2011—2012 Mount Vernon Chapter Executive Committee

By: Kathy Holcombe

We are seeking Volunteers for the 2011-2012 Mount Vernon Chapter Executive Committee. It’s that time of year again. Just like good old Uncle Sam, ASMC needs you! We are seeking volunteers for the upcoming 2011-2012 Mt Vernon Chapter Executive Committee (CEC) effective 1 Apr 11 until 31 Mar 12. ASMC Chapter Competition drives many of our requirements and the activities we schedule are done to directly support Chapter member professional development, educational, and training goals in resource management.

It’s important volunteers make a dedicated and concerted effort to execute the assigned responsibilities of their office throughout the year. Maybe consider getting a friend or co-worker to help co-serve with you. This helps make volunteering easier by sharing responsibilities and ensures the Committee always has a dependable, reliable backup whenever mission critical work demands ensue. Serving ASMC, the Mt Vernon Chapter, and the Ft Belvoir comptroller community is not only rewarding, but worthwhile. You gain a better understanding of other services, agencies, and organizations located on Ft Belvoir; meet a multitude of ASMC members not only in the Ft Belvoir community, but some of the 18,000 members tied to 140 Chapters assigned worldwide; gain valuable experience and expertise in professional development, leadership, networking, career advancement opportunities, etc.Incoming CEC Officers officially take effect on 1 Apr and will be recognized at the April Chapter luncheon.

For our Chapter to be successful and properly serve and support our constituents all positions must be filled. Volunteers must be current members of ASMC. If your membership is getting ready to expire or has already lapsed, a membership application is located on the ASMC National website at http://www.asmconline.org/membership/join-renew/. ASMC membership is $26 per year or $75 for three years. If you’re interested in nominating yourself for a position, please contact Chapter Vice President Kathy Holcombe at Kathleen.holcombe@whs.mil NLT COB 04 March 2011.

Recipient of the 2010 Distinguished Five Star and 2010 Community Service Awards

BECOME A MEMBER OF THE ASMC MOUNT VERNON CHAPTER
www.asmconline.org/membership/join-renew/

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INSIDE THIS ISSUE:

- Biography—Cecile Batchelor
- Fisher House Dinner
- Mt Vernon Executive Committee Volunteers
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Ms. Cecile T. Batchelor currently serves as senior operations research analyst and Special Assistant for Enterprise Cost Strategy in the Office of the Deputy Assistant Secretary of the Army for Cost and Economics. Ms. Batchelor is responsible for advocating and developing cost culture in the Army as an Army business transformation priority and essential element in Army institutional adaptation.

Ms. Batchelor is the Army’s program manager for the Cost Management Certificate Course (CMCC). She works to make the course relevant to the Army cost culture change management mission and supports the Cost Warrior Corps of CMCC graduates.

Ms. Batchelor is a Certified Defense Financial Manager. Her honors include: the Army Cost Management Certificate, Department of the Army Commander’s Award for Civilian Service, membership in Beta Gamma Sigma (Business Honors) and Kappa Mu Epsilon (Mathematics Honors). She holds a Master in Business Administration and Master of Arts in Public Administration.

Ms. Batchelor considers herself a mathematician by profession and an artist by passion. She and her husband Gene Remmers live in Reston, VA and together have four sons, one daughter, and five grandchildren.

**Are We in a Cost War?**

By: Kisha Morgan

The Mount Vernon Chapter held its February luncheon at the TASC building on Thursday, 17 February 2011 with a catered lunch from Bocelli’s. The guest speaker was Ms. Cecile Batchelor, Special Assistant to Deputy Assistant Secretary of the Army for Cost and Economics. Ms. Batchelor spoke about Cost Culture in the Army.

For some the question may be ‘What cost culture in the Army?’ or ‘Do we have a cost culture in the Army?’ The current culture, which we are quickly learning we cannot maintain, is to use all funds we are given and in some cases use those funds plus more.

We are quickly entering an era where we must not only capture, but understand what the cost of doing business really is for the Army. How much does it cost for your organization to meet its mission? Chairman of the Joint Chiefs of Staff ADM Mike Mullen stated, “the nation’s debt is the biggest threat to U.S. national security.”

Ms. Batchelor stated, “We [the Army] are a world-class organization.” This world-class organization has a responsibility to win this cost war, so we can win the other wars, battles, and conflicts which we currently face and will continue to face in the future.

To view the slides from Ms. Batchelor’s briefing, please go to our chapter website:

http://chapters.asmconline.org/mtvernon/
“...if the BRAC moves along on time, this will be the last holiday dinner we ever have at Walter Reed since it is closing.”

