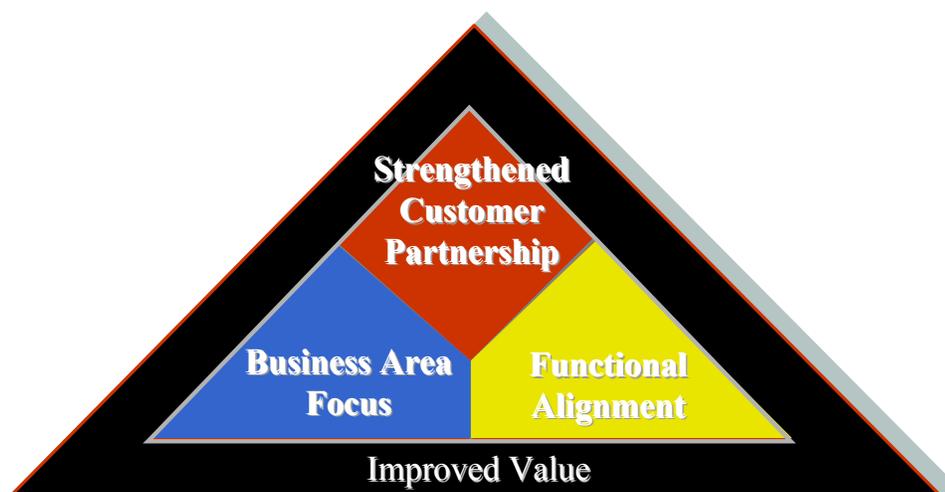




DFAS

Organization, Missions, and Functions Guidebook



Your Financial Partner @ Work

Version 1.3
February 2002

Preface

This Guidebook outlines the organization, mission, and functions of the Defense Finance and Accounting Service (DFAS). This version [Version 1.3] updates Version 1.2, dated October 25, 2000. The DFAS Business Evolution (DBE) Plan outlines steps to strengthen our customer relationships and streamline our business processes as we provide “best value” services to our soldiers, sailors, airmen, and marines. It adjusts internal DFAS executive responsibilities and relationships to better focus on customer needs and more clearly identifies access to and accountability for each DFAS service. DBE is accomplished within an environment of innovation and professional service growth for each DFAS employee.

This Guidebook will evolve as we update the DFAS strategic and business plans. Each business line and support service executive will develop and implement supporting strategic and business plans that continually evaluate and improve our business practices. Evolving missions, functions and guidance will be reflected in this guidebook, which is available for reference at <https://infoweb.dfas.mil/dbe/>.

Each DFAS Headquarters, Business Line, and Support Service Director is responsible for providing current changes to the Director, Administrative Services [Office Symbol DFAS-DN/IN], who is responsible for maintaining this guidebook. Changes may be faxed to 317-510-2268, Attn: DBE Guidebook Change.

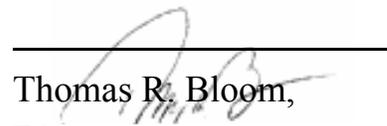

Thomas R. Bloom,
Director

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1. INTRODUCTION

1.1 *Authority*

Pursuant to the authority vested in the Secretary of Defense under Title 10, United States Code, the Defense Finance and Accounting Service (DFAS) was established on January 16, 1991. The Director, DFAS reports to the Deputy Under Secretary of Defense (Comptroller). The Director serves as the principal staff assistant and advisor on DoD finance and accounting requirements, systems, and functions for DoD Components and provides finance and accounting services during times of peace and conflict. DFAS is responsible for the following functions:

- Provides finance and accounting requirements, systems, and functions for all appropriated, nonappropriated, working capital, revolving, and trust fund activities, including security assistance.
- Establishes and enforces requirements, principles, standards, systems, procedures and practices necessary to comply with finance and accounting statutory and regulatory requirements applicable to DoD.
- Provides accounting and reporting services for all levels of DoD for appropriated, nonappropriated, revolving, and trust funds. Pays military members, civilian employees, military retirees, and annuitants. Collects and disburses DoD funds, including contract, vendor, security assistance, transportation, and travel payments. Manages the DoD travel card program.
- Responsible for oversight, control, and management of the DoD Overseas Military Banking Program and for the programs and procedures governing banks and credit unions on DoD installations worldwide.
- Directs the consolidation, standardization, and integration of finance and accounting requirements, functions, procedures, operations, and systems within DoD and ensures their proper relationship with other DoD functional areas (e.g., budget, personnel, logistics, acquisition, civil engineering, etc.).
- Provides advice and recommendations to the USD(C) on finance and accounting matters.
- Approves the establishment or maintenance of finance and accounting activities independent of DFAS.
- Supports the development, issuance, and maintenance of DoD 7220.9-M, Financial Management Manual, consistent with governing statutes, regulations, and policies.

1.2 *Mission*

The DFAS mission statement, which summarizes this authority, is to: ***“Provide responsive, professional finance and accounting services for the people who defend America.”***

1.3 *Vision*

In support of this mission, the leadership and employees of the DFAS community have adopted a vision to be the:

- World-class Provider of Finance and Accounting Services.
- One Organization, One Identity.
- Trusted, Innovative Financial Partner.
- Employer of Choice, Providing a Progressive and Professional Work Environment.

1.4 Goals:

DFAS has established the following major goals toward realization of this vision:

- World-class Provider of Finance and Accounting Services.
 - Fully satisfy customer requirements and aggressively resolve problems to deliver best value services.
 - Use performance metrics to drive best business practices and achieve high quality results.
 - Optimize the mix of our military, civilian, and contractor workforce to achieve competitive advantage.
- One Organization, One Identity.
 - Ensure everyone is working toward the same vision and can connect what they are doing to make the vision a reality.
- Trusted, Innovative Financial Partner.
 - Establish consultative relationships with leaders.
 - Deliver business intelligence to drive better decisions.
- Employer of Choice, Providing a Progressive and Professional Work Environment.
 - Embrace continuous learning for our workforce to ensure critical, high quality skill sets.
 - Develop the next generation of DFAS leadership.

1.5 Strategic Plan

The Strategic Plan is an integral part of what is done at DFAS everyday. Our DFAS strategy includes four areas: customers, quality, systems and processes, and people. With the strategy clearly in mind and present at every operational level, DFAS continues to strengthen customer partnerships, improve quality, and reduce costs. DFAS will look for innovative solutions to maximize the potential of technology to meet customers' needs. DFAS strives to be a world-class organization by measuring itself against others in the industry. It is through the continued commitment to strong partnerships, highest quality, operational effectiveness and a skilled workforce that DFAS will achieve its vision and provide world-class, cost-effective services for its customers.

1.6 Balanced Scorecard

DFAS is a strategy-based organization and we are using the Balanced Scorecard as a tool to measure our progress in meeting our strategy. The Balanced Scorecard provides a consistent view of organizational performance and enables DFAS to measure the most pertinent areas supporting the mission and vision of DFAS. The first step in designing and rolling out the Balanced Scorecard was to understand and identify the four broad areas, or perspectives, to be measured: Customer, Financial, Internal Business Processes, and Growth and Learning. At the same time, feedback mechanisms were established to ensure progress in these areas and alignment to DFAS strategy.

1.7 Structure

Since activation in 1991 through September 2000, DFAS consolidated operations from an initial 338 field organizations acquired from the Defense Components to 7 DFAS major field organizations and 19 DFAS minor field organizations. These locations were managed by a Headquarters located in Arlington, Virginia, with major field organizations reporting directly to the Headquarters, and minor field organizations reporting to their designated major field organization. DFAS was generally structured to support Army, Marine Corps, Navy, Air Force and Defense Agencies via major/minor field organization networks. Effective October 2000, DFAS shifted from a Service oriented geographical focus to a business line focus to better serve

customers and be competitive. This change benefits customers by: (1) focusing DFAS executive talent on each individual customer's needs; (2) identifying clear accountability for each DFAS business service; and (3) improving the "value" of business services provided. To meet defined corporate goals, DFAS must continually improve business practices within each of three major business lines (Accounting Services, Military and Civilian Pay Services, Commercial Pay Services) and improve corporate support services (e.g., Corporate Resources, Technology Services).

1.8 Scope

This guidebook documents the principal organizational components that collectively accomplish the DFAS mission, including their individual missions, functions, and organization structures. Section 2 defines the DFAS concept of operations and functions/concepts common to all DFAS organizational elements. Section 3 details the mission, function and organization of each DFAS business line. Section 4 details the mission, function, and organization of each DFAS support service. Section 5 identifies each DFAS geographic location and identifies elements of each business line or support service resident each location.

Note that throughout the remainder of this guidebook the term *client* is used to refer to the organizational element with which DFAS establishes a formal agreement regarding the delivery of services. The term *customer* is used to identify the individual(s) and/or organizational elements that actually receive the service. Since organizations can be both clients and customers, the term *client/customer* is used in instances where a distinction is not made. *Client* and *customer* are further addressed in Section 2.

In addition to the main body, this guideline contains seven Appendices and eleven Annexes:

- Appendix A lists relevant acronyms.
- Appendix B details the Client/Customer interface.
- Appendix C documents business office functions and support service relationships.
- Appendix D documents Office Symbol rules utilized throughout the Agency.
- Appendix E summarizes approximate staffing by site.
- Appendix F contains DFAS Field Locations and Senior Site Representatives.
- Appendix G contains DMPO Locations and Senior Site Representatives.
- Each Annex contains organization charts for specified elements (headquarters, business lines, support services, or DFAS field organizations).

2. OPERATIONAL CONCEPT AND MANAGEMENT STRUCTURE

2.1 Concept of Operations

The DFAS concept of operations strengthens client/customer relationships, supports continuous improvement and standardization of business processes, and provides a framework for provision of “best value” services in comparison to similar services provided by other government and private sector organizations. The Client/Customer Interface process is formalized, integrating activities at multiple levels. It is organized around business lines – thereby focusing management activity on delivery of products and services. Support services are centralized and streamlined.

Figure 2.1 depicts the DFAS concept of operations. DFAS provides financial services to a broad range of clients/customers throughout DoD. DFAS interacts with those organizations through a well-defined

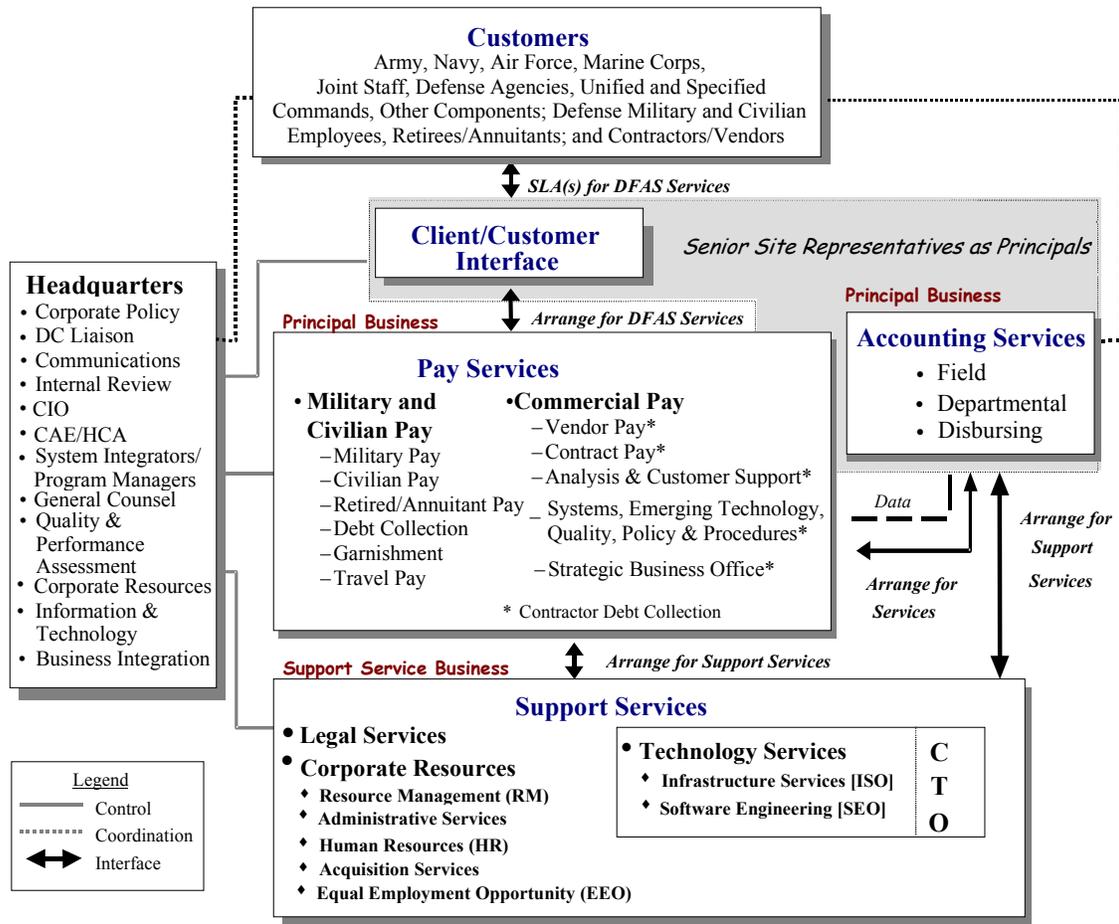


Figure 2.1 DFAS Concept of Operations

Client/Customer Interface process. The principal business lines provide financial services to customers. The Accounting Services Business Line, composed of Field Accounting, Departmental Accounting, and Disbursing Product Lines, is located in close proximity to customers at DFAS field organizations. The Military and Civilian (M&C) Pay Services Business Line includes Military Pay, Civilian Pay, Retired/Annuitant Pay, Debt Collection, Garnishment, and Travel Pay Product Lines. The Commercial Pay Services Business Line includes the Contract Pay and Vendor Pay Product Lines.

Support Services include Technology Services Organization, Legal Services, and Corporate Resources with sub-elements: Resource Management (RM), Administrative Services, Human Resources (HR), Acquisition Services, and Equal Employment Opportunity (EEO). Each Support Service is centrally managed, operates like a business, and is shared across DFAS. Support Services costs are allocated across Business Lines/Product Lines. Service Level Agreements (SLAs) are established between Business Lines/Product Lines and Support Services and among Support Services.

2.2 Client/Customer Interface

The Client/Customer Interface focuses on client/customer interactions, providing a mechanism (i.e., process, roles, and responsibilities) that enables DFAS to present one face to the client/customer for all organizational level transactions or negotiations. Client Interface strategies can be found at <https://infoweb.dfas.mil/db/>. The Client/Customer Interface provides clear points of entry into DFAS for organizational needs. Fundamental to the Client/Customer Interface concept are Client Executive (CE), Client Service Executive (CSE), and Client Development Executive (CDE) roles and appointment of senior DFAS personnel to those roles. The term client (versus customer) is incorporated in the CE, CSE, and CDE titles because DFAS executives interact with clients' organizations to arrange for services, address major issues, discuss new requirements, etc.

Client Executive (CE) – accountable for the client relationship within a single business line and across all business lines and product lines. Typically, a client receives services from several DFAS business lines. The CE for that client addresses any issues the client raises that are not addressed within the delivery mechanism of the business line/product line. A CE is responsible for client/customer satisfaction, new business initiatives, client loyalty, and for achieving the performance requirements specified within a SLA with the client. A single CE can have more than one client. Every DFAS client has a CE. The CE is “empowered” to work with any DFAS entity to resolve customer issues. Each business area executive is responsible for moving to single business practices within each product line to replace multiple incompatible practices.

Client Service Executive (CSE) – accountable to the client and the client's respective CE for delivery of the service to the client for a single business line/product line and for collaborating on client relationship expansion and service excellence. The CSE receives resources from a business line executive to deliver service to the client and customers.

Client Development Executive (CDE) – accountable for collaborating with CEs and potential clients to identify and develop new opportunities, growing business with existing clients and taking the lead for new client situations.

The CE, CSEs, and CDEs work as a team to ensure client/customer needs are satisfied, expectations are managed, and issues are addressed before they turn into problems. Appendix B provides definitions, concepts, missions and functions, and responsibilities for the Client/Customer interface.

2.3 Business Line/Product Line Executives

A Business Line Executive (BLE) is responsible for the overall business line (i.e., Accounting, Military and Civilian Pay Services, and Commercial Pay Services). A Product Line Executive (PLE) is responsible for a product line (e.g., Military Pay, Contract Pay, Disbursing) within a business line.

BLEs/PLEs focus on production and innovation in their product lines, specify requests for support services and have a strong influence on support service goals, budgets, and performance metrics. Support service executives are not autonomous, but are required to benchmark their services and satisfy goals, budgets, and performance metrics previously agreed upon.

Each Business Line and Support Service is responsible for FMFIA requirement compliance within their product lines or services and for end-to-end interfaces with other business areas and/or support services.

DFAS current Business and Product Line Executives include:

Accounting Services

BLE: **Mr. Lee Krushinski**/DFAS Cleveland

Accounting Service Networks:

Deputy BLEs:

Accounting Services – Army

DBLE: **Mr. Steve Bonta**/DFAS Indianapolis

Sustaining Forces*

Accounting Services – Army

DBLE: **Mr. Pat Shine**/DFAS Indianapolis

Operating Forces

Accounting Services – Navy

DBLE: **Mr. Lee Krushinski**/DFAS Cleveland

Accounting Services – Marine Corps

DBLE: **Mr. Greg Bitz**/DFAS Kansas City

Accounting Services – Air Force

DBLE: **Mr. Zack Gaddy**/DFAS Denver

Accounting Services – Defense

DBLE: **Ms. Nancy Zmyslinski**/DFAS Columbus

Agencies

*Includes some Defense Agencies

- Departmental Accounting PLE: At Accounting Network Field Organizations
- Field Accounting PLE: At Accounting Network Field Organizations
- Disbursing PLE: At Accounting Network Field Organizations

Military and Civilian Pay Services

BLE: **Mr. Steve Turner**/DFAS Kansas City

- Military Pay
- Civilian Pay
- Retired Pay
- Annuitant Pay
- Debt and Claims Management (Individuals)
- Garnishments
- Travel Pay

PLE: **Vacant**/DFAS Cleveland

PLE: **Mr. George Grimstad**/DFAS Denver

PLE: **Mr. Don Lisenby**/DFAS Kansas City

PLE: **Mr. Don Lisenby**/DFAS Kansas City

PLE: **Mr. Robert Ledford**/DFAS Denver

PLE: **Mr. Rod Winn**/DFAS Cleveland

PLE: Analysis – **Mr. Steve Turner**/DFAS Kansas City
Operations – **Dr. John Medley**/DFAS Indianapolis

Commercial Pay Services

BLE: **Ms. JoAnn Boutelle**/DFAS Columbus

- Vendor Pay
- Contract Pay

DBLE: **Mr. Steve Worton** /DFAS Columbus

PLE: **Mr. Al Runnels**/DFAS Columbus

PLE: **Ms. Martha Stearns**/DFAS Columbus

2.4 DFAS Headquarters

DFAS Headquarters, located at DFAS Arlington, is responsible for overall corporate direction, control, and oversight essential to accomplish assigned missions, programs, plans, and projects. This includes developing and promulgating corporate policy and monitoring compliance. DFAS Headquarters develops Agency strategic plans and performance contracts and provides support to business, product line, and support service executives. It interacts with other DoD and Federal Government organizations, oversees internal review of business operations, and monitors compliance with DoD/Federal legislation, regulations, and guidance.

Finally, DFAS Headquarters performs the role of system integrator/program manager for DFAS systems and conducts other top-level oversight activities. The Headquarters organization structure is depicted at Annex A. Headquarters components and their functions are:

2.4.1 Director's Office: Mr. Thomas R. Bloom, Director; Rear Admiral Mark A. Young, Deputy Director

Includes the Director [Office Symbol D] who serves as the Chief Executive Officer of the Agency; the Deputy Director [Office Symbol DD] who serves as the Chief Operating Officer of the Agency; and the following support elements:

- **Military Assistant [Office Symbol DZ]: Colonel Gregg Hill.**
Serves as the Senior Military Advisor to the Director in the absence of a general/flag officer assigned to DFAS.
- **Chief of Staff [Office Symbol DD]: Ms. Robin Needleman.**
- **Director, Internal Review [Office Symbol DDI]: Mr. James J. Cornell.**
Provides Agency-wide responsive, professional and objective information and advice to enhance DFAS stewardship over DoD resources. This includes the Internal Review Program, Operational Review Program, Investigative Efforts, and System Development Auditing.
- **Director, Corporate Communications [Office Symbol DDC]: Ms. Claudia Bogard.**
Provides Agency-wide professional internal and external communications services, including public affairs and marketing DFAS as “Your financial partner @ work”.
- **Director, Defense Integrated Military Human Resources System (DIMHRS) [Office Symbol DDM]: Mr. Edward Grysavage.**
The DIMHRS (Personnel/Pay), [DIMHRS (PERS/PAY)], will be an integrated, automated personnel and pay system supporting the Army, Navy, Air Force, and Marine Corps. It will standardize military pay processing and support related DoD management and accounting information needs through the DFAS corporate database. The DIMHRS Pay Program is responsible for the design and development of the pay module for the DIMHRS (PERS/PAY) initiative.
- **Business Integration Executive (BIE) [Office Symbol DDI]: Mr. Edward Grysavage.**
The BIE ensures that an organization maximizes the value it achieves through one of its most important aspects - knowledge. Responsible for the overall Agency policy for administration, coordination, supervision and performance of knowledge management. Develops an overall framework that guides knowledge management by actively promoting the knowledge agenda within and beyond the Agency, oversees the development of the knowledge information technology infrastructure, "hard" as well as "soft", and implementing/facilitating change management within the organization. Acts as a consultant to the Director and a change agent with strategic business focus, to generate creative solutions to Agency issues and concerns that are in keeping with the overall Agency mission, vision and goals.

