

Training and Evaluation Outline Report

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Task Number: 14-EAC-8015

Task Title: Establish Theater Financial Management Support During Offense, Defense, Stability and Defense Support of Civil Authorities (DSCA) Operations (Financial Management Support Center (FMSC))

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the Fort Jackson, South Carolina 29207 foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-28	Defense Support of Civil Authorities	Yes	No
	ADRP 3-28	DEFENSE SUPPORT OF CIVIL AUTHORITIES	Yes	No
	AR 1-1	PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION SYSTEM	Yes	No
	ATP 1-06.3	Banking Operations, http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp1_06x3.pdf	Yes	No
	Audit_Checklist	Army Commanders' Audit Readiness Checklist	Yes	No
	DFAS-IN MANUAL 37-100-FY	The Army Management Structure	Yes	No
	DFAS-IN REG 37-1	Finance and Accounting Policy Implementation.	Yes	No
	DOD 7000.14-R	Department of Defense Financial Management Regulations (DODFMR) (Volumes 1-15)	Yes	No
	FM 1-06	Financial Management Operations http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm1_06.pdf	Yes	Yes
	JP 1-06	Financial Management Support in Joint Operations	Yes	No
	JP 3-28	Defense Support of Civil Authorities	Yes	No
	JTR	JOINT TRAVEL REGULATIONS UNIFORMED SERVICE MEMBERS AND DOD CIVILIAN EMPLOYEES Chapters 1-10 with dices (http://www.defensetravel.dod.mil/site/travelreg.cfm)	Yes	No

Conditions: The Theater Sustainment Command (TSC) has deployed to theater and directed the FMSC to establish financial management support to United States (U.S.) forces, allied forces, coalition forces, and other authorized individuals and agencies. Military elements in the theater are conducting Unified Land Operations. Requests for financial support are being received from U.S. and coalition elements in the area of operations. A disbursing station activity is established. Initial operating funds are received from Defense Finance and Accounting Service (DFAS). Payments for commercial vendors are required. Soldiers have requested partial and advance payments. Financial support for coalition units is to be provided in accordance with support agreements. The Financial Management Tactical Platform (FMTP) and other automated systems and software will be employed to provide finance support, as applicable. Connectivity to the NIPRNET have been established. The FMSC is conducting operations in a dynamic and complex operational environment (OE) against a hybrid threat. All Tactical Standing Operating Procedures (TSOPs), DFAS-IN REG 37-1, DFAS Reg 37-100 DODFMR 7000.14-R, AR 1-1, ATP 1-06.3, FM 1-06, JP 1-06, JTR, and the Army Commander's Audit Readiness Checklist are available. Conventional attacks by hostile aircraft and operations by ground elements are possible. Threat capabilities also include information gathering, hostile force sympathizers, and terrorist activities in a chemical, biological, radiological, nuclear environment.

NOTE: When planning for DSCA Operations (normally a CONUS Operation), refer to JP 3-28, ADRP 3-28, and ADP 3-28. Some iterations of this task should be performed in MOPP 4.

Standards: Financial support for theater operations is planned and established in accordance with DODFMR 7000.14-R, TSOP, governing regulations, and command directives. Cash and negotiable instruments are obtained as required. Disbursements are made with 100 percent accountability in accordance with (IAW) AR 1-1, DFAS REG 37-1, DFAS REG 37-100, DODFMR 7000.14-R, ATP 1-06.3, FM 1-06, JP 1-06, JTR, and the Army Commander's Audit Readiness Checklist are available. Based on FMSCs authorized strength, 85% of the FMSC leaders and 80% of Soldiers

are present at training. The FMSC attains 90% on performance measures, 100% on critical performance measures, and 90% on leader performance measures achieving a T fully trained.

NOTE: Leader is defined as Director, FMSC, Chief of Banking Section, Chief of Accounting Section and Chief of Policy Section.