Fisher House Holiday Dinner
By: John Raines

Again this year, as we have in the past, The Mount Vernon Chapter teamed with the Pentagon Federal Credit Union Foundation, to do a Christmas dinner for the wounded and their families in the Fisher Houses at Walter Reed Army Medical Center. The Fisher Houses are a military version of the famous Ronald Mc Donald houses and allow families to stay together while the military member is recovering from their combat wounds or other diseases.

The Fisher house where we held the dinner was already brightly decorated and the volunteers got together and set out extra dinner tables, linens, and silverware. After everything was set the families and the volunteers gathered in the living room and sang Christmas carols. The Walter Reed Chaplain led us in a prayer for peace and for all the military worldwide.

Santa Claus appeared just as we sang the last words to "Here comes Santa Claus". He handed out presents to the kids and just about blew away the really little ones who were overwhelmed by his presence! The adults received gift certificates to help with their holiday shopping. A delicious roast turkey and beef dinner with all the trimmings was cooked by the caterers and served by our volunteers.

All in all it was a lovely evening and a real morale booster, as much for us as for the families.

I reflected that if the BRAC moves along on time this will be the last holiday dinner we ever have at Walter Reed since it is closing. I understand that a new twenty room house is to be built at Ft. Belvoir so our five year tradition may continue next year. Thanks to all who participated. And many thanks to the Pentagon Federal Credit Union Foundation (a charitable arm of the PFCU) for the logistics and leg work!
Transactional Leadership and Trust  By: Kathy Holcombe

Trust is a personality trait that is not easy to come by whether in our personal lives or in the confines of the corporate world. Trust has always been an important leadership concern and is essential for organizational success. It’s essential for managers and employees alike to examine trust from an organizational point of view and from the transactional leadership perspective. What is transactional leadership and are there different types? Does transactional leadership promote trust? Are there more effective leadership styles that improve communication and instill trust? Let’s take a look at the dynamics of transactional leadership and trust to evaluate whether transactional leaders are capable of gaining, improving, and promoting trust within the workplace.

Transactional leaders are the most common type of leader in the business world today. They are often regimented and believe followers are motivated by rewards, punishment, and a clear chain of command. Transactional leaders expect employees to do whatever management tells them to do and are quite adept at looking out for themselves. There are four different types of transactional leaders. First are contingent reward leaders which emphasize good performance and recognize accomplishments. Second are management by exception (active) leaders that observe and recognize accomplishments. Second are management by exception (active) leaders that observe, search for, and take action against employees who deviate from designated rules and standards. The third and most effective are management by exception (passive) leaders which intervene only when the standards are not being met. Finally, there are laissez-faire leaders that are inclined to avoid responsibilities and decision making altogether.1

Transactional trust is essentially a give and take relationship approach that creates responsibility and accountability. There are three types of transactional trust: contractual, competence, and communication.2

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Washington-ASMC National Capital Region PDI

The Mount Vernon Chapter will not be hosting a 2011 professional development workshop this year, but instead are encouraging members to participate in the Washington-ASMC NCR PDI that will take place on Thurs, 17 Mar at the Ronald Reagan Building and International Trade Center in Washington, DC. NCR PDI theme is "DoD Financial Management Imperatives - Smart Choices to Standardize, Simplify, and Save!" The cost is $99 for mil/govt ASM members and $149 for mil/govt non-members -- $195 public/comm ASM members and $245 public/comm non-members. For additional info, please visit the Washington Chapter’s registration home page at: http://www.washington-asmcnationalcapitalregionpdi.org/

Speakers: Ms. Debra Delmar, ASMC NCR PDI Chair; Honorable William J. Lynn III, Deputy Secretary of Defense; James Yacobi, Washington Chapter President; Mr. John Roth, Deputy Comptroller OUSD & ASMC National President (tentative); Mr. Al Tucker, ASMC Executive Director; Honorable Robert F. Hale, Under Secretary of Defense Comptroller; Ms Theresa McKay, DFAS Director; Mr. Adam Goldberg, Director of Financial Innovation and Transformation at Department of Treasury


Volunteers are needed to stuff attendee bags, set-up, breakout hosting, and introducing speakers.

Contact Dee Marlow, CDFM Dewanda.Marlow@dss.mil to volunteer
The Certified Defense Financial Manager Program

By: Tony Wisdom

The American Society of Military Comptrollers offers the Certified Defense Financial Manager (CDFM) program to those persons desiring to demonstrate proficiency in the core aspects of defense financial management. The program is open to all candidates who have met the qualifications below. Most candidates will be civilian or military members of the Department of Defense, U.S. Coast Guard, or employees of defense contractors and suppliers.

