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U1M151 - HARDY ALEJANDRO

Food is fuel for the Soldier. Providing nutritious and high quality subsistence to Soldiers is paramount to the Army's success and mission accomplishment on the battlefield. Field feeding directly affects the morale, combat effectiveness, and health of the combat Soldier. The objective of the Army Field Feeding System (AFFS) is to provide Soldiers the right meal at the right place at the right time. Achieving this objective is an ever-evolving challenge because of modular force packaging that supports brigade-centric operations. The Army tailors modular force compo-

nents based on the scope of the Army or joint mission. The modular Army force is faster, more agile and adaptive, multifunctional, lethal and capable of conducting full spectrum operations. Class I operations and field feeding systems must continue to evolve to ensure Army food service operations continue to serve as a ready and relevant force component. This Army tactics, techniques, and procedures (ATTP) provides field food service doctrine through methods, techniques, and procedures for providing subsistence to Soldiers during the full spectrum of military operations. Commanders, logistic staff planners, food advisors, Class I managers, food operations man-

agers, subsistence supply handlers, and food service specialists are the intended audience for this manual. Because no two missions are the same, personnel must adapt the doctrine in this manual to fit the needs of the given situation and mission. Since this manual was last published, the Army has conducted many combat and stability operations that have greatly affected the way Class I is provided to Soldiers. This manual incorporates these lessons learned. Where appropriate, this manual references other food service doctrinal publications, such as Army Regulation (AR) 30-22, Department of the Army (DA) Pamphlet 30-22, and field manual (FM) 10-23-2.

Army Food Program policy and operational procedures are also contained in these publications and should be used in conjunction with this manual to plan and conduct field food service and Class I operations during field training exercises, operational deployments, and contingency operations. Part one of this manual provides an in-depth overview of the AFFS, modular subsistence sustainment, personnel responsibilities, and Class I supply planning considerations. Part two of this manual discusses the Army family of rations and field kitchen equipment. Both areas continue to evolve based on current and future military operations. Part three of this manual provides guidance and operational procedures for field kitchen operations, Class I supply operations, and contingency operations (CONOPS). In the appendixes are several checklists that provide additional Class I supply and food service training, planning, and maintenance guidance. Commanders, logistical planners, subsistence supply managers, food advisors, food operation sergeants, and food service personnel should continue to provide feedback based on their les-

sons learned during operations on the content and operational procedures presented in this manual. Your input is vital to the continued evolution and success of the Army's Class I mission and to ensure that our Soldiers continue to be the best fed in the world. The proponent of this publication is United States Army Training and Doctrine Command (TRADOC). This FM applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR).

In light of the recent mobilizations associated with the war on terrorism and homeland security, GAO was asked to determine if controls used to pay mobilized Army Guard personnel provided assurance that such pays were accurate and timely. GAO's audit used a case study approach to focus on controls over three key areas: processes, people (human capital), and systems. The existing processes and controls used to provide pay and allowances to mobilized Army Guard personnel are so cumbersome and complex that neither DOD nor, more importantly, the mobilized Army Guard soldiers could be

reasonably assured of timely and accurate payroll payments. Weaknesses in these processes and controls resulted in over- and underpayments and late active duty payments and, in some cases, largely erroneous debt assessments to mobilized Army Guard personnel. The end result of these pay problems is to severely constrain DOD's ability to provide active duty pay to these personnel, many of whom were risking their lives in combat in Iraq and Afghanistan. In addition, these pay problems have had a profound financial impact on individual soldiers and their families. For example, many soldiers and their families were required to spend considerable time, sometimes while the soldiers were deployed in remote, combat environments overseas, seeking corrections to active duty pays and allowances. The pay process, involving potentially hundreds of DOD, Army, and Army Guard organizations and thousands of personnel, was not well understood or consistently applied with respect to determining (1) the actions required to make timely, accurate pays to mobilized soldiers, and (2) the organization responsible for taking the

required actions. With respect to human capital, we found weaknesses including (1) insufficient resources allocated to pay processing, (2) inadequate training related to existing policies and procedures, and (3) poor customer service. Several systems issues were also a significant factor impeding accurate and timely payroll payments to mobilized Army Guard soldiers, including (1) non-integrated systems, (2) limitations in system processing capabilities, and (3) ineffective system edits.

