (SAMS-1E) / The Army Maintenance Management System (TAMMS)/ Dispatching, and Army Materiel Status System (AMSS) and Scheduled Services.

For additional information, visit the COMET team at building 39042 at the corner of 62nd Street and Tank Destroyer Boulevard, call (254)285-5515 or (254)553-1547, or check out their AKO page at <https://www.us.army.mil/suite/page/670841>.



Kevin Madison (right), the small arms chief with the III Corps Command Maintenance Evaluation and Training (COMET) Team, discusses arms room standards and regulations with Brig. Gen. Clark W. LeMasters, Jr., the commanding general of 13th Sustainment Command (Expeditionary) and the senior logistician for Fort Hood, during a tour of the COMET Team training facilities Feb. 4.

Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

SUSTAINER HEROES



Through volunteering and dedication, HR Soldier leads the way in the Wrangler Brigade

By 1st Lt. William Brown
502d HR Co., 4th STB,
4th Sust. Bde.

As a Soldier, there are many opportunities to better oneself whether through Soldier of the month boards, promotion boards, volunteering, or in some instances like Sgt. Markeisha Williamson of Phenix City, Ala., you can just do them all.

A human resources sergeant within 502d Human Resources Company, 4th Special Troops Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), Williamson's story is just one of the many stories of Soldiers within the Wrangler Brigade. Previously serving as a personnel (S1) clerk under the 176th Financial Management Support Unit in Korea in 2010, she went on to move to Fort Hood in 2012, where she would soon thereafter deploy to Kuwait. Despite the change, Williamson felt she was prepared.

"From my previous S1 experience, I felt I was at an advantage as now I was able to learn another aspect of the Adjutant Generals' Corps, she says. Being here at 502nd HR Co., I have learned a lot about postal as it has shown me that there are more opportunities out there for HR Soldiers than just being in a S1 section."

While deployed to Kuwait, Williamson would soon learn about more opportunities the Army had to offer. In a nine-month span, Williamson would go on to participate in multiple boards and win three of them, including the 135th Expeditionary Sustainment Command Noncommissioned Officer of the Year board.

When she got back from her deployment in 2013,



Photo by 135th ESC PAO
Sgt. Markeisha Williamson, a native of Phenix City, Ala., and a human resources sergeant with the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), receives an Army Commendation Medal in 2013 while deployed to Kuwait from Brig. Gen. Donald Tatum of 135rd Expeditionary Sustainment Command for winning the 173rd ESC Noncommissioned Officer of the Year.

Williamson participated in the 4th STB NCO of the Year board and won that as well. According to Williamson, her start in Korea and the NCOs around her during the deployment motivated her to pursue these boards.

"I think what motivates me is still having the mindset I had when at one time I was the only HR Soldier in an entire unit, she says. With no other HR Soldiers around, it made me become resourceful and learn regulations on my own, which continues to help me alongside team support."

Not only was she resourceful during boards, but



Photo by 1st Lt. William Brown, 502d HR Co.
Sgt. Markeisha Williamson, a native of Phenix City, Ala., and a human resources sergeant with 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), receives an Army Achievement Medal from Capt. LaChina Taylor-Trotman of the 502nd Human Resources Company, 4th Special Troops Battalion, for winning the 4th STB Noncommissioned Officer of the Year.

also resourceful in the community she encompassed. Through her heavy involvement with volunteering at Korean orphanages, serving food to children during the holidays and participating at special needs facilities, Williamson earned her Military Outstanding Volunteer Service Medal (MOVSM).

Her volunteering in Korea and overseas, she said, truly opened up her eyes on the bigger picture; selfless service.

"It was shocking to see that struggle and hardships occur in not just our country but in multiple countries," she said. "It gives you an appreciation for your country and the opportunities we are given as Americans."

Williamson continues to pay it forward to Soldiers within her company as through her mentorship. She aspires to one day obtain her goal of becoming a drill sergeant and the next Sergeant Audie Murphy Club member.

Williamson said this is not an easy task, but as she has learned over the years through volunteering and preparing for the boards, nothing in life is easy.



Photo by 502nd HR Co. UPAR
Sgt. Markeisha Williamson, a native of Phenix City, Ala., and a human resources sergeant with the 502nd Human Resources Company, 4th Special Troops Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) poses with her chain of command while deployed to Camp Arifjan, Kuwait.

"Anything in life worth having is going to be a struggle, she said. "Through motivation, dedication and family support all things are possible."

SUSTAINMENT HEROES



Resource Management Operations at the Sustainment Command level

By Maj. Shaun M. Gordon

ACoS G8/Comptroller, 13th SC(E)

Gus Grissom, one of the original NASA astronauts on the U.S. Mercury, portrayed by Fred Ward in the 1983 film, "the Right Stuff," famously said "No bucks, no Buck Rogers." This phrase is still relevant today as the Army faces a fiscally constrained future unseen in over a decade.

Logisticians rightly claim: "The difference between a click and a bang is logistics."

The resource manager or Assistant Chief of Staff-G8 ensures that the logistician gets the most "bang for the buck."

How does the resource manager accomplish this key mission in a sustainment command?

The resource management mission as stated in FM 1-06, Financial Management Operations, is "to analyze resource requirements, ensure commanders are aware of existing resource implications in order for them to make resource informed decisions, and then obtain the necessary funding that allows the commander to accomplish the overall unit mission."

The resource management (RM) mission remains consistent between garrison and contingency operations.

The table below identifies the resource manager's

key tasks.

The resource manager needs a complete understanding of the sustainment command's mission to correctly prioritize the allocation of funding with the primary purpose of mission readiness.

The RM synthesizes the commander's training guidance, quarterly training briefs, and the unit status report to forecast funding expenditures. The Program Budget Advisory Committee (PBAC) quarterly briefing to the commander formally identifies and approves future funding priorities while reviewing past spending to identify trends.

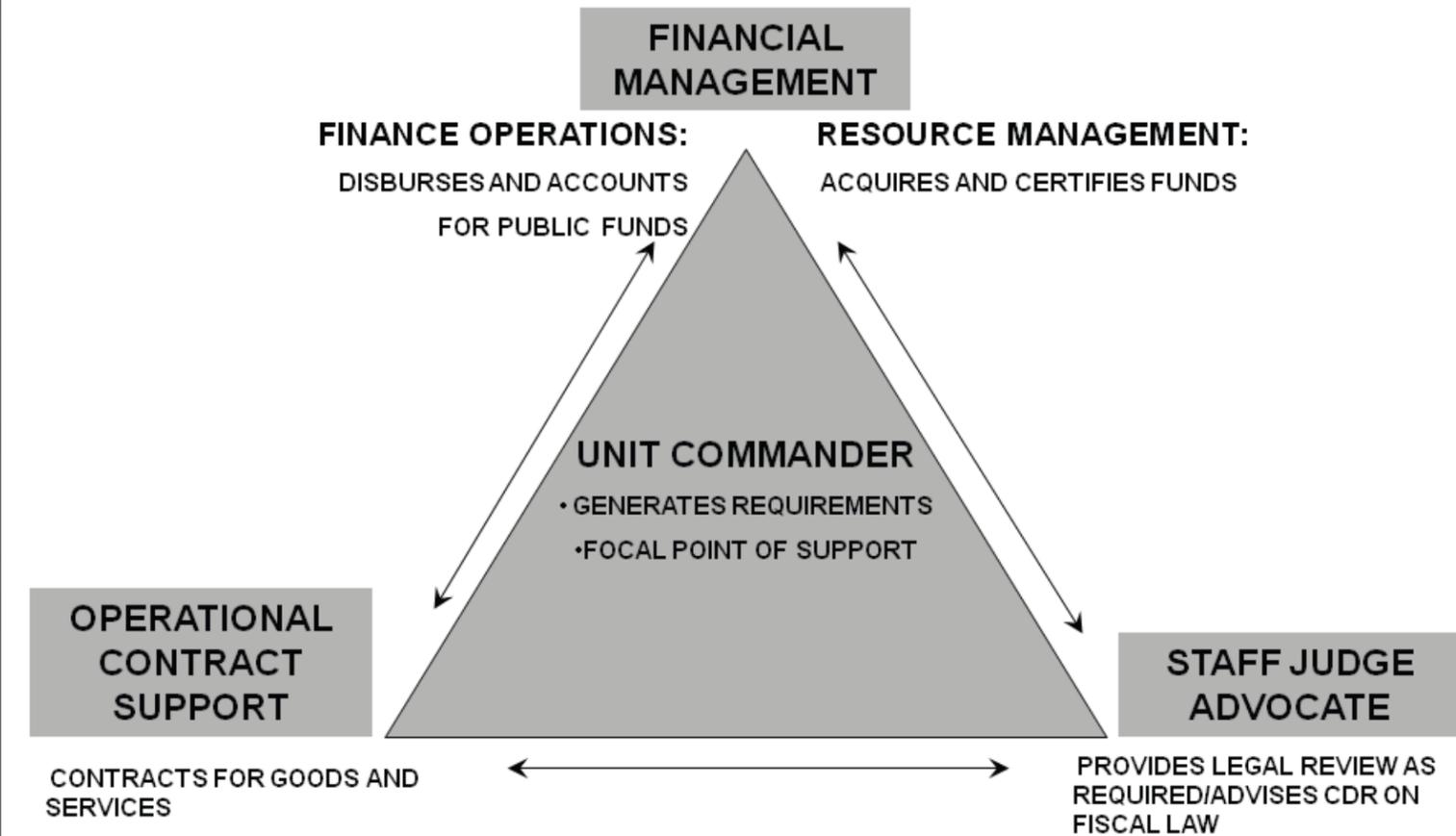
The resource manager is responsible for ensuring the most effective and efficient use of financial resources, while ensuring there is an effective requirements approval process.

Providing funding recommendations is not made in a vacuum by the resource manager. Keeping an ear to the ground, the resource manager must keep abreast of developing initiatives by the commander, staff sections and units.

By collaborating early in the planning cycle, the resource manager may provide cost saving alternatives freeing up resources for other initiatives.

Also, procurement requirements require a greater

THE FISCAL TRIAD



lead time as the action must include the Staff Judge Advocate (SJA), Operational Contract Support (OCS) section, and contracting coordination. SJA, RM, and OCS is commonly known as the Fiscal Triad.

In what areas is money spent?

The resource manager not only must know the answer, but why the money is being expended and is its use meeting the commander's intent?

The resource manager uses the automated Enterprise Resource Program (ERP) General Fund Enterprise Business System (GFEBS) and Funds Control Module (FCM) to identify costs and uses trend analysis to understand and present the data for decision making.

With the implementation of Global Combat Support System (GCSS-Army), logisticians and resource managers will have a common operating picture of sustainment expenditures.

The sustainment command resource management section administers several programs necessary to keep the command's operations running smoothly. These include the Defense Travel System and Government Travel Card program, Government Purchase Card, the Manager Review File (MRF) approval, the Army Audit Readiness Program,