2.4.2 Director, Quality and Performance Assessment [Office Symbol DDQ]: Mr. Michael Dugan

Develops, promulgates and facilitates improvement in quality of DFAS products and services. Provides a framework for oversight of DFAS quality through the development of a corporate quality index that integrates Baldrige Assessment and the Organizational Assessment Survey, Balanced Scorecard, and Performance Measurement Indicators. Trains and mentors DFAS executives and managers in assessment

and improvement models including the Baldrige Self-Assessment. Establishes standard methodologies to examine the cost of poor quality and resolve long standing quality issues. Facilitates the development of specific projects to attack the root causes for costly or poor quality practices and procedures. Encourages and sponsors innovation by emphasizing customer expectations in application of improvement projects. Researches and publicizes Quality Best Practices such as Six Sigma and Reengineering to improve the capability of managers throughout DFAS to resolve quality and cost issues. Acts as clearinghouse to publish successes implemented by managers.

2.4.3 Director, Finance [Office Symbol DF]: Mr. Jerry S. Hinton.

Responsible for DoD finance policy and staff oversight. Manages the DoD travel card program and the DoD Overseas Military Banking Program along with the programs and procedures governing banks and credit unions on DoD installations worldwide. Plans, formulates, develops and promulgates finance principles, standards, and policy for civilian pay, military pay, contract pay, vendor pay, travel pay, and debt management. Responsibility includes reviewing, analyzing, and interpreting United States law, legal decisions, and other DoD and federal government regulations. Administers and publishes selected DoD Financial Management Regulation volumes

2.4.4 Director, Accounting [Office Symbol DA]: Mr. Robert P. McNamara.

Responsible for policy and staff oversight of accounting and disbursing requirements, systems, and operations at the field and departmental levels for all appropriated funds, revolving funds (including working capital funds (WCF)), trust revolving funds, and trust fund activities, including foreign military sales (FMS) and applicable non-appropriated funds (NAF). Develops business solutions to support customer requirements. Develops accounting procedures to implement the Federal Accounting Process and Standards, including compliance with the Chief Financial Officers Act (CFOA).

2.4.5 Director, Information and Technology [Office Symbol DT]: Ms. Audrey Y. Davis.

Develops, promulgates and oversees Information Management plans and policies. Facilitates development and maintenance of Agency operational, technical, infrastructure systems and application systems architectures, including evolution of the DFAS Corporate Information Infrastructure (DCII). Oversees provisioning of telecommunications, computing, and software engineering services to support Agency missions. Manages the Agency information assurance programs and provides component data administration services. Serves as Agency Chief Information Officer (CIO) responsible for ensuring Agency compliance with the provisions of the Information Technology Management Reform Act of 1996. Serves as Agency Critical Infrastructure Assurance Officer (CIAO) responsible for ensuring critical infrastructure risks are assessed and mitigated across the Agency.

2.4.6 Director, Systems Integration [Office Symbol DS]: Ms. Kathleen Noe

Provides management and oversight of chartered acquisition programs. Manages the life cycle of automated application systems, corporate data bases, and warehouses/data marts through deployment, in support of the DFAS mission. Serves as DFAS Corporate Information Infrastructure (DCII) Applications Systems Architect. Ensures application of proper program management discipline to all chartered programs and oversees training and certification of Agency program managers. Directs or oversees independent testing and certification for Agency automated information systems.

2.4.7 Director, Corporate Resources [Office Symbol DR]: Ms. Susan J. Grant

Responsible for policy, staff and program oversight of five essential Support Service organizations which are Resource Management, Administrative Services, Human Resources, Acquisition Services, and Equal Employment Opportunity. Corporate Resources Support Services are essential to all DFAS Business and Product Line operations. Each Corporate Resources Support Service is accountable for all aspects of

performance, including customer service satisfaction, meeting contract performance and cost goals or related sub-goals upon which a Business Line or Product Line is dependent. Corporate Resources Support Services utilize best business practices and are constantly evolving to provide better services needed by our customers.

- **Director, Resource Management [Office Symbol DC]: Mr. Kenneth F. Johnson.** Serves as the DFAS Chief Financial Officer (CFO). Advises on matters pertaining to resource management, including programming, budget formulation, presentation, execution, workforce management, strategic planning, and performance measurement and assessment. Oversees operation of Resource Management Services.
- **Director, Administrative Services [Office Symbol DN/IN]: Ms. Rosie W. Tinsley.** Develops policy and provides staff oversight for facilities management, security management, logistics management, and general administrative services Agency-wide. Oversees operation of Administrative Services.
- **Director, Human Resources [Office Symbol DH]: Mr. Ronald R. Crain.** Provides expertise and serves as the principal staff advisor on matters regarding civilian and military personnel. Establishes Agency-wide human resources policies and provides executive leadership and direction to all human resource management operations. Functions managed include military and civilian personnel management, organizational development, and change management. Oversees operation of the Personnel Support Organization.
- **Director, Acquisition Services [Office Symbol DP]: Mr. James S. Lee .** Provides staff oversight of DFAS acquisitions to include purchase card program, Defense Acquisition Workforce Impact Act (DAWIA) certification and contracting operations. Oversees all aspects of the acquisition process, including policy, compliance review, small business utilization, competition advocacy, and technical procurement training. Oversees operations of Acquisition Services.
- **Director, Equal Employment Opportunity [Office Symbol DDSE]: Vacant.** Manages the Agency EEO Program. Provides comprehensive EEO program support for the Agency to include EEO policy, advisory services, discrimination complaints processing and affirmative employment programming and planning.

2.4.8 General Counsel [Office Symbol DG]: Mr. John S. Mester

Provides legal advice, guidance, and services to DFAS on matters that affect the Agency. Exercises supervisory and professional control and direction over Agency legal offices and personnel. Provides liaison with other agencies on legal issues relating to DFAS and manages assigned programs. Oversees operations of the General Counsel/Legal Services, and Legislative Affairs. Provides the communication link between the Agency and the Congress. The office provides DFAS leadership with information and analysis of proposed legislation and coordinates the Agency's input on draft legislation for submission to the DoD Office of General Counsel. The Office of Legislative Affairs works with key Congressional staff, committees and Members to provide current information on DFAS programs, performance and challenges. It also provides assistance to Congressional offices in resolving constituent concerns through coordination with appropriate functional offices.

2.4.9 Director, Technology Services Organization [Office Symbol T/KC]: Mr. William G. Head

Serves as Agency Chief Technology Officer (CTO). Responsible for planning, operating, and maintaining DFAS infrastructure systems; providing Software Engineering Services to support Business Lines and other Support Service providers; and establishing and managing the DFAS Corporate Information Infrastructure (DCII) architecture and engineering environment.

2.4.10 DFAS Leadership Council

The DFAS Leadership Council is a forum for executive interchange resulting in advice to the Director regarding DFAS mission, vision, functions, goals, strategies, business practices and related topics. The DFAS Leadership Council reviews each major DFAS management process, oversees process changes, and ensures accountability for each process. Each business and product line has a strategic business plan that describes how they are evolving, consistent with the corporate processes approved by the Leadership Council. Council membership includes the Director, Deputy Director, Business Line Directors, Support Service Directors, Headquarters Staff Directors, and the Senior Military Advisor to the Director.

2.4.11 Chief Information Officer (CIO)/Business Integration Executive (BIE) Council

The Chief Information Officer (CIO)/Business Integration Executive (BIE) Council is a forum that performs: (1) corporate oversight of DFAS operational, systems, and technical architectures, (2) systems initiatives/programs/project reviews which result in recommendations for the Milestone Decision Authority (MDA) [the DFAS Director unless delegated], and (3) analysis as directed by the DFAS Leadership Council. The CIO/BIE Council membership includes the Director for Information and Technology [Co-Chair], the Business Integration Executive [Co-Chair], the Director for Accounting, The Director for Finance, Business Line Representatives, the Director for Systems Integration, the Technology Services Organization Director, and the Director for Resources Management. Advisors include the DCII Application Systems Architect, the DCII Infrastructure Systems Architect, the Infrastructure Services Organization Director, the Systems Integration Test Director, the Technical Project Officer Coordinator, the Acquisition Services Director, and DFAS Headquarters Staff Directors. Standing subcommittees of the Council include: Information Management Plans and Policy Group [PPG], Systems Management Group [SMG], and Infrastructure Advisory Group [IAG].

2.5 *Command and Control Structure*

DFAS Headquarters focuses on the policy, oversight, liaison, and client support functions necessary to make DFAS the DoD financial partner of choice. Directors of DFAS Business Lines and Support Services report to the Headquarters and are aligned to optimally implement the DFAS business line concept and serve DFAS clients/customers. Figure 2.2 depicts the DFAS organizational structure. The light gray boxes highlight DFAS field organizations; other elements are headquarters components. The CE, CSE, and CDE client/customer interface function, outlined in the dark gray box, are roles assigned to individuals throughout DFAS, as required.

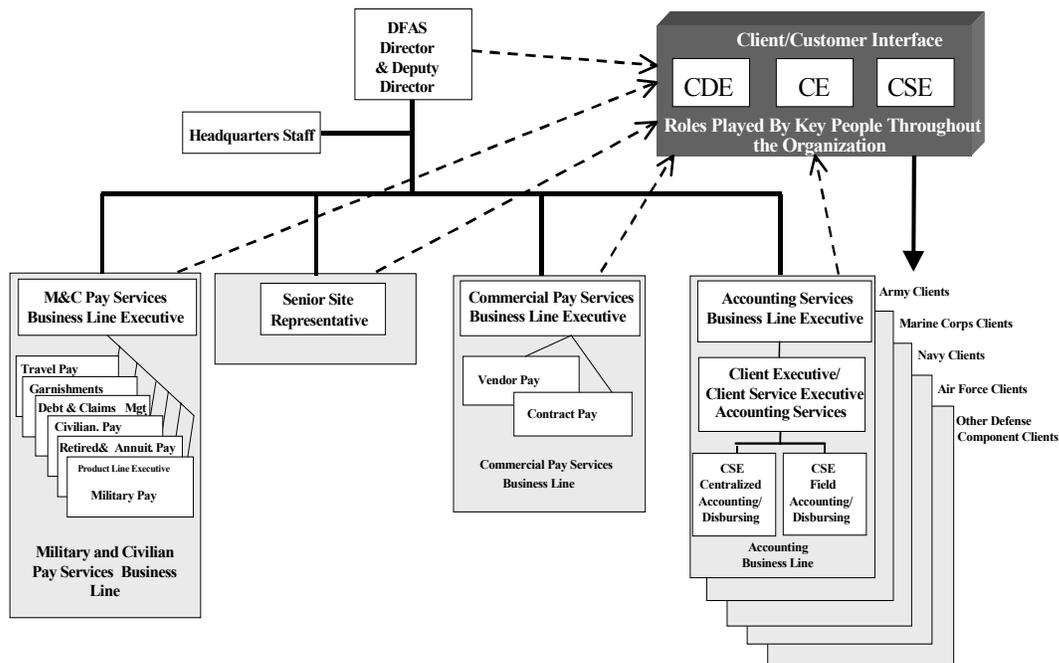


Figure 2.2. Top-Level View of DFAS Command and Control Structure

2.6 General Organizational Support

DFAS field organizations are entitled “DFAS [City Name]”. Field organizations are discussed in Section 5 and their organization charts are at Annex K. Office Symbols for DFAS Headquarters, all business/product lines, support services, and other functions follow a standard coding template found at Appendix D.

Each DFAS field organization has a “Senior Site Representative”; empowered to act on behalf of the DFAS Director when the operational situation does not allow normal command lines to make an informed decision. The Senior Site Representative is also responsible for enforcing corporate policy at the site; serves as the local representative for business line and support service executives who are remote from the site in accordance with site specific SLAs; and oversees DFAS participation in local government and community programs. The Senior Site Representative is appointed by the DFAS Director and reports to the Deputy Director on all matters related to the above duties.

Each Business Line and Support Service has a Business Office to: (1) provide business coordination, analysis, and consultation to the Business or Support Service Executive; (2) develop and maintain the strategic and business plans for the Business Line; (3) support development of Service Level Agreements (SLAs) with clients; and (4) arrange for all business line support (requirements, SLAs, issues, etc.). Business Office functions and relationships with Support Services are provided in Appendix C. Senior Site Representatives and Client Executives may have a small business office.

Administrative Services, Resource Management, and other support services are resident at each location and available to all DFAS tenants.

Senior Site Representatives for field locations are listed in Appendix F.

3. DFAS BUSINESS LINES

The heart of DFAS services to clients/customers rests with three major business lines – Accounting Services, Military and Civilian Pay Services, and Commercial Pay Services. Each business line is lead by a Senior Executive who is accountable for all aspects of business line performance including customer satisfaction, meeting Defense Resources Board contract performance and cost goals, and evolution of each product line to utilization of best business practices, best value performance, and provision of related services needed by DFAS customers. The Business Line organization structures are depicted in Annexes specified below.

3.1 Accounting Services Business Line

The Accounting Services Business Line performs accounting for appropriated and working capital funds, non-appropriated and trust fund accounting, and Departmental reporting. Accounting Services will evolve to provide value-added financial management and accounting analysis services to clients/customers.

Accounting Mission: Provide responsive, professional finance and accounting service to the Department of Defense by making payments and collections, recording financial events, classifying, summarizing, and reporting the results of business transactions in financial (monetary) terms. This mission also includes analyzing the results of these functions.

Accounting Functions:

- Focus on business expansion by developing and marketing business solutions to satisfy client/customer needs.
- Initiate training.
- Define Accounting requirements.
- Provide Accounting and Financial advice.
- Perform disbursing (paying and collecting) activities.
- Perform Cash Reporting.
- Perform Funds Control/Budgetary Accounting.
- Perform Property/Plant/Equipment Accounting.
- Perform Payroll Accounting.
- Perform Non-Appropriated Fund (NAF) Accounting.
- Perform Cost Accounting.
- Maintain and administer Accounting systems.
- Maintain and administer Financial systems.
- Maintain General Ledger.
- Maintain Accounts Receivable.
- Maintain Accounts Payable.
- Record Inventory Values.
- Perform Reconciliation.
- Perform data integrity analysis.
- Develop, produce, and analyze accounting reports.
- Perform Security Assistance Accounting.

Disbursing Mission:

DFAS disbursing is charged with safeguarding US funds through delivery of payments and receipt of collections; providing prompt, accurate and timely disbursing service; and, reporting Disbursing Officer accountability to the Department of Treasury.

Disbursing Functions:

- Implement DoD policy relating to disbursements and collections.
- Process and issue bonds, checks and electronic payments (EFT, IPAC, FEDWIRE, FEDTAXII).
- Process re-certified, replacement, substitute, undeliverable, and dishonored checks.
- Safeguard public funds and related instruments/documents/electronic media.
- Control and limit access to the secure area.
- Hold bonds in safekeeping.
- Perform on-going reviews to ensure regulatory compliance in daily operations.
- Report check issue to Department of Treasury.
- Perform foreign currency operations.
- Receive and deposit collections through Federal Reserve Bank.
- Perform daily and monthly reconciliation and balancing of cash.
- Maintain basic agent records for collections/change funds/etc.
- Initiate, coordinate and approve OPAC Trading Partnership Agreements.
- Respond to inquires regarding procedural disbursing issues.
- Administer access to disbursing systems.
- Reconcile disbursements and collections to accountability records.
- Report accountability to the Department of Treasury.
- Process Relief of Liability (ROL)/Loss of Funds cases.
- Provide DSSN management.
- Provide cash management, EFT reporting, smart card, and stored value card.
- Process requests for Limited Depositary Accounts (LDA) accounts.
- Provide check print manager service.
- Appoint disbursing officers.
- Implement Certifying Officer Legislation.
- Manage disbursing legacy systems.
- Manage development of Deployable Disbursing System (DDS).
- Maintain Centralized Contractor Registration (CCR) – DFAS-CO only.

Organization: The Accounting Business Line organization structure is at Annex B.

3.2 Military and Civilian Pay Services Business Line

The Military and Civilian (M&C) Pay Services Business Line includes all functions related to military, travel, retired, annuitant, and civilian pay operations; debt and claims management; garnishments; certain bankruptcies (e.g. Chapter 13); congressional inquiries; electronic commerce, E/MSS; related systems management; and systems test and associated procedures.

Military and Civilian Pay Mission: Provide timely and accurate pay services to military members, retirees, civilians, and annuitants.

Military and Civilian Pay Functions:

- Provide pay services for military members, retirees, annuitants and civilians at the Department of Defense (DoD).
- Compute travel pay for military and civilian members where DFAS has this responsibility.
- Process garnishments for military members, retirees, and civilians.
- Process debt and claims for military members and civilians.
- Provide functional development, maintenance, and testing for systems supporting pay activities.
- Develop and implement procedures for all military and civilian pay operations and systems.
- Civilian Pay Services exclude administrative functions of the Customer Service Representatives (CSR's), Liaisons, and Timekeepers.
- Congressional Inquiries.
- Evolve the Employee/Member Self Service (E/MSS) program to support all beneficial people pay functions.
- Electronic Commerce, to foster the formulation and implementation of best e-business solutions throughout MCPS.
- Operate Call Centers to support individual account holders.
- Oversee classified pay operations.
- Support Joint Chiefs of Staff (JCS) exercises and similar readiness events.

Organization Structure: The Military and Civilian Pay Services Business Line organization structure is at Annex C. Defense Military Pay Office (DMPO) locations are listed at Appendix G.

- Pay Operations will contain six sub-elements responsible for the operational functions associated with payments to retirees, annuitants, military members, and civilians. Pay Operations includes provision of services from several DFAS locations as outlined below:
 - Garnishment services at DFAS Cleveland.
 - Debt and Claims Management services at DFAS Denver.
 - Retired and Annuitant Pay at DFAS Cleveland and DFAS Denver respectively.
 - Civilian Pay at DFAS Denver, DFAS Charleston, and DFAS Pensacola.
 - Non-Appropriated Fund Civilian Pay at Red River Army Depot.
 - Military Pay at DFAS Cleveland (to include support to Field Support Detachments), DFAS Denver, DFAS Kansas City, DFAS Indianapolis, the DMPO's, through DFAS personnel at the Army Finance Battalions and appropriate support organizations.
 - Travel Pay at DFAS Indianapolis (to include support DFAS Field Locations), DFAS Columbus, and DFAS Kansas.
- Pay Procedures is comprised of DFAS Arlington personnel performing procedural functions in support of M&C Pay Services.
- Pay Systems includes functional requirements formulation for development and maintenance of all automated systems supporting Pay Service responsibilities.
- Pay Test is performed in DFAS Indianapolis, and provides DJMS test oversight.

3.3 Commercial Pay Services Business Line

In accordance with an Agency-wide Commercial Pay study performed in Fiscal Year 2001, Vendor Pay and Contract Pay became product lines within the Commercial Pay Services Business Line. Analysis, Policy/Procedures, and Customer Support; Systems, Emerging Technology, and Quality; and Strategic Business Office are support elements to these product lines within the Commercial Pay Services Business Line.

Vendor Pay functions include providing functional guidance and procedures for payment of vendors; and handling all non-DCMA administered contracts and all miscellaneous commercial payments (e.g., power track, transportation payments, and corporate CBA payments). Vendor pay is currently supported within CONUS and OCONUS at 24 separate DFAS locations: Charleston, Columbus, Dayton, Denver, Europe, Indianapolis, Japan, Kansas City, Lawton, Lexington, Limestone, Norfolk, Oakland, Omaha, Orlando, Pacific, Pensacola, Rock Island, Rome, San Antonio, San Bernardino, San Diego, Seaside, and St. Louis. Transportation pay, which is also a vendor pay application, is supported at three locations: Indianapolis, Norfolk, and Pacific.

Vendor Pay Mission: Entitlement determination for non-DCMA administered contracts and miscellaneous payments to businesses and certain individuals

Functions:

- Functional guidance and procedures.
- Client/customer communication (vendors, military services).
- Reconciliation shared with Accounting and customers.
- Demand letters/processing refunds.
- Prevalidation with Accounting (Accounting contacts fund managers).
- Tax reporting.
- Contract closeout (shared).
- Training (functional user).
- Data for Prompt Payment Act reporting.
- Performance reporting.

Contract Pay Mission: Contract Pay functions include paying contractors through formal long-term contract instruments (requiring contract administration) that provide products and services to the DoD Components (Services and Agencies). These contracts are typically administered by the Defense Contract Management Agency (DCMA). The Contract Pay Product Line includes: (1) Entitlement, (2) Reconciliation, (3) Financial Control, and (4) Contractor Debt Management.

Functions:

Contract Operations

- Performs all entitlement functions.
- Inputs non-electronic required contractual and financial data into data system.
- Performs EDM/EDA functions.
- Provides services for special programs.
- Performs financial reporting.
- Performs prevalidation coordination.

Contract Reconciliation

- Performs/supports complex, detailed reconciliation of contractual and payment documents.
- Advises on payment improvement techniques.
- Management of accounts receivable/contractor debt.

Systems, Emerging Technology, and Quality Mission: Serves as the primary focal point for outside auditors; coordinates, tracks, and initiates corrective action on all confirmed audit findings; and provides certification to DFAS Arlington for each audit recommendation. Develops process improvements and conducts process reviews.

Functions:

- Electronic Commerce initiatives.
- Resolution of day-to-day systems problems/issues.
- Technical focal point for system functions, including interfaces.
- Systems advocate.
- Plans for the integration/improvement of functional systems.
- Milestones for enhancements and standardization establishment.
- System development, testing, and acceptance.
- System projects.
- Business process reengineering (studies, reviews).
- Maintenance funding.
- Audit and inspection response.
- Pre- and Post-Pay Reviews
- Management Control Oversight
- Management Reviews
- Operation Mongoose Oversight

Strategic Business Office Mission: Identify, coordinate, and resolve Commercial Pay issues related to evolving significant changes to systems, business practices and legislation that impacts the Commercial Pay Entitlement mission. Oversees the Center's Transition planning and execution of major changes.

Functions:

- Provides business coordination.
- Arranges for and liaisons with support services (requirements, SLA, issues).
- Oversees Contract Payment transitional planning and execution of major changes.
- Develops and executes business enterprise proposals.

Analysis, Policy/Procedures, and Customer Support Mission: Serves as a focal point for issues pertaining to operational support to coordinate training activities, conduct contractor visit requests and control of centralized administrative functions, preparation of statistics and briefings, and provides resolution to queries/investigations from external agencies. Develops policy position papers for Commercial Pay Director.