This exhaustive manual is an indispensable guide for advocates who help veterans and their families obtain benefits from the Department of Veterans Affairs. User-friendly, well-indexed, and packed with practical information, it includes sample forms and briefs, flowcharts, checklists, citations to legal authorities, and other documents designed to streamline the claims process and save you and your veteran client valuable time. Written by practicing lawyers at the National Veterans Legal Services Program, this manual contains valuable insight and analysis from a team of experts on the front line of veterans law.

Use their first-hand experience fighting for veterans' rights and their insider's view of the Department of Veterans Affairs to obtain the benefits your client earned. The Veterans Benefits Manual contains dozens of effective, battle-tested advocacy tips for veterans and advocates along with all the latest developments in veterans law. 2021-2022 Edition Editors: National Veterans Legal Services Program (NVLSP) Barton F. Stichman, Executive Director and co-founder of the National Veterans Legal Services Program Ronald B. Abrams, Special Counsel and Former Joint Executive Director of the National Veterans Legal Services Program Richard V. Spataro, Director of Training and Publications of the National Veterans Legal Services Program Stacy A. Tromble, Director of Court of Appeals for Veterans Claims Litigation of the National Veterans Legal Services Program The 2021-2022 edition of the Veterans Benefits Manual has been thoroughly updated with the important developments in veterans' law over the past year. The most significant new information in the recent edition of the Manual has been about the Veterans Appeals Improvement

and Modernization Act of 2017 (AMA), which took effect on February 19, 2019. There is updated information in the 2021-2022 edition of the Manual about how the new modernized review system has been operating in practice. Most of that information appears in Chapters 12, 13, and 16. Highlights of the other updates include advocacy essentials such as: New advice for deciding which options to pursue to overcome BVA decisions denying legacy claims and claims subject to the new AMA system (Sections 14.1.1 and 14.1.2); Discussion of the recent changes to VA policies and procedures due to the COVID-19 pandemic (throughout Manual); A new section about how the BVA conducts virtual hearings (Section 13.4.3); New sections explaining why thousands of Vietnam veterans and their survivors are now entitled to millions of dollars in additional retroactive compensation for Agent Orange-related diseases (Sections 8.10, 8.11); Discussion of the VA's revisions to the disability rating schedule for musculoskeletal conditions (Section 5.2.9); A new section discussing the enhanced hearing procedures adopted by the

Army Discharge Review Board and the thousands of Army veterans now entitled to have the Board reconsider their less than Honorable Discharges under more liberal review standards (Section 21.3.5); A new section about how military retirees become entitled to retroactive military retired pay as a direct result of a VA decision granting retroactive VA benefits (Section 8.12); Updated analysis of the rules governing entitlement to retroactive benefits based on service department records being added to the VA claims file after a final claim denial (Section 8.8.9); New guidance regarding entitlement to accrued benefits to reimburse individuals who bore the expense of a veteran's last illness or burial (Section 7.3.1.1.2); and Updates on eligibility for VA's Comprehensive Assistance for Family Caregivers and advocacy tips for those applying for monthly stipends (Section 10.13). Updated information about the duty to assist activities transferred from the Joint Services Records Research Center to the VA Records Research Center (Section 18.4); Advocacy tips for appealing BVA decisions that violate or improperly rely on pro-

visions of the VA Adjudication Procedures Manual M21-1 (Section 14.5.9); Discussion of the recent case law on extraschedular disability ratings and schedular ratings for ankylosis of joints (Sections 5.3 and 5.2.1.6); Field manual (FM) 3-04.120 serves as a doctrinal guide primarily intended for the Theater Airfield Operations Group (TAOG), Airfield Operations Battalion (AOB), and air traffic services (ATS) company commanders, subordinate leaders, and assigned personnel. It is applicable for use by the division, corps, Theater Aviation Command (TAC), Theater Support Command (TSC), as well as the Army aviation community including members of allied, coalition, special operations, and civil support forces requiring air traffic and airfield management support. It also assists Army branch schools and joint military services in teaching Army ATS operations. Army transformation and future force development of ATS will enable the tailoring of ATS capabilities as well as embedding an airfield management capability at theater airfields. This manual describes structure, mission, employment and sustainment of ATS units