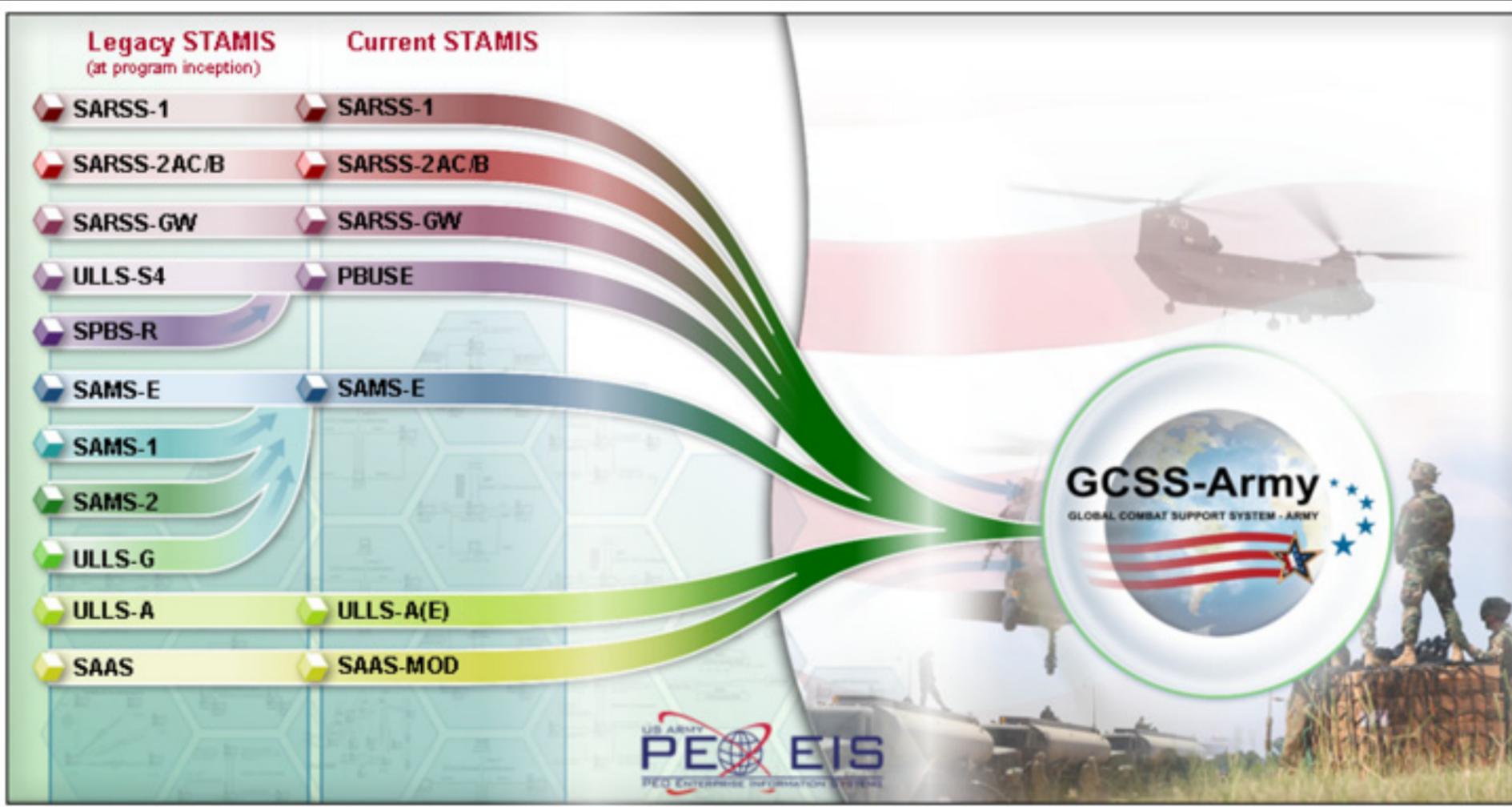
fuel key administration, and certification of purchase requests (PR) through GFEBS.

Due to stringent audit readiness requirements, the resource manager must emplace clear policies through standing operating procedures, operation orders, and command directives to guarantee adherence. The RM section conducts regular audits on accounts as part of this process.

With the myriad of customer requests, financial management Soldiers working in the resource management section must possess first-rate customer service skills to meet the demand. RM Soldiers must have longevity to fill a position as it takes significant training time to provision a Soldier with access and gain competence with the several systems in use. Additionally, RM Soldiers must be of high character due to the stewardship and liability requirements associated with the position.

With the expectation of increasing scarcity of resources, decision makers at all levels need to know the cost of conducting business and how to squeeze the last dime out of every dollar. A resource manager is a combat multiplier who understands how to transform these costs into unit mission readiness.

Resource Command Requirements:	Identify, Acquire, and Distribute funds:
Develop spend plans containing mission critical funding requirements in accordance with operational command instructions and respond to data calls.	Provide advice to the commander on all financial management implications to include funding made available by higher headquarters.
Generate data call to subordinate units with detailed instructions on submission requirements to support spend plan development.	Develop and publish detailed financial management guidance to include types of funding authorized, fund sites, and funding levels to tactical commands.
Generate individual funding packets for each requirement which includes all required information for the approving authority to review and approve the requirement.	Identify sources of funding to meet the commanders' requirements.
Ensure all high dollar requirements are reviewed by an appropriate validation board and can be defended by the approving authority.	Submit budget estimates or spend plans as required by higher headquarters to meet daily, monthly, and quarterly funding requirements.
Ensure all requirements are reviewed by an appropriate subject matter expert who can make a determination on the validity and possible alternatives to meet the requirement.	Fund requirements based on validated and approved requirements submitted in the subordinate commands spend plans (monthly/quarterly).
Use historical and existing requirements to estimate and validate resource requirements.	Certify funds in accordance with approved spend plan and command.



GCSS-A that provides this information. The FM can also run and filter reports that show how much money has been spent by type of equipment or supply to provide the command visibility of where the money is going. This is the core of accountability.

Once the GCSS-A full implementation takes place, a commander or a staff member can track orders much easier.

Using the new system, and using only one integrated system instead of several, they can see the exact location of a requisition, whether it is sitting at the supply support activity for approval, or with the resource manager for budget obligation, or maybe at the depot level, awaiting delivery. It is GFEBS that obligates funds for the orders in GCSS-Army, and while a logistician mostly uses GCSS-Army, any financial manager will have to

know how to use them both.

With new systems, come new procedures. Crum thinks that Advanced Individual Training will not provide any oversight on GCSS-Army for budget specialists, but the Army is ensuring that finance Soldiers become well-trained in the use of GFEBS.

“This is the key as GFEBS is used to make funds available in the GCSS-Army system,” said Crum.

He also explained that as the GCSS-Army is fielded using fielding teams. These teams allow users to become familiar with the system and gain confidence and expertise. Web-based training is also available for both GCSS-Army and GFEBS.

Wallet will be attending a Critical Task Site Selection Board, during which he plans to address the issue of institutional training for these systems, since the Financial Management School (FMS) is currently not providing training for GCSS-Army.

“After living through GFEBS fielding and seeing that several service members did not have the opportunity to participate in the program manager (PM) provided instructor-led training, the

PMs and FMS provided online training or computer based training that allowed Soldiers to get the training they needed to access the system,” said Wallet.

“The number one takeaway for logisticians to remember is that they cannot operate in a vacuum. The implementation of the GCSS-A system forces FMs and other sustainers to work together to accomplish the mission,” said Wallet.

For example, once the GCSS-Army is fully implemented, resource managers have to load funds into GCSS-Army for sustainers to be able to order requisitions.

Once the sustainers exhaust those funds, the system will not allow them to order additional requisitions. Under the old systems, this worked the other way around: sustainers placed orders, and once the orders were placed, they were funded, allowing for overspending.

GCSS-Army like GFEBS tracks and records everything that users input in the system. Records cannot be deleted. This provides a clean audit trail.

As far as training concerned, the following sites are recommended for additional information: The GCSS-A PM site <http://gcss.army.mil/> is a great source for training it shows users where to go in ALMS to complete the pre-requisite online training that they need to understand GCSS-Army.

<http://ssi.edtech.army.mil/FMS/index.html> is a great site that provides users with everything they need for operating within GFEBS.

‘Loggies’

Know how your budget operates in GCSS-Army

By Capt. Monika Comeaux
13th SC(E) PAO

As the Army transitions from using various systems to manage property, supplies, parts and maintenance to using one online system, Global Combat Support System-Army (GCCS-A), logisticians should be familiar with how their budget is managed in the system. When fully fielded, GCCS-Army will replace 40,000 local databases and interface with the General Funds Enterprise Business System (GFEBS) moving us closer to congressionally-mandated auditability.

“The GCSS-Army embedded financial function is linked to the GFEBS, meaning that for the first time the logistics and finance worlds ‘see’ one another,” said Lt. Col. Ralph M. Crum, the director of the 13th Financial Management Support Center at Fort Hood, Texas.

In layman’s terms, GCSS-Army is an internet based

automated database that runs on tables, almost like a Microsoft Access-type program on steroids, explained Capt. Michael C. Wallet, the deputy director of 13th FMSC. “The data that is input on the tables is made by users utilizing transaction codes or T-codes. For example, in GCSS-Army, a supply clerk creates a record in GCSS-Army to order a part using T-code ME51N. The data that the user inputs in the T-code populates multiple tables in the background and automates a lot of the inputs reducing the amount of human input errors.”

Wallet further explained, that every transaction that is input by supply, maintenance, or the property book office also populates financial data in GCSS-A. When a financial manager (FM) wants to see how much a division, brigade combat team, battalion, or even a company has spent during a fiscal year, a week, or even a day, the FM can run a report within



MILWIKI & MILBOOK

Knowledgeable Combination at Work in Theater

Commentary by Capt. Michael Wallet
13th FMSC

Who is managing the knowledge? “The growing interest in knowledge management stems from the realization that in the knowledge era, organizational knowledge is a strategic asset that needs to be garnered, retained, updated, disseminated, and applied to future organizational problems” (cf. Drucker, 1994a; Stewart 1997).

In the last Gryphon, a financial focused newsletter from the Financial Management School, the pronopency section discussed the utilization of the milSuite platform as a means to collaborate across the Financial Management Community. The 13th Theater Financial Management Support Center (TFMSC) Leadership recognized the benefits of this enabling technology as a means to effectively distribute and manage knowledge for FM service members in Theater and those preparing to come into Theater. The TFMSC has two sites, part of the milSuite platform, a milWiki (think Wikipedia) and a milBook (think Facebook) site that are being utilized today. These are leveraged for connecting, communicating, and collaborating with other FM users. Most recently, the milSuites Community Manager Advisors recognized these portals as one of the “50 Best Sites of 2012 “in the Teaming category. The advisors awarded the honor for “teaming”, or pairing milWiki and milBook to effectively share knowledge and collaborate with other FM team members in and out of theater; which they said “exemplifies why milBook was created.” Help us improve the information on the Theater Financial Management Support Center milWiki site: https://www.milsuite.mil/wiki/Portal:Theater_Financial_Management_Support_Center

The Theater Financial Management Support Center milWiki site is a repository of static information consisting of: checklists, business processes, Standard Operating Procedures (SOPs), Theater Briefs (unclassified), daily advisories, and Theater FM Policies. The milWiki site is broken into six different digital smart books; one for each section of the



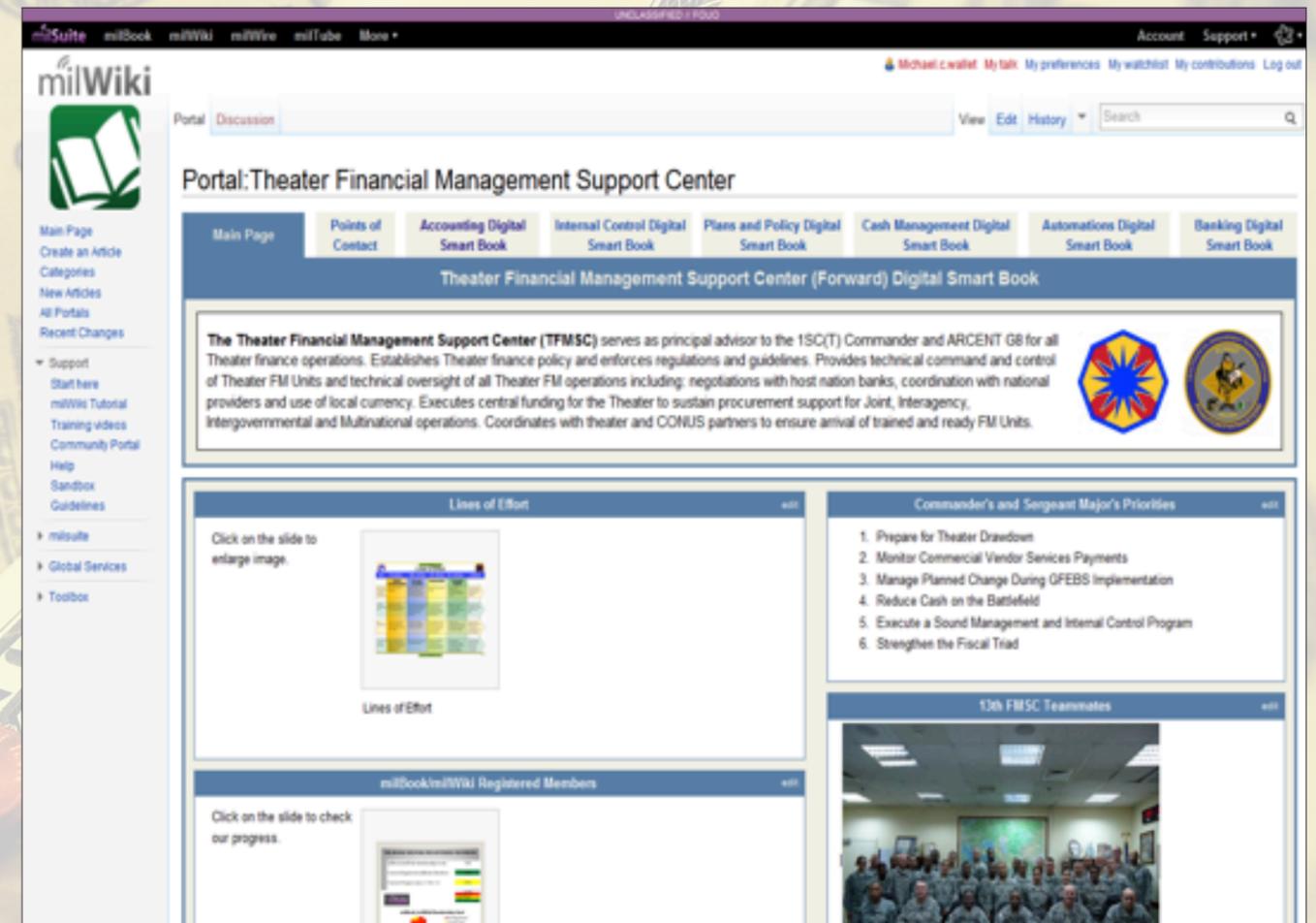
TFMSC. We used the term digital smart book to replace the “hard-copy” smart book that one might retain paper copies of essential information or shared knowledge for their replacement. The digital smart book enhances this concept by providing a means to easily maintain and share essential information and knowledge to a wide

variety of users or contributors in and out of theater. Each digital smart book contains essential information and knowledge required by any person or unit that will conduct a Relief-in-Place/ Transfer of Authority (RIP/ TOA).