Live Fire Required: No

Objective Task Evaluation Criteria Matrix:

Plan and Prepare		Execute					Assess	
Operational Environment	Training Environment (LV/C)	Training/Authorized % of Leaders Present at	% of Soldiers Present at	External Eval	% Performance Measures 'GO'	% Critical Performance Measures 'GO'	% Leader Performance Measures 'GO'	Task Assessment
BDE & Above								
Dynamic and Complex (All OE Variables and Hybrid Threat)	IAW unit CATS statement.	>=85%	>=80%	Yes	>=90%	All	>=90%	T
		75-84%					80-89%	80-89%
Dynamic and Complex (All OE Variables and Single Threat)		65-74%	75-79%	No	65-79%	<All	<=79%	P
		60-64%	60-74%		51-64%			P-
Dynamic and Complex (<All OE Variables and Single Threat)		<=59%	<=59%		<=50%			U

Remarks: None

Notes: Managing risks is the responsibility of all leaders. Regardless of where the task is conducted, field or garrison, the identification of possible hazards for personnel and equipment is essential to mission accomplishment. Risk management activities are continuous and are performed simultaneously with other operational tasks. Once identified potential hazards must be eliminated or reduced to an acceptable level. Leaders must always consider the local constraints and restrictions for their current operating area.

All required non Army Publishing Directorate (APD) financial specific references and technical manuals will be provided by the local Defense Finance and Accounting Services (DFAS).

Safety Risk: Low

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Composite Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All Soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Performance Steps and Measures

NOTE: Assess task proficiency using the task evaluation criteria matrix.

NOTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.

STEP/MEASURE	GO	NO-GO	N/A
+* 1. Director, Financial Management Support Center (FMSC) provides technical oversight of all theater financial management units and serves as the principal advisor to the Theater Army (TA) G-8 and the Theater Sustainment Command (TSC) commander on all aspects of theater disbursing operations.			
a. Receive theater commander's intent for financial support to forces.			
b. Advise TA G-8 and TSC Commander of financial support capabilities.			
c. Conduct mission analysis.			
d. Assist TA G-8 to ensure the entire fiscal triad (FM,contracting officer, and SJA/fiscal lawyer) is deployed early on in the operation to provide the commander the ability to augment sustainment capability immediately through theater support contracts.			
e. Develop and prepare concept of theater financial management support in conjunction with (ICW) TA G8.			
f. Establish FM support requirements in coordination with national providers (i.e. Treasury, DFAS, ASA (FM&C), USAFMCOM) and the Expeditionary Contracting Command (ECC).			
g. Provide staff with planning guidance and commander's intent.			
h. Supervise finalization of financial management support plans, policies, and procedures.			
i. Prepare FM annexes in support of orders and plans ICW TA G8.			
j. Obtain theater commander's approval for financial support plans.			
+ 2. Policy section personnel implement financial support polices and procedures for the theater.			
a. Develop FM policy and procedures for theater implementation.			
b. Implement policy for pay support to joint and multinational forces, as well as designated Department of Defense Civilians.			
c. Provide advice regarding interpretation and dissemination of FM directives, policy, and guidance developed by Department of the Army (DA) and national providers.			
d. Implement policy and procedures for payment of local contracting and procurement actions ICW operational contract support integration cell (OCSIC).			
e. Provide technical operating guidance for FM functions.			
f. Establish policy for control of currency.			
g. Provide guidance for the types of funds, use of funds, and accounting of funds for the contingency operation.			
h. Implement policy for pay of foreign nationals.			
i. Implement procedures for managing payments of local goods and services.			
j. Implement policy for pay support to enemy prisoners of war and/or Civilian internees, if necessary.			
k. Develop and/or revise economic impact assessments of the area of operations.			
l. Coordinate financial support agreements with allied, coalition, or host nation forces, to include reciprocal financial support ICW TA G8 (i.e. Acquisition & Cross Servicing Agreements (ACSAs)).			
m. Obtain Staff Judge Advocate review and approval of all support agreements.			
n. Brief Director, FMSC, on ongoing operations.			
o. Disseminate approved theater financial policies and guidance to finance operating and supported elements.			
+ 3. Banking Section personnel activate a disbursing activity.			
a. Determine if DFAS authorization is needed to activate additional DSSN.			
b. Activate contingency disbursing station symbol number (DSSN) with Department of the Treasury approval.			
c. Estimate monthly cash requirements (holding authority) in U.S. or foreign, as appropriate.			
d. Request approval for cash holding authority from higher headquarters.			
e. Estimate number of U.S. treasury checks required for the first year of operation and whether checks will be procured through the normal requisition process or if an emergency supply will be needed.			
f. Request DFAS approval of additional Limited Depository Accounts (LDAs), as required.			
g. Ensure physical security measures are adequate for storage of documents, negotiable instruments, and U.S. and foreign currencies.			
h. Verify the appointment of a finance and accounting officer.			
* 4. Chief, Banking Section, establishes banking relationships with host nation.			
a. Conduct economical impact study through close coordination with U.S. Embassy, Treasury and Department of State (DOS) officials to ensure accurate assessment.			
b. Manage and coordinate E-commerce programs and initiatives.			
c. Negotiate support agreement and banking procedures with host nation.			
d. Determine volume and level of support needed.			
e. Ensure the FMSU is providing commercial vendor services and contracting support through the accurate and timely payment of contracts.			