supporting major combat, stability and civil support operations. It establishes responsibilities and duties of key personnel and discusses planning considerations required for training, operations, and combat. FM 3-04.120 is authoritative and prescriptive but is not inflexible. Situations in combat are resolved by the intelligent interpretation and application of this doctrine. Standardized ATS operations at division and theater level are necessary for the success of modularity, readiness, and effective maneuver support operations. This FM applies to the Active Army, the Army National Guard/Army National Guard of the United States, the United States Army Reserve, and the Army civilian employees of the transformation force unless otherwise stated. FM 3-04.120 builds on collective knowledge and experience gained through recent operations, exercises, and the deliberate process of informed reasoning. Its principles and fundamentals address new technologies and evolving responses to diverse threats. It will also assist Army branch schools in teaching ATS operations.

This manual, Field Manual

FM 1-06 Financial Management Operations April 2014, replaces the core functions of resource management (RM) and finance operations (FO) as terms. Financial Management integrates these core functions under one term. Army Financial Management is comprehensive in scope, from developing and analyzing funding requirements, distributing available funds, executing and maintaining controls and auditable records, and producing internal management and external accounting reports. This involves establishing a responsive and realistic requirements process, and inculcating a cost culture that incentivizes good stewardship. The key system enabler for accomplishing Army FM is the General Fund Enterprise Business System (GFEBS). GFEBS is the Army's integrated financial management system for funds distribution, execution and reporting. The system provides real-time visibility of transactions as well as historical data to enable better analyses and to make better informed decisions. GFEBS complies with statutory and regulatory requirements, enforces internal controls and is the Army's centerpiece for achieving unqualified

financial audit opinions. GFEBS is an Enterprise Resource Planning (ERP) system, and like all ERPs, results in the integration of related data, as well as changes to business processes. The FM mission includes support to stability operations such as providing FM support to host nation banking institutions, developing economic assessments for a theater of operations, and coordinating with unified action partners to implement the United States instrument of economic power. Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Field manual 1-06 makes numerous changes from the first version and now contains eight chapters, in which the financial management core competencies are described to reflect the broad reach of FM operations throughout the Army. These five core competencies are Fund the Force, Banking and Disbursing, Accounting Support and Cost Management, Pay Support and Management Internal Controls. Chapter 1 discusses

financial management mission, principles, and its core competencies. It describes the tactical, operational, and strategic level support and the organization responsibilities and relationships with unified action partners. The chapter articulates the different financial management staff elements and the organization structure including SRC-14 details. Chapter 2 provides an overview of core competency; fund the force. Appropriations and authorization process is described to include the different applicable legislative key terms, statutes and laws. Chapter 3 discusses the core competency banking and disbursing. A description of all aspects of banking support and disbursing support, to include the close relationship between the two is explained in the various sections of the chapter. Chapter 4 provides information about pay support as a core competency in relation to both active duty and reserve component pay. Chapter 5 contains information on accounting support and cost management as core competencies. It describes the stages of transactions at the strategic, operational, and tactical levels of accounting support. It also

describes the cost management process and its importance during every operation. Chapter 6 covers the operational art and planning and all aspects of the military decision making process in concern to financial management operations. Chapter 7 describes the management internal controls as a core competency and the responsibilities inherited during financial management operations. Chapter 8 discusses the information management aspects of financial management operations. It gives a description of the different automation systems in support of the mission. The Army believes that the U.S. will continue to be engaged in an era of persistent conflict -- a period of protracted confrontation among states, non-state, and individual actors increasingly willing to use violence to achieve their political and ideological ends. This manual is a revolutionary departure from past doctrine. Commanders will employ offensive, defensive, and civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. This ed.

will take us into the 21st century urban battlefields among the people without losing our capabilities to dominate the higher conventional end of the spectrum of conflict.