1 The accounting digital smart book’s primary focus is GFEBs, but there are also Merged Accountability Fund Report (MAFR) metrics and Wide Area Workflow (WAWF) SOP’s. A Soldier assigned to a disbursing, Commercial Vendor Service (CVS), or FMSC MTOE (Modified Table of Organization and Equipment) position(s) can utilize the GFEBs Battle Drills/Training Database to prepare a training report for Soldiers by MTOE position. The report displays the MTOE position selected, the GFEBs Battle Drills (business processes) and job aids that a person in this position must be able to perform, the distance learning courses needed for provisioning, and the GFEBs roles required for this position to accomplish the mission. Once a user determines what courses they need and what roles they will have they can go to the GFEBs Provisioning Process sub-page of this smart book to review the step-by-step process for GFEBs provisioning. Moreover, the Accounting smart book contains 13 critical GFEBs Battle Drills that illustrate and document, using dataflow diagrams the task Soldiers deploying into theater must perform to accomplish their CVS and disbursing missions. To view the 13 critical Battle Drills, visit this link:

https://www.milsuite.mil/wiki/Portal:Theater_Financial_Management_Support_Center/GFEBs_Battle_Teams/Users_Process

In the near future the TFMSC will add milTube (think YouTube “How to” videos) videos that show users how to input transactions in GFEBs.



2 The Internal Control (IC) digital smart book has a wealth of knowledge for all FMs. The most beneficial portion of the smart book is the checklists, consisting of: Eagle Cash Card, Foreign Funds, Commercial Vendor Services (CVS), Travel, Paying Agents, and much more. IC uses milBook to communicate changes to the checklist. milBook also captures comments and collaboration about the checklist or recommend correction or changes. This ability to collaborate, using milBook, with other FM service members to identify potential improvements to the checklists enable the TFMSC to enhance the effectiveness of each site assistance visit. The smart book also contains the IC review schedule for units in Theater. It denotes the dates for courtesy, operational, site assistance and TOA visits/ reviews. The final portion of this smart book is the FMSC RIP/TOA checklist. This critical checklist provides the knowledge needed for the incoming FMSC to prepare for the RIP/TOA process.

3 The Plans and Policy digital smart book is the nucleus of Theater Financial Management Policy. It contains all Theater Financial Management Policy Memorandum’s, in three different categories: CVS, Military Pay, and Disbursing. The site also contains both: Theater Memorandums of Agreement, Theater

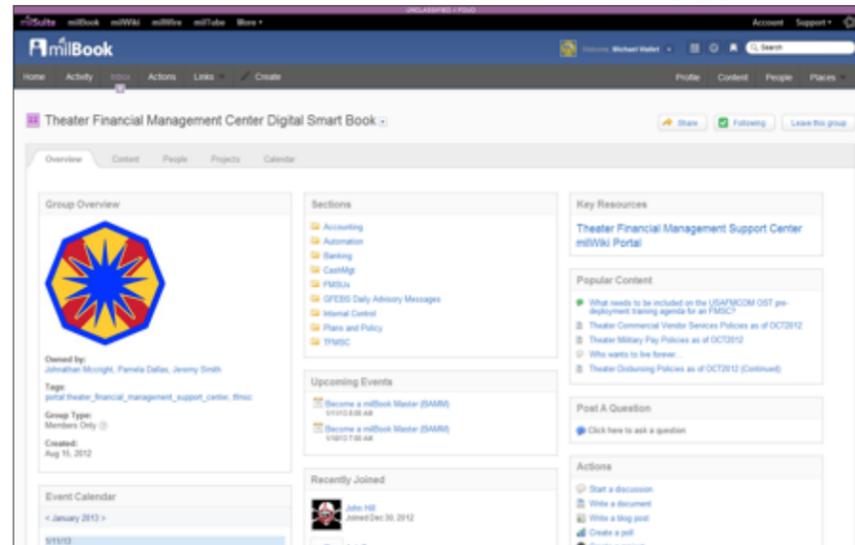
FRAGOs, affecting financial management, and resource management policies. On the right side of the page is the frequently asked questions (FAQ); FM service members can go to answers on some of the hot topics in theater for example how the Roth TSP work.

4 The Cash Management digital smart book focuses mainly on disbursing in the FMSU’s. The most beneficial portion of this smart book is the reports section that outlines the following: Loss of funds tracker, Analysis of Unmatched Transactions report, Diamond 2 Report, and the Theater Accountability and Vendor Pay Report. The page also consists of Cash Management reports, Deployable Finance System information, and Disbursing Station Symbol Number closure guidance. On the right side of the page is the deployable finance systems section; FM service members can go here for information on Deployable Disbursing System (DDS) and International Treasury Services ([ITS.gov](https://www.its.gov)).

5 The Automations digital smart book is a great tool for FM service members and Information Management Officers (IMO) who work at the FMSU. This page consists of: Information Assurance (IA) policy letters, frequently asked questions, training links, and a RIP/ TOA section.

Continued on Next Page

Incoming FMSU IMO's can review Theater IA policies to ensure they have an understanding of network security theater standards and requirements. Additionally the Automation digital smart book has a standard list of financial and non-financial management (SLFNFS) systems required to accomplish the FM mission at the FMSC, FMSU and FMSD echelons. FMSU IMO's must be aware and must be able to assist new users, at each echelon, in obtaining user access and credentials to these systems. Therefore, the training links provide IMO users accessibility to Annual Information Assurance Awareness training, Vulnerability Management Systems training, Defense MilPay Office (DMO) Training and a variety of other training sites. The RIP/TOA section of this page has information for incoming IMO's and other users.



The Banking and E-Commerce digital smart book's focus provides easy-to-use support to theater commanders through existing financial management program updates and innovative electronic commerce initiatives. The most important portion of this smart book is the MOA templates for Automated Teller Machines (ATMs) on base, EagleCash Cards for non-AAFES vendors, and EagleCash kiosks managed by others (KMBOs). The site also contains a video section where you can view section videos, such as the establishment of a local bank for the Afghan National Police by the Banking and E-Commerce Team or a video debunking some of the myths of the Eagle Cash Card. The news section of this smart book allows for the FM community to be informed on the latest advancements in E-Commerce and development in host-nation banking operations. Finally, there is a frequently asked questions section aimed at addressing known theater-wide issues that on-ground financial managers should be aware of in relation to Banking and E-Commerce.

The 13th TFMSC would like to invite all FM users to join the theater milBook Digital Smart Book. This smart book is another volume, if you will of our milWiki Smart Book. The milBook site allows the 13th FMSC to push information to all members and followers of this site. Furthermore, it provides FM professionals the capability to collaborate on critical issues affecting FM operations in theater and issues affecting the Fiscal Triad. Collaboration is the ultimate purpose of this page. Members and followers can collaborate with service members, Department of the Army civilians, and subject matter experts (service memberE) on any finance-related topic. Some of the most recent and trending conversations on the Theater Financial Management Support Center's milBook site are: Theater Military Pay Policies, Theater Disbursing Policies,

and what needs to be included on the U.S. Army Financial Management Command Operational Support Teams pre-deployment training. Additionally, the milBook site divides conversation into nine different categories: TFMSC, Plans and Policy, IC, GFEBS Daily Advisory's, FMSU's, Cash Management, Banking, Automation, Accounting.

The purpose of categorizing the milBook page is to assist users in searching for help to complex problems previously solved in theater, but difficult to locate. Do not "reinvent the wheel," start your search on the Theater Financial Management Support Center's milBook site. For example, to locate a GFEBS Daily Advisory that documents the solution to an Intermediate Document (IDOC) problem, a user can click on "content" and use the keyword search box and type "IDOC" to search for all the GFEBS Daily Advisories, posts, and other documents containing the keyword "IDOC." milBook provides a community of professionals and "six degrees of separation" between one's question and the person who may have the answer or guidance to find the answer. Most importantly answered questions, conversations, and other information are stored in this digital smart book for future users and incoming units to easily search or review to answer reoccurring Theater related FM operational questions or enhance their knowledge of a particular situation.

The Soldiers at the 13th FMSC understand that effective Knowledge Management creates shared understanding [amongst]...people, processes, and [technology] in order to increase collaboration and understanding. The creation of shared understanding results in better decisions and enables improved flexibility, adaptability, integration, and synchronization, resulting in better organizational decision-making.

Collaborate and engage at our milBook and milWiki sites – share your knowledge and we will manage it to create a shared understanding and a "common operating picture throughout the Fiscal Triad in Theater."

Theater Finance and the National Bank of Kuwait: Strength of a Banking Relationship

Commentary by 1st Lt. Brianne Smith-Rojas
13th FMSC

In a deployed environment, building relationships through personal contact with local nationals often plays an integral role in the success of current missions and aids in the coordination of positive future endeavors.

Theater Finance has authenticated and continued to grow and strengthen a bond between the United States Armed Forces and the NBK

The National Bank of Kuwait (NBK), founded in 1952, stands out in Kuwait and among Arab banks largely due to its local and international network.

NBK operates 65 branches in Kuwait and extends its partnerships with offices in New York, London, China, Singapore, Paris, and many other countries.

The bank's relationship with the United States Armed Forces began in 1991 following the liberation of Kuwait when the NBK stepped in to support the banking needs of the Army. With this relationship, the NBK, alongside the Department of Defense, was able to establish a branch locally on Camp Arifjan to assist in the many needs of both the NBK and the deployed population.

Camp Arifjan is a contingency deployed environment under Central Command with military and civilian personnel.

With the growing population, continued rotation of personnel, and the strength and mutual trust between the NBK and the Theater Finance, a branch was established on Oct. 23, 2008, on Camp Arifjan.

The branch also services military and contracted personnel with the various banking needs that are not commonly operated by a deployed financial unit. With the current theater financial mission of de-dollarization and allowing for less US currency on the battlefield, the partnership with NBK allows for the bank to utilize its abilities to dispense larger amounts of Kuwaiti Dinar, thus strengthening their own economy.

Since the opening of this branch, Ms. Shaikha Khaled



Al Bahr, chief executive officer, NBK S.A.K., and her staff have continued to aid in the support of the United States to include actively assisting in the return of more than \$6-million in U.S. currency held within the government of Iraq.

Khaled Al Bahr commended the partnership with the U.S. Forces, "NBK greatly appreciates and values the contribution of the successive United States Armed Forces Contingents who have served in Kuwait since 1991 and helped build a long lasting and formidable relationship between our two friendly countries and our two institutions.

"We salute to all of you and express our sincere thanks and gratitude."

13th FMSC Supports Diamond Saber '13



Courtesy Photo by the 13th FMSU

Staff Sgt. Joseph Rouille, a financial management technician explains to Staff Sgt. Solider how to properly execute Milpay transactions manually during the Diamond Saber 2013 training exercise conducted at Fort McCoy, Wis. The exercise is designed to bring together finance Soldiers assigned to financial management support units and financial management support detachments from the Active, Reserve and National Guard elements.

By Capt. Michael Wallet and 1st Lt. Claudia Bryan 13th FMSC

History does repeat itself. In 2004, the 13th Financial Management Support Center (FMSC) (Finance Group at the time) trained the 469th FMSC (Finance Group at the time) for their pending deployment. The training that was provided led to the creation of Diamond Saber. In August 2013 the 13th FMSC attended Diamond Saber, and found themselves training the 469th FMSC again for their pending deployment. Diamond Saber is a training exercise for Financial Management (FM) that encompasses all components: Active, Reserve, and National Guard.

The FMSCs, Financial Management Support Units (FMSU) and Financial Management Support Detachments (FMSD) are invited each year. The exercise is conducted at Fort McCoy, Wis., yearly. It provides the technical training in Disbursing, Military Pay, Commercial Vendor Services, and Customer Service for Reserve and National Guard FM units; which they cannot receive at home station. In 2014, Diamond Saber will change dramatically by being incorporated into a Warrior Exercise (WAREX). The WAREX trains sustainment brigades and their down trace units on their mission tasks as well as warrior tasks.