The Enhanced Defense Financial Management Training Course is a five-day, intensive financial management review course taught in three modules. The course is provided by the Department of Defense and is licensed and copyrighted by the American Society of Military Comptrollers.

-NOTE: The ASMC cannot place you in one of the DoD centrally funded EDFMTC sessions. You must apply using the DoD’s EDFMTC automated registration tool.

-For those interested in training but are not Government Employees, you can visit Management Concepts (an ASMC Gold Member) for Open Enrollment Information.

The Mount Vernon Chapter has hosted the following audio conferences:
- 26-27 Oct 2010 Module 1 Audio Course with 17 attendees
- 08-09 Nov 2010 Module 2 Audio Course with 18 attendees
- 14-15 Dec 2010 Module 3 Audio Course with 18 attendees

Several chapter members have already successfully passed one or more of the CDFM exams and obtained their certification after attending these CDFM audio conferences.

Module 4—Acquisition Business Management

ASMC has created a 2-day course to help prepare for the Module 4 exam. The course is taught by highly trained professionals working or teaching in the Acquisition field. You may also study on your own using the addendum to the CDFM textbook now available.

You must contact ASMC to extend your eligibility for the Module 4 examination. Send an email titled “ACQUISITION ENROLLMENT” to AcqModule@asmconline.org. Include your name and certificate number. Once your enrollment is reactivated, you will be notified via email and you can take the Module 4 test at any authorized testing site for the current test fee of $95 per examination. If you pass and receive a letter of confirmation, you are eligible to refer to yourself as a “CDFM with Acquisition Specialty.” Exercising your option to take the Module 4 exam will not jeopardize your status as a CDFM.

Those who pass and want a revised certificate indicating their new specialty will be required to pay a fee of $40 to cover the costs of the new certificate. If you pass the module and want a new certificate, send an email titled “NEW CERTIFICATE REQUEST” to AcqModule@asmconline.org and include your name (as you wish it to appear on the certificate), full mailing address and credit card information. Individuals currently enrolled and taking the basic CDFM tests, and future enrollees, will automatically be eligible to take this optional fourth module examination.

For the moment there is no change in the enrollment fee. However, if an individual wishes to take the fourth module he or she must let us know so that we may authorize the module for your purchase and also hold your CDFM certificate until all four modules have been completed. Questions? Send an email titled “QUESTION” to AcqModule@asmconline.org.

CONGRATULATIONS to our newest CDFM awardees
Evelyn A. Alexander
Eugene Paul Bartholomew CDFM-A
Zuleika Brooks CDFM-A
Gregory Wayne Butts CDFM-A
Lisa Karen Chick
Angela Marie Coghlan
Patricia A. Collins
Shirley Anne Cotton
Darvin L. Feldhaus
Anny Evelyn Garcia-Torres CDFM-A
Laglenda R. Hudson
Shay S. Kesterson CDFM-A
Bora Kim
Betty Melendrez
John Morrell CDFM-A
Carolyn Napper
Jason E. Podzemny
Thomas Timothy Quigley CDFM-A
Simone A Reba CDFM-A
Josephine Ebdani Robb CDFM-A
Carmen Elisa Tallada
Earl D Taylor
Roberta Marie Tomasin CDFM-A
Sandra L Vickers CDFM-A
Craig Zeisloft

As of 03 Feb 2011

406 Mount Vernon Chapter Members
31% of Mount Vernon’s membership have obtained their CDFM
10% of Mount Vernon’s membership have ob-
From ASMC National Headquarters—www.asmconline.org

ASMC is the non-profit educational and professional organization for persons, military and civilian, involved in the overall field of military comptrollership. ASMC promotes the education and training of its members, and supports the development and advancement of the profession of military comptrollership. The society sponsors research, provides professional programs to keep members abreast of current issues and encourages the exchange of techniques and approaches.

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

ASMC was established as the Society of Military Accountants and Statisticians in 1948 in San Antonio, TX, and was open only to active duty officers. Since then, ASMC has expanded to include all DoD and Coast Guard Financial Management personnel. In 1991 the national headquarters was opened in Alexandria, VA, and currently serves a growing professional society of 18,000 members. Military comptrollership is defined as the professions of financial management in the Department of Defense and Coast Guard and includes the fields of: Accounting and Finance, Administrative Support, Auditing, Budgeting, Comptrollership, Cost Analysis, Financial Management, Management Analysis, Program Analysis, Resource Management, Statistics, and many supporting activities.

