

American Society of Military Comptrollers

Hampton Road Chapter Newsletter



Crab Talk

A NOTE FROM OUR CHAPTER PRESIDENT



Ellen Helmerson, President

ASMC Hampton Roads Chapter

Fellow AMSC Members,

I want to personally thank each and every member of our Hampton Roads ASMC Chapter for the outstanding community support and community participation this year. We had the opportunity to help a variety of organizations, including Food Pantries, Salvation Army, and an Operational HomeFront family this holiday season.

As an organization, we should continue to seek ways and means to leverage our resources (e.g., time, volunteerism, ideas, money, etc.) to help a wide variety of causes and charitable programs. Finding meaningful ways to help others in our workplace, across our profession, inside our communities where we live and work, and within our families is a consideration that we should seek and support.

One of our next major outreach efforts will be to provide college scholarships. We are actively reaching out to all High Schools and Community Colleges in the Hampton Roads areas to find ways to recognize and enable education for college students. I encourage you to share these opportunities within your communities, with other families and schools – as this is a wonderful way to help empower our future leaders.

Ellen

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Salvation Army Stocking
Stuffer Event– December 2017

UPCOMING EVENTS

Community Service:

- ⇒ 1 December: Deadline for Stocking Stuffer Submissions
- ⇒ February/March: Honor Flight Fund Raiser

Professional Development:

- ⇒ January: Navy Hosting; date and time TBD
- ⇒ 29-30 March: Spring PDT
- ⇒ April ASMC/AGA Spring Professional Development Training; 24-25 Apr 18, to be held at the Virginia Wesleyan University, Boyd Dining Hall, 5817 Wesleyan Drive, Virginia Beach

Monthly Executive Committee Meetings:

- ⇒ 10 January
- ⇒ 7 February
- ⇒ 7 March

Awards:

- ⇒ 12 January: Deadline to submit nominations for local awards
- ⇒ 31 January: Deadline to submit nominations for national awards

National Deadlines:

- ⇒ 31 January: ASMC National Achievement Awards
- ⇒ 28 February: ASMC Essay Contest

HAMPTON ROADS CHAPTER SPOTLIGHT



Over 500 Stuffed Christmas Stockings were delivered to our

ASMC Hampton Roads Chapter really showed up to support our local Salvation Army Stocking Stuffer event. Thank you to everyone who helped support this



AMERICAN SOCIETY OF MILITARY COMPTROLLERS
CRAB TALK
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CHAPTER HIGHLIGHTS

ADOPTED MILITARY FAMILY

I want to take this opportunity to thank each one of you for your generous donations. The donated gifts were delivered to the military family and they were completely overwhelmed with gratitude and appreciation. This would not have been successful without the generous support of individuals like you.

THANK YOU!

Audra Lemme

PAST MEETING SUMMARY



Ms. Ellen M. Helmerson, ASMC Hampton Roads Chapter President, hosted the December luncheon on 19 Dec 17. The luncheon theme "Meet our Members - Teamwork Survival" included several fun-filled events. It included getting to know a new member by sitting by at least one person you didn't know, a white elephant Christmas gift exchange, and an ASMC Teamwork Survival Kit was provided to all those that attended the luncheon.

"Teamwork is the ability to work together toward a common vision. The ability direct individual accomplishment toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

~ Andrew Carnegie

MEMBERSHIP

Please consider inviting colleagues and friends to our upcoming luncheons!!

Many ask – “Why join the American Society of Military Comptrollers - a professional association?” I believe, that if you are interested in furthering your career – this is a step in the right direction and an investment in your credibility and future.

- Broaden your network – Creating and expanding professional relationships is important, it demonstrates your commitment to excellence in your profession.
- Take Charge of your Career. Providing insights on jobs, opportunities and mentors. Offering continuing education scholarships to ASMC members and recognition awards for persons achieving excellence in the field.
- Expand your knowledge – Participating keep your current on trends, developments and opportunities to enhance your career. Providing insight and knowledge, and offering a means to connect with others and share ideas and obtaining new knowledge with access to information, studies, articles, books.

Ellen Helmerson,

President

Please contact Tanya Gilliam for more information about membership

Phone 501-7126, tanya.l.gilliam.civ@mail.mil

PUBLICITY

Visit our Hampton Roads ASMC Website at the link below:

<https://hamptonroadsasmc.com/publicity/>

Contact LT Ayman Mottaleb at 757-341-5930 for contributions or questions

Contact Mary Jo Dotson at 757-501-6725 regarding contributions for the Newsletter

COMMITTEE CHAIRS

Please consider assisting any of the following committee chair members if you are interested

Professional Development: Tina Svaranowic/ Susan Anthony

Publicity / Website: Mary Jo Dotson/ LT Ayman Mottaleb

Competition: Deanna Morinec

Membership: Tanya Gilliam

Scholarships: COL Stephen Lockridge/ Mr. Paul Hilton

Awards: Laura Sorensen/ Mary Jo Dotson

C R A B B U C K E T



U P D A T E S

- ⇒ \$41 donated through our Crab Bucket since September
 - ⇒ We missed our goal by \$109
 - ⇒ Let's work hard to increase this over this next quarter
- ⇒ All proceeds go to local foodbanks
 - ⇒ October through December Distributions
 - ⇒ \$250 to Southside Foodbank

Leading Innovation by Becoming a Learning Organization

By Carolyn M Prickett, CDFM-A, MBA, MMAS

“Through learning we re-perceive the world and our relationship to it.” Peter Senge, *The Fifth Discipline*.