During the 13th FMSC's recent deployment, the 326th FMSC, the unit responsible for planning and executing Diamond Saber 2013, contacted the 13th FMSC and requested their assistance in executing the 2013 Diamond Saber exercise. The 13th FMSC's deployment mission consisted of serving as the technical experts in the areas of the General Fund Enterprise Business System (GFEBS), Governance Risk and Compliance (GRC), and evaluating on-going Financial Management (FM) operations in theater. The 13th FMSC provided five service members to provide the following expertise: Observer Controllers (OC), General Fund Enterprise Business Systems (GFEBS) support, and an FM theater orientation.

Capt. Michael Wallet, the chief of accounting with the 13th FMSC, was the officer in charge (OIC) of the members of the 13th FMSC who attended Diamond Saber. He participated in the conference calls and some of the planning with the 336th FMSC while deployed, to ensure the exercise was a success.

Upon arriving at Diamond Saber, Wallet was tasked to serve as the OC for the 469th FMSC. He provided the entire 469th FMSC and members of the 389th and 336th FMSCs a three-hour theater orientation that provided the leadership an overview of FM operations in the United States Central Command (CENTCOM) area of responsibility (AOR).

This briefing had an immediate effect on the 469th as

they conducted a complete task organization restructure within two hours after receiving the brief. The 336th also recognized that some of their exercise material for the FMSC would not be applicable after seeing what was currently occurring in the CENTCOM AOR. Wallet, in coordination with 336th FMSC, created 25 theater-specific scenarios to exercise the 469th FMSC during the two-week exercise. The scenarios tested each section's technical knowledge and research capability.

First Lt. Claudia K. Bryan, the deputy chief of accounting, GRC manager and GFEBS training OIC, trained the 469th FMSC's accounting section to execute the GFEBS and GRC mission in a deployed environment. She effectively taught them how to provision users in GFEBS and to develop measures of performance and measures of effectiveness metrics for evaluation of FM units' performance in GFEBS. This was the first time a FMSC had received training in these tools; Bryan received several accolades from the United States Army Financial Management Command (USAFMCOM) for her blocks of instruction.

Additionally, she ensured that the 469th FMSC personnel understood how the down trace FM units execute their Theater GFEBS transactions by using the GFEBS training portal. Bryan also evaluated the internal control section's operational reviews. During the reviews, she gave the 469th Soldiers guidance on how to effectively assess down trace units and provided feedback at the conclusion of all reviews.

She was actively involved in ensuring that all units were informed and provided access to the Theater Financial Management Support Center (TFMSC) digital smart book accessed via Milwiki and the TFMSC Milbook page.

While the officers prepared the 469th FMSC for their Theater mission, the noncommissioned officers' main focus was to evaluate the Financial Management Support Units (FMSUs) and the Financial Management Support Detachments (FMSDs).

Staff Sgt. Thressa Combs, a financial management technician with the 13th FMSU, trained the 374th FMSU on military pay entitlements. Staff Sgt. Joseph



Courtesy Photo by the 13th FMSU

(From left to right) Staff Sgt. Thressa Combs, 1st Lt. Claudia Bryan, Staff Sgt. Joseph Rouille, Capt. Michael Wallet and Staff Sgt. Princess Tubbs, all finance Soldiers from the 13th Financial Management Support Unit, pose for a photo during Diamond Saber 2013 at Fort McCoy, Wis.

Rouille trained the 251st and A Detachment, 101st FMSDs on military pay entitlements and disbursing operations. He also provided the 469th Operations noncommissioned officer in charge a back brief on FMSC operations for the theater. Staff Sgt. Princess Tubbs, a financial management technician with the 13th FMSU, trained the 374th FMSU in military pay entitlements and disbursing operations.

All three NCOs shared their experience and knowledge which increased the FMSUs' readiness for their upcoming deployments. They also provided support to the 326th FMSC by serving as evaluators during the exercise.

These NCOs contributed to the units receiving 100 percent "Go's" on their final evaluations and demonstrating the capability to perform their finance mission in a deployed environment.

The impact the 13th FMSC had on Diamond Saber 2013 will be lasting. In addition to all the OC and GFEBS support, the 13th FMSC also recommended that the 398th FMSC, the unit responsible for planning and executing Diamond Saber 2014, establish a Milsuites knowledge center for the upcoming exercise.

The 13th FMSC received several complements during this exercise, which has led to a request for members of the 13th FMSC to assist in the planning phases of Diamond Saber 2014 to make the training even better. So, as the quote goes "... the vintage of history is forever repeating ~ same old vines, same old wines!" — E.A. Bucchianeri, Faust: My Soul Be Damned for the World Vol. 2.

Training financial managers:

Exercise Diamond Saber provides MOS specific training to hone Soldiers' skills

By Lt. Col. Ralph Crum
13th FMSC

Let's face it; there are some Army specialties for which training does not come easy. Arguably, Army Finance Operations training fits this model. Case in point, how does a Finance Support Unit exercise Commercial Vendor Services without actually paying local vendors? How do we load EagleCash cards and balance EagleCash terminals when they are used only overseas? How does an Army Banking Team exercise the coordination of local currency in ATMs when the servicing bank is DA Afghan Bank?

These are but a few tough training scenarios which are exercised at the Army's annual Finance Exercise, Exercise Diamond Saber.

Each year, Fort McCoy, Wis., hosts a large contingent of Army Finance Units for Diamond Saber. This year, Diamond Saber will take place as part of the larger Combat Support Training Exercise in May.

Uniquely, this exercise is coordinated by the U.S. Army Reserve and integrates all three Army Finance Components. Diamond Saber emphasizes

scenario-based, hands-on Finance Operations and does so by incorporating organizations that finance Soldiers work with while deployed.

Over the 11-day exercise, units are assessed and evaluated based on recently redeployed finance units testing the units' knowledge of changes in Theater Finance policy and Finance Operational Support.

Units that attend this exercise receive specific additional hands-on training from subject matter experts, serving as Observer/Controllers (OC), in areas such as Finance Doctrine, Disbursing; Fund the Force, Management of Internal Controls, Pay Support core competencies, and FM automation skills. These hip-pocket training sessions provides real life lessons learned scenarios from Soldiers recently redeployed from conducting financial operations in a contingency environment.

No matter how Diamond Saber evolves, one thing is certain; Diamond Saber exercise is an effective tool for bringing realistic training to the Finance Corps.

This is no different from how a rotation to the Joint Readiness Training Center (JRTC) would run but with a focus on technical finance skills.

Diamond Saber evaluates units' collective performance and provides the opportunity for commanders and Operational Functional Training Supporting (OFTS) Commands to

assess their units' ability to perform their Mission Essential Task Lists (METL). Most importantly, finance Soldiers exercise in scenarios where they work with partner organizations. Unlike home station training participating units at Diamond Saber have an opportunity to interact with such organizations as Defense Finance and Accounting Service (DFAS), U.S. Army Financial Command, Resource Managers, Contracting Officers, and U.S Treasury.

Diamond Saber will continue to exercise Financial Service Members technical expertise; as we enter an era of diminishing resources it must also evolve.

Where will this evolution take us and to what end?

Diamond Saber 2014 will be combined with the Combat Support Training Exercise for the 135th ESC. The outcome of this exercise will determine how future Diamond

Saber exercises are executed. Perhaps Diamond Saber 2015 will be combined with Silver Scimitar and include the Sustainment Brigade's Special Troop Battalion staff to be exercised on their command and control of both HR and FN commodities.

Another course of action may be to combine the Operational Contract Support Joint Exercise with Diamond Saber focusing on contract support for future contingencies.

No matter how Diamond Saber evolves, one thing is certain; Diamond Saber exercise is an effective tool for bringing realistic training to the Finance Corps.

21st CENTURY FINANCE OPERATIONS EXPAND ON MODERN BATTLEFIELD

By Maj. Carydaniel Cegledi
Commander, 230th FMSU,
43rd Sust. Bde.

The 230th Financial Management Support Unit's (FMSU) mission is to coordinate and execute Financial Management (FM) support to battle space owners while analyzing supported commander tasks and Line of Effort (LOE) priorities to identify the best allocation of financial resource requirements for mission accomplishment. Restructured from the finance battalion era, we exercise battle command of three to seven Financial Management Support Detachments (FMSD) supporting sustainment of Army, joint and multinational operations through execution of key financial operation tasks such as timely commercial vendor and contractual payments, various military pay and disbursing services. We carry out the FM policies and guidance prescribed by the Office of the Under Secretary of Defense (Comptroller) and national FM providers (i.e. U.S. Treasury, Defense Finance and Accounting Service (DFAS) and the Federal Reserve Bank (FRB)). Like the Sustainment Brigade, the Operational Environment (OE) of the FMSU is no longer along divisional boundaries, but rather Mission, Enemy, Terrain and weather, Troops and support available — Time available, Civilians (METT-TC) driven, one FMSU may provide support to more than one division (or major combat force).

The 230th FMSU recently completed their largest finance mission in the U.S. Central Command (CENTCOM) AOR providing world-class FM support in Regional Commands East, North and Capital (RC-E, N, and C) for the more than 80,000 War Fighters, Department of Defense Civilians and Contractors the most austere locations Afghanistan had to offer. Operating from Bagram we conducted mission command of five static FMSDs and an unprecedented amount of initiatives and operations that will likely benefit Afghanistan and the units that continue to operate there for a long time. Like the sustainment brigade, the



Photo provided courtesy 43rd Sust. Bde.
1st Lt. Sonni Taylor, Sgt. 1st Class Karee Cocking and Pvt. Brian Swank from 1st Platoon, 376th Financial Management Support Detachment, establishing a Kiosks Manned by Other near Forward Operating Base Fenty, Afghanistan on Feb. 14, 2013.

230th FMSU conducts internal Replacement in Place/Transfer of Authority(RIP/TOA) throughout their deployment with operations from National Guard/Army Reserve units from Minnesota, Utah, Indiana and New York as well as active duty units from Fort Stewart, Fort Lewis and our subordinate Fort Riley and Fort Carson detachments. With a constant rotation of units, the 230th FMSU required a lot of coordinating directly with the partnered organizations listed above to include the Theater Financial Management Support Center (FMSC) operating out of Kuwait to ensure the Soldiers are certified to conduct FM operations and maintain accountability of funds outside of the U.S. Treasury. We view RIP/TOAs in two different manners with the normal Transfer of Authority (assuming responsibility of the OE) but we also add Transfer of Accountability to the list because our units accept personal fiduciary responsibility of the entrusted funds in their possession. Assuming the mission has a whole new meaning when the funds you are entrusted to safeguard and secure are your 100 percent pecuniary responsibility.

One of the greatest tools we bring to the war fighter is our forward finance missions; Financial Management Support Teams (FMST) have the full FM capability

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to address pay inquiries, facilitate EagleCash Card (ECC) exchanges, cash checks, conduct Savings Deposit Program (SDP) contributions and make critical pay account changes to help Soldiers, Sailors, Airmen and Marines concentrate on the mission instead of finance problems at home. We completed more than 450 FMST missions to include Mobile Training Teams (MTT) in the most remote Combat Out Posts (COPs) of the OE; we travelled by air and using the Convoy Logistic Patrols (CLP) whenever we could to get to wherever we needed to be. The 230th FMSU processed almost 60,000 military pay transactions with an accuracy rate approaching 99 percent, far exceeding DFAS standards, while undergoing power outages, weather disruptions and the all-so-friendly Indirect Fire attacks. We disbursed over \$66,000,000 in physical U.S. and Afghani currencies and accounted for over \$330,000,000 in actual disbursements (physical and through e-Commerce). Those are eye-popping amounts of currency and impossible to manage without the collaborative efforts and technical competence of everyone involved. The 230th FMSU also supported the cashless battlefield by retrograding over \$21,000,000 back to the Theater FMSC (our central funding cite) helping ensure the terrorists are not being funded through our operations.

Another great tool finance brings to the commanders is the use of paying agents. The 230th FMSU trained, funded and cleared over 950 paying agents that disbursed over \$13,000,000 (in U.S. and Afghani equivalent currencies) for their commanders and their Counter Insurgency (COIN) operations. If you've spent any time reading through the MAAWS-A (Money As a Weapons System – Afghanistan) you'd begin to realize that without money, nothing moves. The MAAWS-A identifies methods commanders can utilize Commander's Emergency Response Program (CERP) funds to improve governance and socio-economic development in order to provide a secure, sustainable environment in their OE. CERP funds are a vehicle for achieving effects and we were fortunate to have direct input into the publishing of the newest MAAWS-A by coordinating directly with the U.S. Forces- Afghanistan (USFOR-A) J9 and the Theater Finance unit in Kuwait.