ASMC National Headquarters will host CDFM testing on the 3rd Saturday of each month from 9am to 1pm. If you would like to schedule an exam(s), please email your preferred date and time to farcari@asmconline.org

ASMC Online gives members the ability to update their personal data and allows ASMC Chapters to ensure the widest dissemination of information. Please take a few minutes to log in at http://www.asmconline.org/membership/renewal.shtml and ensure your profile information is up-to-date

Future Professional Development Institute (PDI) Events. The PDI is held the week of Memorial Day each year.

2011 - Minneapolis, Minnesota
2012 - Anaheim, California
2013 - Denver, Colorado
2014 - Seattle, Washington
2015 - TBD
2016 - Orlando, Florida
2017 - San Diego, California

Publication Highlights—The Armed Forces Comptroller

**Vol 55, No. 4 Fall 2010**

**Supporting Humanitarian Efforts**

Guardians of the United States Coast Guard in Support of the Haiti Earthquake Relief Effort
Lieutenant Commander Bruce C. Brown

One Can Only Imagine
Jerry Christensen
Michael Hanrahan
Steve Burghardt

Ugandans Get Medical Care During Exercise Natural Fire
Major Corey Schultz

From America, with Love…
Mark Willis

Medical Embedded Training Team Financial Mentor
Lieutenant Commander David L. Tullison

Trust and Sustain... Helping to Rebuild the Afghanistan National Army One Project at a Time
Colonel Curt A. Ranbut
Corey A. Gause, CDFM
Squadron Leader Andrew L. Williamson
Captain Thomas F. Cook, Jr. CDFM
First Lieutenant Craig J Poirier

Can We Help? Using the Commander’s Emergency Response Program
Darrell Phillips

How to Increase Financial Productivity and Performance on the Battlefield
Vice Admiral Lewis W. Crenshaw, Jr. USN (RET), Principal, Grant Thornton LLP

Arming America at War: A Model for Rapid Defense Acquisition in Time of War
Reviewed by John T. Raines, CDFM-A

ASMC Demonstrates the Spirit of Volunteerism
**Publication Highlights—ASMC Connection**

**Industry News**

FY2012 DoD base budget request totals $553 billion

Pressure builds on Congress to pass a separate FY2011 DoD Appropriations bill

The federal budget:  How low will it go?

Senate agrees with House to ban earmarks

DFAS identifies FY2011 defense-related legislation

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**SURVEY**

ASMC, along with Grant Thornton LLP, is doing an online survey of defense financial managers. This Defense Financial Management community survey should take only a few minutes to complete, and asks respondents about issues facing the financial community that relate to cost management and savings. Three ASMC chapters with the highest percentage response rate to this survey will receive a cash award.

- 1st – $300
- 2nd – $200
- 3rd – $100

These awards will be based on the number of responses received per chapter divided by the total paid membership of a chapter as of April 15, 2011. An additional $200 cash award will be given to the ASMC chapter with the most responses. Please be sure to enter your chapter’s name when you fill out the survey.

Access the survey before April 15, 2011! Aggregated results of this survey will be published and available on the ASMC website.

**AWARDS**

Each year ASMC recognizes the outstanding accomplishments of its Chapters, membership and the defense financial management community through our awards programs. The program encompasses 17 individual, team and scholarship awards and an annual chapter program report for chapter recognition.

All awards are submitted through our website, allowing for a faster and more efficient awards nomination and judging process. To read about the program, visit www.asmconline.org and click on the awards tab. Categories that remain open for submission are:

- Essay Contest, March 31
- Chapter Leadership, April 12
- Corporate Member, April 12
- Members’ Continuing Education Grants, March 31
- National HS Scholarship Program, March 31

**PDI 2011**

Minneapolis will play host city to the national PDI on May 31 to June 3. The host chapter and committee are busy planning for a dynamic event, with a theme of Navigating Financial Excellence.

- Skyway-connected and located in the heart of the city, the Minneapolis Convention Center will be the conference site.
- Many hotels will be used to accommodate PDI attendees, and we will open for discounted reservations in late February 2011. The rates will range from $119 - $140 per night.
- Registration will also open in late February 2011. The fees will be $530 for members or $645 for non-members (prior to May 1); $630 for members or $745 for non-members (after May 1).
- Pre-conference sessions will be offered for CDFM Review and Microsoft Access.
- More than 115 breakout sessions will be offered to attendees in addition to the six general sessions. The exhibit hall will include more than 100 booths, a demonstration theater and a reception on Wednesday evening.

- The official PDI charity is Beyond the Yellow Ribbon network. A charity raffle will be held throughout the week to support our PDI philanthropic endeavors.