Functions:

- Responds to/resolves day-to-day payment inquiries from contractors and other government agencies.
- Performs trend analysis related to customer service issues.
- Organizes and conducts customer workshops.
- Interacts and plans sessions for industry groups.
- Manages policy implementation, procedural development, and internal control issues.
- Performs workload and performance analysis.
- Provides document capture services.
- Provides general administrative support and referral to appropriate agency.

Organization: The Commercial Pay Services Business Line organization structure is at Annex D.

4. SUPPORT SERVICE BUSINESSES

Support Services are essential to all DFAS business/product line operations. They include Technology Services, Legal Services, and Corporate Resources with sub-elements Resource Management (RM) Services, Administrative Services, Human Resource (HR) Services, Acquisition Services, and Equal Employment Opportunity (EEO). Each support service is lead by a Senior Executive or Senior Manager who is accountable for all aspects of support service performance including customer satisfaction, meeting Defense Management Council contract performance and cost goals or related subgoals upon which a product line is dependent, and evolution of support services to utilization of best business practices, best value performance, and evolution of related services needed by DFAS business/product lines and other customers.

4.1 Technology Services Organization

The Technology Services Organization is responsible for provision of information and technology services, to include: (1) planning; developing architectures; designing, building, operating, and maintaining essential DFAS infrastructure systems (e.g., ELAN); (2) providing Software Engineering Services in accordance with DFAS standard methods and procedures; and (3) establishing and managing the DFAS Corporate Information Infrastructure (DCII) architecture and engineering environment. Enterprise Local Area Network operations (System Network Engineers, System Network Administrators, and ELAN Help Desks) at sites other than Denver, Cleveland, Indianapolis, Kansas City, Columbus, and Arlington fall under the technical guidance of the Operations Director of the TSO - Infrastructure Services Organization. The Operations Director will provide feedback on operations and corporate support job elements to the supervisor of the individual appointed as the senior technology services manager.

Mission and Functions:

- Based on DFAS Corporate strategy and mission needs, develop plans and manage implementation of essential infrastructure systems and software engineering services.
- Serve as the principal Agency technology consultant.
- Establish software engineering standards, methods, tools, and procedures in compliance with DFAS Headquarters Director for Information and Technology Policy.
- Establish ELAN architecture, standards (including information assurance considerations), guidelines and operating procedures.
- Design, acquire, collect requirements and recommend priorities for acquisition, install, operate and maintain ELAN services. The Infrastructure Advisory Group under the CIO Council, with DFAS-wide representation, collects requirements, and recommends priorities for acquisition of ELAN components, including desktops. These are then procured centrally from a central fund, delivered, and then installed locally by the ELAN support teams.
- Establish DCII infrastructure systems architecture, standards, guidelines and operating procedures.
- Establish and operate the DCII design, development and test computing and telecommunications environments.
- Provide software-engineering services in support of the DFAS Corporate Database and DFAS Corporate Warehouse.
- Provide Technical Project Officer (TPO) oversight on internal and external DFAS IT Projects.
- Provide general software engineering services for all DFAS and selected external customer application system programs and projects to include: planning, specifying, costing, acquiring, prototyping, designing, developing, documenting, testing, evaluating, deploying, maintaining and operating information systems (applications and databases).

- Manage the Client/customer interface within both the Information Services Business Area and Financial Operations Business Area of the Defense Working Capital Fund:
 - *Information Services Business Area (5F)*: Operates as a separate DWCF business area, principally to provide software engineering services. Client/customer requirements are assessed, a cost/schedule is proposed, and work begins upon receipt of a funded work order from the client. Billing is based on incremental work completion and/or product delivery/acceptance.
 - *Financial Operations Business Area (5L)*: Operates based on direct allocation of DFAS Operating/Capital funds as budgeted. Covers ELAN operations and equipment replacements, and mid-tier computing and operations. Service Level Agreements are developed with each business area (Basic; Negotiated area specific items).

Organization: The Technology Services Organization structure is at Annex E.

4.2 Corporate Resources

To further enhance DFAS operations, a Corporate Resources (CR) organization was established to better provide support services to the DFAS business lines. The Corporate Resources organization is comprised of five directorates: Resource Management, Human Resources, Equal Employment Opportunity, Acquisition Services, and Administrative Services. Corporate Resources Support Services are essential to all DFAS Business and Product Line operations. Each Corporate Resources Support Service is accountable for all aspects of performance, including customer satisfaction, meeting contract performance and cost goals or related sub-goals upon which a product line is dependent; evolution of CR Support Services to utilization of best business practices, best value performance; and evolution of related services needed by DFAS Business and Product Lines and other customers.

Mission and Functions:

- Our Mission is to be an enabler: Deliver timely, accurate and cost-effective Corporate Resources Support Services.
- Our Vision is to be an outstanding partner: Recognized, utilized, and benchmarked.
- Our Goals are to provide services in a timely and quality manner, that adds value to the customers' operations. Provide customer awareness to services that are available and process these services in a transparent manner to the customer using innovative techniques.

Organization: The Corporate Resources organization structure is at Annex A, Figure A-10.

4.2.1 Resource Management Services

Resource Management Services is responsible for: (1) PPBS functions, program analysis, strategic planning; manpower management; management reporting of unit cost, performance contract, BSC, and performance measurement; A-76 studies, benchmarking studies, and activity-based cost studies; (2) supporting the Business Management Offices of Business/Product Lines and Support Services; (3) being the financial advisor to Business/Product and Support Service Executives; and (4) developing non-cost SLAs with all product lines/support services.

Mission and Functions:

Budget: RM Services provides PPBS support to the customer and incorporates customer-developed requirements and justifications into the capital and operating budgets. RM Services assists the customer in the formulation of the capital and operating budgets and provides assistance in other support services described below.

- Budget Formulation.
- Budget Guidance.
- Budget Presentation.
- Budget Execution.
- Funds Distribution and Control.
- Funds Certification (Commitments, Obligations, and Expenses).
- Budget Analyses (Output, Activity, Workload, Revenue, Unit Cost, Billing Rates, Financial Trends).
- Workcount consolidation, accounting, and reporting.

Systems Support (Functional Proponent): RM Services is the principal functional proponent and advocate for the following systems. RI's access RM Services to obtain the outputs of these systems in support of the mission needs of the customer. The operations and maintenance costs of these systems are allocated equitably to the customer.

- Defense Business Management System (DBMS).
- DFAS Automated Budget Interim Solution (DABIS).
- Resource Analysis Decision Support System (RADSS).
- Travel/OrderWriter.
- Performance Management Indicators System (PMIS).
- Defense Property Accountability System (DPAS).
- Living Disaster Recovery Program System (LDRPS).

Studies (Functional Proponent): RM Services is the principal coordinator within the Agency for the conduct of the below listed studies. There are situations where RM Services personnel will conduct the studies. There are situations where RM Services will arrange for and manage the conduct of the studies.

- Program Management of A-76 Studies.
- Oversight of Most Efficient Organization (MEO).
- Activity-Based Costing (ABC).
- Benchmarking.
- Best Practices.
- Customer Surveys.
- Economic Analyses –Validation.

Organizational Management: The Director, RM Services serves as the principal Agency manager for the organizational management components listed below. The Director for RM and RM Services respond to the Director of DFAS and other DFAS Executives and managers, as required, to fulfill their mission needs within the below listed organizational management components.

- Mission & Functions.
- Organizational Charts.
- Manpower Management.
- Workload Realignment Analysis.
- Business Case Analysis.
- Special Studies.

Planning: RM Services is the principal Agency manager and provides oversight for the planning elements listed below. Such support is provided throughout each fiscal year and the concomitant costs are allocated equitably across all BL/PL/SSLs. All affected BL/PL/SSLs participate with the Director, RM Services to fulfill agency strategic and contingency planning requirements.

- Defense Reform Initiative (DRI).
- Quadrennial Defense Review (QDR).
- Strategic Planning.
- Automated Strategic Business Plan (ASBP).
- Financial Management Improvement Plan (FMIP).
- Program Objectives Memorandum (POM).
- Defense Planning Guidance (DPG).
- Government Performance and Results Act (GPRA).
- Performance Contract Oversight and Administration.
- PMIS Database Maintenance and Coordination Role.
- Balanced Scorecard.
- Site Specific Data Input per Service Level Agreements (SLAs).
- Contingency Planning.
- Mobilization Support.
- Reserve Programs for contingency planning support.
- Living Disaster Recovery Program System (LDRPS).
- Critical Infrastructure Protection (CIP) (but under the functional direction of the DFAS Critical Infrastructure Assurance Officer).
- Emergency Operations Center (EOC).
- DFAS Federal Managers Financial Integrity Act (FMFIA) Section 2, Management Control Program.

Fiscal Services: The functions listed below were formerly known as RM Liaison Office (LO) operations. These functions are applicable to internal DFAS requirements only and are performed in support of the customer as required.

- Personnel/Pay Payroll Liaison.
- CSR/ATAAPS Duties.
- Manpower Validation and Accounting.

- Payroll and Manpower Violation Reports Processing.
- Payroll Change and Manpower Documents Maintenance.
- Validation Reports Processing.
- Accounting Support.
- DBMS/ABS Input and Validation.
- DBMS Report Distribution and Validation.
- Payables/Receivables Validation.
- Accounting Research.
- Accountable Property Officer Support Services.
- Supporting Documents Maintenance.
- MIPRs Management.
- MIPRs Preparation and Issuance.
- Funds Certification.
- Special Projects.
- Systems Report.
- DBMS Maintenance (MAR, MADD, MATRIX – Civilian and Military).
- Defense Order Writer System Administration.
- System Release Testing.
- Travel Fund Certification/LOA Approval.
- Travel/DBMS Input and Validation.
- Travel Orders Publishing and Maintenance.
- Centrally Billed Accounts (CBA) Reconciliation.

Support Agreements: The resource impacts on the Agency of such agreements must be monitored on a year-round basis. RM Services is the principal Agency-wide manager for the support agreements listed below. As such, the Director, RM Services, acts in the formulation and approval process for these agreements. External Agreements:

- Interservice Support (ISSA).
- Service Level Agreement (SLA).
- Memorandum of Agreement (MOA).
- Memorandum of Understanding (MOU).
- Internal Agreements.
- Resource Management SLAs.

Organization: The Resource Management Services Organization structure is at Annex F.

DFAS Resource Integrators--Functions: A role, assigned to an individual/group within Resource Management Services, established to coordinate support to individual Business Line/Product Line/ Support Services Executives.

- Coordinates resource management requirements for assigned Business Line/Product Line/Support Services operations at all locations in coordination with Business Line/Product Line/Support Service business office.

- Provides the following functions/services to the Business Line/Product Line/Support Service:
 - Advisor.
 - Conduit of information.
 - Expert in activities of assigned Business Line/Product Line/Support Service.
 - Translator between RM and assigned Business Line/Product Line/Support Service. This is a two-way exchange: (1) receipt of requirements from Business Line/Product Line/Support Services and (2) transmission of RM corporate focus to Business Line/Product Line/Support Service.
- Responsible for execution of Service Level Agreements and ensuring full range of services described above are provided to customer.
- Resource Integrator is not the following:
 - Not part of the Business Line/Product Line/Support Services business office.
 - Not responsible for executing the Business Line/Product Line/Support Service budget or explaining Business Line/Product Line/Support Services PMIS/Performance Contract variances. Resource Integrator supports these efforts.
 - Not responsible for interfacing with external clients/customers on revenue issues. Resource Integrator supports these efforts.

4.2.2 Administrative Services

Administrative Services is responsible for: (1) facilities management (i.e., building and facilities management, lease management, and space utilization), (2) logistics (i.e., supply, warehousing, property, transportation), (3) security, and (4) general administration (i.e., actions control/executive correspondence, mail services, records management, forms and publications, printing & copier management and the agency-wide personnel, physical, and information security programs).

Mission and Functions:

- Facilities.
 - Plans and directs day-to-day operations and maintenance issues including renovation activities and facilities management of Agency properties and commercial contracts which impact agency locations.
 - Provides policy and oversight for lease management throughout the Agency for GSA and military buildings/space.
 - Serves as DFAS Administrative Service liaison for MILCON projects occurring at DFAS locations.
 - Coordinates requests for physical changes to the space occupied; i.e., reconfiguration of systems furniture, painting, electrical, internal moves within an organization.
 - Manages telephone switch operations and approves requests for telephone lines, cell phones, calling cards, and pagers.
- Logistics.
 - Monitors furniture replacement needs; recommends purchases, identifies sources, and coordinates delivery.
 - Develops and implements policies and procedures for logistics management; i.e., supply, transportation, telecommunications.

- Plans, organizes, and directs the logistics management and the administration management activities.
- Develops and implements the property accountability policies and procedures.
- Plans, organizes, and directs the Property Management Program.
- Maintains and controls process to receive and dispose of excess property and commodities.
- Security.
 - Manages and develops procedures and plans, exercises oversight, and provides advice and education for the DFAS Personnel Security Program.
 - Prepares and processes investigations (security clearances, National Agency Check with Written Inquiry (NACI), and suitability determinations) for military, DoD civilian employees, and contractors.
 - Conducts physical security inspections and provides physical security of building and property.
 - Develops and implements appropriate personnel security program policies and procedures for the Agency.
 - Develops and implements Agency physical security policies and procedures.
 - Develops, implements, and oversees the Agency Information Security Program.
 - Develops and implements Agency policies and procedures for Anti-Terrorism and Force Protection (AT/FP) Program.
 - Prepares and issues Agency civilian identification badges.
 - Manages and develops procedures and plans, exercises oversight, and provides advice and education for the Information Security Program.
- General Administration.
 - Develops and implements policies and procedures for administrative services and special programs.
 - Maintains status of DFAS-wide administrative programs, projects and major initiatives, to include preparation of annual and recurring reports to OSD, OMB, and Congress.
 - Facilitates the development of detailed project plans to manage Agency-wide administrative service initiatives.
 - Manages special programs, such as the Agency Bright Ideas Suggestion Program.
 - Supports the preparation of Interservice Support Agreements related to Administrative Services.
 - Administers the Safety and Occupational Health Program.
 - Maintains classified and unclassified permanent and temporary records and requirements.
 - Develops and implements policies and procedures on written correspondence.
 - Develops and implements policies and procedures for the DFAS travel card program administrators/coordinators.
 - Performs administrative duties for the government travel charge card program, by serving as the Agency Program Coordinator (APC).
 - Manages the Embedded Operational Review Program for administrative services issues.
 - Manages the Quality Assurance Surveillance Plan for facilities, logistics and administration functions.
 - Serves as official mail manager for DFAS and supported activities; this includes the Defense Message System (where appropriate).
 - Develops and implements policies and procedures on publications and forms management.
 - Administers the publications and forms management program.
 - Develops and implements policies and procedures for records retention and management.

- Manages the copier program, records management program, printing control program, and actions for original disbursing officer vouchers and finance supporting documentation.
- Supports overall administrative needs, as appropriate, for military personnel administration, health and fitness evaluations, and other general support requirements for assigned military members.

Organization: The Administrative Services organization structure is at Annex G.

4.2.3 Human Resources

The Human Resource organization is responsible for: (1) establishing and administering Agency-wide civilian and military manpower and personnel policies, programs, and services in staffing; classification; employee relations; labor-management relations; incentive awards; benefits; and training; (2) managing centralized training and DFAS intern program; and (3) overseeing military personnel management and operations.

Mission: Provide the full range of personnel programs and services to all activities throughout the DFAS network.

Functions:

- Agency-wide policies, programs and services in staffing, classification, employee relations, labor-management relations, incentive awards, benefits, and training.
- Centralized Training and DFAS Intern Program.
- Internal and external recruitment programs.
- Delegated Examining Unit.
- Organizational development/workforce planning services.
- Military Personnel Administration.
- Automated systems support for Human Resources.
- Support agreements for services needed or provided.
- Personnel Support Organization.

Organization: The Human Resources organization structure is at Annex A, Figure A-12. The Human Resources Personnel Support Organization structure is at Annex H.

4.2.4 Acquisition Services

Acquisition Services is responsible for providing Agency-wide procurement services.

Mission and Functions:

- Acquisition roles: Competition Advocate, Task and Delivery Order Ombudsman, and Small and Disadvantaged Business Utilization.
- Develop and promulgate Agency Acquisition Procedures.
- Agency Program Management for Commercial Purchase Cards.
- Program Manager for Acquisition Training and Certification (Defense Acquisition Workforce Improvement Act).
- Provide Contract Support DFAS-wide.

Organization: The Acquisition Services Organization structure is at Annex I.

4.2.5 Office of Equal Employment Opportunity

The Office of Equal Employment Opportunity is responsible for promoting equal opportunity programs and providing oversight for established programs Agency-wide.

Mission: Promote equal opportunity for all employees, former employees, and applicants for employment.

Functions:

- Ensure compliance with governing EEO statutes and regulations through program oversight and evaluation.
- Develop and implement affirmative action programs to achieve the diversity in which the representation of minorities, women, and people with disabilities at all grade levels, in every occupational series, and in every major organizational element is commensurate with the civilian labor force (CFL) representation.
- Eliminate barriers and practices that impede equal employment opportunity for all employees and applicants for employment, including sexual harassment in the work force and at work sites and architectural, transportation, and other barriers affecting people with disabilities.
- Provide intensive training aimed at valuing diversity.

Organization: The Office of Equal Employment Opportunity structure is at Annex A, Figure A-15.

4.3 General Counsel/Legal Services

General Counsel/Legal Services provides legal advice and services to DFAS organizations.

Mission and Functions:

- Provide legal advice and services to the Director, Deputy Director, Headquarters staff, Business/Product Line Managers, and Support Service Directors of Defense Finance and Accounting Service (DFAS) on matters affecting DFAS.
- Provide liaison with other agencies on legal issues relating to DFAS and manages assigned programs.
- Represent DFAS in all matters before third party administrative bodies (e.g., EEOC, MSPB, and FLRA).
- Provide litigative support to Department of Justice in matters before the Federal courts.
- Managing DFAS Standards of Conduct Program and serving as the Designated Agency Ethics Official under Public Law No. 95-521, as amended.
- Managing the DFAS Alternative Dispute Resolution (ADR) Program and serving as DFAS Dispute Resolution Specialist.

Organization: The Legal Services Organization structure is at Annex J.

5. DFAS GEOGRAPHIC LOCATIONS

5.1 *Field Locations*

DFAS conducts operations at the DFAS Field Locations identified at Appendix F. Defense Military Pay Office (DMPO) locations are identified at Appendix G.

5.2 *Organization*

The organization structures for each DFAS location are at Annex K.

APPENDIX A – Acronyms

ABC	Activity Based Costing
ABS	Automatic Balancing System
ADR	Alternative Dispute Resolution
APC	Agency Program Coordinator
APO	Accountable Property Officer
ASBP	Automated Strategic Business Plan
ASD	Acquisition Services Directorate
AT/FP	Anti-Terrorism and Force Protection
ATAAPS	Automated Time And Attendance Processing System
BIE	Business Integration Executive
BL	Business Line
BLE	Business Line Executive
BPR	Business Process Reengineering
BSC	Balanced Scorecard
CAE	Component Acquisition Executive
CBA	Central Billed Accounts
CC	Combatant Command
CCR	Centralized Contractor Registration
CDE	Client Development Executive
CE	Client Executive
CFO	Chief Financial Officer
CFOA	Chief Financial Officers Act
CIAO	Critical Infrastructure Assurance Officer
CINC	Commander in Chief
CIO	Chief Information Officer
CIP	Critical Infrastructure Protection
CIT	Client Interface Team
CONOPS	Concept of Operations
CONUS	Continental United States
COR	Contract Officer's Representative
CSE	Client Service Executive
CSR	Customer Service Representative
CSU	Customer Support Unit
CTO	Chief Technology Officer
DA	Department of Army
DABIS	DFAS Automated Budget Interim Solution
DAWIA	Defense Acquisition Workforce Impact Act

DBE	DFAS Business Evolution
DBLE	Deputy Business Line Executive
DBMS	Defense Business Management System
DCD	DFAS Corporate Database
DCII	DFAS Corporate Information Infrastructure
DCMA	Defense Contract Management Agency
DCMO	Disbursing and Cash Management Office
DDS	Deployable Disbursing System
DFAS	Defense Finance and Accounting Service
DIMHRS	Defense Integrated Military Human Resources System
DJMS	Defense Joint Military Pay System
DMC	Defense Management Council
DMPO	Defense Military Pay Office
DOD	Department Of Defense
DPG	Defense Planning Guidance
DPSS	Defense Procurement Payment System
DRI	Defense Reform Initiative
DRM	Director, Resource Management
DSSN	Disbursing Station Symbol Number
DWCF	Defense Working Capital Fund
EDA	Electronic Document Access
EDM	Electronic Document Management
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EFT	Electronic Funds Transfer
ELAN	Enterprise Local Area Network
E/MSS	Employee/Member Self Service
EOC	Emergency Operations Center
FAS	Field Accounting Site
FEDTAXII	Federal Tax II
FEDWIRE	Federal Wire
FLRA	Federal Labor Relations Authority
FMFIA	Federal Managers Financial Integrity Act
FMIP	Financial Management Improvement Plan
FMS	Foreign Military Sales
FY	Fiscal Year
GPRA	Government Performance and Results Act
GSA	General Services Administration
HCA	Head of Contracting Activity

HQ	Headquarters
HR	Human Resources
IAG	Infrastructure Advisory Group
IPAC	Intergovernmental Payment And Collection
IR	Internal Review
ISO	Infrastructure Services Organization
ISSA	Interservice Support Agreement
IT	Information and Technology
JCS	Joint Chiefs of Staff
LDA	Limited Depositary Accounts
LDRPS	Living Disaster Recovery Planning System
LOA	Line Of Accounting
M&C	Military and Civilian
MADD	Master Accounting Data Dictionary
MAR	Master Account Record
MCTFS	Marine Corps Total Force System
MDA	Milestone Decision Authority
MEO	Most Efficient Organization
MILCON	Military Construction
MIPR	Military Interdepartmental Purchase Request
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSPB	Merit Systems Protection Board
NACI	National Agency Check with Written Inquiry
NAF	Non Appropriated Fund
NAS	Naval Air Station
OCONUS	Outside the Continental United States
OMB	Office of Management and Budget
OPCON	Operational Control
OPLOC	Operating Location
OSD	Office of the Secretary of Defense
PAO	Public Affairs Organization/Office
PFI	Partnership in Fiscal Integrity
PLE	Product Line Executive
PMIS	Performance Measurement Indicators System
POM	Program Objective Memorandum
PPBS	Planning, Programming and Budgeting System
PPG	Plans and Policy Group
PSO	Personnel Support Organization

PWS	Performance Work Statement
QDR	Quadrennial Defense Review
RADSS	Resource Analysis Decision Support System
RI	Resource Integrator
RM	Resource Management
ROL	Relief of Liability
SEO	System Engineering Organization
SLA	Service Level Agreement
SMG	Systems Management Group
TPO	Technical Project Officer
TSO	Technology Services Organization
USD(C)	Under Secretary of Defense (Comptroller)
WCF	Working Capital Funds

APPENDIX B - CLIENT/CUSTOMER INTERFACE

B1. Definitions:

Client: A client is defined as the organizational level that normally establishes a service level agreement with the service provider. In many instances within DoD, the service level agreement has not been established at a level below the Military Department, DoD Agency, or DoD Component. In these instances, the client can be defined as the organizational unit on whose behalf DFAS is providing the service.