The FMSU utilizes the Sustainment Brigade for life support and mission command while working with the Theater FMSC for technical guidance, support and initiatives. Having an integral role in FMSC's LOE is assessing the Theater's FM footprint and ensuring we stay ahead of future requirements. With a thorough



Courtesy photo by 43rd Sust. Bde.
Maj. Carydaniel Cegledi, the commander of the 230th Financial Management Support Unit, 43rd Sustainment Brigade, discusses current and future banking operations with a local AIB Bank Manager in Bagram, Afghanistan on Jan. 2, 2013.

understanding of our OE and FM support requirements, we directly affected new policies and procedures issued through USCENTCOM, U.S. Army Central (ARCENT) and USFOR-A fragmentation orders (FRAGO) that best achieved our supported commander's mission. Working, in conjunction with the Theater FMSC Banking Officer, we discussed ways to integrate e-Commerce with new business practices while leveraging partner organization technologies find programs that are a win-win for Afghanistan and the U.S with the host-nation banks. Incorporating processes as common as EFTs (Electronic Funds Transfer) can build regional trust in local banks and contribute to advancement of the overall Afghan banking system. These are big-ticket items that directly support USFOR-A COIN initiatives while reducing on-hand cash requirements and creating transparency for accurate accounting; a win-win for the U.S. and the Government of the Islamic Republic of Afghanistan (GIRoA).

Though there is a general reluctance to use e-Commerce it is a great way to support efficiency, accountability and auditability for all parties involved. While a cashless battlefield is a catchy phrase it is important to realize that the U.S. dollar is a "second national currency" in Afghanistan and in order to promote USFOR-A's LOEs that requires U.S. forces to set the conditions for a responsible economic transition as part of the draw down, the 230th FMSU had to ensure it's OE would not collapse as Forward Operating Bases (FOB) closed, units moved and contractual obligations with host nation vendors ceased severely affecting their livelihood.

Knowing how to employ and utilize e-Commerce capabilities (ECC) is critical to supporting commanders in our OE. With e-Commerce initiatives (i.e. ECC and Point

of Sale (POS) devices) dispersed throughout the battlefield, implementation and proliferation of e-Commerce in support of FMSC's de-dollarization LOE is not plug and play. A cashless battlefield is a goal and supporting it does more than you may imagine (i.e. deterring counterfeit U.S. dollars, mitigates black marketing and minimizes other risks associated with the handling of U.S. currency in a deployed environment). The 230th FMSU maintained over 57 ECC Kiosks enabling war fighters to use their ECC almost everywhere they went. Where there were no ECC capabilities, we increased the cash withdrawal limits until we put that OE in our crosshairs and thoughtfully implemented an additional 130 POS devices with local national businesses, Army Air Force Exchange Services (AAFES)-sponsored vendors and local bazaar owners. We further defined support by implementing a Theater initiative for a few ECC Kiosks Manned by Others (KMBO) where static FMSDs were not located. We trained other-than-finance units to operate the equipment so e-Commerce capabilities can be expanded and access to funds would become more like using ATMs in the States. It was a huge collaborative effort on the part of 230th FMSU with U.S. Army Financial Management Command (USAFMCOM), Theater FMSC and our interagency partners (FRB and DFAS); the positive effects to the war fighters are still being felt.

The FMSU directly supports the personnel services sustainment war fighting function by performing the complete FM responsibilities inherent in an OE. We managed this through our version of the Fiscal Triad (Division G-8, Contracting Command and the FMSU's disbursing operations). Coordination is essential for FM operations to be a success as every commercial vendor contract payment must be auditable and accountable. Timely and accurate contract payments are crucial to the war fighter as almost all life support in theater is contracted (the 230th FMSU paid over 4,400 contracts valued at almost \$55,000,000 in both U.S. and Afghani currencies). Moving and sustaining the battlefield is something every logistician knows and without the ability to contract services, fund those services and finally disburse funds towards those services we would be a much slower moving Army.

A large initiative we faced during our time in theater was how to effectively execute vendor pay operations (think contract payment support) during the Responsible Drawdown of Forces (RDoF) plans. Contractual obligations generally increase as we drawdown forces due to an expanding reliance on host-nation support and fulfilling the manpower and technical requirements with less FM Soldiers is a known problem.

The FMSU must provide responsive FM support that meets the changing nature of the OE and be able to anticipate changing requirements. Critical to the FMSU's



Courtesy photo by 43rd Sust. Bde.
Sgt. Maj. Ron La Fond of the 230th Financial Management Support Unit, 43rd Sustainment Brigade, prepares to move needed money from Forward Operating Base Sharana, Afghanistan, on Apr. 8, 2013.

ability to do this is the sustainment brigade's FM Support Operations with the inherent responsibility to monitor and track FM operations throughout the OE. The FMSU utilizes the FM SPO's planning ability and considers their recommend FM support requirements for current and future military operations. The FM SPO coordinates requirements with the Theater FMSC to ensure the FMSU and subordinate detachments are resourced, correctly positioned and properly allocated. Even with mission command and life support being managed by the sustainment community, the FMSU relies heavily on the FM SPO for theater-specific technical guidance and directives as well as operational guidance from the expeditionary sustainment command/theater sustainment command channels. Receiving operational guidance from the sustainment brigade and technical directives from USCENTCOM, ARCENT and USFOR-A through Theater FMSC, it makes having two bosses an extremely challenging task.

Where there are Soldiers, Sailors, Airmen and Marines you will find Finance Soldiers. What we lack in firepower, we make up for in support. We are incredibly fortunate to be able to provide the service that we do and we take pride in being a part of the smallest Corps in the Army; and you thought we just paid you every month.

Human Resources Operations Branch Unveiled

By Capt. Nicole M. Butler
13th SC(E) SPO HROB

The Adjutant General Corps is comprised of a vast amount of positions within the Army.

Many do not realize that there is more to Human Resources (HR) than just working in a battalion or brigade S1 or a G1 shop, reviewing and processing awards and evaluations.

There are HR Companies which consist of the Headquarters platoon, Postal Platoons, and HR Platoons. Within the HR Platoons are Casualty Liaison Teams (CLTs) and Personnel Accountability Teams (PATs).

Another HR section is the Human Resources Operations Branch (HROB) which is embedded within the Support Operations section of Sustainment Brigades and Sustainment Commands.

The HROB is comprised of three sections, HR Plans and Operations, Personnel Accountability/Personnel Information Management and Postal. As part of the SPO section, it is the job of the HROB to coordinate the execution of non-HR related sustainment in support of HR Operations such as transportation and logistics.

It is the HROBs mission to plan, coordinate, integrate and assess the emplacement and operations of HR Elements executing the personnel accountability, casualty and postal operations functions, to include providing technical guidance and assistance to supported G-1/S-1's in the personnel accountability, casualty and postal mission.

In the past, training for HR personnel usually consisted of attending courses such as the F5 Postal Operations and F4 Postal Supervisors courses, HR Plans and Operations, Brigade S1 course, and a two-week training program called Silver Scimitar that was held twice a year in Fort Devens, Mass.

Silver Scimitar trained HR Soldiers on Postal, Casualty and Personnel Accountability Operations, as well as HROB operations. The Soldiers would have classes one week to go over regulations of each section and learn various roles and responsibilities. This training culminated in the second week when they put everything they have learned into action.

For postal operations, Soldiers would build a mock post office and do some round robin training. In the middle of the exercise, an instructor would throw an unidentified box in the mock post office and yell "BOMB BOMB BOMB", which would require the Soldiers to react as they were taught.

Casualty Team Soldiers worked with the Defense Casualty Intelligence Personnel System (DCIPS) in

order to learn how to properly input Soldiers into the system if they were to become a casualty, whether it was a battle injury, non-battle injury or illness. They learned how to properly track the Soldiers when they moved from hospital to hospital in order to keep units updated.

Personnel Accountability Teams learned how to operate the Deployed Theater Accountability System (DTAS) in order to correctly in-process and out-process Soldiers and they entered and exited theater. Silver Scimitar was a certification exercise (CERTX), in order to certify that units were ready to deploy and successfully complete their mission.

Due to budget constraints, Silver Scimitar will no longer be taking place for Human Resources deployment training. It is now the duty and responsibility of the HROBs in Sustainment Brigades and Sustainment Commands to assist the HR Companies with training and certification before they deploy. Soldiers will still be able to utilize the different HR courses that are offered, but the HROBs will have to reinforce that training at their respective home stations.

The HROB should be able to provide the proper HR technical guidance and expertise to the units in order to successfully train them for their mission.

There are many outlets in the garrison environment that can be utilized to train Soldiers to standard and beyond.

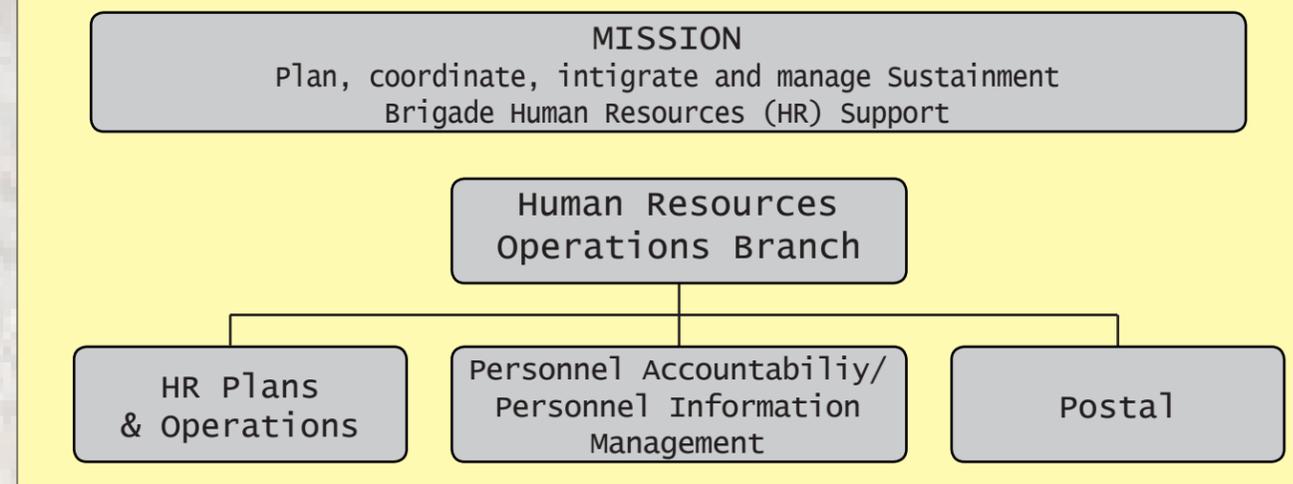
Postal platoons can work and train in the installation post office as long as it is coordinated in advance and with the proper supervision of those who work in the post office. They may not be able to handle any of the finances but they can sort and scan mail as it comes and goes. The HROB can observe their performance and throw in a few Master Scenario Events Lists (MSELs) to better prepare them to run a military post office.

Postal platoons can also utilize an open area and stand up their own mock post office while the HROB observes and assists, providing guidance and creating real life situations for the Soldier to work through.

It is also beneficial for the noncommissioned and commissioned officers to go through Contractor Officer Representative (COR) training in order to learn how to work with the contractors in theater.

As far as casualty training, CLTs can receive training from the local Casualty Assistance Center (CAC), hospital and medical units. The Soldiers with the CLT can work with DCIPS under supervision of the CAC employees and the HROB CLT team can observe and certify that they are trained and ready to deploy. CLTs do not provide actual medical assistance; they just track the movement of all casualties.

Organizational Design – Human Resources Operations Branch (HROB)



One way Personnel Accountability Teams can train is by swiping ID cards of Soldiers who are about to board the plane to deploy, creating a flight manifest, and swiping cards of Soldiers returning from deployment, in order to ensure 100 percent accountability of the Soldiers that are listed on the flight manifest. Doing this, will get the Soldiers familiar with DTAS and how to properly in-process and out-process Soldiers when they arrive at the Theater Gateway.

Once the HROB trains and observes the Soldiers in action, they will be able to determine if the unit is ready to deploy and write the certification memo.

Other training source that can occur, are having the HROBs and HR units participate in Command Post Exercises (CPX), Mission Readiness Exercises (MRX), and Field Training Exercises (FTX). Units can set up stations and conduct their PAT, CLT and Postal training accordingly as well as train on their warrior tasks and drills.

If unit funding permits, HROB and HR units can also link up with a brigade combat team and attend training at Combat Training Centers (CTC). This way, the Soldiers can receive more real-life training by handling mail, tracking casualties and in/out-processing Soldiers in the area of operation.