**CDFM and CDFM-A Courses:**

- May 30 and 31: Modules 1, 2 and 3 will be offered for those who need additional classroom instruction and who’ve taken the EDFMTC. Additional fees apply.
- Registration for the module course(s) will open concurrently with PDI registration.
- May 30 and 31: The Acquisition Business Management (Module 4) course will be offered.

Keep your eyes on the ASMC website for updates to information regarding PDI 2011.
CDFM Commission Policy Statement
REINSTATEMENT OF INACTIVE CDFMs
Effective 01 Jan 2011

Issue
The Certified Defense Financial Manager (CDFM) Program, being in place for more than a decade, has some CDFMs that have failed to submit the necessary information and fees for renewal of their certification. The current policy allows certifications to be delinquent by 24 months, outside the normal 24 month renewal period, and remain in an active status. Further, there are some CDFMs that have held the certification since the beginning of the Program but have never renewed and others who have renewed, although an insufficient number of times to be currently active. Effective January 1, 2011 our policy eliminates the 24 month delinquent period, and requires active CDFMs to renew their certifications every 24 months.

Policy Statement
CDFMs must renew their certification every 24 months to be considered active. At that time, they pay the renewal fee and certify that they have completed 80 hours of continuing professional education (CPE), with a minimum of 20 CPEs earned in any one year of the renewal period. A small percentage of renewals are randomly selected for CPE audit.

Active Status
To retain the CDFM certification, all CDFMs must adhere to the ASMC Pledge of Professionalism and meet all renewal requirements. Only active CDFMs may use the designation after their name. The names of active CDFMs will appear on the ASMC website.

Suspended Status
CDFMs that are one to 90 days past their renewal due date will have their certifications suspended, with their names being removed from the ASMC website of active CDFMs. Suspended CDFMs must renew, within this 90 day period, by submitting the following: proof of 80 CPEs, a completed renewal form, the renewal fee covering all periods of delinquency, and a late fee of $50. CDFMs entering the suspended status for a second time will be considered “Inactive”.

Inactive Status
CDFMs that are more than 90 days beyond the renewal deadline, or those with certifications suspended more than once will become inactive. Inactive CDFM’s may not present themselves as CDFMs either in writing or orally or display the CDFM certificate. Inactive CDFMs that wish to reactivate will be required to meet all reinstatement requirements of suspended CDFMs (excluding the $50 late fee), and remit the reactivation fee of $150. Further, the inactive CDFM will be required to demonstrate continued competency in the field; he/she must pass one of the three CDFM modules and submit proper CPE records for audit. The inactive CDFM will receive written notification from ASMC when active status is granted. CDFMs entering inactive status more than once may be required to retake all three modules of the exam and pay the appropriate reactivation fees.

Revoked CDFM Certificate
In the case of ethical violation, including violation of ASMC’s Pledge of Professionalism or action discreditable to the CDFM Program, the Certification Commission reserves the right to revoke any certification. Due process will be taken in accordance with procedures established by the ASMC National Council and penalties will be set accordingly. It is envisioned that such revocation be permanent and individuals so cited will not present themselves as CDFMs in any way, will remove any reference of the CDFM designation from their titles and not reference CDFM on any statement or document of qualification.
Career Development through Developmental Assignments  
By: Kisha Morgan

‘It’s not what you know, but who you know.’ There is some truth to that old adage; however when it comes to developing and advancing your career, what you know is very important. It doesn’t take long to forget the excitement of a new job and the overwhelming feeling that comes with all there is to learn. After about a month, you master your work package. After about six months, you have improved your processes and are looking for a new challenge. Does this new challenge mean finding another job? Or is it as simple as seeking out training and learning opportunities?

My government service started after 10 years of working in the private sector. I was told when I was hired that I was a 510 accountant and thus, a CP 11 careerist. What this meant was beyond me. I was an accountant, doing accounting. After a few years of trying to find my way and build my career, I went to one of the most informative briefings at the 2009 ASMC National PDI in San Antonio, Texas. I walked away with information about the Army Comptroller Proponency office and the many professional development opportunities the Army offers. When I returned from the PDI, I soon visited the Office of the Assistant Secretary of the Army for Financial Management & Comptroller (ASA (FM&C)) website - www.asafm.army.mil. Scrolling through the vast amounts of information on the site, I wondered how and why I didn’t know about the proponency office before.