This manual serves as a planning and operations guide for all personnel involved in mortuary affairs (MA) within a theater of operations (TO). These personnel must ensure the MA mission is completed with available personnel and equipment. They must also know the types of problems they may face in performing the MA mission. This manual will assist in determining operational capabilities and limitations and help guide the allocation of resources to successfully complete the mission. This manual outlines existing doctrine and relates policy, procedures, and standards. This publication applies to the Active Army (AA), Army National Guard (ARNG)/Army National Guard of the United States, and United States Army Reserve (USAR) unless otherwise stated. It is designed for use as a guide to operations and procedures by commanders, supervisors, and planners. The use of Automated Information Systems (AIS) that are used

to execute business functions is common throughout the sustainment mission area. The specific automation requirements and functional software applications that will support MA operations for the total Army are under development. Automated systems include the Global Combat Support System (GCSS), Force XXI Battle Command Brigade and Below (FBCB2), Movement Tracking System (MTS), Battle Command Sustainment Support System (BCS3), the Defense Casualty Information Processing System (DCIPS), and other related AISs at all force levels. These automated systems will provide the automated means to fulfill the MA requirements given in this manual. This manual is a doctrinal guide to MA operations within an area of operations (AO) within a Joint TO. As such, it gives the mission and organization of the MA force structure. The manual also explains the role of the various levels of command in the TO. Command relationships between the different brigade combat teams (BCTs), the division, the corps, and the theater are current as of the publication date of this manual. This manual should be used in conjunction with JP 4-06

and AR 638-2. The Armed Forces are charged with defending the nation and its people. This extends to safeguarding the natural environment. Former Chief of Staff General Dennis Reimer has stated "Environment responsibility involves all of us." The environmental ethic must be part of how Soldiers live and train. By working together, the Armed Forces can forge a premiere environmental stewardship program. Protection of the environment, while providing tough, realistic training, is the key to ensuring the Army is trained and ready to fight present and future enemies. All leaders are expected to serve as the Army's environmental stewards and have a personal and professional responsibility to understand and support the Army's environmental program. Violations of environmental laws and regulations can lead to civil and criminal liability, as well as liability under the Uniform Code of Military Justice (UCMJ). Leaders should ensure that unit personnel are properly trained and equipped to achieve environmental legal compliance. Special consideration should be given to storing, handling, and transporting hazardous materials and

wastes that are inherent to the MA mission. Pollution-prevention techniques should be followed wherever possible. Such methods are preferred because they cost less than environmental cleanup and prevent adverse public opinion. Related publications are listed in the references section of this publication.

In light of the GAO Nov. 2003 report highlighting significant pay problems experienced by Army National Guard soldiers mobilized to active duty in support of the global war on terrorism & homeland security, GAO was asked to determine if controls used to pay mobilized Army Reserve soldiers provided assurance that such payments are accurate & timely. This audit used a case study approach to focus on controls over three key areas: processes, people (human capital), & automated systems. Includes testimony before the House Comm. on Gov't. Reform, Subcomm. on Gov't. Efficiency & Financial Mgmt., U.S. House of Rep., by Gregory Kutz, & Geoffrey Frank, Financial Mgmt. & Assurance, GAO; & John Ryan, Office of Special Investigations, GAO.

The purpose of this Personnel and Pay Services

Division (PPSD) User Manual is to provide the concept of operations and procedures required for the commander and his staff to organize and operate an element that consolidates personnel and pay functions in an effective manner. More specifically, this manual provides: (a) Organizational structure and functional responsibilities within a PPSD environment; (b) Operating procedures for a PPSD at the Army division, installation and corps level in support of Project COPPER (Consolidation of Military Pay and Personnel Functions; and (c) A basis for the development of revisions to existing regulatory and guidance documents.

The 2006 printing. This manual defines the role, operational requirements, mission tasks, battlefield functions, and command and control relationships of Infantry battalions organic to the Infantry Brigade Combat Team (IBCT). Users of this manual must understand the elements of doctrinal literature and their relationship to each other. The commonly used terms, tactics, techniques, and procedures are both interrelated and mutually supportive. However, each term has its own usage, level of detail, and place in the hi-

erarchy of doctrinal publications. FMs provide doctrine, tactics, and some techniques, while mission training plans (MTP) provide techniques and procedures. Procedures can also be found in publications such as unit standing operating procedures (SOP) and Soldiers' manuals as well as others. Tactics, techniques, and procedures, in that order, become more prescriptive and require less judgment as these elements are applied. This manual is provided for use by Infantry battalion commanders and staffs, company commanders, and special platoon leaders. The term Infantry unit, as used in this context throughout this manual, refers to all Infantry and Ranger units unless otherwise specified. Air assault and airborne mission trained units are organized as Infantry units and are not differentiated in this manual. This manual is also provided for use by instructors of US Army Infantry battalion operations. It provides the doctrine for Infantry battalions to use in combat training and combat. It establishes a common base of tactical knowledge from which specific solutions to battalion-level tactical problems can be developed. It is designed