The Department of Defense (DoD) faces multiple challenges not only in serving the defense interests of the country but in maintaining and improving the credibility and capability of its work force. A major challenge regarding the workforce is to create a climate where innovation and critical thinking skills are encouraged, leading to improved national security outcomes. The financial management (FM) community is one area where it is clear that there is a direct link between innovation and improved outcomes, or equal outcomes at reduced cost. Effective management of the largest organization in the world and its \$500+ billion budget necessitates flexibility in thought, openness to new ideas, and a willingness to take risk to achieve better outcomes. Financial managers should be on the frontier of innovation. There is an opportunity to capitalize on the momentum built by the DoD Financial Management Certification Program to foster a learning environment, and encourage innovation and personal growth in all members of our community.

Learning Organizations

The financial management community has undergone a rapid change in the last three years with the implementation and enforcement of the DoD Financial Management Certification Program (DFMCP). The Department of Defense successfully certified over 35,000 professionals by the initial deadline of 30 June, 2016. That is the good news. The bad news is that many personnel, who should have obtained their certification by that deadline, did not. The DoD, and in particular, the financial management community, must put an emphasis on continued learning and become a learning organization. The DFMCP's continuing education and training (CET) credit requirement to maintain the currency of DoD FM Certificates earned is designed to drive continual learning within the FM workforce. The program also “recommends” and “strongly recommends” that individuals at Level 2 and 3, respectively in the program obtain a test-based certification as well. ASMC's Certified Defense Financial Manager credential (which is closely related to defense FM competencies) is one of 20 test-based certifications the program mentions. A learning organization is defined as “one where all members of an organization are continually involved in the learning process and that learning and working are seamlessly intertwined.” A learning organization is adaptive, open to new information, and increases innovation. The more the community builds on the momentum of FM certification, the better we will serve the DoD and the American people.

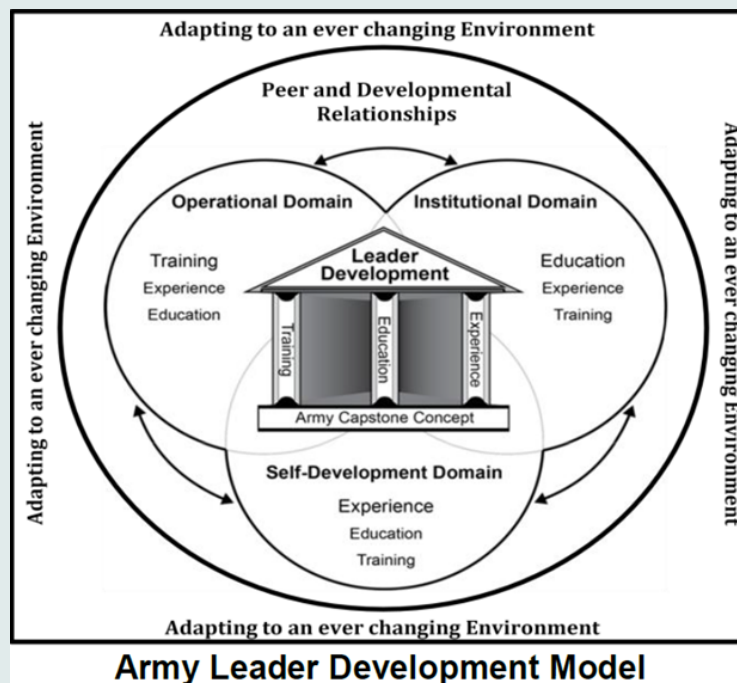
During my 18 months of experience as an FM certification program manager, I was surprised that many DoD employees had not completed many of the available training during their career when the DoD FM Certification program was established. Employees were content with their positions and don't plan on leaving or changing thus did not feel the need to take additional

Experience is important in professional development, but it is only one leg of the triangle, with training and education as the other two. Thus, to truly tap into the greatest potential of our employees, professional training and education must be added to on-the-job training.

As mentioned above, experience is only one part of professional development. The Army illustrates this through the Army Leader Development Model. At the center of the Army Leader Development Model are three pillars: education, training, and experience. This illustration shows these pillars and how the combination of the three is critical in all domains and in all relationships. While one could prosper with just experience alone, it is experience combined with training and education that encourages innovation.