I came across the Comptroller Accreditation Program Handbook. There was a guide for my career development. It was this text which led to my understanding of what it is to be a CP 11 careerist. In order for me to be a productive, successful member of the Army’s financial management community, there were requirements and a roadmap I could follow which made the possibilities endless for advancing my career. All I needed to do was make a plan – an individual development plan. I used the Accreditation Matrix (Figure 1 of the Comptroller Accreditation Program Handbook) to check off what I had done and develop a plan for what I needed to do.

Performance enhancing job experiences are part of the comptroller accreditation program. Initially, I thought I was limited to additional duties assigned by my supervisor. I did not know these experiences included developmental assignments in other organizations. I thought those opportunities were only for participants of the intern program. So my quest began to complete all four levels of the comptroller accreditation program – what better way to experience the Army’s financial management community? Plus, how do you really know what you like to do and want to do if you do not have different experiences?

While attending the Executive Comptrollers Course (ECC) in Syracuse, NY; we had a briefing on cost management in the Army by Ms. Cecile Batchelor, Special Assistant for Enterprise Cost Strategy, Office of Deputy Assistant Secretary of the Army for Cost & Economics (DASA-CE). My first accounting job was as a cost accountant with the Boeing Company, so she was speaking a language I understood. During a break, I introduced myself to Ms. Batchelor and we had a brief chat about cost accounting and my cost accounting background. As I listened to Ms. Batchelor talk about the changing culture in the Army – moving from a budget-centric entitlement culture to a cost culture – I knew I wanted to be a part of this evolution.

This is where “it’s who you know” comes in handy. I sent Ms. Batchelor an e-mail (with my resume attached) expressing my interest in the changing culture of the Army and that I was looking for a developmental assignment in order to complete Level IV of my CP 11 Accreditation. Ms. Batchelor called me and we discussed the possibility of a developmental assignment in DASA-CE. We met for lunch at the Pentagon – which I had not been inside of since early 2002 – and discussed the framework for a developmental plan. Ms. Batchelor asked what I wanted to know (learning objectives), what I wanted to do (major duties and tasks), and what I wanted to be (accomplishments). I had a lot to think about. Nonetheless, excited does not begin to describe how I felt about this opportunity and how seemingly easy it was for me to identify, request, and secure a developmental assignment.

I drafted a developmental plan, which was a little difficult. What did I want to know – everything. What did I want do – everything. What did I want to accomplish – everything. I was finally able to narrow it down after reviewing Ms. Batchelor’s briefing from ECC, my notes from the briefing, and the DASA-CE website. It wasn’t long before we had a completed developmental plan, a start date, and concurrence from both organizations.

November 8, 2010 could not come fast enough. I arrived at the Pentagon bright and early. I felt like I did on my first day of school, my first day in basic training, and my first day in college all rolled into one. I was wide-eyed and ready to take on – well, everything. I knew the first few days would be full of administrative details, so I put together a small reference book to familiarize myself with the ARs, manuals, guides, and memorandums.

Ms. Batchelor’s approach of exposing me to as much as there was available was perfect in making this assignment beneficial, rewarding, and a true learning experience. I was made a part of the team in all respects and was treated as if I were a permanent member. I went to

Continued on page 10...
Career Development through Developmental Assignments, continued from page 9

Cost Benefit Analysis (CBA) training on my first day. It wasn’t too long before I was given the opportunity to review a CBA. I worked with several senior analysts who were extremely helpful in guiding me through the process and completion of the CBA review. They gave me all of the tools I needed to perform the analysis. I used the CBA Checklist to verify the CBA contained all of the required information, The Army Military-Civilian Cost System (AMCOS) to verify the personnel costs, and the inflation indices to verify the rates used for the out-years. Fortunately, the CBA was very well written and only required a few minor corrections before it was passed on for formal staffing. Reviewing the CBA took me back to my cost accounting days at Boeing. I could definitely appreciate the amount of work which went into the preparation of the CBA.

Ms. Batchelor also brought me in on the management of the Cost Management Certificate Course (CMCC). Everything for the course was accomplished utilizing Microsoft Access. I had knowledge of Access, but had not used Access robustly in more than ten years. Ms. Batchelor stated what she needed as far as changes and additions to the CMCC database, and I responded with “I can do that”. One of my weaknesses is saying I can do anything. One of my strengths is drawing on my resources to get it done. I did disclose I would need to update my Access skills in order to accomplish everything she needed. One of my favorite resources is SkillPort (https://usarmy.skillport.com), where they have classes on everything. There were eight classes on Access. My strategy was to learn how to do something, then go into my copy of the database and accomplish it. This approach helped me meet my two week deadline. The new database was then ready for the next class selection. I even reached back into my toolbox from my Lean Six Sigma training to re-engineer the CMCC database, create detailed SOPs, and develop a process flow map.