to increase the effectiveness of battalion-level operations by providing doctrinal principles and selected battlefield-proven tactics, techniques, and procedures. While this manual is primarily written for US Army Infantry units, it is also a source of information for other branches of the US Army and US military, and for multinational forces while working in a joint environment. It applies to the Active Army, the Army National Guard (ARNG), the National Guard of the United States (ARNGUS), and the US Army Reserve (USAR), unless otherwise stated.

The Department of Defense and the Army has been aware of million dollar pay problems associated with the Army National Guard (ARNG) and Reserve pay system ever since their role in Operation Desert Storm. These pay problems associated with the ARNG and Reserve pay system have exponentially grown ever since their increased role since 9/11. These million dollar pay discrepancies continue to this date and the Army has not been able to fix the problem. The culprit is an outdated system, namely the Defense Joint Military Pay System-Reserve Compo-

nent (DJMS-RC), which does not link personnel actions with pay. As a result, the current pay processes system and controls include error-prone manual transaction entries into multiple non-integrated systems that result in numerous over and under payments and late payments to mobilized ARNG Soldiers. In an attempt to correct the deficiencies in pay, the Army thus far has not been able to introduce the Defense Integrated Military Human Resources System (DIMHRS) successfully. This study exposes discrepancies between regulations and actual practices in the mobilization pay process of the ARNG that increase the likelihood of problems associated with pay. Additionally, this research explores ways that the ARNG can reduce pay problems with its current pay system and quality assurance mechanisms in place.

Field Manual (FM) 3-39 describes the operational doctrine of the Military Police Corps Regiment. The manual is linked to joint and Army doctrine to ensure that it is useful for joint and Army. Other military police FMs will be based on the foundations established in this manual and will be synchronized

with their respective joint and Army publications. To comprehend the doctrine contained in this manual, readers must first understand the nature of unified land operations as described in Army Doctrine Publication (ADP) 3-0 and Army Doctrine Reference Publication (ADRP) 3-0. Readers of this manual must also fully understand the fundamentals of the operations process found in ADP 5-0 and ADRP 5-0, the principles of mission command as described in ADP 6-0 and ADRP 6-0, and the protection principles discussed in ADP 3-37 and ADRP 3-37. The principal audience for this manual is all commanders and staff elements at all echelons and military police personnel who are tasked with planning, directing, and executing military police missions. Training developers and educators throughout the Army will also use this manual. Commanders, staffs, and subordinates will ensure that their decisions and actions comply with applicable U.S., international, and (in some cases) host nation laws and regulations. Commanders at all levels will ensure that Soldiers operate according to the law of war and the rules of engagement (see FM 27-10). FM

3-39 uses joint terms where applicable. Selected joint and Army terms and definitions appear in the glossary and the text. Terms for which this manual is the proponent (the authority) are marked with an asterisk (*) in the glossary. Definitions for which this manual is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. FM 3-39 applies to the Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve unless otherwise stated. The proponent for this manual is the U.S. Army Maneuver Support Center of Excellence (MS-CoE), and the preparing agency is the U.S. Army Military Police School (USAMPS).

"The Army physician assistant (PA) has an important role throughout Army medicine. This handbook will describe the myriad positions and organizations in which PAs play leadership roles in management and patient care. Chapters also cover PA education, certification, continuing training, and career progression.