Training can be held at the National Training Center (NTC) Ft. Irwin, California or Joint Readiness Training Center (JRTC) in Ft. Polk, Louisiana. Utilizing the CTCs is a great way to provide realistic training in order to certify the Soldiers to deploy.

Sgt. 1st Class Irving Cortes, a member of the 13th Sustainment Command (Expeditionary) HROB, just redeployed with the 502nd Human Resources Company from a nine-month deployment in Kandahar,

Afghanistan. He served as the HR Plans and Operations noncommissioned officer in charge. He was responsible for providing guidance, policies and training and he also monitored Postal, Casualty, and Personnel Accountability operations within the Regional Command-South (RC-S) and the Regional Command West (RC-W).

"During my last deployment, I had the opportunity to work with Standard Requirement Code (SRC) 12 operations," said Cortes. "One thing that I realized was the need of the Support Operations (SPO) course at all levels (HROB and HR Co.), due to all of the transportation and equipment requests that the HROB/HR Co. need to do."

"The relationship between the HROB and many sections of the SPO are very important. If you need to move mail from point A to point B, that will require the HROB/HR Co. to coordinate with the mobility section of the SPO, so they can request the type of mail movement transportation (Ground, Air, Sea, etc.)," he said. "The HR postal platoons need to get familiar with vehicles and equipment (Flat racks, Containers, Forklift, etc.). Attending the SPO course and understanding how the SPO can assist a HR Company to accomplish the mission will make a lot easier for HR platoons to process and deliver prograde and retrograde mail throughout theater."

"Another course that is very important is the Contracting Officer Representative (COR)," said Cortes. "Many of the postal and PAT missions in Afghanistan are being contracted out and run by civilian contractors. Having COR personnel trained prior to a deployment will be a big plus for the unit since they will be working side by side with civilian contractors."

Lines In the Sand

13th SC(E) staff conducts JRSOI ROC drill exercise

The staff of the 13th Sustainment Command (Expeditionary) discusses Joint Reception, Staging, Onward Movement and Integration planning during a rehearsal of concept drill exercise at the Fort Hood Mission Command Training Center Dec. 12. The staff was tasked with developing a deployment operations plan in response to a combat operation in a fictional combat zone focusing on the JRSOI process of receiving all personnel and equipment into a theater of operations and preparing them to successfully move out and execute their mission.

Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO



Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

Chief Warrant Officer-4 Joaquin Serranocruz, the senior munitions warrant officer with the Support Operations section of the 13th Sustainment Command (Expeditionary), discusses munitions planning considerations during a Joint Reception, Staging, Onward Movement and Integration rehearsal of concept drill at the Fort Hood Mission Command Training Center Dec. 12.

*By Staff Sgt. Jason Thompson
13th SC(E) PAO*

The staff of the 13th Sustainment Command (Expeditionary) conducted a rehearsal of concept drill at the Mission Command Training Center the week of Dec. 9-13 concluding several months of heavy preparation with a brief to the unit's commanding general.

The staff was given a mission in August to plan theater deployment operations in response to a combat operation in a fictional combat zone focusing on the Joint Reception, Staging, Onward Movement and Integration process of receiving all the personnel and equipment into the theater of operations and preparing them in order to successfully move out and execute their mission.

During the first day of the exercise, the staff received a briefing from the Military Surface Deployment and Distribution Command in order to gain a full understanding of the general duties and responsibilities of United States Transportation Command and SDDC in assisting the deployment of a unit such as the 13th SC(E). In addition, SDDC also provided information on port opening procedures and considerations.

Following the SDDC brief, each of the staff sections were provided an opportunity to discuss their roles and responsibilities in regards to the JRSOI process.

The following day, the staff picked a high-traffic day of the JRSOI process in order to discuss the wide array of activity that would all be taking place across the operational landscape. Additionally, the staff chose one incoming unit to the theater and discussed the step-by-step process that it would follow during the JRSOI, from arrival at the port to integration into theater.

"There was a lot of work put into the analysis of the reports, taskings and capabilities associated with this mission," said Brig. Gen. Clark W. LeMasters, Jr., the commanding general of the 13th SC(E). "Each of the staff sections looked through the scope of the mission,

through the different phases, and you've been able to think through what your role is in this type of operation.

"There's not an SOP out there that dictates no matter the mission or location that you have to place one person here, or two people there," continued LeMasters. "This exercise is about understanding the situation and planning through the considerations that need to be made within each staff section's specific area in order to accomplish the mission of JRSOI."

During the week, LeMasters drilled the staff as they discussed, asking each of the staff officers difficult questions, trying to troubleshoot the plans and test if the staff had considered different potential logistical snags that could happen during a JRSOI operation.

The staff prepared a large detailed map of the fictional area of operations, illustrating all the logistical nodes, shipment ports, aerial ports of debarkation and units on the ground.

"Our job, as a staff, is to look for the logistics choke points," said LeMasters. "We have to see and anticipate where there are going to be issues with supplying the combatant commanders on the battlefield, and try to work through the challenges to ensure the warfighters can accomplish their mission.

"But it's not just about finding the problem; it's about identifying some possible solutions," he continued. "The personnel in this room are the subject matter experts. If one person does not have a solution, I promise there is enough smart people on the staff who can assist to reach a working solution.

"Throughout the week, I saw different staff sections getting together to collectively solve an individual problem," said LeMasters. "That's called problem solving and that's what this event was about."

"This was great training on the METL (Mission Essential Task List) objective," said Col. John L. McCoy, the officer in charge of the Support Operations section of the 13th SC(E). "When you train for the first time on any task, it can be difficult. However, the more you train on that task, the easier it is to achieve success. Having now rehearsed this battle drill, if we get called up to provide for this type of mission, our staff will be better prepared to execute."

McCoy also said the ROC drill was just as much about training the staff as it was a teambuilding exercise.

"Exercises like this get the staff to work together to solve a common problem," said McCoy. "With the staff interaction that happened during the exercise, it has brought the staff closer together and it provided an opportunity for the people to grow and learn the roles and responsibilities of each section, as well as the strengths and weaknesses of the staff, better than they did before."

"It is clear that we have a wide range of staff experts that bring a tremendous amount of experience from previous operations to this organization," said McCoy.



Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

Command Sgt. Maj. Terry E. Parham, Sr., the outgoing senior enlisted leader of 13th Sustainment Command (Expeditionary), inspects the noncommissioned officer saber before handing it off to Brig. Gen. Clark W. LeMasters, Jr., the commanding general of 13th SC(E), signifying the conclusion of his responsibilities as the command's senior enlisted leader during a change of responsibility ceremony at Hildner Field Jan. 10. During the ceremony, Parham relinquished his position to incoming Command Sgt. Maj. Terry D. Burton.

Command Sgt. Maj. Terry D. Burton, the incoming senior enlisted leader of 13th Sustainment Command (Expeditionary), speaks to Soldiers, Families and guests, at a change of responsibility ceremony at Hildner Field Jan. 10. Burton joins the 13th SC(E) after a tour serving as the command sergeant major of the 404th Army Field Support Brigade, Joint Base Lewis-McChord, Wash.

Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO



Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

Command Sgt. Maj. Terry D. Burton, the incoming senior enlisted leader of 13th Sustainment Command (Expeditionary), assumes control of the formation of Soldiers from the 13th SC(E) and 4th Sustainment Brigade following a change of responsibility ceremony at Hildner Field Jan. 10. During the ceremony, Burton assumed his position as the unit's command sergeant major from outgoing Command Sgt. Maj. Terry E. Parham, Sr.

13th SC(E) hosts change of responsibility ceremony, welcomes new CSM

*By Staff Sgt. Jason Thompson
13th SC(E) PAO*

FORT HOOD, Texas – The 13th Sustainment Command (Expeditionary) hosted a change of responsibility ceremony Jan. 10 at Hildner Field here to mark the change of senior enlisted leadership at the command.

During the ceremony, Soldiers, Families and community partners welcomed Command Sgt. Maj. Terry D. Burton as the newest member of the 13th SC(E) team and bid farewell to outgoing Command Sgt. Maj. Terry E. Parham, Sr.

“I’ll look back and remember the passionate leadership within the command,” said Parham reflecting on his time with the 13th SC(E). “There’s no mission that cannot be accomplished when you have competent and passionate leadership like here. We have a strong foundation of Soldiers and leaders; the unit is getting a great sergeant major alongside (Brig. Gen. Clark W. LeMasters, Jr., the commanding general of 13th SC(E)); this unit is capable of great things going forward.”

Parham will depart to Fort Lee, Va., where he will assume the position as command sergeant major for the Combined Arms Support Command.

Burton joins the 13th SC(E) after a tour serving as the senior enlisted leader of the 404th Army Field Support Brigade at Joint Base Lewis-McChord, Wash.

“As I assume responsibility today, here are the six Army leadership principles I promise to give this command, your Families, the Fort Hood sustainment team, and the cities of Belton and Temple during my tenure.” These are: character, presence, intellect, leading, developing, and achieving, said Burton as he addressed the crowd during the ceremony.

Burton, originally from Roanoke, Va., joined the military Nov. 9, 1989, as a light-wheeled vehicle mechanic and has held positions ranging from senior maintenance supervisor to first sergeant and from battle staff facilitator for United States Army Sergeants Major Academy to command sergeant major with 172nd Support Battalion and the 404th AFSB. Burton has previous overseas tours in Germany, Korea, Jordan, Iraq and Afghanistan.

13th SC(E) Soldiers depart for Sinai

By Staff Sgt. Jason Thompson
13th SC(E) PAO

Approximately 50 Soldiers from the 13th Sustainment Command deployed Jan. 16 to the Sinai Peninsula and will serve as the Headquarters and Headquarters Company for the 1st Support Battalion as part of the Multinational Force and Observer mission.

The Soldiers will provide command, control, administration, and logistics support to the battalion as well as many services to the entire MFO. Among the services to be provided includes: a chaplain, U.S. military postal services, mortuary affairs services, and ammunition and explosive storage.

The MFO is an independent international organization, with peacekeeping responsibilities in the Sinai. The origins of the MFO lie in Annex I to the 1979 Treaty of Peace between Egypt and Israel. In 1981, the Treaty of Parties negotiated a Protocol that established the MFO and defined its mission.

The mission of the MFO is to supervise the implementation of the security provisions of the Egyptian-Israeli Treaty of Peace and employ best efforts to prevent any violations of its terms.

“This is an extremely unique mission,” said Brig. Gen. Clark W. LeMasters, Jr., the commanding general of the 13th Sustainment Command (Expeditionary), while addressing the Soldiers at a deployment ceremony for the Soldiers departing. “We received this mission late last summer and through the efforts of the 1st Cavalry Division, the 4th Sustainment Brigade and our headquarters, we built this unit and you all went off and trained yourselves for this mission.”

“To the troops deploying, you’re going over there



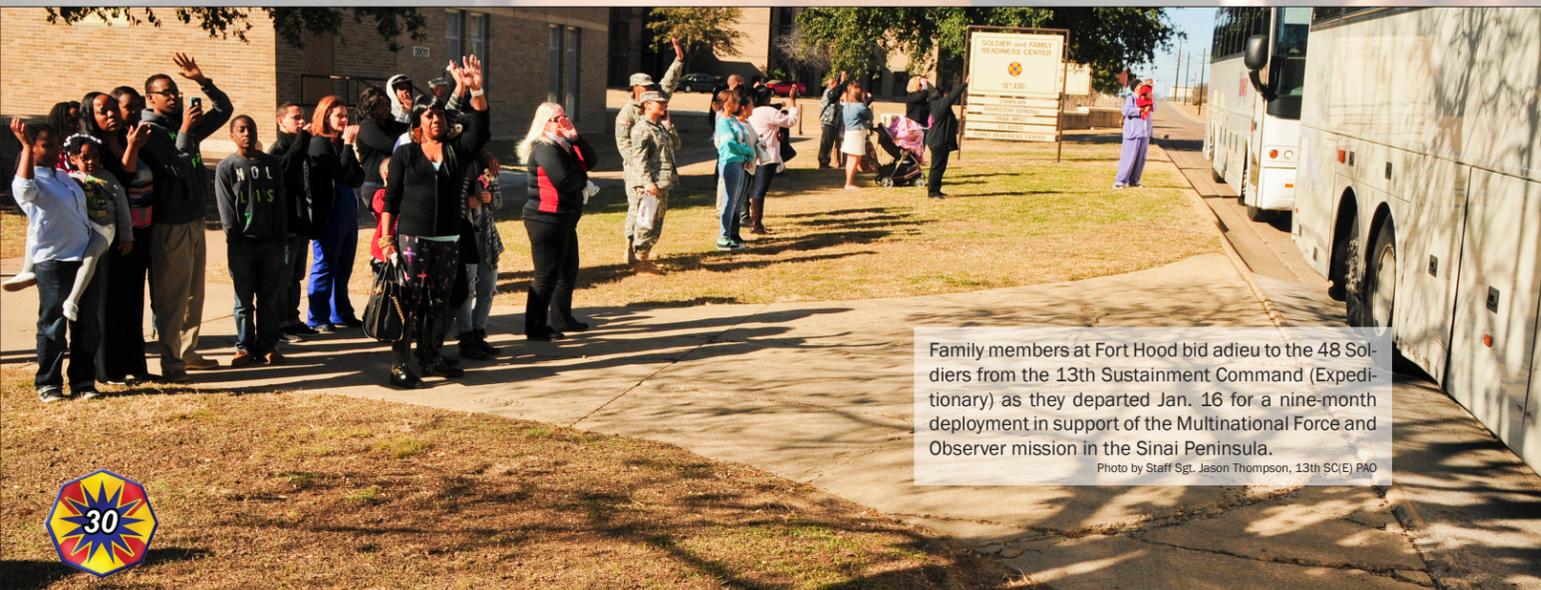
Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

Soldiers from the 13th Sustainment Command (Expeditionary) board busses bound for the Dallas/Fort Worth airport Jan. 16 as they deploy in support of the Multinational Force and Observer mission in the Sinai Peninsula. During their scheduled nine-month deployment, the approximately 50 Soldiers will provide command, control, administration, and logistics support to the 1st Support Battalion as well as the entire MFO.

to represent the United States Army and our nation as part of something that’s been going on since 1979,” continued LeMasters. “Uphold the standards and discipline that you have as Soldiers. I’m not going to wish you good luck. Luck is for the untrained and unprepared, and you are neither one. Have a safe journey and we’ll see you when you get back.”