f. Analyze host nation banking sector and determine if and where to open a LDA.			
g. Coordinate opening of a LDA or accounts with local banking officials and banking liaisons, if necessary.			
h. During mission analysis, develop a plan to ensure that the FMSU is maintaining the LDA balance as near zero as possible or not to exceed a 5 to 7 day business supply.			
i. Provide assistance, if necessary, in determining the optimal account balance of U.S. currency in the battle space.			
j. Confer with the local U.S. Embassy for assistance in determining which banks meet the selection criteria established by the Treasury.			
k. Provide those recommendations to the Disbursing Officer (DO) to establish an LDA.			
+ 5. Banking Section personnel coordinate supplemental agreements with the coalition commanders for the provisions of advance of funds.			
a. Establish controls for advancing of funds in U.S. or foreign, as applicable.			
b. Request clearance from the higher headquarters commander (when feasible or required) to issue advance to allied unit's disbursing officer.			
c. Verify that provisions for settlements are included in the supplemental agreement.			
d. Provide copies of financial support agreements with coalition and host nation to lower financial operating elements.			
+ 6. Banking Section personnel obtain public funds.			
a. Estimate daily cash requirements in U.S. or foreign currency.			
b. Request funds (U.S. or foreign, as needed) for official cash disbursements from designated depositories, theater banking facility, and higher headquarters central funding or disbursing sections, as applicable.			
c. Procure funds until the theater matures and a LDA is established.			
+* 7. Chief, Accounting Section accounts for theater appropriated funds for the ASCC G8.			
a. Identify all fund categories for tracking.			
b. Determine appropriate procedures for recording all financial transactions.			
c. Provide fund reports for the status of all funds distributed and disbursed to the supported commands as well as to HQDA and other national providers.			
d. Report any problem areas to Director, FMSC.			
e. Provide accounting assistance to other financial elements, as required.			
+ 8. Accounting Section personnel maintain current year accounting records.			
a. Verify transactions.			
b. Accurately post all transactions.			
c. Maintain accurate status of funds available and expended.			
d. Prepare required and directed reports.			
e. Review Joint Reconciliation Program (JRP) goals, initiatives and metrics to meet financial management requirements and produce the desired end-state.			
f. Report deficiencies or problem areas to chief.			
9. Automation Section personnel coordinate software and hardware updates to Financial Management Information Systems (FMIS).			
a. Develop and maintain knowledge management portal to ensure electronic storage and distribution of FMSC policies, guidance and routine uniformity (this will also support the RIP/TOA process).			
b. Provide installation of software and hardware updates to the FMIS (i.e. Financial Management Tactical Platform (FMTP), Resource Management Tool (RMT), GFEBS, Stored Value Card (SVC) and Over the Counter Net [OTCnet]).			
c. Interface with the supporting signal unit for communications requiring external maintenance support for systems.			
d. Ensure system integrity against viruses.			
e. Ensure appropriate systems security measures are in place.			
+ 10. Internal Control Section personnel establish and implement management internal controls for theater FM units to include FMSUs and FMSDs.			
a. Evaluate the effectiveness of existing accountability controls.			
b. During mission analysis, develop initial compliance and staff assistance visits (SAVs) schedule.			
c. Ensure compliance with applicable regulations, legislative directives, and management controls.			
d. Ensure a high state of technical proficiency is maintained in all functional sections (to include Pay Support) of theater units.			
e. Ensure compliance with Audit Readiness Controls.			
f. Ensure audit documents are properly stored in ARIMS (Army Records Information Management System).			
g. Conduct SAVs and on-site reviews and maintain records of all findings.			
h. Provide findings to commanders and the TA G-8.			
* 11. Chief, Policy Section develops plans for phasing out theater financial support operations.			
a. Receive mission and commanders' intent.			
b. Develop timeline for retrograding financial support functions to reachback FM elements at home station (CONUS or OCONUS).			

c. Determine financial unit requirements to support theater stand down.			
d. Develop financial unit redeployment schedule to complement phase out.			
e. Submit plan to Director, FMSC for approval.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP 4: Sometimes

MOPP 4 Statement: See Safety Statement below.