Topics include the Interservice PA Program, assignments at the White House and the Old Guard (3d US Infantry Regiment), and roles in research and recruiting, as well as the PA's role in emergency medicine, aeromedical evacuation, clinical care, surgery, and occupational health."--Amazon.com viewed Oct. 29, 2020. Army forces conduct full spectrum operations within operational environments characterized by complexity, uncertainty, and continuous change. In operations, commanders face thinking and adaptive enemies, changing civilian perceptions and differing agendas of various organizations in an operational area. Commanders can never predict with certainty how enemies or civilians will act and react or how events may develop. Success in operations requires leaders to build, maintain, and revise their situational understanding throughout an operation. Leaders must anticipate, learn, adapt, and manage transitions more effectively than their opponents. This manual describes how commanders—supported by their staffs, subordinate commanders, and other military and civilian partners—exercise com-

mand and control during the conduct of full spectrum operations. The operations process consists of the major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the progress of an operation. Battle command is at the center of the operations process. The six chapters and its associated ten appendices of this edition of field manual (FM) 5-0, *The Operations Process*, constitute the Army's view on planning, preparing, executing, and assessing operations. Together with FM 6-0, *Mission Command: Command and Control of Army Forces*, this manual provides the Army with a common philosophy and language for the exercise of command and control throughout the conduct of operations. This version of FM 5-0 increases the scope of the manual over previous versions from strictly a manual on planning and orders production to a manual that addresses all activities of the operations process. It describes how commanders, with support from their staffs, drive the operations process through battle command—the art and science of understanding, vi-

sualizing, describing, directing, leading, and assessing operations to accomplish missions. This change intends to better describe the dynamic relationship among the commander, staff, subordinate commanders and their staffs, and other military and civilian partners throughout the operations process—not just planning. In addition, FM 5-0 incorporates design within the operations process. Design is an approach to critical and creative thinking that assists commanders in understanding, visualizing, and describing complex problems and developing approaches to manage or solve them. To comprehend the doctrine contained in FM 5-0, readers must first understand the fundamentals of full spectrum operations described in FM 3-0, *Operations*. In addition, readers must be familiar with FM 3-90, *Tactics*, FM 3-07, *Stability Operations*, and JP 3-28, *Civil Support*. They must understand how offensive, defensive, and stability or civil support operations complement each other. Readers must also understand the fundamentals of command and control addressed in FM 6-0 and the fundamentals of leadership addressed in FM 6-22, *Army Leader-*

ship. This manual applies to all Army forces. The principal audience for this manual is Army commanders and unit staffs (officers, noncommissioned officers, and Soldiers). Commanders and staffs of Army headquarters serving as a joint task force or a multinational headquarters should also refer to applicable joint or multinational doctrine for the exercise of command and control. Trainers and educators throughout the Army also use this manual. FM 5-0 applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

FM 1-06 is the Army's keystone manual for Financial Management (FM). Its purpose is to provide the authoritative doctrine on how FM supports the full spectrum of operations as a component of the theater sustainment warfighting function. The intent of this manual is to describe how FM complements combat power, supports strategic and operational reach, and enables endurance. This manual provides the foundation of FM doctrine, organizations, training, materiel, leadership and education, per-

sonnel, and facilities development to support the modular Army, and establishes how FM operations are integrated and synchronized into the overall operations process - plan, prepare, execute and assess. PREFACE * INTRODUCTION * Chapter 1 * FINANCIAL MANAGEMENT OPERATIONS * Section I - Financial Management Mission and Purpose * Principles of Financial Management * Financial Management Core Competencies * Section II - Financial Management and the Sustainment Warfighting Function * Financial Management and the Elements of Combat Power * The Fiscal Triad * Financial Management Support to Force Projection * Section III - Army Financial Management with Interorganizational Partners (Joint, Multinational, Intergovernmental, Interagency, and Nongovernmental) * Section IV - Financial Management Support to Stability Operations * Financial Management Supporting Tasks * Section V - Financial Management Organizations, Responsibilities and Organizational Relationships * Strategic Financial Management * Operational Financial Management * Tactical Financial Management * Brigade Level Financial Management * Chapter 2 * FUND THE FORCE * Section I - Appropriations/Authorization Process * Administrative Control and Distribution of Funds * Basic Appropriations That Fund the Army * The Legislative Proposal Process in Support of Contingency Operations * Section II - Fiscal Law * Basic Tenets of Fiscal Law. * Anti-Deficiency Act (ADA) * Section III - Resource Management Support * Resource Management Support to Stability Operations * Funding Contingency Operations Strategic Resource Management * Operational Resource Management * Tactical Resource Management * Chapter 3 * BANKING AND DISBURSING SUPPORT * Section I - Banking Support * Banking and Host Nation Support * Cash Management * Economic Impact * Section II - Disbursing Operations * Cash Verification * Reporting and Analysis * Irregularities in Disbursing Officer Accounts * Managing a Limited Depository Account * Transfer of Accountability (Settlement) * Types of Disbursing Support * Special Payments * Miscellaneous Disbursing Support * Disbursing Roles * Chapter 4 * PAY SUPPORT * Section I - Active Duty Pay * Key FM Reports * Separation of Duties * Section II - Reserve Component Pay * Mobilization/De-mobilization * Section III - Case Management System * Types of CMS Cases * Chapter 5 * ACCOUNTING SUPPORT AND COST MANAGEMENT * Section I - Accounting Support * Stages of a Transaction . Obligation Management * Strategic Level Accounting Support * Operational Level Accounting Support * Tactical Level Accounting Support * General Fund Enterprise Business Systems (GFEBS) * Section II - Cost Management Support * Cost Culture * Cost Management Support * The Cost Management Process * Cost Management Concepts * Full Cost * Cost Management During Contingency Operations * Cost Estimates for Contingency Operations * Contingency Cost Reporting * Cost Collection * Chapter 6 * PLANNING AND OPERATIONS * Chapter 7 * MANAGEMENT INTERNAL CONTROLS