Customer: A customer is defined as the individual or organizational level that receives DFAS services but normally does not have a service level agreement (SLA) with the service provider or is not the organizational unit on whose behalf DFAS is providing the service.

Business Line: Overall area of related products or services provided by DFAS. DFAS has the following business lines: Military and Civilian Pay Services, Commercial Pay Services, and Accounting Services.

Product Line: The specific product or service provided by the business line. DFAS has the following product lines: Civilian Pay, Military Pay, Travel Pay, Annuitant Pay, Retired Pay, Individual Claims Management and Debt Collection, Garnishments, Vendor Pay, Transportation Pay, Contract Pay, Contract Debt Collection, Field Accounting, Departmental Accounting, and Disbursing.

Examples of client transactions/negotiations include:

- New workload (defines service levels, quantity, quality, and price).
- Changes in workload volume.
- Metrics feedback.
- Client/delivery provider re-engineering.

Examples of customer transactions include:

- Pay problems (amount, timeliness, and non-receipt).
- Individual (military, civilian, annuitant).
- Contractor (vendor or contract pay).
- Accounting problems.
- Erroneous/missing posting.
- Unmatched disbursements/negative unliquidated obligations.

B2. Mission and Functions

Client/Customer Interface is a mechanism for providing definitive access to DFAS. This mechanism establishes long-term productive relationships with clients/customers that result in satisfaction with DFAS products and services and opportunities for business growth. In this context, client interface is distinguished from customer service

The concept of client/customer interface is viewed as being more of an organizational role than being a separate organization. Therefore, under this concept, the existing roles and responsibilities of current positions are augmented. Accordingly, the mission and functions are expressed as individual responsibilities.

Specific responsibilities are assigned to individuals within DFAS to create a more formal structure for addressing client needs and delivering options, and solutions to clients in time to meet these needs. Three key roles are defined below.

Client Executive (CE). The CEs are accountable for the client relationship relative to all services provided to a specific client. Typically, a client receives services from several DFAS business lines. The CE for that client addresses any issues the client raises that are not addressed within the delivery mechanism of the business line/product line. A CE is responsible for client satisfaction, new business initiatives, client loyalty, and for achieving the performance requirements specified within a service level agreement with the client. A single CE may have more than one client. Every DFAS client has a CE.

Client Service Executive (CSE). The CSEs are accountable to the client and the client's respective CE for delivery of the service to the client for a single business line/product line and for collaborating on client relationship expansion and service excellence. The CSE receives resources from a business line executive that are then employed by the CSE to deliver the service to the client and customers.

Client Development Executive (CDE). The CDEs are accountable for collaborating with CEs to develop new business, identify and develop new business opportunities, growing business with existing clients and taking the lead for new client situations.

These three individuals form a Customer Interface Team (CIT) that delivers desired services to the client. The Concept of Operations explains the interfaces and relationships among the CE, CSE and CDE.

B3. Co-dependency of Client Team Members

Serving DFAS clients using this philosophy is based upon the client/customer team. Note that the team of CE, CSE and CDE does not replace normal channels of customer service in place today. The Agency must be able to resolve routine customer inquiries at the lowest possible level. Basic customer service, defined as routine inquiries into business lines/product lines of the organization, will be unaffected by the CE and his or her team unless the client deems it necessary to raise issues to the CE level.

Further definition of the structure of the CIT is explained below in the Global Service Responsibility Matrix (Table B-1). The Global Service Responsibility Matrix is designed to highlight the co-dependencies between the three key positions of CE, CSE, and CDE to serve clients effectively.

R = Responsible in the process

A = Accountable in the process (note only one person can be accountable)

C = Consulted in the process

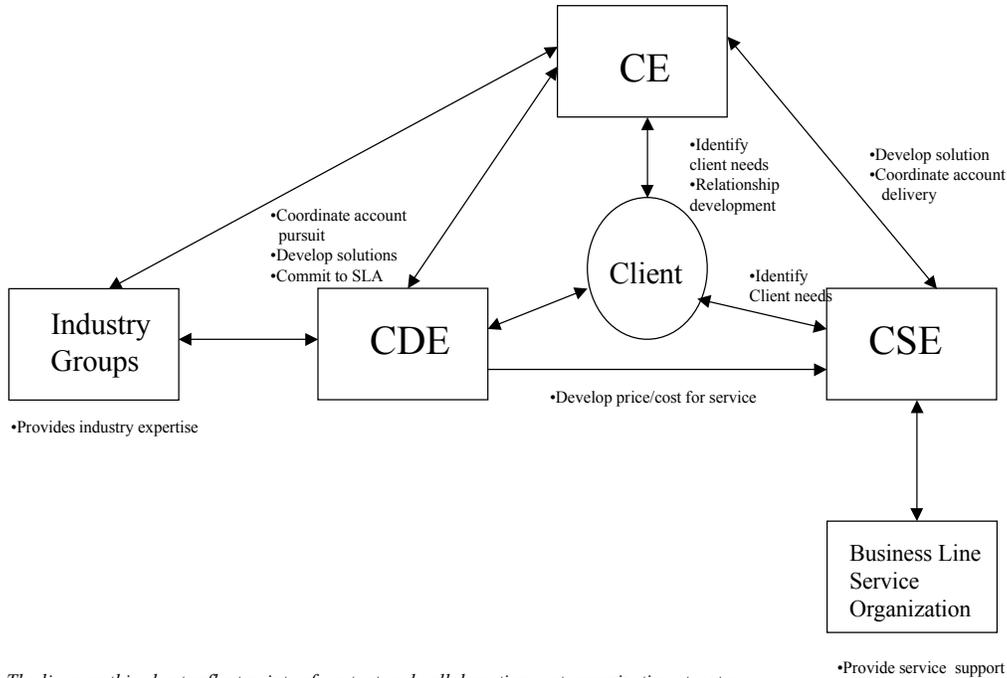
Table B-1. Global Service Responsibility Matrix

RAC #	ACTIVITIES	CSE	CE	CDE
1	Develops effective plans to fully satisfy client service level agreement.	A	R	C
2	Executes client service level agreement to achieve and/or exceed expectations with regard to quality, committed results and engagement/contract economics.	A	R	C
3	Collaborate with CEs, CDEs to establish price/cost of services in accordance with Agency costs as defined in a service level agreement.	A	R	R
4	Serve as client interface to business lines/product lines service organizations.	A	R	C
5	Ensure quality and consistency of client service delivery.	A	R	C
6	Coordinate with other CSEs to provide service to clients.	A	R	C
7	Ensure performance within agreed costs.	A	C	C
8	Serve as global, single point of ultimate accountability to the client across all business lines/product lines.	R	A	C
9	Accountable for client satisfaction across all business lines/product lines.	R	A	R
10	Coordinate all business development, relationships and delivery interactions at the client level.	R	A	R
11	Provide appropriate input to the performance evaluation of individuals supporting the client.	R	A	R
12	Manage relationships with clients to ensure DFAS revenue is commensurate with QDR and DRID initiatives.	R	A	R
13	Ensure that customer satisfaction is maintained and continually improved.	R	A	R
14	Lead, coach and develop account resources.	R	A	C
15	Collaborate with CEs and CSEs to develop value propositions and client solutions.	R	C	A
16	Coordinate with CDEs from business lines/product lines to pursue opportunities that cross business lines/product lines.	C	R	A
17	Provide feed back on client needs, competitive intelligence and market trends to the DFAS organization.	R	R	A

B4. Teamwork and Collaboration Needed

This model is based upon a collaborative approach to addressing client needs. It establishes that each client has a single point of entry into the Agency without regard to business or product line. Figure B-1 is a pictorial depiction of this collaboration.

Proposed Collaboration Model



Note: The lines on this chart reflect points of contact and collaboration, not organization structures.

Figure B-1. Collaborative Client Interface Model

B5. Service Level Agreements.

To facilitate the client relationship both external and internal SLAs are utilized. The purpose of these agreements is to outline the expected levels of service, codify existing memoranda of understanding, and memoranda of agreement, and identify responsibilities between service providers, and clients or customers. The external SLAs support the performance requirements in the Defense Resources Board (DRB) Performance Contract and capture any other agreements negotiated by the CE with the clients. The internal SLAs between the BLE and the CE support the DRB requirements at a minimum, and add other items deemed necessary to adequately manage the CIT responsibilities. The internal SLAs between the Support Services areas and the BLEs and CEs will identify the expectations for required service delivery.

B6. Primary face to the Client

As the senior DFAS representative assigned to a client, CEs are required to have routine and regularly scheduled visits with clients. CEs are required to objectively represent client needs to CSEs and CDEs.

B7. Client Interface Teams

Current Client Executive Appointments include:

- Army Operating Forces – **Mr. Pat Shine**
- Army Sustaining Forces – **Mr. Steve Bonta**
(Includes some Defense Agencies)
- Navy – **Mr. Lee Krushinski**
- Marine Corps – **Mr. Greg Bitz**
- Air Force – **Mr. Zack Gaddy**
- Columbus Defense Agencies – **Ms. Nancy Zmyslinski**

These individuals are accountable for developing and maintaining a comprehensive client list within their assigned Client domain, including CINCs and Defense Agencies, and appoint Client Service Executives to these clients.

APPENDIX C - BUSINESS OFFICE FUNCTIONS

Business Lines and Support Services each have Business Offices that provide the following functions:

- Provide business coordination, analysis, operations review support and consultation to Business or Support Executive.
- Develop/Maintain the Strategic/Operations Plans for the Business Area.
- Arrange for all Business or Support services. [Requirements, SLAs, Issues]
- Principal interface for the Business Area or Support Service.

In the table below, the list of business office activities is intended to reflect what must be accomplished in support of a business area, support services, or Client Executive/Senior Site Representative—but is not intended to duplicate Support Service functions. The Support Service function beside each Business Office Activity identifies the appropriate Support Service that will perform or support that activity.

Business Office Activities	Support Service Functions
	Resource Management Services
Ensure Dissemination/Implementation of Policy	- Agency RM Policy [HQ Function]
Information Sharing/Posting	- Dynamic Database/Client Specific
Business Area Strategic/Tactical Planning	- Agency Strategic Planning
Business Area Contingency Plan Input	- Contingency Planning
Business Process Improvement Coordination	- Agency PA&E [A-76, ABC, BPR, etc.] Services
Develop Justification	- POM Formulation
Develop Justification	- Budget Formulation
Budget Execution Analysis/Adjustments	- Budget Execution Services
Manpower Requirements/Analysis	- Manpower Database/Tracking
Coordinate Workcount/Labor Hr Inputs	- Cost Accounting
Contract Performance/Metrics/Trends Analysis	- Business Analysis [Managerial Accounting]
FMFIA Reviews	- Accounting Support
Annual Statement of Assurance	- Accounting Support
Emergency Operations	- Emergency Operations Center Services
	Administrative Services
Ensure Dissemination/Implementation of Policy	- Agency Administration Policy [HQ Function]
Requirements Coordination	- Facilities/Bldg Maintenance/Utilities/etc.
Supply/Routine Service Orders	- Logistics & Property Management/Accountability
Ensure Focal Points	- Physical Security
Requirements	- Telephone Switch Operations
Generate/Use/Retrieve Records	- Records Management [Execution Support]
Requirements Coordination	- Copier Program
Requirements Coordination	- ISA Preparation & Admin
Ensure Focal Points	- Safety
Requirements for Business Area [Actions Control, Correspondence, Pubs/Forms, Data Calls, etc.]	- General Administrative [Actions Control, Correspondence, Pubs/Forms, etc.]
Individual Security Requirements	- Personnel Security

Business Office Activities	Support Service Functions
	Human Resources
Ensure Dissemination/Implementation of Policy	- Agency Human Resources Policy
Requirements Coordination	- Position Descriptions/Classification
Requirements/Selection Panels	- Recruitment
Military Requirements/Fills/Evaluations	- Military Personnel Management
Nominations/Approvals	- Awards, Routine Actions, Etc.
Requirements/Evaluations	- Training Services
	Systems Integration
Business/System Requirements	- Program Management through Deployment
	Technology Services
Requirements Coordination	- ELAN Services
Requirements/Funded Work Orders [generally via System Managers]	- Software Engineering Services
Requirements Coordination	- Acquisition Standards/Requirements
	Special Staff
PAO Focal Point for Business Area	- Communications [PAO]
Ensure Business Area Training, etc.	- EEO
Congressional Interest Actions Coordination	- Congressional Liaison
	Acquisition Services
COR Functions	- Contract Maintenance
Requirements Coordination	- New Acquisitions
Requirements Coordination	- Renewals
Requirements Coordination	Legal Services

APPENDIX D – OFFICE SYMBOLS

This Appendix contains Office Symbol coding guidelines, which apply DFAS-wide. Office symbols follow the general format:

“DFAS-“	Business Line or Support Service	Product Line	Division	Branch	Section	Team	“/”Site Code
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Example: DFAS-PCAABC/CH which is the:

- Military and Civilian Pay Services Business Line [P]
- Civilian Pay Product Line [C]
- Processing Division Number 1 [A]
- Processing Branch A [A]
- Section B [B]
- Team C [C]
- at Charleston [CH]

Organizational elements are free to utilize their own Office Symbols within the constraint of this format and the mandatory Office Symbols contained in the following tables:

Table D.1 – Office Symbols for Business/Product Lines

Table D.2 – Office Symbols for Support Services

Table D.3 – Office Symbols for Corporate Headquarters Functions

Table D.4 – Office Symbols – Site Codes

These Office Symbols are utilized throughout this Guidebook. Annexes include approved office symbol coding structures for DFAS Headquarters, DFAS Business and Product Lines, DFAS Support Services and DFAS locations.

Table D.1 – Office Symbols for Business/Product Lines

<u>Position # 1</u>	
Business Line Function	Symbol
Accounting Services	A
Military/Civilian Pay	P
Commercial Pay	B
Senior Site Representative	A
Finance	F

<u>Position # 2</u>	
Product Line Function	Symbol
Deputy Director, Accounting	A
Civilian Pay	C
Disbursing	D
Deputy Site Representative	E
Deputy Director, Finance	F
Garnishment	G
Dept. Level Accounting	H
Field Level Accounting	I
Contract Pay	K
Contract Debt Collection	L
Military Pay	M
Managerial Accounting	N
Out of Service Debt	O
Site Project Management Office	P
Retired & Annuitant	R
*** Systems Office	S
Travel	T
Vendor Pay	V
Director, Pay Operations	W
*** Business Office	X
FMS	Y
*** Military (C ² /Admin)	Z

*** Only use if the function exists in your organization. If it exists at a level lower than Product Line, use this code at the appropriate level for your organization.

Business Line Executive	B
Client Development Executive	J
Policy Office	Q
NAF	U

EXAMPLES:	
DFAS - P / KC	Director, Mil/Civ Pay, Kansas City
DFAS - PX / DE	Mil/Civ Pay, Business Office, Denver
DFAS - PM *** / IN	Mil/Civ Pay, Military Pay, etc, Indianapolis
DFAS - PC *** / CH	Mil/Civ Pay, Civilian Pay, etc, Charleston
DFAS -BK / CO	Commercial Pay, Contract Pay, Columbus
DFAS - A /OR	Senior Site Representative, Orlando
DFAS - AE/OR	Deputy Senior Site Representative, Orlando
DFAS - FF/OR	Deputy Director, Finance, Orlando
DFAS - FFV /OR	Deputy Director, Finance, Vendor Pay, Orlando
DFAS - AA /OR	Deputy Director, Accounting, Orlando
DFAS - AP /OR	Deputy Director, Accounting, PMO XYZ, Orlando

Table D.2 – Office Symbols for Support Services

Position # 1	
Support Service Function	Symbol
Resource Management Services	C
General Counsel/Legal Services	G
Personnel Support Organization (PSO)	H
Administrative Services	N
Acquisition Services	Q
Technology Services Organization	T

EXAMPLES:

DFAS – C/CO	Resource Management Services, Columbus
DFAS - CB / DE	Resource Management Services, Budget Division, Denver
DFAS - G / CL	General Counsel, Cleveland
DFAS - NF / IN	Administrative Services, Facilities, Indianapolis
DFAS - T ± ± / CO	Technology Services Organization, etc, Columbus
DFAS – H/IN	Human Resources, Indianapolis

Table D.3 – Office Symbols for Corporate Headquarters Functions

DIMHRS	DDM
Internal Review	DDI
Chief of Staff	DDS
Equal Employment Office	DDSE
Legislative Affairs	DDSL

General Counsel	DG
Human Resources	DH
Information & Technology	DT
Resource Management	DC
Systems Integration	DS

EXAMPLES:	
DFAS - D	Director, DFAS
DFAS - DD	Deputy Director, DFAS
DFAS - DDL	Chief Legislative Affairs
DFAS - DDSE	Director, Equal Employment Opportunity
DFAS - DH	Director, Human Resources
DFAS - DDI	Director, Internal Review
DFAS - DDI / KC	Internal Review, Kansas City
DFAS - DDC	Director, Corporate Communications
DFAS - DN / IN	Director, Administrative Services

Table D.4 – Office Symbols – Site Codes

Location	Code
Arlington	AR
Cleveland	CL
Charleston	CH
Norfolk	NO
Oakland	OK
San Diego	SD
Pacific	PC
Japan	JA
Pensacola NAS	PE
Pensacola - Saufley Field	PS
Columbus	CO
Columbus - Accounting	CA
Columbus - Commercial Pay	CC
Indianapolis	IN
Indianapolis - Operating Forces	IO
Indianapolis - Sustaining Forces	IS
Orlando	OR
Lawton	LW
Rock Island	RI
Seaside	SS
St Louis	SL
Rome	RO
Lexington	LX
Europe	EU
Europe - Ramstein / Vogelweh	ER
Europe - Kleber Kaserne	EK
DMPOs	DM
Denver	DE
Dayton	DY
Omaha	OM
San Antonio	SA
Limestone	LI
San Bernardino	SB
Kansas City	KC
Patuxent River	PR

APPENDIX E – STAFFING SUMMARY

The table below depicts the approximate onboard strength of DFAS, excluding any vacant positions, based on staffing data as of October 2001. Of course, numerous DFAS personnel are added, realigned, or depart each day—thereby precluding absolute numeration of each Business Line. Consequently, this table serves as a general reference point for understanding roughly what functions are located where, and their general size.

LOCATION	CODE	BUSINESS LINE	ACCOUNTING SERVICES	DISBURSING	MIL/CIV PAY	TRAVEL PAY	CONTRACT PAY	VENDOR PAY	TECHNOLOGY SERVICES	RESOURCE MANAGEMENT	ADMINISTRATIVE SERVICES	HUMAN RESOURCES	LEGAL	ACQUISITION SERVICES	HEADQUARTERS	TOTAL
ARLINGTON	AR				6				7	52	16	42		31	265	419
CHARLESTON	CH		234	29	102	11		72		6	14	2			2	472
CLEVELAND	CL		320	114	840				247	41	34	43	11		48	1698
COLUMBUS	CO		486	128		55	1025	306	190	52	44	56	8		50	2400
DAYTON	DY		255	5				70		4	15	2			0	351
DENVER	DE		590	40	802				218	56	76	52	18		53	1905
DMPOS	DM				741											741
EUROPE	EU		395	17	1			228		6	22	4				673
INDIANAPOLIS	IN		925	232	434	185		322	398	75	51	273	17		139	3051
JAPAN	JA		166	16				79		2	9	1				273
KANSAS CITY	KC		284	79	120		2	47	209	29	24	21	6		91	912
LAWTON	LW		154			40		58		5	7	2				266
LEXINGTON	LX		51			11		14		1	1					78
LIMESTONE	LI		139	8				145		4	13	4			1	314
NORFOLK	NO		235	3		0		123		4	14	2			1	382
OAKLAND	OK		125	11				24		3	5	1				169
OMAHA	OM		199	15				119		4	10	3			1	351
ORLANDO	OR		233	9		48		107		5	22	2			1	427
PACIFIC	PC		184	10		6		66		5	10	3			1	285
PENSACOLA NAS	PE		160	6	106	5		101		6	12	2			2	400
PATUXENT RIVER	PR								71							71
PENSACOLA SAUFLEY FIELD	PS								195							195
ROCK ISLAND	RI		281			31		92		6	10	3				423

LOCATION	CODE	BUSINESS LINE	ACCOUNTING SERVICES	DISBURSING	MIL/CIV PAY	TRAVEL PAY	CONTRACT PAY	VENDOR PAY	TECHNOLOGY SERVICES	RESOURCE MANAGEMENT	ADMINISTRATIVE SERVICES	HUMAN RESOURCES	LEGAL	ACQUISITION SERVICES	HEADQUARTERS	TOTAL
ROME	RO		216			51		74		4	12	2			1	360
SAN ANTONIO	SA		306	11		32		135		4	12	2			2	504
SAN BERNARDINO	SB		173	11				141		5	12	2	1		2	347
SAN DIEGO	SD		279	20		4		69		10	11	3			4	400
SEASIDE	SS		56			6		13		1	5				15	96
ST. LOUIS	SL		346			37		75		5	13	1			1	478
TOTAL			6792	764	3152	522	1027	2480	1535	395	474	528	61	31	680	18441

The following table breaks out the DFAS Headquarters personnel at Arlington into their respective organizational elements.