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	14-EAC-8014	Plan Financial Management Support for Theater Operations	14 - Finance (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	14-EAC-8005	Conduct Paying Agent Operations (Financial Management Support Unit (FMSU))	14 - Finance (Collective)	Approved
	14-EAC-8014	Plan Financial Management Support for Theater Operations	14 - Finance (Collective)	Approved
	14-EAC-8016	Maintain Financial Management Systems (Financial Management Support Center (FMSC))	14 - Finance (Collective)	Approved
	14-EAC-8017	Conduct Audit Readiness Compliance Operations (Financial Management Support Unit (FMSU))	14 - Finance (Collective)	Approved
	14-EAC-8018	Provide Technical Guidance to Financial Management Elements (Financial Management Support Center (FMSC))	14 - Finance (Collective)	Approved
	14-EAC-8025	Provide Funding Support to Financial Management Elements During Offense, Defense, Stability and Defense Support of Civil Authorities (DSCA) Operations (Financial Management Support Unit (FMSU))	14 - Finance (Collective)	Approved
	71-8-4150	Provide Contracting Support for Divisions and Corps	71 - Combined Arms (Collective)	Approved
	71-8-4226	Develop Resource Requirements (Brigade - Corps)	71 - Combined Arms (Collective)	Approved
	71-8-5111	Conduct the Military Decisionmaking Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
	71-TA-5100	Conduct the Mission Command Operations Process for Theater Army	71 - Combined Arms (Collective)	Approved

OPFOR Task(s): None

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	805A-36A-6162	Inspect a Disbursing Office for Physical Security Compliance	805A - Financial Management (Individual)	Approved
	805A-36A-7003	Manage the Execution of Funds	805A - Financial Management (Individual)	Approved
	805A-36A-7007	Activate a Disbursing Activity	805A - Financial Management (Individual)	Approved
	805A-36A-7013	Establish a Bank on Base	805A - Financial Management (Individual)	Approved
	805A-36B-1002	Research Finance Regulations	805A - Financial Management (Individual)	Approved
	805A-36B-1011	Maintain Commitment Records and Obligation Records	805A - Financial Management (Individual)	Approved
	805A-36B-3023	Perform Disbursing Agent Functions	805A - Financial Management (Individual)	Approved
	805A-36B-4001	Conduct Central Funding	805A - Financial Management (Individual)	Approved
	805A-36B-4002	Safeguard Public Funds	805A - Financial Management (Individual)	Approved
	805A-36B-4006	Manage a Limited Depository Account	805A - Financial Management (Individual)	Approved

Supporting Drill(s): None

Supported AUTL/UJTL Task(s):

Task ID	Title
ART 4.2.2	Provide Financial Management Support

TADSS

TADSS ID	Title	Product Type	Quantity
No TADSS specified			

Equipment (LIN)

LIN	Nomenclature	Qty
70209N	Computer, Personal Workstation	1
70347N	FMTF Financial Management Tactical Platform	1

Materiel Items (NSN)

NSN	LIN	Title	Qty
No materiel items specified			

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. .

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination. Safety in performing tasks and within the work/task environment is everyone's responsibility. Supervisors and leaders must ensure a safe and healthful workplace by inspecting the area for hazards and promptly taking action as required to correct hazards. Leaders increase safety by ensuring that Soldiers and Army Civilians are trained and competent to perform their work safely, efficiently, and effectively. Counsel and take action as necessary with Soldiers or Army Civilians who fail to follow safety standards, rules and regulations, including the use of personal protective clothing and equipment, and seatbelts. Leaders should hold all personnel

accountable for accidents and property damage, occurring in operations under their direct supervision and control. (See AR 385-10, The Army Safety Program).