Although there is always a level of uncertainty with any mission, Lt. Col. Aaron Hardy, Jr., the commander of the 1st Support Battalion, said their mission should not be impacted heavily by hazardous conditions.

“Egypt is going through some situations right now, but it doesn’t involve our mission with the MFO personnel,” said Hardy. “It’s internal and we’re not involved with that, and we’re not targets for anyone over there either so I think that put a lot of Families at ease.”



Family members at Fort Hood bid adieu to the 48 Soldiers from the 13th Sustainment Command (Expeditionary) as they departed Jan. 16 for a nine-month deployment in support of the Multinational Force and Observer mission in the Sinai Peninsula.

Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO

Silver Eagles uncase colors during ceremony

By Spc. Adam A. Erlewein
4th Sust. Bde PAO

Wrangler Soldiers from the 15th Financial Management Support Unit, 4th Special Troops Battalion, 4th Sustainment Brigade uncased their unit guidon and were reunited with Family and friends during a Redeployment and Uncasing Ceremony at the Oveta Culp Hobby Soldier & Family Readiness Center, Fort Hood, Texas, Jan. 10.

Soldiers from the 15th FMSU have been returning home from Afghanistan for the past few months and held the ceremony on Friday to officially uncase the colors, symbolizing that their mission overseas was completed and the unit and its Soldiers have returned home.

The unit guidon, considered a source of pride for every Soldier, was uncased as the Soldiers saluted it before being welcomed back by Lt. Col. Keith Kruelski, the commander of the 4th STB.

Kruelski spoke about some of the 15th FMSU mission accomplishments while they were down range.

“During their time overseas, their mission was to provide financial support to three regional commands in Afghanistan and conduct vendor pay support. They managed over 37,000 military pay dispersing transactions, over 560 contract payments, and maintained one of the cleanest disbursing stations in the Army by utilizing proper funds reporting and tough analyses of finances,” said Kruelski.

After Kruelski finished welcoming back the Soldiers they were dismissed to be reunited with their eagerly awaiting Family Members and friends.

Sgt. Kenneth Jones, a native of Detroit, was reunited with his wife, Trina, and his 8-month-old son, Kaiden. Jones said that he has been deployed five times and was glad to have only done six months instead of nine. According to Jones, the deployment was cut short because of how efficiently the unit’s overall mission was executed.

Maj. Anthony Weilbacher, a native of Dededo, Guam, and the commander of the Silver Eagles, rushed to embrace his wife, Katrina and said that he is very proud of his Soldiers and the hard work they did down range.

“It’s great to be back here, absolutely great to be back here at the Great Place!” said Weilbacher.



Photo by Spc. Adam A. Erlewein, 4th Sust. Bde. PAO

Sgt. Maj. Austin McLaughlin, and Maj. Anthony Weilbacher, from the 15th Financial Management Support Unit, 4th Special Troops Battalion, 4th Sustainment Brigade, uncase the unit colors during a ceremony at the Oveta Culp Hobby Soldier & Family Readiness Center Jan. 10 after returning home from a six-month deployment to Afghanistan.



Photo by Spc. Adam A. Erlewein, 4th Sust. Bde. PAO

Maj. Anthony Weilbacher, a native of Dededo, Guam, and commander of the 15th Financial Management Support Unit, and his wife, Katrina Weilbacher, embrace each other at the Oveta Culp Hobby Soldier & Family Readiness Center Jan. 10 after he completed a six-month deployment to Afghanistan.

13th FMSC inactivates

Finance unit closes chapter on rich history

By Staff Sgt. Jason Thompson
13th SC(E) PAO

Soldiers and family members bid farewell to the 13th Financial Management Support Center during an inactivation ceremony at the Soldier Ministry Center on Fort Hood Dec. 5, 2013.

The 13th FMSC, a 42-Soldier unit which fell under the 13th Sustainment Command (Expeditionary), was originally constituted as the 13th Finance Section in 1942 at Fort Benjamin Harrison, Ind.

Through its more than 70 years of active service, the unit has served in operations in World War II, Vietnam, Bosnia, Germany, Cuba, and Saudi Arabia, with their most recent deployment in Kuwait.

The unit's last tour was during the period Sept. 17, 2012, to June 16, 2013. The 13th FMSC served as the technical coordinator of all theater finance operations while serving as the principal adviser to the Third Army/United States Army Central (USARCENT) G-8 and the 1st Theater Sustainment Command commander on all aspects of theater financial operations.

"Anytime you inactivate a unit, it is a gloomy day," said Lt. Col. Ralph Crum, the director of the 13th FMSC. "However, we tend to be the 'break the glass' force; whenever the Army needs to beef up its finance, the first unit that gets called up is the 13th Finance."

During the ceremony, Brig. Gen. Clark W. LeMasters, Jr., the commanding general of the 13th Sustainment Command, spoke of the heritage and accomplishments of the 13th FMSC.

"It's important to have a ceremony like this to celebrate the end of a unit's existence in active status," said LeMasters. "What's going to happen, we never know. The colors are being cased and they'll go back into the archives of the Army where they'll wait for the next call."

LeMasters also asked each of the unit's remaining personnel to stand and he along with the crowd in attendance praised the Soldiers for their contributions to the unit's rich history.



Photo by Staff Sgt. Jason Thompson, 13th SC(E) PAO
Lt. Col. Ralph Crum (left) and Sgt. Maj. Janet Thomas, the command team for the 13th Financial Management Support Center, case the unit's colors signifying the inactivation of the unit after more than 70 years of service during a ceremony at the Soldier Ministry Center Dec. 5, 2013.

"I've seen many units inactivate; I've seen many units activate," he said. "What I want you to remember, is the role each of you played in the history of this unit, no matter how long you served."

With the inactivation of the 13th FMSC, the allotted personnel slots for the financial management Soldiers will be redistributed throughout other units.

"The Army doesn't lose those 42 positions, it allows us to take those Soldiers and move them into resource management roles within the brigades," said Crum. "The Army doesn't lose its financial strength, just reallocates it."

'Wagonmaster' command returns

By Sgt. Adam Hinman
15th Sust. Bde. PAO

One hundred-twenty three Soldiers from the 15th Sustainment Brigade, 1st Armored Division, were welcomed home by friends and family Dec. 9, 2013 at the Arrival/Departure Airfield Control Group on Fort Bliss, Texas.

They were led by Col. Curtis Johnson and Command Sgt. Maj. Larry A. Parks, the brigade's command team, after the unit's deployment to Afghanistan was shortened from nine to four months.

"We were one of the brigades who were sent home early due to the draw down," said Command Sgt. Maj. Terry Drake, the senior enlisted advisor for 15th Special Troops Battalion, 15th SB, 1st AD.

The brigade's advance echelon left July 25 to begin retro-grading equipment and sustaining troops in theater, said Drake, who returned from the deployment in October, 2013.

Also welcoming them home was Maj. Gen. Sean B. MacFarland, 1st AD and Fort Bliss commanding general. MacFarland offered short remarks and assisted in the uncasing of the brigade's colors.

MacFarland was joined by Maj. Gen. Myles Derring, adjutant general of the Oklahoma National Guard, who was also present to greet 200 of Oklahoma's Guardsmen.



Photo by Sgt. Adam Hinman, 15th Sust. Bde. PAO
Sgt. 1st Class George Barnes, senior communication noncommissioned officer, 15th Sustainment Brigade, 1st Armored Division, holds his daughter for the first time after returning home from Afghanistan Dec. 9, 2013 at the Arrival/Departure Airfield Control Group on Fort Bliss, Texas.



Photo by Sgt. Adam Hinman, 15th Sust. Bde. PAO
Command Sgt. Maj. Larry A. Parks, the command sergeant major of the 15th Sustainment Brigade, 1st Armored Division, stands in formation with 'Wagonmaster' troops Dec. 9, 2013 at the Arrival/Departure Airfield Control Group on Fort Bliss, Texas.

Provider warrants host colleagues for professional development session

By Capt. Monika Comeaux
13th SC(E) PAO

Logistics warrant officers from the 13th Sustainment Command (Expeditionary) hosted more than 100 of their fellow warrants for a post-wide logistics warrant officer professional development session Nov. 13, 2013 at the 13th SC(E) Soldier Ministry Center, Fort Hood, Texas.

The goal of this quarterly occurring meeting, lead by the senior logistics unit on post, is to share experiences, best practices, lessons learned and allow logistics warrant officers to network.

Participants discussed the results of recent warrant officer promotion selection boards, touched on the maintenance and supply aspects of the Global Support System-Army and saw an overview on the battery maintenance management program.

The results and statistics of the warrant officer promotion boards and warrant officer career progression attracted the most questions, and created the most discussion. Chief Warrant Officer 4 David Hunt, a senior automotive maintenance officer and the senior ordnance logistics officer of the from the 13th SC(E) shared some U.S. Army Human Resources Command-established trends and statistics from the board file of warrant officers selected for promotion to chief warrant officer 3, 4 and 5. According to HRC, the "majority selected had well-written, clearly delineated reports that included strong, concise and stratified senior rater comments." They also had two or more combat deployments, hand an updated photo and had higher levels of professional military education (PME) and civilian education.

"Assignment locations do matter," said Hunt. "It may be an indication that you are not well-rounded, if you hung around the same post a lot...If you are a (chief warrant officer 3) and you have been here for five years or six years, you may want to look at being sent somewhere else."

Hunt, who himself was selected for promotion to chief warrant officer 5, also mentioned that chief warrant officer 4s selected for promotion averaged



Photo by Capt. Monika Comeaux, 13th SC(E) PAO
Chief Warrant Officer 4 Heriberto Rivera, a Brigade Logistics Support Team Chief with the 407th Army Field Support Brigade shares some of his thoughts about warrant officer professional development during a post-wide logistics warrant officer professional development Nov. 13, 2013, at the 13th Sustainment Command (Expeditionary) Soldier Ministry Center.

five above center mass officer evaluation reports out of their last eight.

The most senior warrants attending the session encouraged all younger warrants to have a mentor or multiple mentors and to stay current in all facets of their careers. This includes GCSS-Army. As Hunt and some of his fellow presenters explained, they read manuals for weeks to understand how the new system works and they are still learning new things every day.

Although he is not a logistician, Chief Warrant Officer 4 Derrick Edwards, a network management technician and the senior warrant officer of the 11th Theater Tactical Signal Brigade said he found the session very useful. He will take his notes back to his unit and will share it with his fellow warrant officers.

"I thought today was very interesting, Edwards said." "I come from an era where for all of the warrant officers on the installation it is customary to get together, share ideas, share knowledge. That way we have a residual knowledge base on the installation on various subjects. I think that it is very important. Our younger warrant officers are growing up in an era where the cool thing is to talk via text, or all the social media, and I think you can compartmentalize yourself and it is a bad thing for business."

Edwards plans to attend future sessions and hopes to see a presentation on the evolution of what the Army expects from today's warrant officers, into the future of the Army 2020.

13th SC(E) implements Virtual Logistics Predeployment Site Survey for NTC/JRTC bound units



By Staff Sgt. Jason Thompson
13th SC(E) PAO

The 13th Sustainment Command (Expeditionary) is leading the way to provide senior-level assistance to logistics units across the western United States through the Leveraging Expeditionary Sustainment Commands-West initiative.