LOCATION	CODE	CORPORATE	DIRECTOR	DEPUTY DIRECTOR	COMMUNICATIONS	DIMHRS	EQUAL EMPLOYMENT OPPORTUNITY	INTERNAL REVIEW	LEGISLATIVE AFFAIRS	ACCOUNTING	ADMINISTRATIVE SERVICES	ACQUISITION SERVICES	FINANCE	GENERAL COUNSEL / LEGAL	HUMAN RESOURCES	INFORMATION & TECHNOLOGY	RESOURCE MANAGEMENT	SYSTEM INTEGRATION	TOTAL
HEADQUARTERS	AR		3	3	9	4	4	14	5	66	16	8	66	7	27	25	52	42	351

APPENDIX F – DFAS GEOGRAPHIC LOCATIONS

This Appendix contains DFAS Field Locations and Senior Site Representatives.

Location	Senior Site Representative	Phone #	Fax #	DSN	Address
Arlington	Tom Bloom Dep: RADM Mark Young	703-607-2616 703-607-3803	703-607-1384	327	1931 Jefferson Davis Hwy Arlington, VA 22240-5291
Charleston	David Gates	843-746-6000/6001	843-746-6028	483	1545 Truxtun Avenue Charleston, SC 29405-1968
Cleveland	Lee Krushinski Dep: Kenneth Sweitzer	216-522-5511 216-522-5513	216-522-6055	580	1240 East 9 th Street Cleveland, OH 44199-2055
Columbus	JoAnn Boutelle Dep: Steve Worton	614-693-6600 614-693-0424	614-693-8061	869	3990 East Broad Street Bldg 21 Columbus, OH 43213-1152
Dayton	Col Deborah Suski Dep: Barbara McKown	937-296-8486 937-296-8486	937-296-8137	986	1050 Forrer Blvd, Dayton, OH 45420-1472
Denver	Zack Gaddy Dep: Sally A. Smith	303-676-7461 303-676-7463	303-676-6473	926	6760 East Irvington Place Denver, CO 80279-1500
DMPOs	(See Table 5-2)	-----	-----	----	-----
Europe	COL Chris Mattingly Dep: Joan Causey	011 49 631 413 4100 011 49 631 413 4102	011 49 631 413 4150	314-484	Unit #23122, Bldg 3244, APO AE 09227
Indianapolis	Steve Bonta (Sustaining Forces) Dep: Tom Heavyside	317-510-2133 317-510-2133	317-510-2544	699	8899 East 56 th Street Indianapolis, IN 46249-0100
Japan (Satellite of Pacific)	Wayne Ingle Dep: Lt Col Jim O'Brien	011-81-3117-55-9838	011-81-3117-55-9841	225	Postal: Bldg. 206, Unit 5220, APO AP 96328-5220 (Fed-X: Bldg 206, Yokota Air Base, Fussa City, Tokyo, Japan 197-0001)
Kansas City	Gregory Bitz Dep: Carolyn Fortin	816-926-7102 816-926-7104	816-926-3840 816-926-3228	465	1500 East 95 th Street Kansas City, MO 64197-0001
Limestone	Larry Conrad Dep: MAJ Joel Speight	207-328-1101 207-328-1100/ 1103	207-328-1102	220	27 Arkansas Road, Limestone, ME 04751-1500
Lawton (Fort Sill)	COL Ken Crowder Dep: Cynthia Turner	580-442-0101 580-442-0102	580-442-7186	639	4700 Mow Way Road, Fort Sill, OK 73503-1701
Lexington	Robert (Bob) Cash Dep: Pablo Rodriguez	859-293-4301 859-293-4301/ 4303	859-293-4307	745	Bluegrass Station, Bldg 1, 5751 Briar Hill Rd Lexington, KY 40516-9721
Norfolk	CAPT Edward N. Hering Dep: James Watts	757-443-4101/4103 757-443-4102	757-443-4177	646	9712 Virginia Avenue, Norfolk, VA 23511-3297

Location	Senior Site Representative	Phone #	Fax #	DSN	Address
Oakland (Satellite of San Diego)	Vivian Fu (Thru 3/31/02) Heng Ly (4/1/02-7/30/02)	510-273-7400	510-273-7546	350	PO Box 23940, Oakland, CA 94623-0940 FedX: 2201 Broadway 4 TH Floor, Oakland, CA 94612
Omaha	Jack Mechanic Dep: James Likes	402-232-3079 402-232-3081	402-232-3082	272	P.O. Box 7010, Bellevue, NE 68005-1910
Orlando	COL Sandra Richardson Dep: James Desmartin	407-646-4029 407-646-4005	407-646-4510	791	2500 Leahy Ave, Box 930100, Orlando, FL 32893-0100
Pacific (Hawaii)	CAPT Gidgette P. Caldwell Dep: Ronald Swenka	808-472-7600	808-472-5800	N/A	477 Essex Street, Pearl Harbor, HI 96860-5806
Patuxent River	Joan McGarity	301-866-0573 x2340	301-863-1217	N/A	22299 Exploration Pk Dr, Bldg. 4, Suite 300, Lexington Park, MD 20653-2051
Pensacola NAS	Marshall Gimpel Dep: Travis Bryan	850-473-5602 850-473-6300	850-473-5604	753	130 West Avenue, Suite A, Pensacola, FL 32508-5120
Pensacola- Saufley Field	Ardel Johnson Dep: Larry Hauser	850-452-2990 x205 850-452-2990 x203	850-452-1247	922	250 Raby Avenue, Pensacola, FL 32509
Rock Island	John Guzzonato Dep: Tim Love	309-782-9002 309-782-9400	309-782-9960	793	Bldg 68, Rock Island, IL 61299-8000
Rome	Roy Higgins Dep: John Kay	315-330-6006 315-330-6008	315-330-6010	220	325 Brooks Rd, Rome, NY 13441-4527
San Antonio	COL Brian Clearman Dep: Linda Pena	210-527-8022 210-527-8162	210-527-8901	448	500 McCullough Avenue, San Antonio, TX 78215-2100
San Bernardino	Dir: Robert Bowers Dep: Elliot Benson	909-382-3001 909-382-3002	909-382-3501	245	1111 East Mill Street, San Bernardino, CA 92408-1621
San Diego	CAPT Mike Kompanik Dep: Joe Dugan	858-616-4700	858-616-4723	669	4181 Ruffin Road, PO Box 23940 San Diego, CA 92123-1819
St. Louis	COL Ron Cordell Dep: Stephen Frisch	314-260-2782 314-260-2790	314-260-2794	490	4300 Goodfellow Blvd. Bldg. 110 P.O. Box 200009 St. Louis, MO 63120-0009
Seaside	Dan Bliznik	831-583-6005	831-583-1177	N/A	400 Gigling Road, Seaside, CA 93955-6771

APPENDIX G – DFAS MILITARY PAY OFFICE (DMPO) LOCATIONS

This Appendix contains DMPO Locations and Senior Site Representatives.

Location	Senior Site Representative	Phone #	Fax #	DSN	Address
Redstone Arsenal, AL	Kathy Losse	256-842-6708	256-842-6894	788	DMPO Redstone Arsenal, Bldg. 3467 Vincent Dr., Redstone Arsenal, AL 35898-5093
Aberdeen Proving Ground, MD	Vicki Norris	410-278-7075	410-306-2379	458	DMPO APG, 4305 Susquehanna Ave. Rm 168, Aberdeen Proving Ground, MD 21005-3000
Fort Belvoir, VA	MAJ Robert Sweigart	703-805-2260	703-805-3149	655	DMPO-National Capital Region, 9875 Mitchie Place, Fort Belvoir, VA 22060-5530
Fort Benning, GA	MAJ Claudette R. Neal	706-545-7240	706-545-5668	835	DMPO Benning, Bldg. 89, Vibbert Ave., Fort Benning, GA 31905-5333
Fort Bliss, TX	Carlos Zuloaga Frank Serna	915-568-2500	915-568-2662	978	DMPO Bliss, 6380 Morgan Ave., Fort Bliss, TX 79916-4600
82 nd Soldier Support Battalion Fort Bragg, NC	LTC Christopher Ladra MAJ Thomas McKenna	910-432-0109	910-432-7496	239	DMPO 82 nd SSB, ATTN: Finance, Gavin Hall, Room 230, Fort Bragg, NC 28307-5000
126 th Finance Battalion, Fort Bragg, NC	LTC William Wiseman MAJ Deanna Stewart Elizabeth Ray (POC)	910-396-9437	910-396-5834	236	DMPO AFZA-SG-DMP, Bldg. 2-1120, Fort Bragg, NC 28307-5000
Fort Buchanan, Puerto Rico	CPT(P) Marlena Walker SFC Julio Cabrera	787-707-2215	787-793-1149	740	DMPO Buchanan, Bldg. 399, Fort Buchanan, PR 00934-5033
Fort Campbell, KY	CPT Wendy White MAJ Marlene Fey	502-798-4258	270-798-7416	366	DMPO Campbell, ATTN: Mil Pay, 101 st SSB 2625 26 th St., Fort Campbell, KY 42223-6007
Fort Carson, CO	LTC Albert Minnon MAJ Michael Schroeder	719-526-3443	719-526-3685	691	DMPO Carson, 4 th Finance Battalion, Bldg. 1220, Fort Carson, CO 80913
Fort Drum, NY	LTC James Bliss MAJ Sam Fuson	315-772-4281	315-772-7446	341	DMPO 10 th SSB, 126 First St. West, Fort Drum, NY 13602-5085
Fort Eustis, VA	Linda Moore	757-878-3547	757-878-3000	927	DMPO Eustis, 662 Sheppard Place, Fort Eustis, VA 23604-5350
Fort Gordon, GA	MAJ Sharon Green SFC Veronica Holback	706-791-4635	706-791-3277	780	DMPO Gordon, 307 Chamberlain Ave. Rm.317, Fort Gordon, GA 30905-5730
Indianapolis	Mary Hazelwood	317-510-3938	317-510-7336	699	DMPO Indianapolis, P.O. 269009, Indianapolis, IN 46226-9009
15 th Finance Battalion, Fort Hood, TX	LTC Cheryl Jones MAJ Archie Davis	254-287-5727	254-288-2289	737	DMPO 15 th FB, Bldg. 28000, Fort Hood, TX 76544-5056
215 th Finance Battalion, Fort Hood, TX	LTC John Powell MAJ Barry Hoffman	254-287-8320	254-288-3555	737	DMPO 215 th FB, Bldg. 3959, Fort Hood, TX 76544-5056
230 th Finance Battalion, Fort Hood, TX	LTC Dwayne Houston MAJ Robert Levis	254-287-4809	254-287-2217	737	DMPO 230 th FB, Bldg. 410, Fort Hood, TX 76544-5224

Location	Senior Site Representative	Phone #	Fax #	DSN	Address
Personnel Processing Center, Fort Hood, TX	2LT Dudley Teresa Fabiano	254-288-7815	254-287-0392	737	DMPO PCC, Bldg. 1001, Rm C101, Fort Hood, TX 76544
Fort Huachuca, AZ	Sandy Clark	520-533-2011	520-533-3389	821	DMPO Fort Huachuca, Bldg. 22334, Auger & Boyd Ave., Fort Huachuca, AZ 85613-6000
Fort Irwin, CA	CPT Susan Walton Sylvia Bowron	760-380-3210	760-380-4054	470	DMPO Fort Irwin, Bldg. 569, 3 rd St., P.O. Box 105055, Fort Irwin, CA 92310-5055
Fort Jackson, SC	MAJ Brian Smith SFC William Greene	803-751-7241	803-751-5857	734	DMPO Fort Jackson, 5450 Strom Thurmond Blvd., Fort Jackson, SC 29207-5550
Fort Knox	LTC Robert Mixan SFC Charlene Bruce	502-624-1355	502-624-3202	464	DMPO Fort Knox, 1384 White Hall, Fort Knox, KY 40121-5000
Fort Leavenworth, KS	Mary Derrell	913-684-5701	913-684-5702	552	DMPO Fort Leavenworth, Bldg. 87 West, 823 McClellan Ave., Fort Leavenworth, KS 66027-1361
Fort Lee, VA	Ruby Baird	804-734-7911	804-734-7902	687	DMPO Fort Lee, 840 Lee Ave., Fort Lee, VA 23801-1774
Fort Leonard Wood, MO	Charles Hebblethwaite SFC Rosa Okazaki	573-596-0710	573-596-0288	581	DMPO Fort Leonard Wood, 140 Replacement Ave., STE 1123, Fort Leonard Wood, MO 65473-8935
Fort Lewis, WA	LTC Hector Colon	253-967-5011	253-967-3037	357	DMPO Fort Lewis, Bldg. 4174, Admin Box 3395000, Fort Lewis, WA 98433-9500
Fort McCoy, WI	Mary Jo Habhegger	608-388-5251	608-388-3728	280	DMPO Fort McCoy, Bldg. 2001, Post Road, Fort McCoy, WI 54656-5135
Fort McPherson, GA	Harold Jonhson SFC Tommie Washington	404-464-3212	404-464-3339	367	DMPO Fort McPherson, 1598 McIntyre PL SW Fort McPherson, GA 30330-1083
Fort Meade, MD	Lawson J. Smith	301-677-7059	301-677-2107	923	DMPO Fort Meade, Bldg. 4215-B/WingB, Parson Road, Fort Meade, MD 20755-5122
Presidio of Monterey, CA	CPT Janet Elbert	831-242-6365	831-242-6371	878	DMPO Presidio of Monterey, 393 Patton Ave., Bldg. 272A, Presidio of Monterey, CA 93944-5000
Fort Polk, LA	Dianne Page	318-531-4526	337-531-8769/ 1819	863	DMPO Fort Polk, Bldg. 2524, 1767 23 rd Street, Fort Polk, LA 71459-5510
Fort Richardson, AK	MAJ Scott Schmidt CPT Matthew Deters	907-384-1127	907-384-1127	317	DMPO Fort Richardson, 600 Richardson Dr. #6200, Fort Richardson, AK 99505-6200
Fort Riley, KS	LTC Bruce Gubser MAJ Domenico Rossi	785-239-4213	785-239-5814	856	DMPO Fort Riley, 7636 Normandy Drive, Fort Riley, KS 66442-5008
Fort Rucker, AL	Larry Prophitt	334-255-3900	334-255-3594	558	DMPO Fort Rucker, Rm. 120, Bldg. 5700 SSC, Fort Rucker, AL 36362-5000

Location	Senior Site Representative	Phone #	Fax #	DSN	Address
Fort Sam Houston, TX	William MacRae SFC Booker	210-221-2025/ 2789	210-221-0959	471	DMPO Fort Sam Houston, Bldg. 2263, 1706 Stanley Rd., Fort Sam Houston, TX 78234-5085
Fort Shafter, HI	Richard Latosky	808-438-9645	808-438-2593	315	DMPO Fort Shafter, Bldg. 123, Fort Shafter, HI 96858-5020
Fort Sill, OK	MAJ Don Meisler	580-442-3303	580-442-7196	639	DMPO Fort Sill, Bldg. 3166, Jones Rd., Fort Sill, OK 73503-0328
Fort Stewart, GA	MAJ Ricardo Nieves	912-767-4598	912-767-0701/ 2702	870	DMPO Fort Stewart, 944 William H. Wilson Ave., Suite 330/3 rd SSB Bn, Fort Stewart, GA 31314-2462
West Point, NY	CPT Racquel Moss Charlene Potts	845-938-6100	845-938-5674	688	DMPO West Point, 626 Swift Rd., West Point, NY 10996

ANNEX A – DFAS HEADQUARTERS ORGANIZATION

This Annex contains a set of organizational diagrams depicting DFAS Headquarters. All DFAS Headquarters organizations, regardless of their physical location, are shown in white boxes. Headquarters organizations located at DFAS Arlington do not show a location code. Organizations located at DFAS locations other than Arlington are indicated by using the location code. The Office symbol-coding scheme is addressed in Appendix D. Gray shaded boxes are shown for context but are not part of DFAS Headquarters. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.

