



DEPARTMENT OF THE ARMY  
U. S. ARMY SOLDIER SUPPORT INSTITUTE  
10000 HAMPTON PARKWAY  
FORT JACKSON, SOUTH CAROLINA 29207-7025

REPLY TO  
ATTENTION OF  
ATSG-CDI

11 July 2011

MEMORANDUM THRU

Chief, Concepts and Doctrine Division, Capabilities Development and Integration Directorate,  
U.S. Army Soldier Support Institute, 10000 Hampton Parkway, Fort Jackson, SC 29207  
Director, Capabilities Development and Integration Directorate, U.S. Army Soldier Support  
Institute, 10000 Hampton Parkway, Fort Jackson, SC 29207

FOR Commandant, Financial Management School, U.S. Army Soldier Support Institute, 10000  
Hampton Parkway, Fort Jackson, SC 29207

SUBJECT: 326<sup>th</sup> Financial Management Center (FMC) Reverse Collection and Analysis Team  
(R-CAAT) After Action Review

1. The Capabilities, Development and Integration Division (CDID), Lessons Learned Branch (L2B) hosted its first FMC R-CAAT on 6-7 July 2011. The R-CAAT process provides the Soldier Support Institute an opportunity to collect current Lessons Learned from a unit's recent deployment through Observations, Insights, and Lessons (OILs). This event brought the leadership of the 326<sup>th</sup> FMC out of Bell, California to the SSI in sharing their experiences from the unit's recent OIF deployment in support of Operation New Dawn. The Director, COL Arthur Turnier, was accompanied by his Deputy Director, Senior Financial Operations SGM, and Internal Control NCO to provide the complete picture of their rotation.

2. The agenda for the R-CAAT was as follows:

**6 JUL 11**

0830-0900	Meet & Greet (Office Call with DCG & COL Turnier)	
0900-1030	*326 <sup>th</sup> FMC Overview brief	COL Turnier
1030-1130	Doctrine Roundtable (Doctrine/TTP Overview)	MAJ Cintron Mrs. Luvenia Baker
1130-1300	Lunch	
1300-1400	FMS/Proponent	LTC Stafford LTC Fenner

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0800-0930	Force Design Roundtable (Structure Initiatives Overview)	Mr. Billy Pantoja
0930-1100	TDD Roundtable (Training and Education Overview)	Ms. Terry CPT Sanchez
1100-1130	L2 Out brief	CW3 Parada LTC Gosselin

3. The 326<sup>th</sup> FMC Director provided his mission overview brief (chaired by COL Devine) and participated in roundtable discussions with the following SSI Directorates: Concepts and Doctrine, FMS proponent, Force Design, Training and Development.

4. Some of the key notes collected by the Directorates were:

- The 326<sup>th</sup> FMC experienced several FM leaders not having the technical proficiency with Internal Control (IC) measures; a recommendation was given to TDD on applying an activity step within each “system” lesson plan that explains the specific importance of IC capabilities.
- Experienced relationship challenges establishing policy and procedures on FM operations with the TSC/ESC within Afghanistan; Commanders/leaders needed continual updates on how FM battlefield operations directly affect their organizations.
- FMC had a great relationship with the ARCENT C8 in order to establish a main point of entry for all financial management operations within theater.
- The 326<sup>th</sup> FMC stated their persistent involvement with the fragmentary order (FRAGO) process ensured all FM organizations on the battlefield were continually informed in order to adhere to theater-wide guidance.
- Director stated Commercial Vendor Services (CVS) Force Structure and Training should be a senior NCO and/or officer IOT manage high ranking leaders.
- CVS section must have an in depth knowledge and expertise on disbursing operations.
- IC NCO stated that units/Detachments need training on controls that are required for each section; current IC NCOs lack experience due to early promotion or current reclassification to 36B MOS.
- Some detachments denied 326<sup>th</sup> IC team observation during RIP/TOA with replacement unit.
- IC NCO stated need for training on reports to review and analyze inspection reports; SSI QA POC, proposed introducing IC considerations/TTPs into all lessons and handouts.

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- Senior Financial Operations SGM noted SSI instruction is headed in the right direction training leaders on cashiering, DAs, and DDS.
- During certification at Diamond Saber, units arrived unmotivated for training and officers prefer to focus on RM instead of FINOPS.
- Senior Financial Operations SGM stated some Soldiers DO NOT pay attention during classroom instruction (week 1); largely impacted STX (week 2) as remedial training was required.

5. The SSI's efforts in hosting HR and FM R-CAATs continues to be a successful facilitated process. The interaction between the unit and directorates offers necessary information in that both gather clear understandings of information that was collected and the ability to grasp each other's perspective. The hosted in-house R-CAAT allows an opportunity for the unit to gain a clear picture of the initiatives that are being worked within the SSI. The SSI will integrate the results of this RCAAT with previous SSI and SCoE RCAATs for validation and possible changes within DOTMLPF domains.

6. Point of contact for this memorandum is the undersigned, 803-751-8360.



LAWRENCE PARADA, JR.  
CW3, AG  
Chief, Lessons Learned Branch