This Army Techniques Publication (ATP) provides doctrinal guidance and procedures required for personnel who are appointed to perform duties as pay agents (PAs) and field ordering officers (FOOs). ATP 1-06.1 has five chapters and one appendix. Chapter 1 de-

scribes participants in the micro-purchase process and provides an overview of this process. This chapter allows the FOO/PA team to understand their interaction with other members, where they belong in the process, why their duties are unique, and when in the process they will execute their duties. Chapter 2 outlines the duties and responsibilities that are specific to the FOOs position and provides select excerpts from the Army Federal Acquisition Regulation Supplement (AFARS). Chapter 3 provides specific procedures required of the FOO during a purchase. Chapters 4 and 5 provide the same type of information required of the PA in accordance with (IAW) the DoD 7000.14-R, Department of Defense Financial Management Regulations (FMRs), Volume 5. The appendix provides sample forms and documents that visually assist the FOO/PA team in completing required documentation. ATP 1-06.1 was developed to expand on FM 1-06, Financial Management Operations, Chapter 3, Banking and Disbursing. It also expands on the previously published Center for Army Lessons Learned (CALL) Handbook 09-16, Field Ordering Officer and Paying

Agent Handbook (July 2009) and CALL Handbook 10-39, Unit Commander's Guide to Paying Agents Handbook (April 2010). ATP 1-06.1 applies to all Army components across the operating and generating force, and during all levels of military operations. The proponent for this manual is the U.S. Army Training and Doctrine Command (TRADOC) and the preparing agent is the U.S. Army Soldier Support Institute (SSI). The current Army structure combined with the increased demands of full spectrum operations has placed an enormous demand on the Army's logistics capabilities. In response to this, commanders have increasingly needed to employ other means of acquiring goods or services necessary for accomplishment of the mission. One of these means is through the use of a FOO/PA team that facilitates the micro-purchase process. Since the American Revolution, vendors have been part of the battlefield in some form or another. General George Washington used civilian wagon drivers to haul military supplies. Vendors supported military operations during the American Civil War, both World Wars, the

Vietnam War, and the Persian Gulf War. Over time, vendor support evolved from an ad hoc, add-on capability to an essential, vital part of force projection capability. The Army relies on contracts for equipment, supplies, and services. Most contracts are not million or multi-million-dollar programs that receive multiple levels of review; they are usually small micro-purchases that units use to meet one-time, immediate needs. The basic standards of ethics and business practices for large programs also apply to micro-purchases. Successful operational contract support (OCS) requires all personnel involved in the process to not only understand their specific role in the process, but to be familiar with the specific rules, policies, and procedures required in the execution of their duties and responsibilities. This includes custody and proper disposition of government funds entrusted to them. Unit commanders establish and use FOOs and PAs to make over-the-counter purchases in amounts up to the micro-purchase threshold. The FOO/PA team provides the unit commander with the ability to make local purchases quickly and directly to

support the unit commander's mission. As such, unit commanders will se-

lect highly capable individuals for duty as FOOs and PAs and will ensure other duties assigned to a FOO

or PA do not conflict with or delay the performance of their appointed duties.