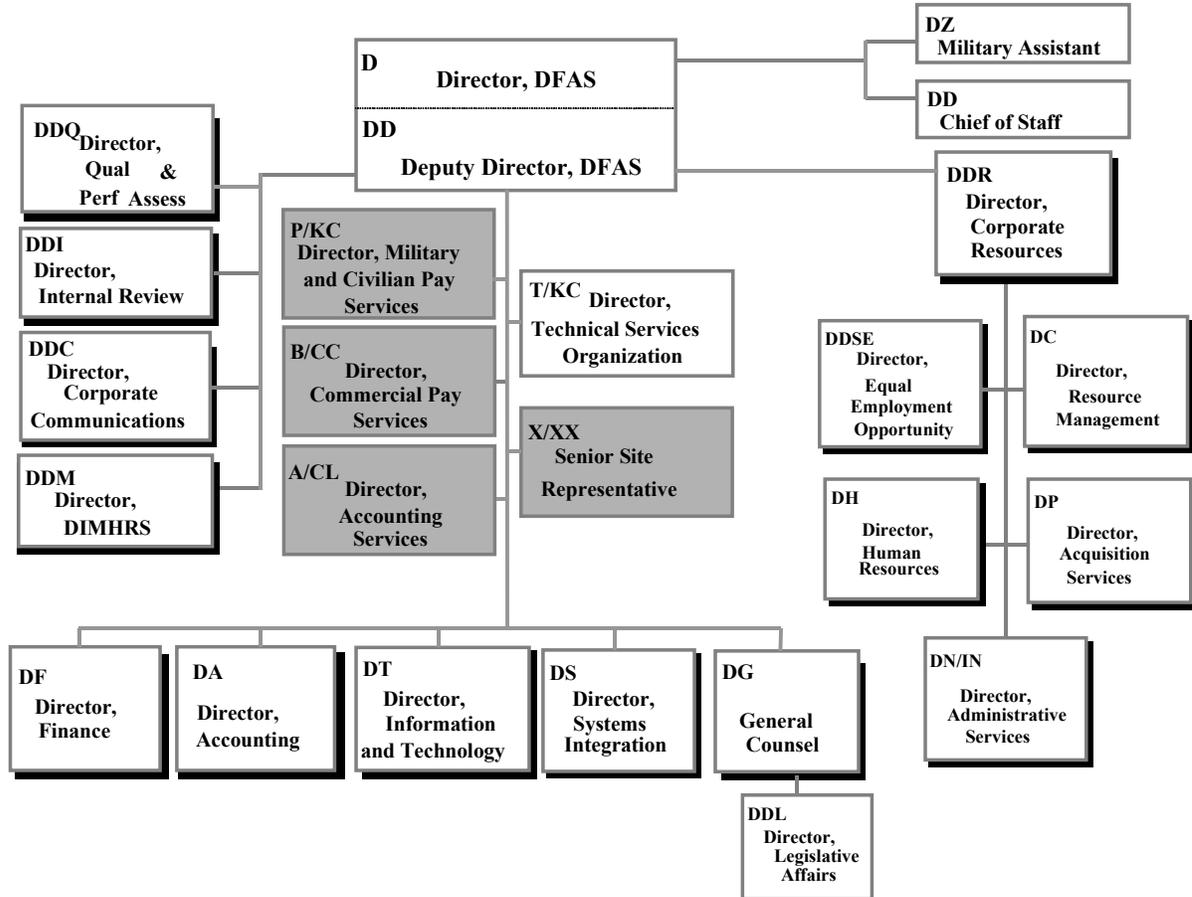


Figure A-1. Headquarters Top-Level Organizational Diagram

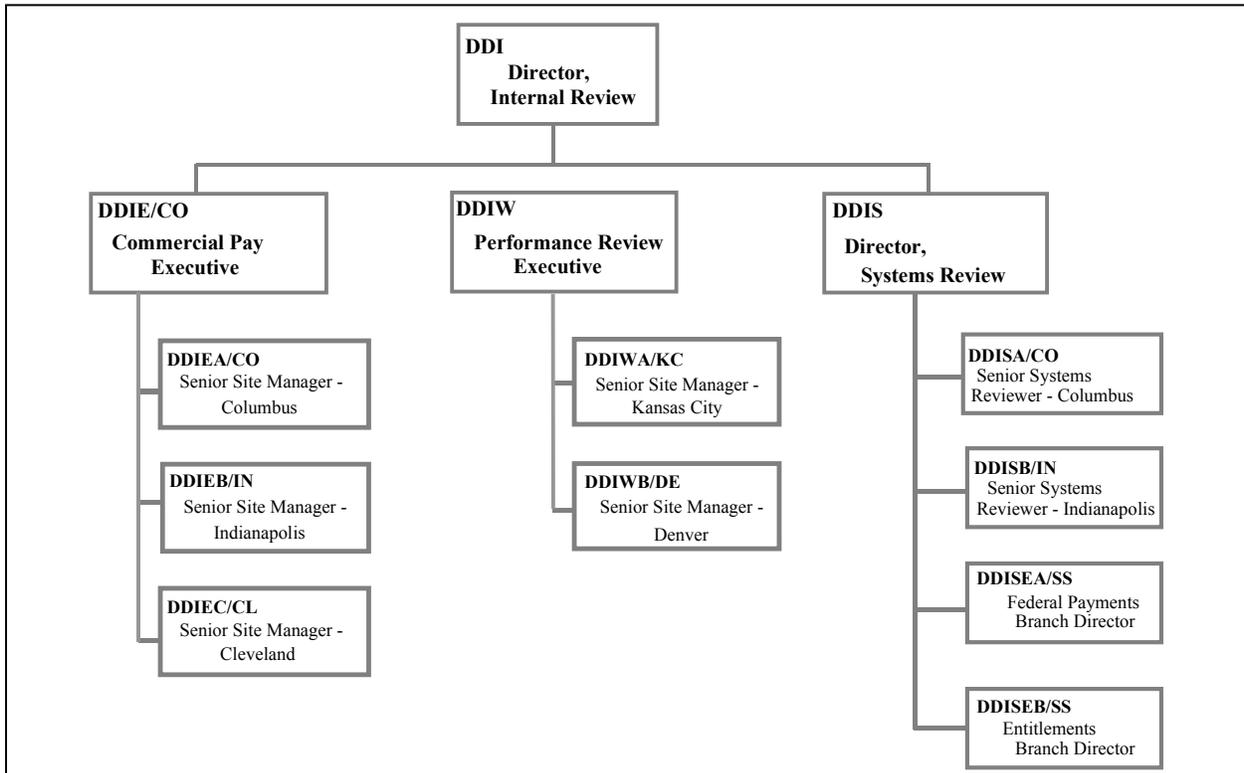


Figure A-2. Headquarters Internal Review Organizational Diagram

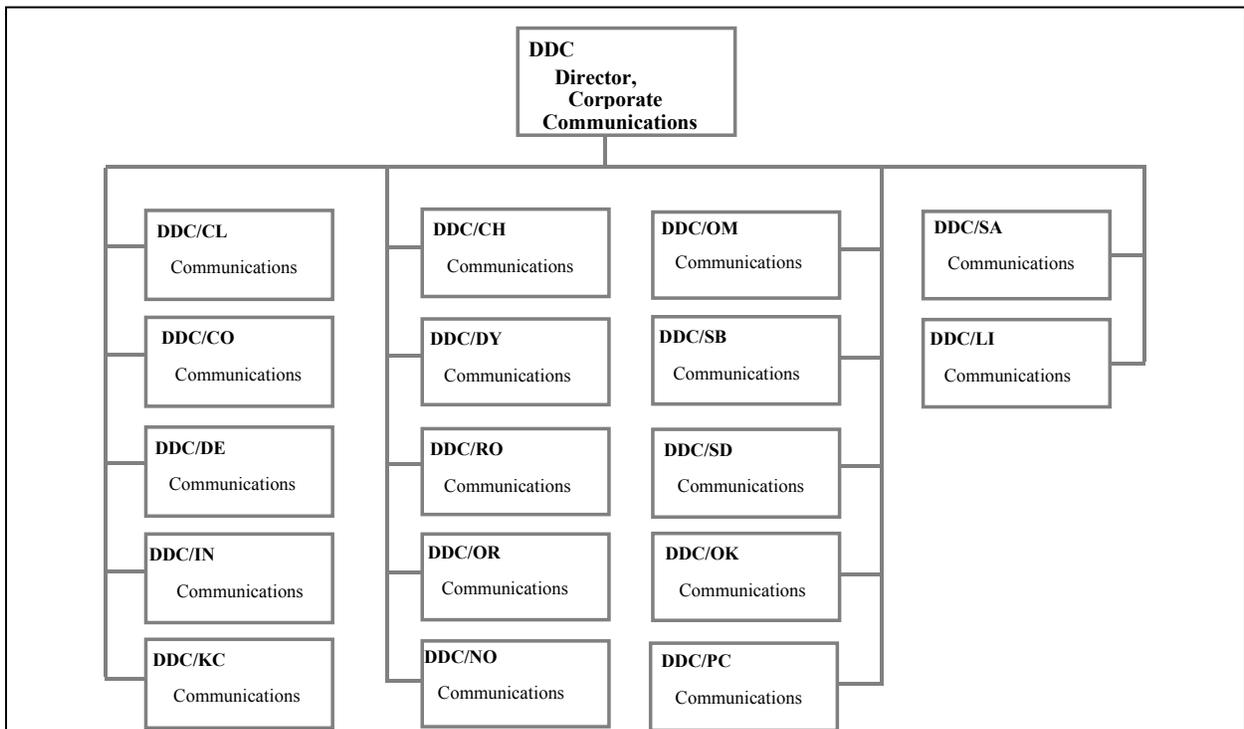
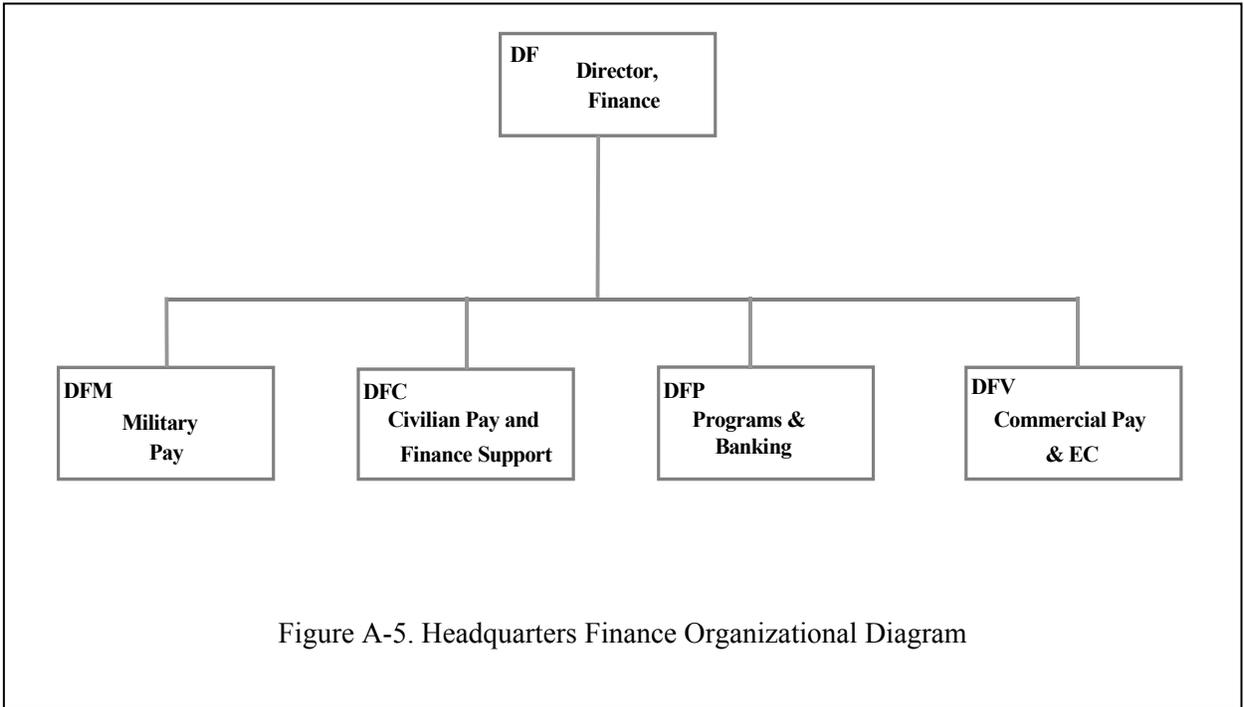
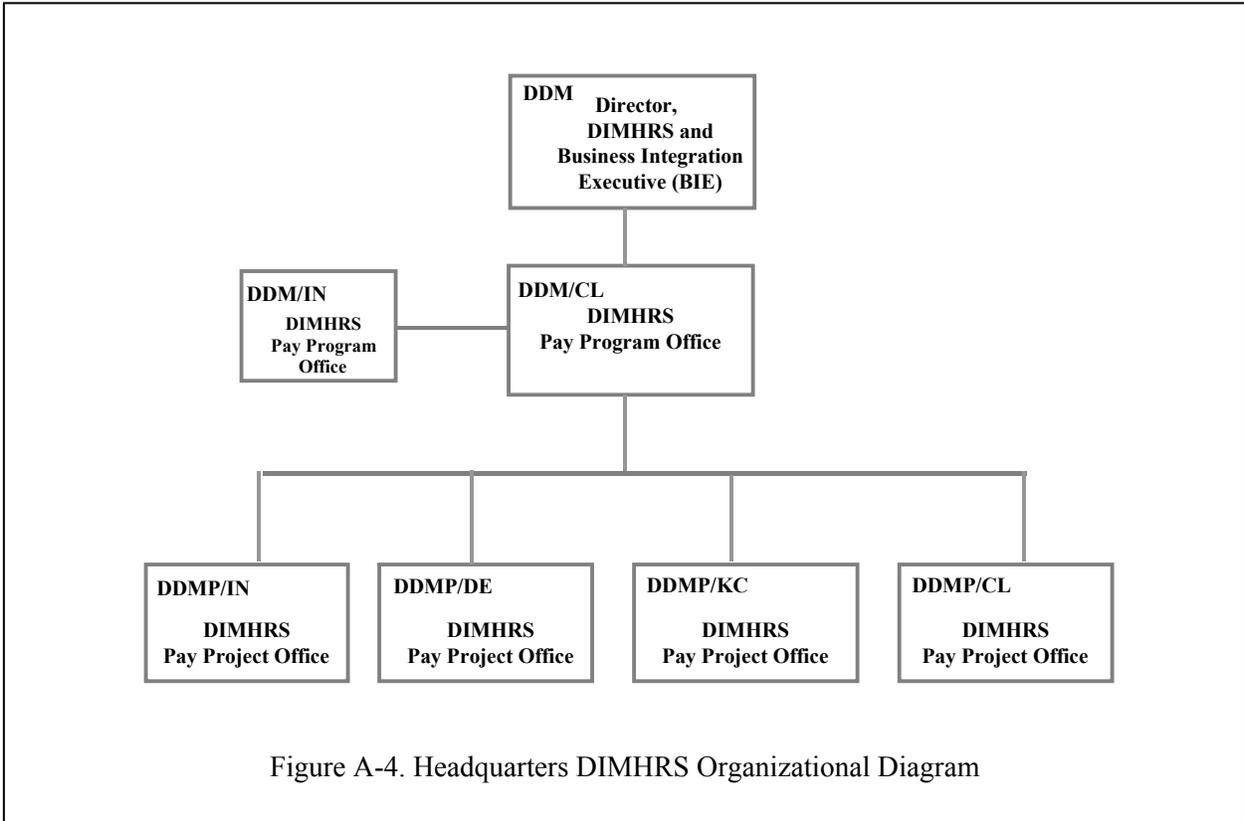
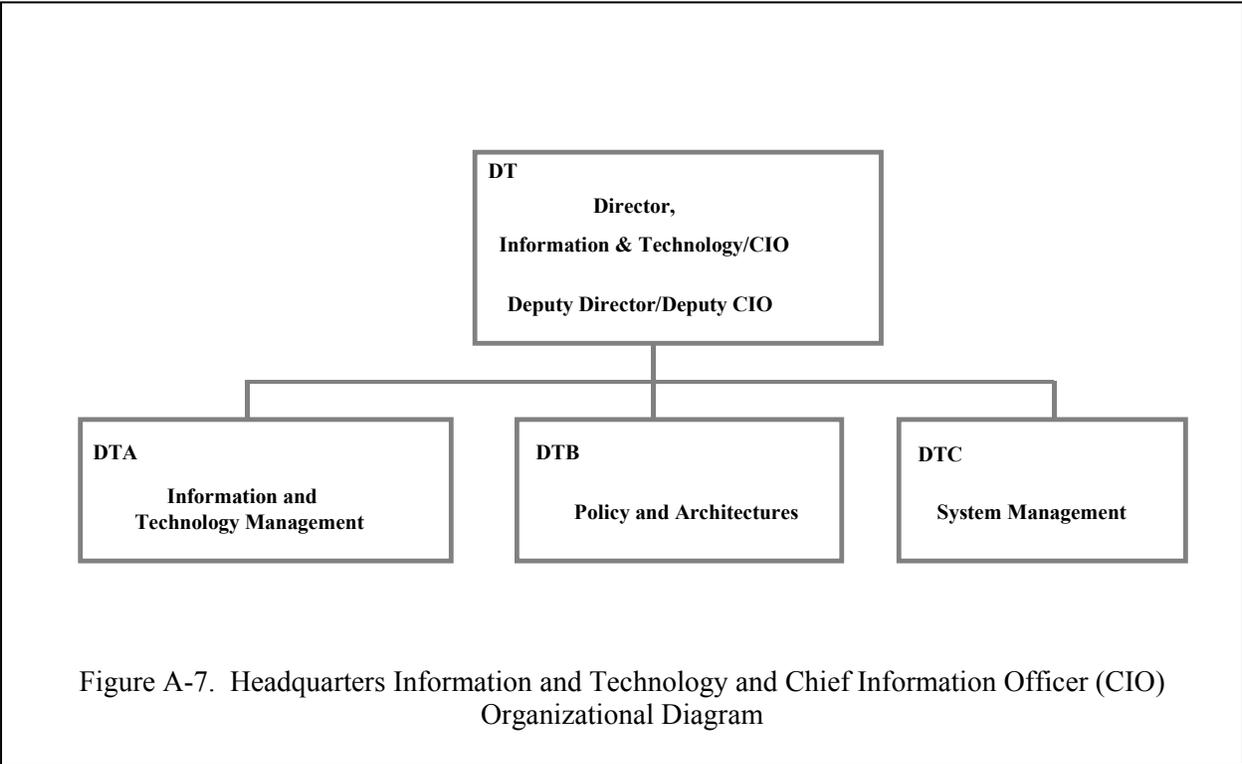
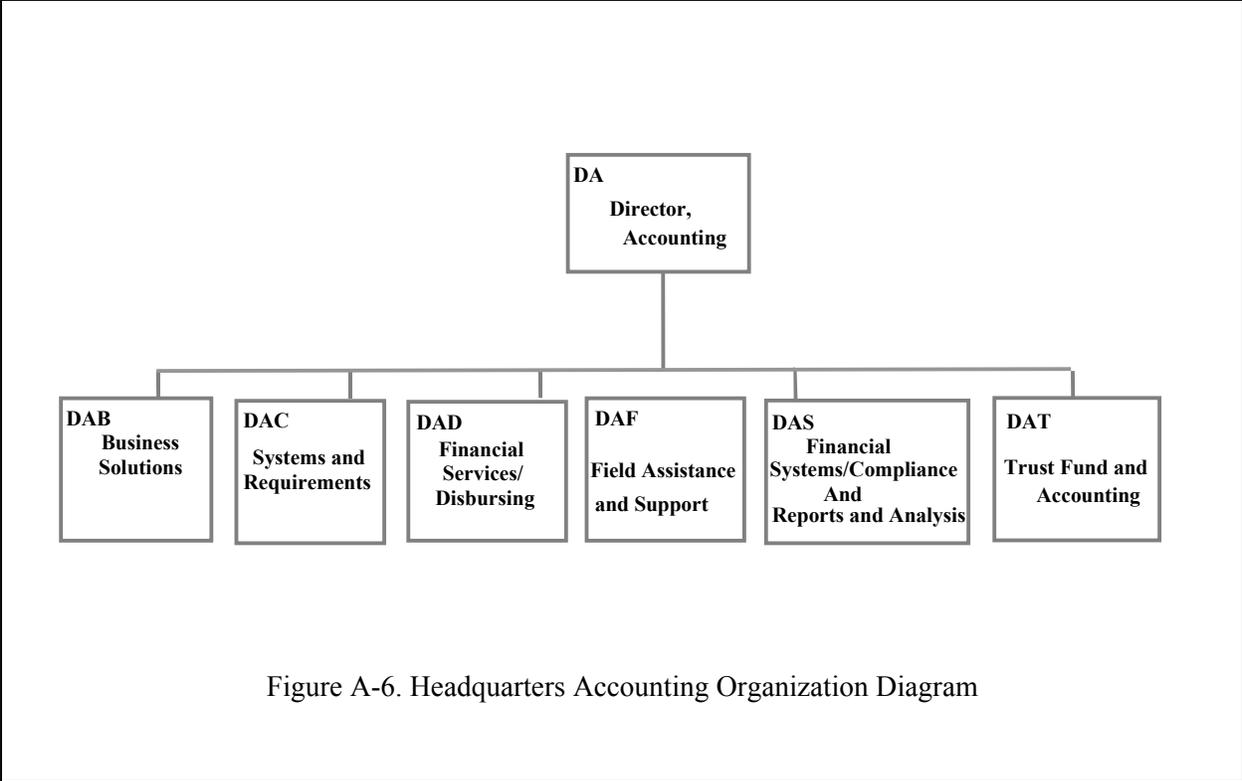
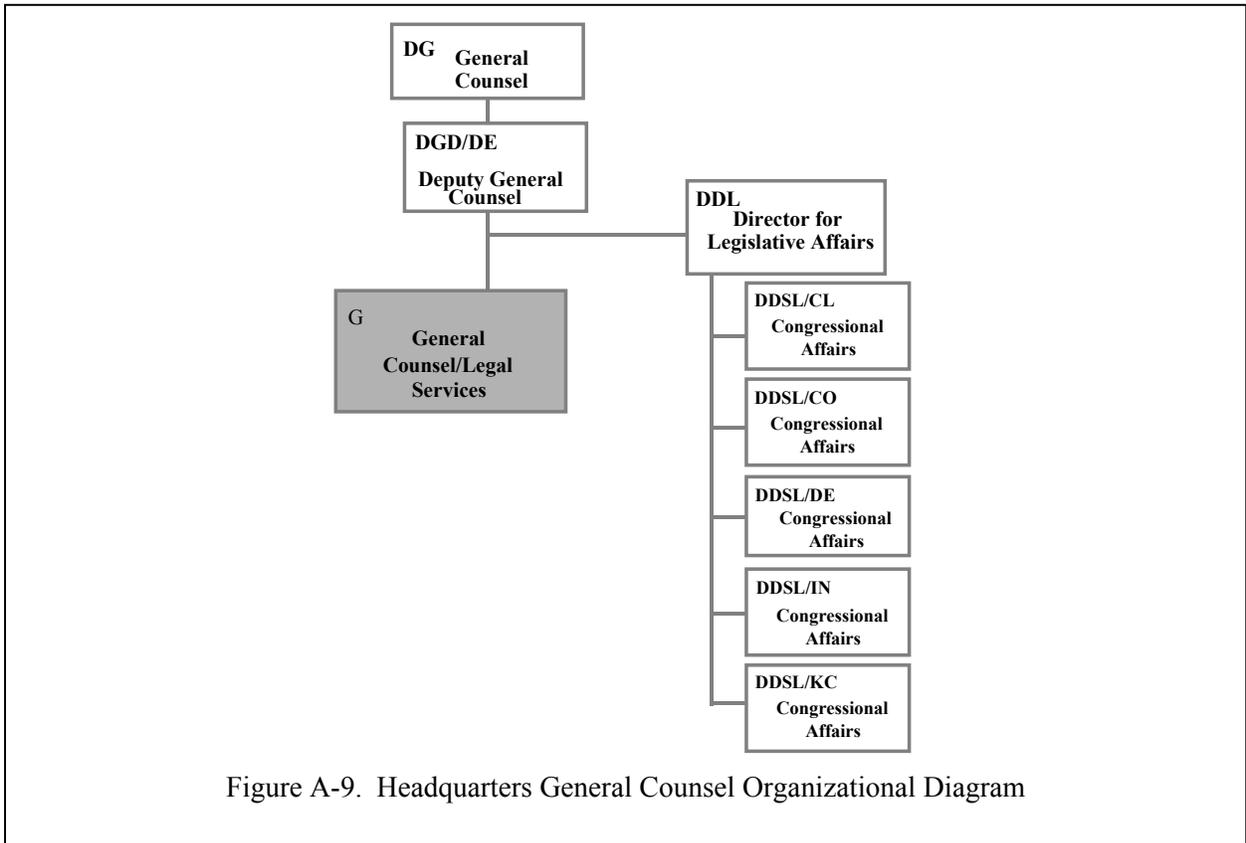
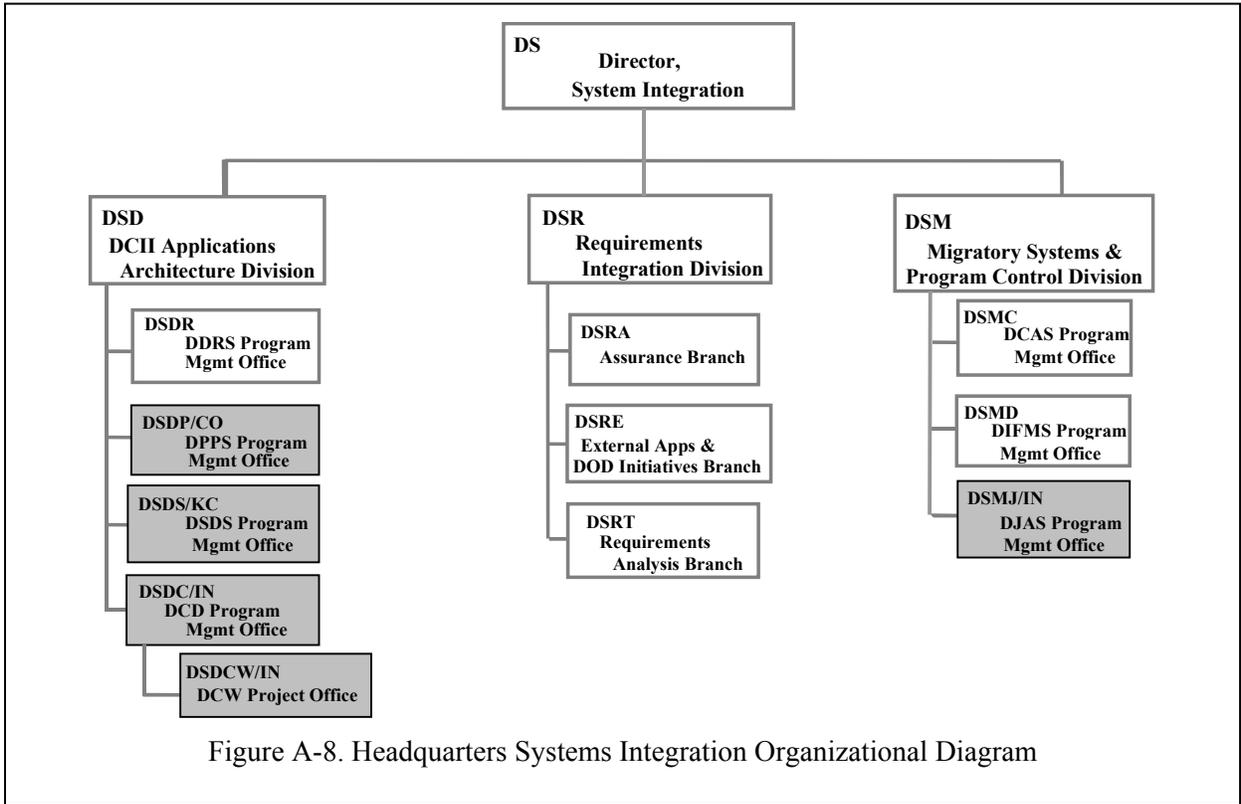