When the certifications were announced, had more than two correct any deficits would preclude The DoD program began to add facilitate training the requirements. certifications were completely finish through online FM MyLearn. The requirements could also through other information reside. I heard multiple

have time to do training. I have too much work to do.” The response is that FM certification, by law, is as much a part of the requirements for their positions as doing a voucher or approving a line of accounting. People must be given time to complete courses and they have to understand that managing their training is a part of each person’s position.



tion requirements current employees years to identify and in their records that their certification. managers quickly online classes to and completion of By the time initial due, a person could his or her certification classes in DoD’s leadership requirements be obtained online sources. All of this ed in FM MyLearn. people say, “I don’t

Change Management

Careful change management must continue, to create the culture of learning, and develop a learning organization within the DoD. The Department of Defense has already created a sense of urgency, which John Kotter in his book, *Leading Change*, describes as the first step in the change management process. Leaders within the DoD cannot let that sense of urgency expire as the initial

Employees at all levels must be empowered to pursue personal development. Through this empowerment, learning and satisfaction of certification requirements will become embedded in the culture. For the FM community, that means personnel at all levels, not just senior management, must be involved and supportive of the program. Supervisors must incorporate training needs assessments into counseling and other information conversations with their staffs. Army Doctrine Reference Publication (ADRP) 6-22 *Army Leadership* lists “develops” and in particular “develops others” as part of the competencies that make up the Army Leadership Requirements Model. Chapter 7 discusses the “develops” competency. It states, “Learning organizations create a climate that values learning in its members. Leaders actively identify and support opportunities for education, training, and experience.” Clearly stated, the Army, and all of DoD, value a learning environment, and it is a leader’s responsibility to ensure the organization has the right culture and climate for learning. Leaders are not necessarily people with authority or position. We are all leaders for our fellow employees. An active culture of learning and acceptance of continued learning takes all members of an organization to build and maintain. We are all leaders in this important endeavor.

There is a link between innovation and learning. “Innovation is the product of an environment where ideas can gestate and interact.” Such an environment is created by an organization that fosters learning at both the individual and organizational levels. There is also a link between building that organization and the characteristics of the environment. A leader will want to foster a culture where employees feel comfortable with taking a risk or looking outside the norm for ideas or solution. Quinn refers to working in a “Miranda organization” in reference to the Miranda warning where anything a person says or does may be held against them or come back to haunt them later. This is a true concern when employees are concerned about their ratings, or actions being held against them for future promotion or selection for special projects. In a recent *Armed Forces Comptroller*, Scott Redeker discussed operational design within the financial management profession. The last step of that process is to develop an operational approach. To develop that operational approach, a practitioner of the art needs to examine the problem from all angles and produce the best solution. That best solution may not be the most conventional or the one that fits most people’s concepts of approved solutions. Best solutions will be developed in a culture where innovative thinking is valued, and where people are able to take risks in their responses to produce those solutions.

Kotter also talks about the habits of a lifelong learner. One of them is a willingness to take risks. Risk can make great things happen but it can also create failures. The military has worked in an environment of zero-failure. By necessity, when lives are at stake, failure isn’t really an outcome one wants to accept. So prudent risk should be the key. When we take a prudent risk, we step outside our comfort zones and move into new areas that can be explored. New avenues of approach can then be determined and new mission outcomes can evolve. Taking prudent risks and risking failure is an aspect of personal courage. The key will be management’s response to that risk taking. If one takes risks, but fails and is punished, that will inhibit others and the result will be to stifle innovation and new ideas. That is not what the Department of Defense needs to move forward into a rapidly changing future.

They visibly acknowledge people by providing a certificate and publishing the name of each employee as they are certified. They have consolidated and produced more change as they implemented the continuing education portion of the program, changed the interface, and provided more courses online. It is up to each of us to anchor these new concepts in the culture of every organization. The actions and attitudes of the people within an organization indicate the culture of that organization. Each of us must take personal responsibility for our continued self-development, to take advantage of provided training, and continue to educate ourselves to be the agile and adaptive leaders that will drive the DoD and financial management profession to excellence.

The Financial Management Certification Program provides the foundation, regulation, and impetus for change in the financial management community. It is up to the leaders, managers, and fellow employees to communicate this new dynamic. We hold the responsibility to take that foundation and build a strong work force. This new emphasis on training will provide continued improvement and eventually a constant state in which professional self-development is the norm and a learning environment thrives in the Department of Defense. All leaders must continue to encourage professional education, training, and self-development at all levels of the organization and recognize the benefits of this training. These benefits are not for just the current Army, but also for the future defense force. Financial management professionals, whether civilian or military, deserve to be educated, trained, and ready; confident in their roles, both in their current and — future positions. This can be accomplished by supporting continued growth and a learning environment at all levels of the Army.

Mike McCord, "Comptroller Corner" *DoD FM Workforce Connection*, VOL 4, Issue 3, (Sept 2016)
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John P. Kotter, *Leading Change* (Boston: Harvard Business Review, 2012), pg 22
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Clark Quinn, *Learning's Role in Innovation*. Chief Learning Officer. May 11, 2017 <http://www.clomedia.com/2017/05/11/learning-role-innovation/>
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Carolyn M Prickett, CDFM-A, MBA, MMAS

Carolyn Prickett is a strategic planner at Training and Doctrine Command (TRADOC), G-5. She recently graduated from the Army's Command and General Staff Officer Course as one of the first four Army civilians to attend the resident course. She served previously as the FM certification component administrator for TRADOC. She is also the Vice President of the ASMC Hampton Roads Chapter.