One of the initiatives that is spearheaded by the Support Operations section of 13th SC(E) is a Virtual Logistics Predeployment Site Survey which links leaders from the National Training Center and the Joint Readiness Training Center with leaders from units who are planning for, or recently completed, training cycles at NTC or JRTC so that all parties could discuss logistics conditions and expectations during a unit's training cycle.

The intent of the VLPDSS is to familiarize the incoming leaders with their AOs and any issues, challenges, and opportunities that will affect their missions. The incoming unit will use the information gained during the VLPDSS to modify and enhance the predeployment training of their team members.

The initiative was developed with the mindset of saving the Army and units money without compromising the preparation required to achieve a successful training event.

"The VLPDSS initiative involves a collaborative effort that will focus on logistics preparation for NTC (or JRTC) rotations," said Col. John McCoy, the officer in charge of the Support Operations section of the 13th SC(E). "The intent is to link,

without the resources required of (temporary duty) travel, incoming and outgoing Combat Training Center sustainment participants and discuss pros and cons, lessons learned, best practices, and ideas in order to better prepare units for their future CTC training rotations and increase overall sustainment readiness."

"We're able to link units together via (video teleconference) to discuss mission requirements and lessons learned from previous NTC rotations so the following unit would be better prepared for what to expect prior to their own rotation," said Capt. Robert Lewis, the VLPDSS program manager with the 13th SC(E) SPO.

"The PDSS has been part of our rotational calendar for years, but previously, unit leadership would travel to the site, receive a walkthrough of the area and return to their home station to brief the remainder of their unit on the expectations. With the VLPDSS, the units are able to receive the same information without all the expenses associated with traveling to the field site."

The VLPDSS is another extension of the LESC-W initiative where we are leveraging expeditionary sustainment assets.

We attempt to share our notes with the entire sustainment community. If there is something that we've seen from the sustainment units that can help train other units before their training objective, we want to make sure they have that information to set them up for success the best we can.

Financially Sustaining the Fight

Editorial by Maj. Anthony J. Weilbacher
15th FMSU Commander

I had the honor of leading the headquarters of the “Fighting Fifteenth” Financial Management Support Unit, 4th Special Troops Battalion, 4th Sustainment Brigade, during our recent deployment to Kandahar, Afghanistan, from July 2013 to Janu 2014. In this editorial, I’d like to highlight some of the unit’s experiences as we provided first-class financial sustainment to the war fighters in support of Operation Enduring Freedom.

The unit’s mission was to provide financial management (FM) support to the Regional Command-South and National Support Element-West operational areas. On order, the unit would support the transition to a single sustainment brigade for the entire Afghanistan Combined-Joint Operational Area (CJOA) to support the reduction of forces. To capture the full breadth of the unit’s experiences, I’ll discuss the mission’s significant components and list some of the observations, insights, and lessons learned from the viewpoint of each.

First, the headquarters deployed without its organic detachments, having mission command of two financial management support detachments (FMSDs) from other locations: Detachment C, 9th FMSU, out of Joint Base Lewis-McChord, Wash., who was responsible for RC-South and NSE-West, and Detachment A, 4th FMSU, out of Fort Bliss, Texas, who was responsible for RC-South. Because of each unit’s different Army Force Generation (ARFORGEN) cycle, the unit was unable to conduct a mission rehearsal exercise with the two subordinate FMSDs. This prevented the standardization of our procedures prior to each unit’s arrival in theater. The major advantage, however, was that there was resident continuity in the unit as a whole, regardless of each unit’s relief in place/transfer of authority (RIP/TOA) timeline. With this, I received quality input and recommendations that allowed me to make informed decisions throughout our tenure.

Another challenge posed by different ARFORGEN cycles was evident in the unit’s pace of changing mission command. Throughout its six-month deployment, the 15th FMSU fell to the operational control of three different sustainment brigades. Under these circumstances, my staff and I found ourselves constantly establishing and re-establishing routine relationships with the sustainment brigade and special troops battalion’s command and staff. This truly tested the unit’s ability to be flexible.

In my quest to communicate what Standard Requirements Code (SRC) 14 (Finance) units do for the combatant commanders, I found success in explaining it in these terms: we’re a U.S. government combat bank that makes payments, or takes collections, on behalf of the U.S. government, either to the individual Soldier or for the unit on the ground. We do this through a Disbursing Station Symbol Number (DSSN), maintaining a secured vault with cash and other negotiable instruments drawn on this account, performing some

transactions electronically through the Army’s financial platforms.

For example, we pay entitlements, make Savings Deposit Program collections, and issue Eagle Cash cards to individual Soldiers.

To support the unit, we pay contracts that unit commanders use to procure goods or services that they deem critical to their mission and are otherwise unavailable or expensive for the Army’s current logistics capabilities. We can also train non-FM personnel appointed by these commanders as Paying Agents. With this capability, unit commanders can gather intelligence, increase force protection at their forward operating base (FOB), build partner capacity, or have access to a host of other cash-supported enablers. Lastly, we have the obligation to responsibly steward the U.S. government’s physical and budgetary financial resources and account for payments and collections made onto the Army’s financial statements.

The 15th FMSU provided support to two RCs comprised of more than 70,000 personnel. In geographical terms, this equated to 23 different FOBs and combat outposts (COP) stretching across the southern half of Afghanistan. This posed doctrinal challenges for a unit comprised of approximately 70 FM Soldiers. An FMSD has the doctrinal capability to operate out of a single location and provide mobile teams with limited FM capabilities to outlying locations; the mobile teams would then return to the FMSD headquarters upon mission completion. Unfortunately, because of the array of forces at one time, one of our detachments found itself conducting split operations out of five permanent sites. This presented significant challenges to mission command and morale, leaving some sites manned by two Soldiers. The advantage, however, was that the war fighters had a finance warrior close at hand.

The reduction of forces certainly posed challenges to the unit. With the drawdown, many units shifted locations and numbers, leaving my subordinate commanders and staff continually redefining mission command relationships. The benefit of a theater undergoing reduction was that it allowed us to readjust to a tighter footprint, offsetting many of the challenges associated with mission command and morale.

The drawdown was also the catalyst for three of our major FM operations: the transition to a single FMSU, the closure of our DSSN, and the retrograde of contract payments to a continental U.S. (CONUS) FMSD and the Defense Finance and Accounting Service (DFAS)-Rome. The transition of our mission to the 24th FMSU out of Bagram Airbase, and the closure of our DSSN, required detailed planning and coordination with the 24th FMSU, the Theater Financial Management Support Center (TFMSC), the two sustainment brigade FM Support Operations (SPO) sections, and DFAS. The transition involved performing accountability transfers of the cash holdings at each of our permanent sites, requiring significant logistical coordination for the teams that oversaw each site’s transfer.

The closure of the DSSN, the first operation of its kind in the CJOA, was uncharted territory for the unit. Though a

Modular HR Support

Editorial by Capt. China Taylor-Trotman
502nd HR Co., 4th STB, 4th Sust. Bde.

The 502nd Human Resources (HR) Company, 4th Special Troops Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), is capable of providing a wide range of personnel support operations.

On order, the 502nd HR Co. provides command & control and direct support of postal, casualty liaison, personnel accountability, and plans and operations services in a deployed environment. The HR company is designed to deploy as either a company headquarters element or by individual platoons.

The current structure of an HR company consists of a headquarters element, two human resources platoons, and five postal platoons. The upcoming Modified Table of Organization and Equipment (MTOE) change for fiscal year 2014 decreases the number of postal platoons to four and this number will continue to decrease as the Army’s mission requirement changes. By fiscal year 2015, the 502nd HR Co. will consist of a headquarters element, one postal platoon, and two human resources platoons, drastically decreasing the unit’s overall personnel strength from 184 to 81.

The headquarters element recently redeployed in August 2013 from Kuwait. In addition to the headquarters element’s deployment, the company also had three platoons deployed in support of Operation Enduring Freedom. While in theater the company, as a whole, was geographically

dispersed and attached to different commands throughout Afghanistan and the Middle East.

Currently, the company has three postal platoons and one human resources platoon deployed with geographically dispersed missions in both Afghanistan and Kuwait.

Each platoon deploys with between 17-23 Soldiers depending on the theater mission requirement. The unit continues to be in every phase of the Army Force Generation (ARFORGEN) cycle due to rotational deployments by platoon.

The alignment of an HR company with a sustainment brigade will optimistically provide the company with deployment predictability, collective training opportunity, and a definitive mission command node while deployed.

Due to the challenges of rotational deployments within a HR company, the company does not train as a collective unit; training is normally decentralized down to platoon level and becomes mission specific.

Several Soldiers from the unit attended the Silver Scimitar training exercise at Fort Devens, Mass., in Nov. 2013 which is a U.S. Forces Command pre-deployment human resources collective training event for active and reserve component HR units.

The 502nd HR Co. is scheduled to send its enlisted Soldiers to the Postal Operations Course and every platoon leader and platoon sergeant to the Postal Supervisor course to maintain their

proficiency in preparation for unprompted deployments. Typically this training occurs with assistance from the Mobile Training Teams (MTT) at Fort Jackson, S.C., traveling to Fort Hood, Texas, to train the Soldiers. Leaders will travel to Fort Jackson for a 14-day training course.

These courses provide Soldiers with the institutional knowledge and understanding of postal operations; however, it is the mission of the company commander to provide additional hands-on experience in order to ensure the Soldiers are properly trained.

It is imperative to take advantage of viable training opportunities for the HR professionals on the installation. The 502nd HR Co. volunteered to assist in casualty reporting training during Fort Hood’s recent mass casualty exercise.

The 1st and 2nd Platoons of the 502nd HR Co. are well into their deployment in support of Operation Enduring Freedom providing postal support to Regional Command-North and RC-South.

Both platoons hit the ground running and arrived just in time to prepare for the holiday mail season. Additionally, the platoons are geographically dispersed in both regional commands providing satellite post office support and conducting frequent postal rodeos to outlying locations. In a deployed environment, with mail being a large morale booster for the Soldiers, 502nd HR Co.’s postal platoons pushed out mail to thousands of Soldiers across the operational area.

few of my staff members experienced similar circumstances during Operation Iraqi Freedom (OIF), the operational environments were slightly different. Luckily, instead of closing our permanent sites as was done in OIF, we transferred accountability to the 24th FMSU, simplifying many of the tasks associated with this operation.

The retrograde of contract payments was also a new operation. The intent was to transition the payment of contracts in theater to CONUS organizations to set the conditions for the reduction of forces in theater. In addition to the stakeholders mentioned above, we also held several working groups with the Regional Contracting Command. After several meetings, the

15th FMSU’s Commercial Vendor Services Cell volunteered to lead the theater effort during this operation. They moved from Kandahar and operated out of Camp Al Saliyah in Qatar to work alongside the DFAS Expeditionary Support Organization.

In summary, OEF was an operation that presented a unique environment for the FM Warrior. We can learn from many of the lessons of past campaigns, but the fact is that each one presents different challenges. The enemy is changing. The terrain is changing. The Army’s capabilities are changing. To be an effective FM sustainment force, we need to be able to anticipate these changes when we can and react swiftly and creatively to those that we can’t.



13th COSCOM Association 2014 Scholarship Program

The 13th COSCOM Association will offer two separate scholarship opportunities for the 2014-2015 school year:

13th CCA Provider Scholarship

(One \$1,000 Award)

1. Candidate (or their sponsor) must be a member of the 13th COSCOM Association.
2. Candidate must be a high school senior, an undergraduate student, or a graduate student with a minimum 2.0 cumulative grade point average.
3. Candidate must attend an academic institution or certification program a minimum of part-time during the period of award.
4. In addition to a scholarship application, candidates must submit a 500 word essay on the topic, "How will your planned scholastic study contribute to your development as a future leader in our community and country?"
5. Applications are due no later than noon on Monday, 10 March 2014.

For more information or to apply for this scholarship, please visit:
www.13cca.org/scholarships



13th CCA AUSA Scholarship

(Two \$1,000 Awards)

1. Candidate (or their sponsor) must be a member of AUSA Central Texas - Fort Hood.
2. Candidate (or their sponsor) must be a member of the 13th COSCOM Association.
3. Candidate must be a high school senior, an undergraduate student, or a graduate student with a minimum 2.0 cumulative grade point average.
4. Candidate must attend an academic institution or certification program a minimum of part-time during the period of award.
5. In addition to a scholarship application, candidates must submit a 500 word essay on a topic to be determined.

For more information or to apply for these scholarships, please visit:
www.forthoodausa.org

Note: Information about the AUSA scholarships will be posted by the end of January 2014