Figure A-3. DFAS Headquarters Corporate Communications Organizational Diagram







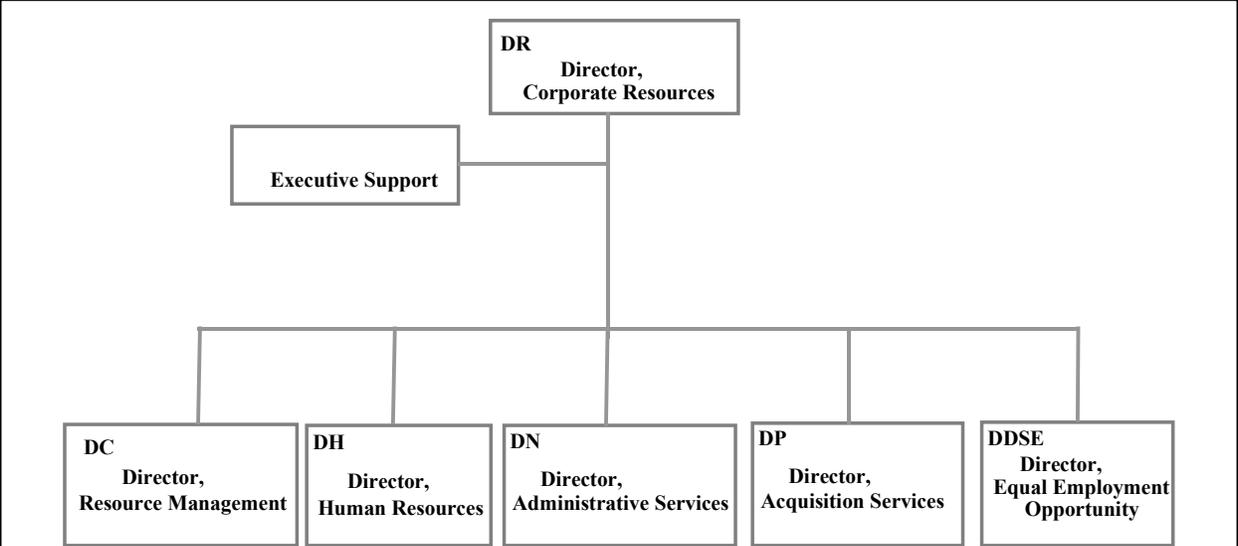


Figure A-10. Headquarters Corporate Resources Organizational Diagram

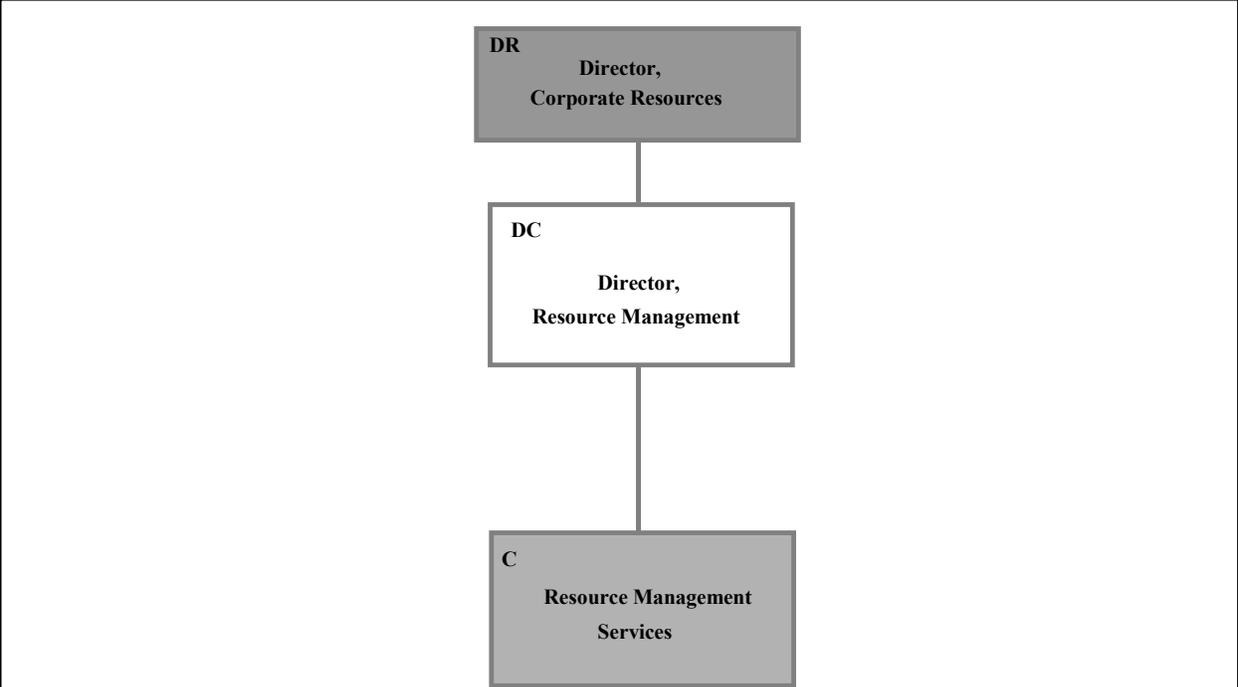


Figure A-11. Headquarters Resource Management Organizational Diagram

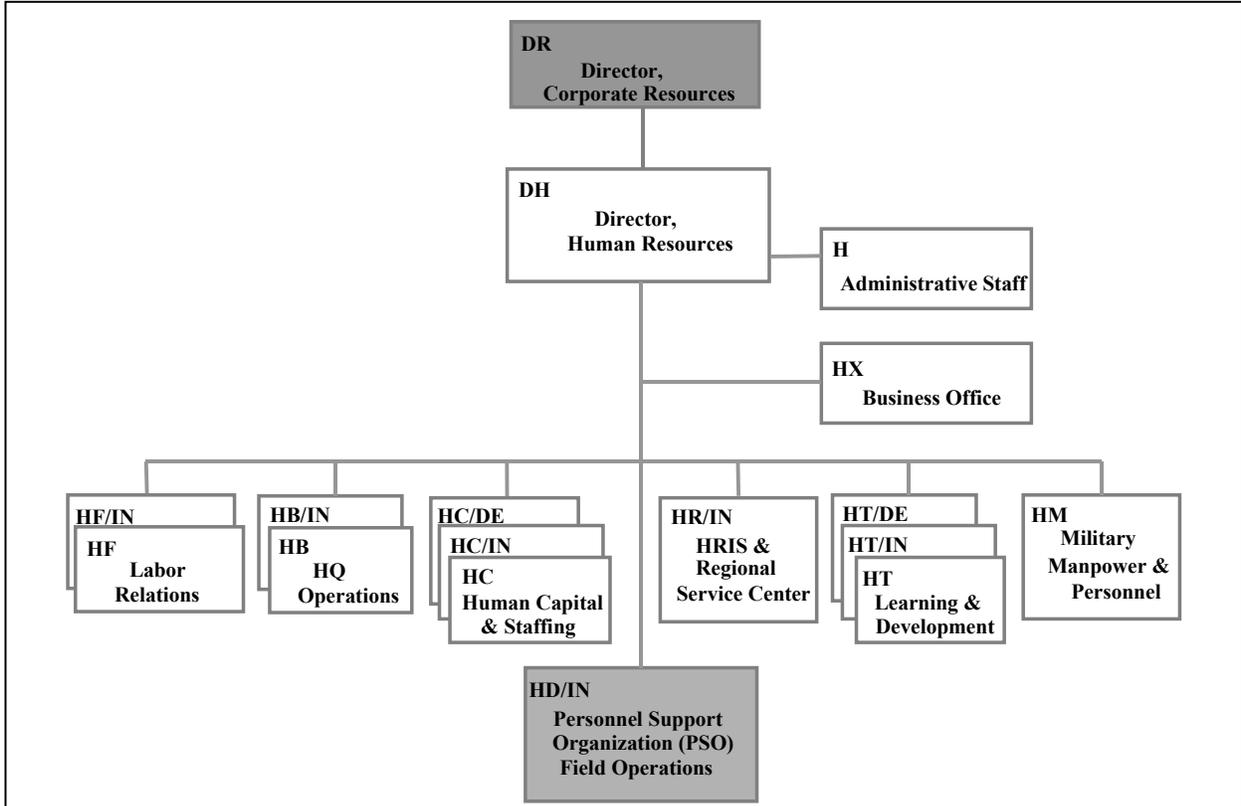


Figure A-12. Headquarters Human Resources Organizational Diagram

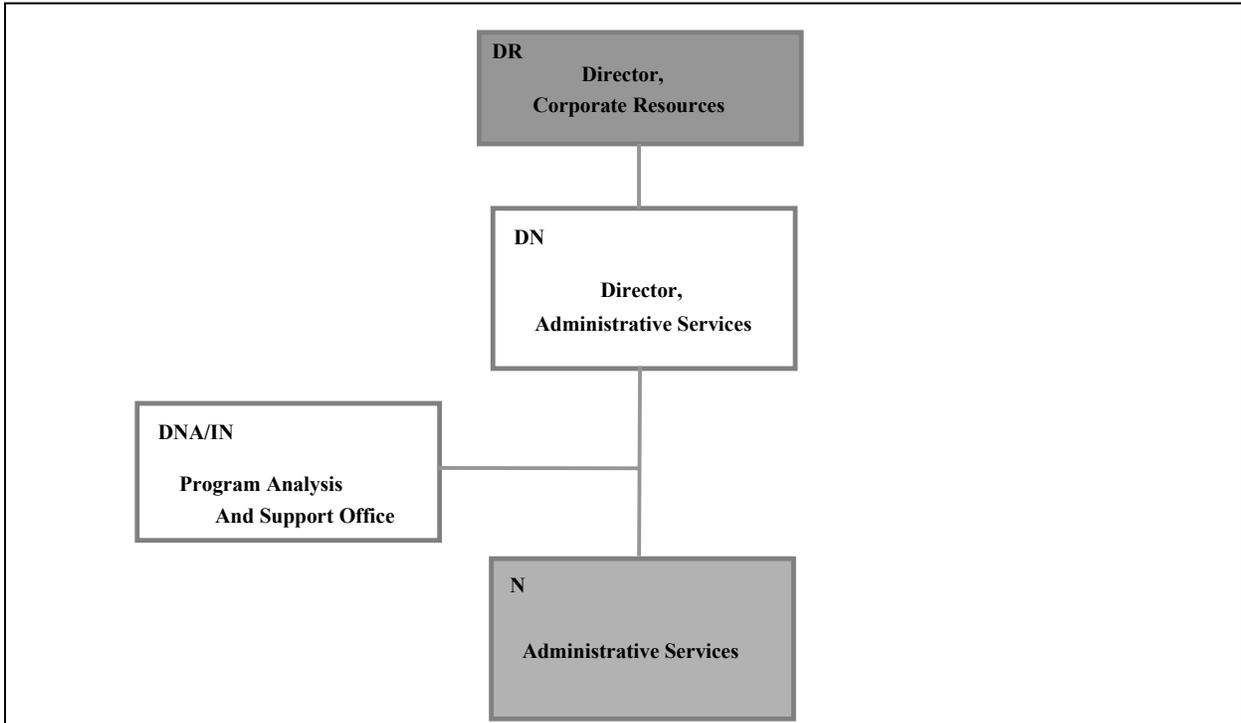


Figure A-13. Headquarters Administrative Services Organizational Diagram

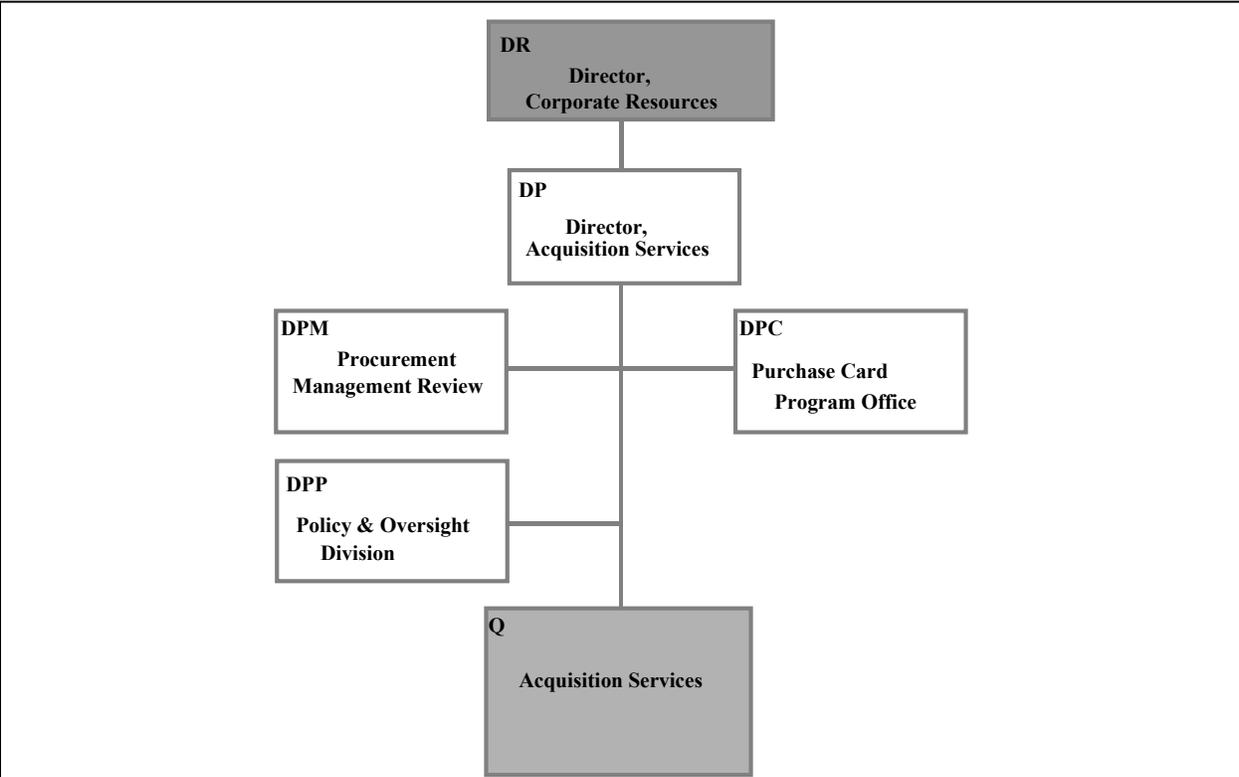


Figure A-14. Headquarters Acquisition Services Organizational Diagram

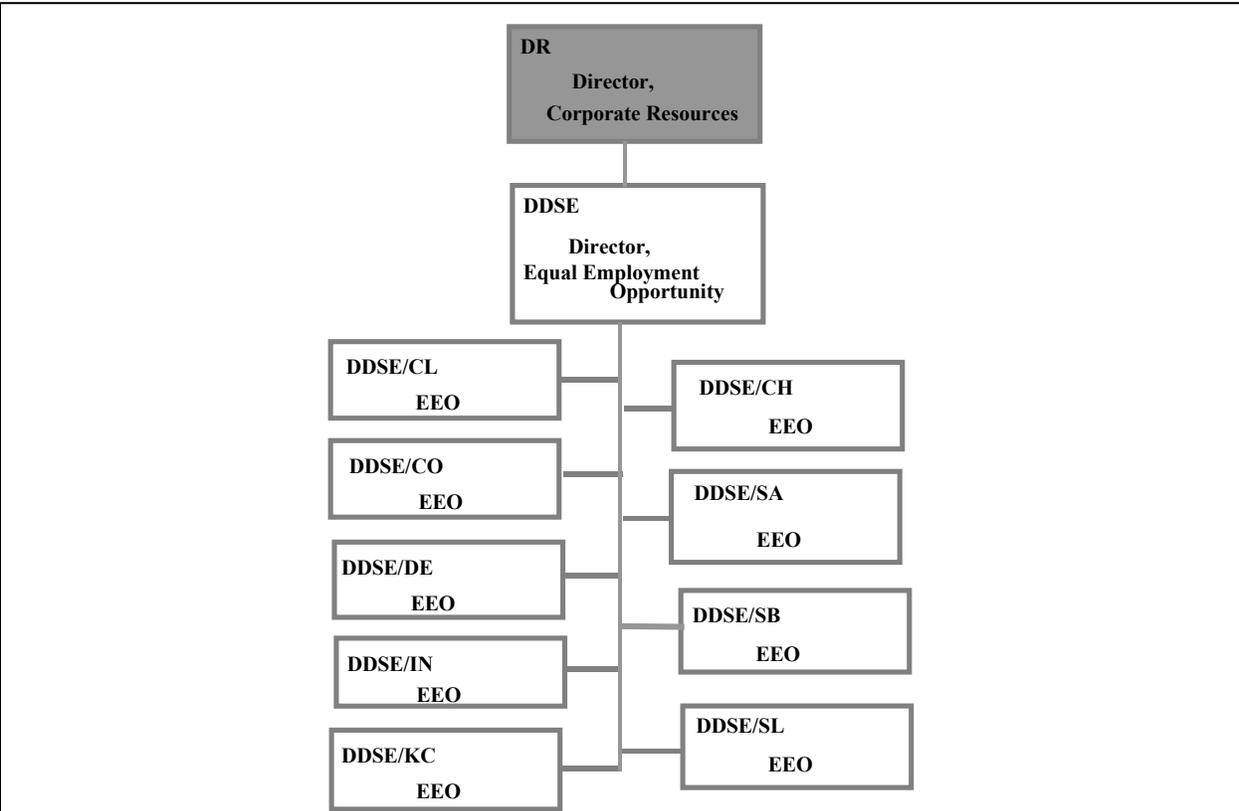


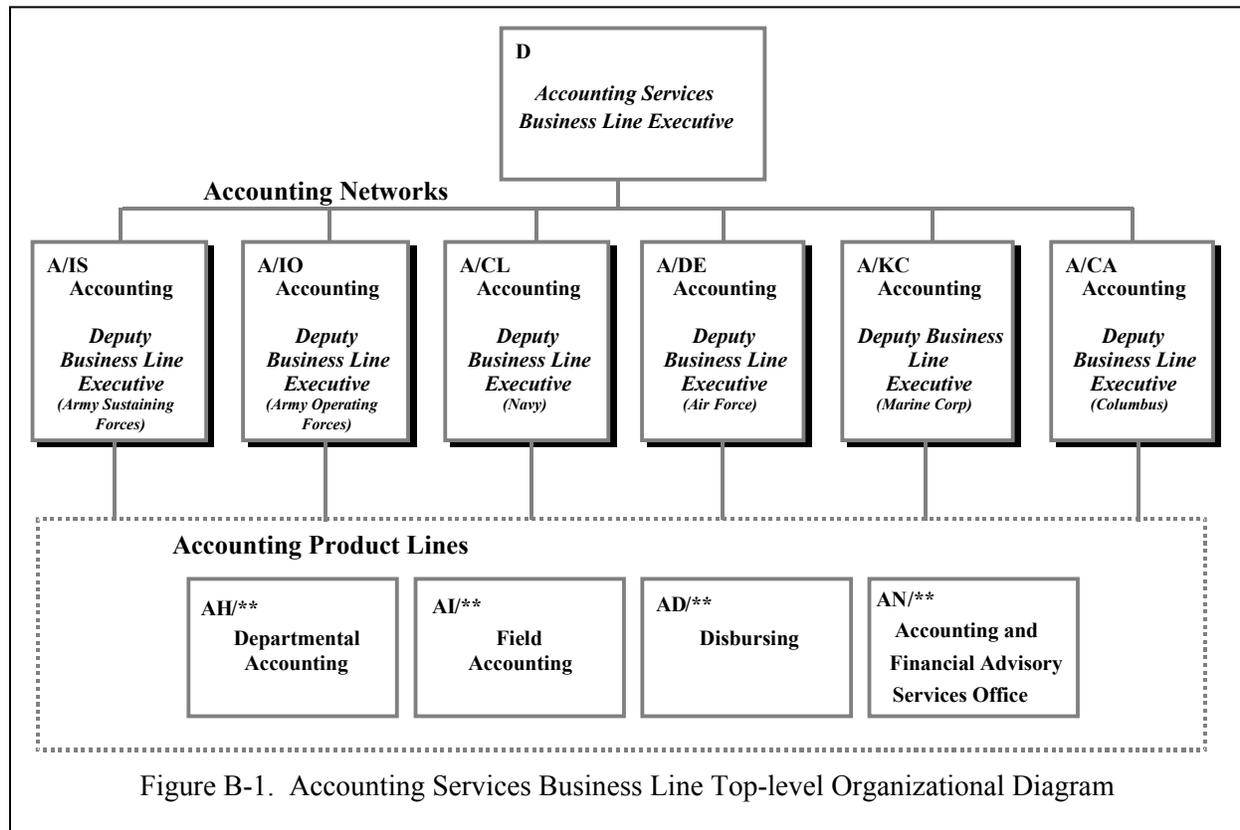
Figure A-15. Headquarters Equal Employment Opportunity Organizational Diagram

ANNEX B – ACCOUNTING SERVICES BUSINESS LINE ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Accounting Services Business Line. All Accounting Services organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “A”. All Accounting Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure. Finance related organizations (e.g., Vendor Pay, Travel Pay Computation) are not shown in the Accounting Services Business Line diagrams contained in Annex B. However, finance organizations are shown in the field organizations diagrams in Annex K.