I was also welcomed into the Cost Warrior community – which consists of graduates from the Cost Management Certificate Course. I sat in on their monthly roundtables with speakers such as BG Rauhut, Director, Business Operations (who I also worked for in Germany) and Dean Pfoltzer, Deputy Chief of Staff, G-8. They discussed the importance of cost management and how it is being utilized in the Army. The discussions also detailed how the culture of the Army is changing in the face of resource restraints. The Cost Warrior Roundtables also discuss emerging issues as well as changes and initiatives coming down the pike. The roundtables give the cost warriors the information they need to educate and prepare their organizations.

While at the Pentagon, I admit to being a little star-struck at times. Something which made a huge impression on me was running into MG McGhee, Director of Army Budget, in the hallway. He struck up a conversation and asked what I was working on and how it was going. I was impressed. I was very excited to tell him about what I was working on because I was really excited about what I was doing. From time to time, I would have the good fortune to run into MG McGhee in the hallway and I thoroughly enjoyed our conversations as we walked down the hall.

The most important and valuable element of this developmental assignment was the opportunity to use a lot of my skills – some which I had not used for some time – while being exposed to a different part of the Army and learning a different way of doing business. To sum up my experience, developmental assignments are a must. I have added resources to my toolbox which are beneficial to my current position and will continue to be beneficial as my career develops. A not so old adage which I live by is: ‘I want to know everything you know and I want you to know everything I know’ – this exchange of information will only make us better at what we do. All in all, who you know is beneficial, but knowing what resources are available and knowing what to do with those resources lends to great opportunities and development.
Transactional Leadership and Trust, continued from page 4

Contractual trust is a leadership commitment to clearly state organizational goals and objectives, expectations and intentions, and roles and responsibilities up front to help build collaboration, shared responsibility, dependability, and trust.

Competence trust relies on employees to possess or have access to the knowledge and skills necessary to perform their jobs and specific tasks. Leaders should invest in employees and help build confidence by sharing information, exchanging ideas, and brainstorming solutions. It’s vital that transactional leaders be respectful and appreciative of the different roles people play. There is the “mover” without which there would be no direction; the “follower” without which there would be no completion; the “opposer” without which there would be no correction; and the “bystander” without which there would be no perspective.

Communication trust is the ability to share information and communicate openly and effectively. Leaders need to keep employees informed as to what is going on within the organization and allow employees to ask questions, speak honestly, challenge assumptions, raise issues, give and receive feedback, admit confusion, and request help without fear of ridicule or punishment. Communication is the foundation for effective transactional leadership. There are four dialogue behaviors that can help transactional leaders: voicing (what needs to be said), listening (how does this feel), respecting (how does this fit), and suspending (how does this work).

The key components of trust are integrity, competence, consistency, loyalty, and openness. If any one of the five components is missing, then it’s unlikely to expect employees to exude trust within the organization. Transactional leaders tend to be regimented, directive, dominating, and action oriented. As a result, it’s likely that transactional leaders will take a “my way or the highway” approach when dealing with employees. This does little to improve job satisfaction, reduces productivity, and completely breaks down employee trust. Transactional leaders are capable of promoting trust, but only when contractual, communication, and competence trust are present. Transactional leaders can benefit from utilizing these three types of transactional trusts, although whenever any one of them is compromised then transactional leadership becomes ineffective.

Transactional leaders that do not inform employees of organizational goals and objectives, clearly define expectations and intentions, or specify roles and responsibilities are unable to gain contractual trust. If transactional leaders are not committed to top down/bottom up information flow, encouraging open dialogue, or setting the tone for effective collaboration then communication trust also becomes unsustainable. This can lead to a lack of mutual respect, appreciation for diversity, leveraging strengths, not listening to cohorts, speaking out just to get points across, jockeying for attention, and mistrust. When transactional leaders limit further development of employee knowledge and skills they also destroy any hopes for competence trust. All of these cause employee confusion, frustration, and resistance. It results in an inability to effectively focus on the agenda, make decisions, unwillingness to engage in open dialogue, accentuates poor capacity to listen to one another, perpetuates lack of respect for one another’s ideas, and leads to personalizing conversations and getting overly defensive which sets employees up for failure and directly results in lack of trust.

Organizational missions, goals, and objectives are fulfilled through effective relationships and teamwork, with trust being the foundation. We already discussed transactional leadership in-depth. Besides transactional leadership there two other well-known types of leadership: charismatic and transformational leaders. Charismatic leaders can be very persuasive. They are able to convince employees to follow them by articulately conveying idealized goals, self sacrifice, and responding to the follower’s needs and feelings. Transformational leaders are influential. They provide vision, a sense of mission, inspire motivation, intellectual stimulation, and offer individual consideration.

Each of the three leadership styles has its advantages and disadvantages. Charismatic leaders can be extremely effective at invoking trust by persuading employees to achieve organizational goals. However, charismatic leaders can also possess an ego driven dark side that only cares about their own self interests and personal goals, which damage employee trust. Transformational leaders are quite effective at motivating employees by integrating them into business decisions and processes. They strive to build partnerships with employees that inspire innovation, creativity, and are more likely to encourage employees to pursue organizational goals. All of this creates greater job satisfaction, increases productivity, and builds more trusting working relationships. Even though transactional leaders are the most common, give these facts, it appears the most effective leader capable of inspiring trust is the transformational leader.

Trust is easier said than done. It’s a two way street where actions speak louder than words. Trust creates cohesion, but it’s important to realize that regardless of leadership type, some people just are either unwilling or incapable of learning to trust. It cannot be mandated nor can it be enforced. Trust is most often benefitted by time. As a result, it’s more complicated and emotional than leaders are willing to admit. It must be earned and can easily be destroyed by the slightest appearance of dishonesty. Readers should now have a better appreciation of what a transactional leader is and what steps can be taken to help them instill trust under that type of regime.

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While transactional leadership might not be proven to be the most effective with regards to trust, it is still the most common leadership style. Nevertheless, transactional leaders can significantly benefit from understanding what it takes to gain, improve, and promote trusting relationships in the workplace.

Whether you are a transactional, charismatic, or transformational leader, to gain trust and be effective you must lead by example. A few ways that leaders can inspire trust is to not over commit themselves, keep promises, keep confidences, admit mistakes, share credit, acknowledge the contributions of others, do not do or say things that they would not feel comfortable reading about in the newspaper, do not take part in deceptive behavior, and do not talk about others behind their back. It’s imperative that leaders share relevant information, knowledge, and insights with employees, get to know them, develop relationships, send consistent messages (don’t say one thing and then do something different), and answer questions directly, completely, and honestly (don’t fake it and be sure to admit when you don’t know the answer). What kind of leader are you and do you inspire trust?

**Endnotes**


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**Did You Know...**

- You can follow American Society of Military Comptrollers on Facebook, Twitter, and Linkedin
- Skillport has courses ranging from Rosetta Stone to Business Skills to Desktop Certifications to ACE College Credit courses and more – [https://usarmy.skillport.com/](https://usarmy.skillport.com/)
- You can complete the Comptrollers Accreditation and Fiscal Law course online – [https://jag.ellc.learn.army.mil](https://jag.ellc.learn.army.mil)
- You can earn CPEs by viewing PDI workshops online - [http://www.asmeonline.org/educationtraining/online-education/pdi-online/](http://www.asmeonline.org/educationtraining/online-education/pdi-online/)
- The Army Comptroller Proponency office has a Resource Management Mentorship Program - [http://www.asafm.army.mil](http://www.asafm.army.mil) and select Comptroller Web-based Info Tool then scroll down for more information.

“Courage isn’t the absence of fear, but rather the knowledge that something else is more important than fear”

- Ambrose Redmoon
Enhanced Defense Financial Management Training Course (EDFMTC) - Hosted by DW
Begin Date: Apr 04 2011
End Date: Apr 08 2011
Location: DoDIG, Arlington, VA

Module 4 - Acquisition Business Management
Begin Date: Apr 13 2011
End Date: Apr 14 2011
Location: Washington DC (Holiday Inn Rosslyn, VA)

Enhanced Defense Financial Management Training Course (EDFMTC) - Hosted by NAVY
Begin Date: Jun 06 2011
End Date: Jun 10 2011
Location: NSA, Lithicum Heights, MD

Module 4 - Acquisition Business Management
Begin Date: Jun 22 2011
End Date: Jun 23 2011
Location: Norfolk, VA (Hilton Garden Inn Chesapeake/Suffolk)

Enhanced Defense Financial Management Training Course (EDFMTC) - Hosted by USAF
Begin Date: Mar 21 2011
End Date: Mar 25 2011
Location: DIA Bolling AFB, Washington DC

Enhanced Defense Financial Management Training Course (EDFMTC) - Hosted by DW
Begin Date: Jul 11 2011
End Date: Jul 15 2011
Location: Patuxent River, MD

Module 4 - Acquisition Business Management
Begin Date: Jul 20 2011
End Date: Jul 21 2011
Location: Washington, DC (Holiday Inn Rosslyn, VA)