The Accounting Services Business Line is addressed in the following order:

- Accounting Services Network for the Army Sustaining Forces at DFAS Indianapolis, DFAS Rock Island, DFAS St Louis, and some Defense Agencies;
- Accounting Services Network for the Army Operating Forces at DFAS Indianapolis, DFAS Orlando, DFAS Lawton, DFAS Seaside, DFAS Rome, DFAS Lexington, and DFAS Europe;
- Accounting Services Network for the Navy at DFAS Cleveland, DFAS Charleston, DFAS Pacific, DFAS Japan, DFAS Norfolk, DFAS San Diego, DFAS Oakland, and DFAS Pensacola;
- Accounting Services Network for the Air Force, Major Defense Agencies, and Unified Commands at DFAS Denver, DFAS Dayton, DFAS Limestone, DFAS Omaha, DFAS San Antonio, DFAS San Bernardino, and DFAS Orlando;
- Accounting Services Network for the Marine Corps at DFAS Kansas City; and
- Accounting Services Network for Defense Agencies at DFAS Columbus.



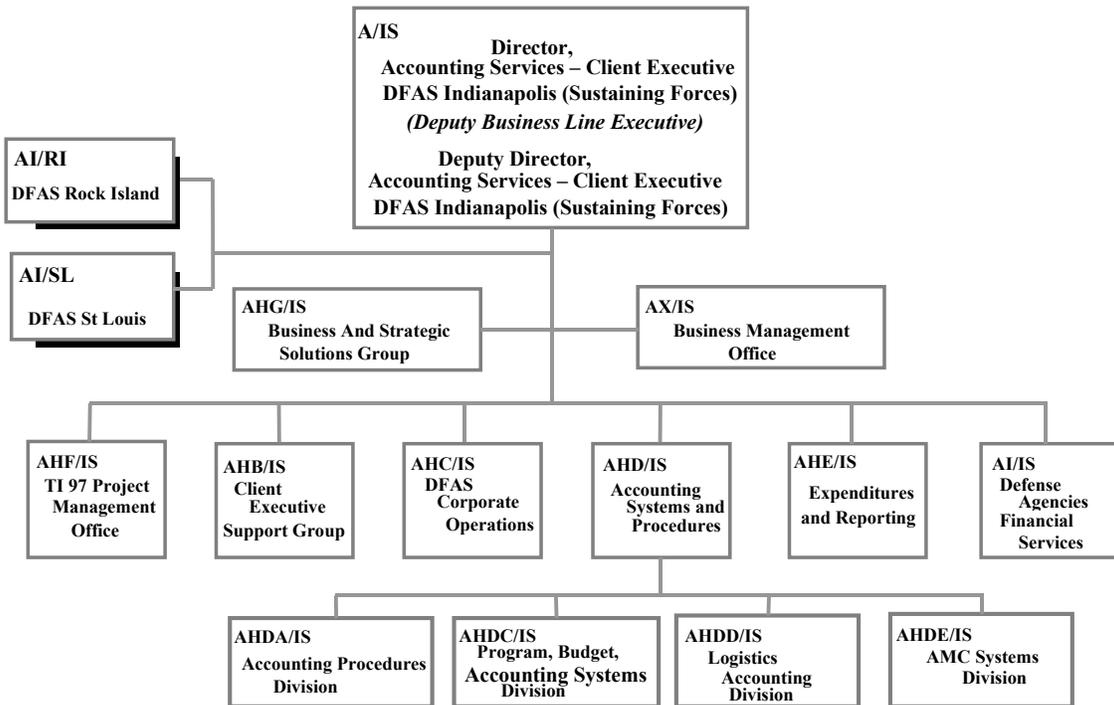


Figure B-2. Accounting Services Organizational Diagram – DFAS Indianapolis (Sustaining Forces)

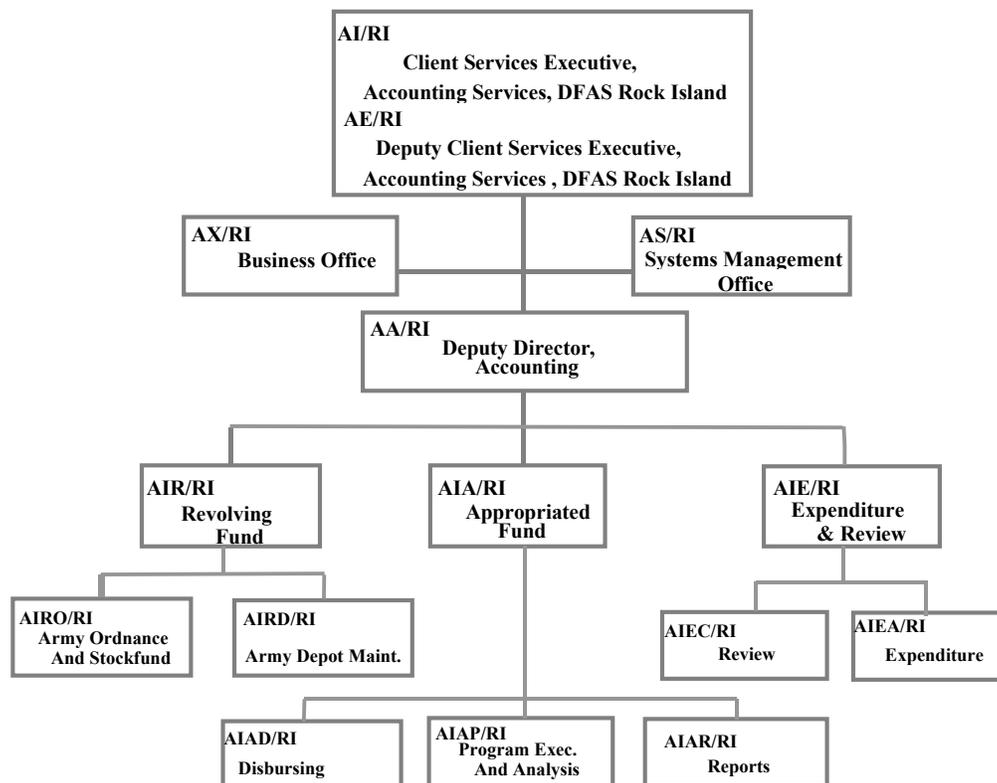


Figure B-3. Accounting Services Organizational Diagram – DFAS Rock Island

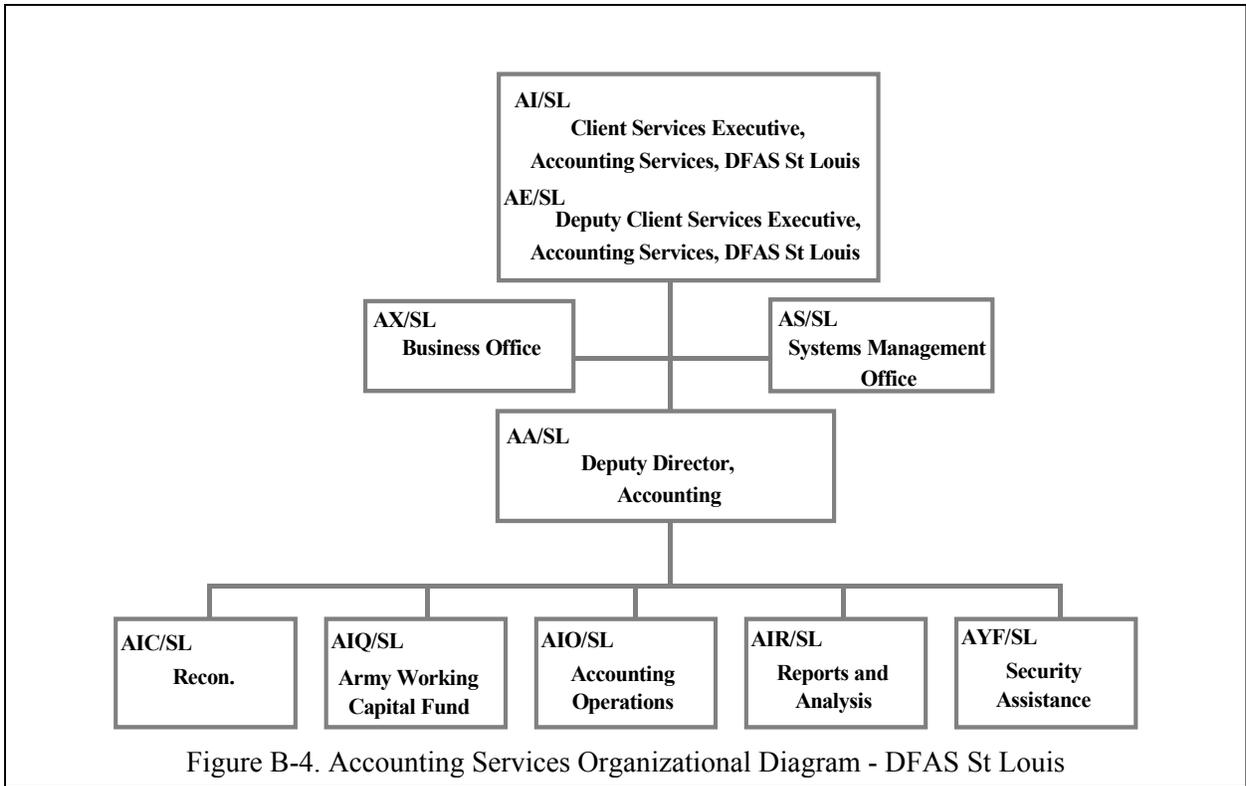


Figure B-4. Accounting Services Organizational Diagram - DFAS St Louis

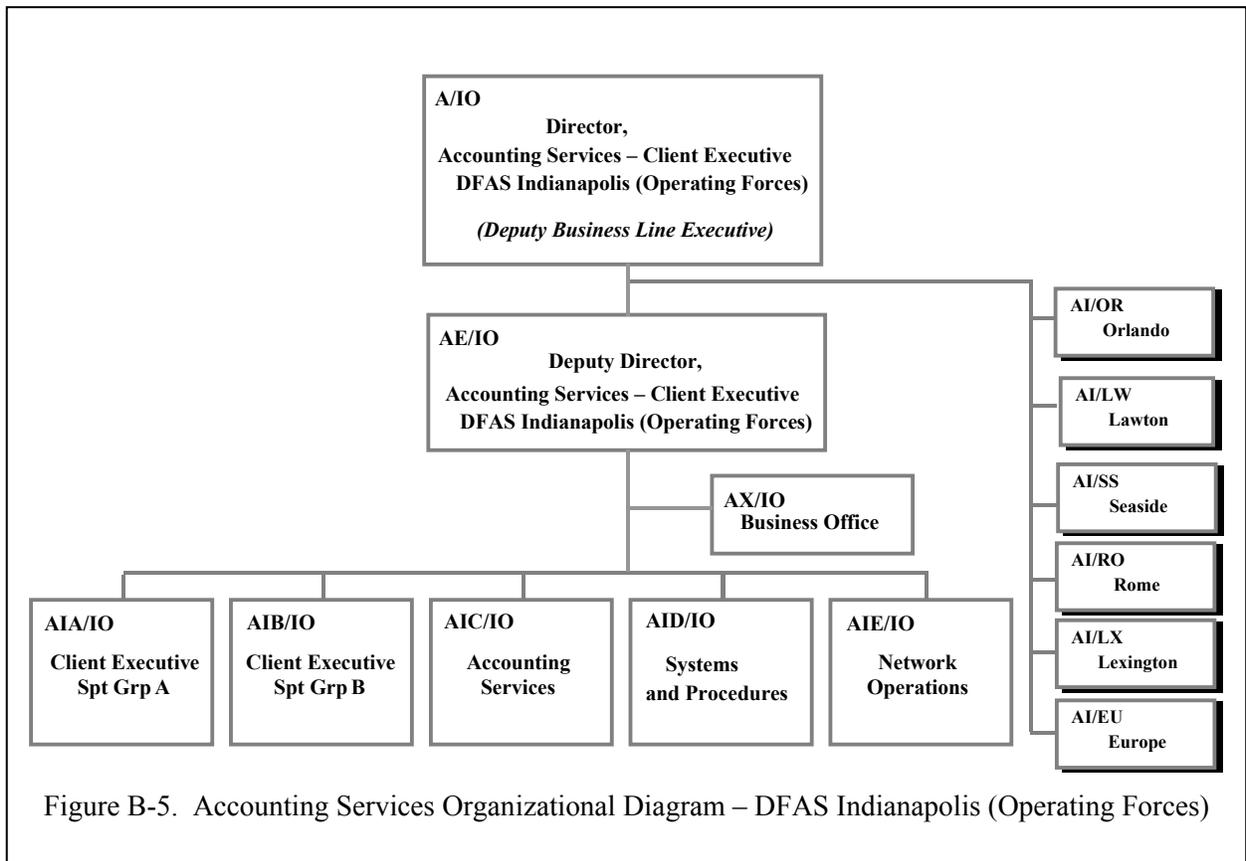


Figure B-5. Accounting Services Organizational Diagram – DFAS Indianapolis (Operating Forces)

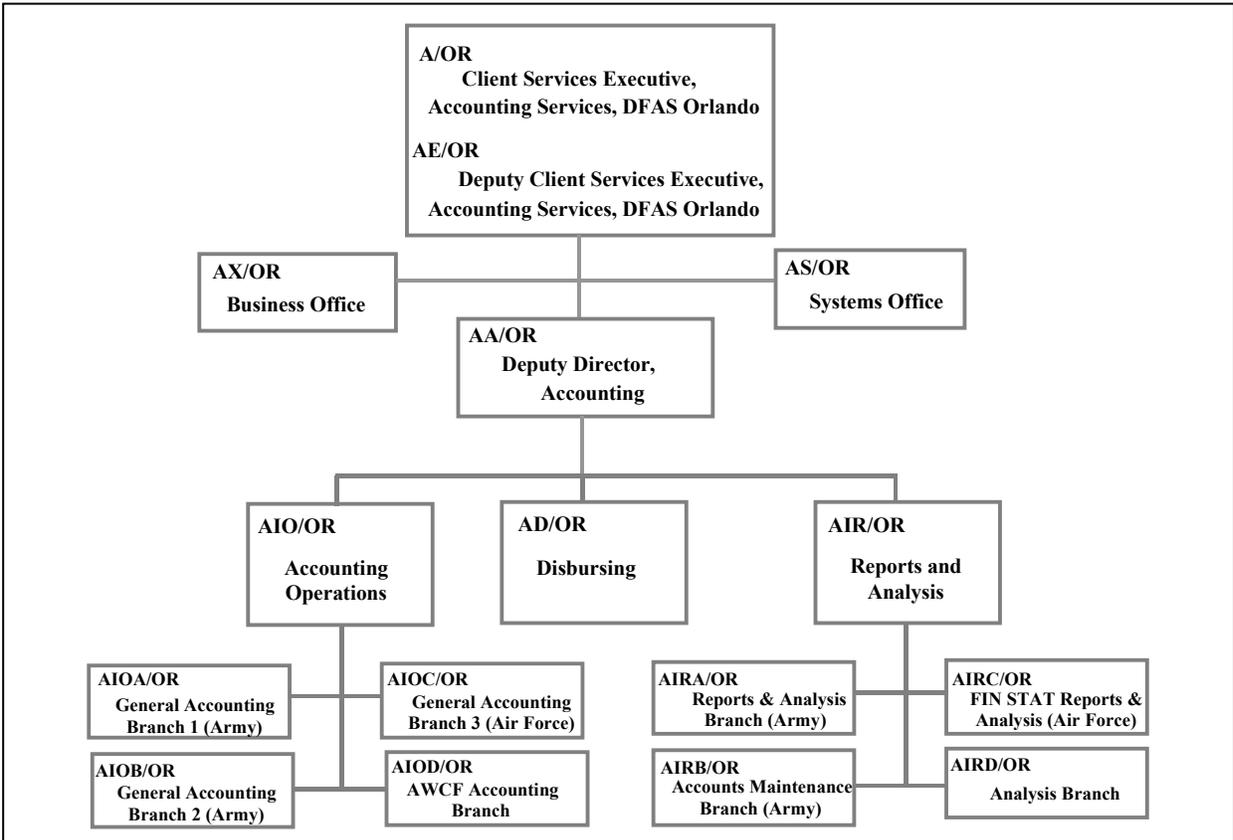


Figure B-6. Accounting Services Organizational Diagram – DFAS Orlando

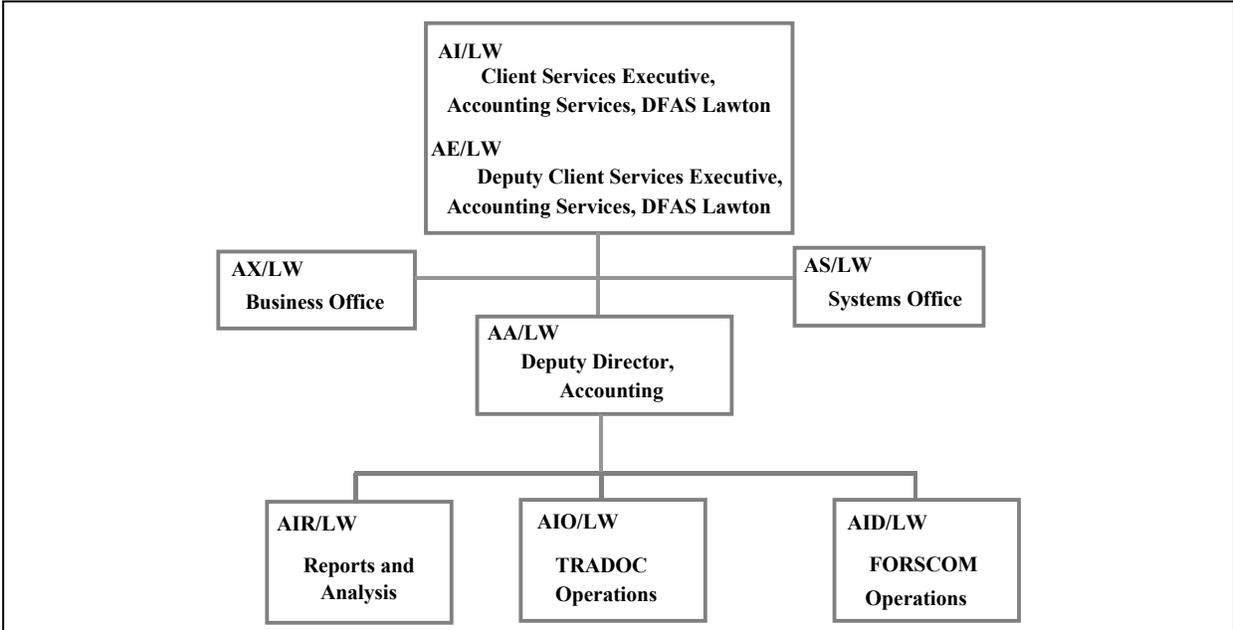
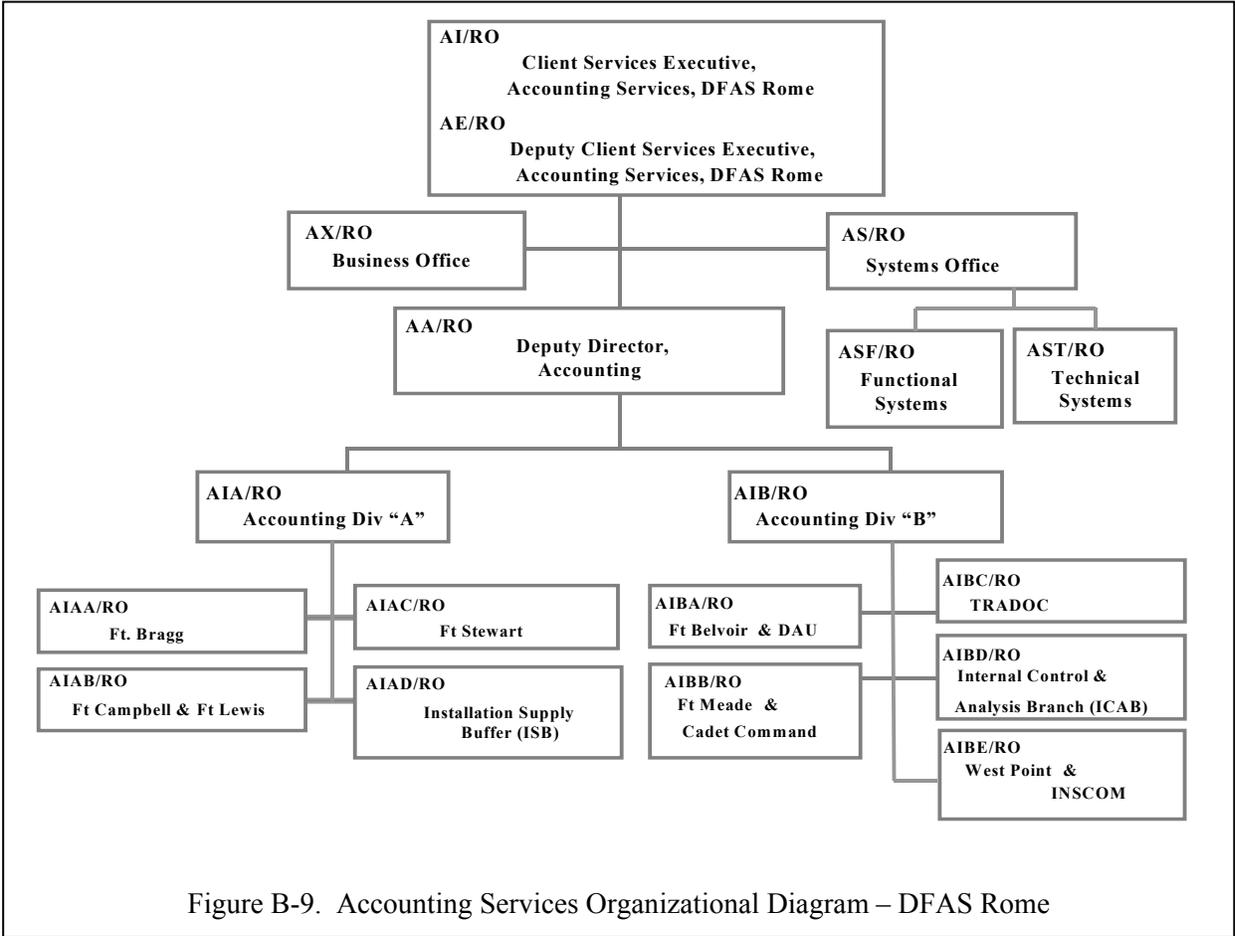
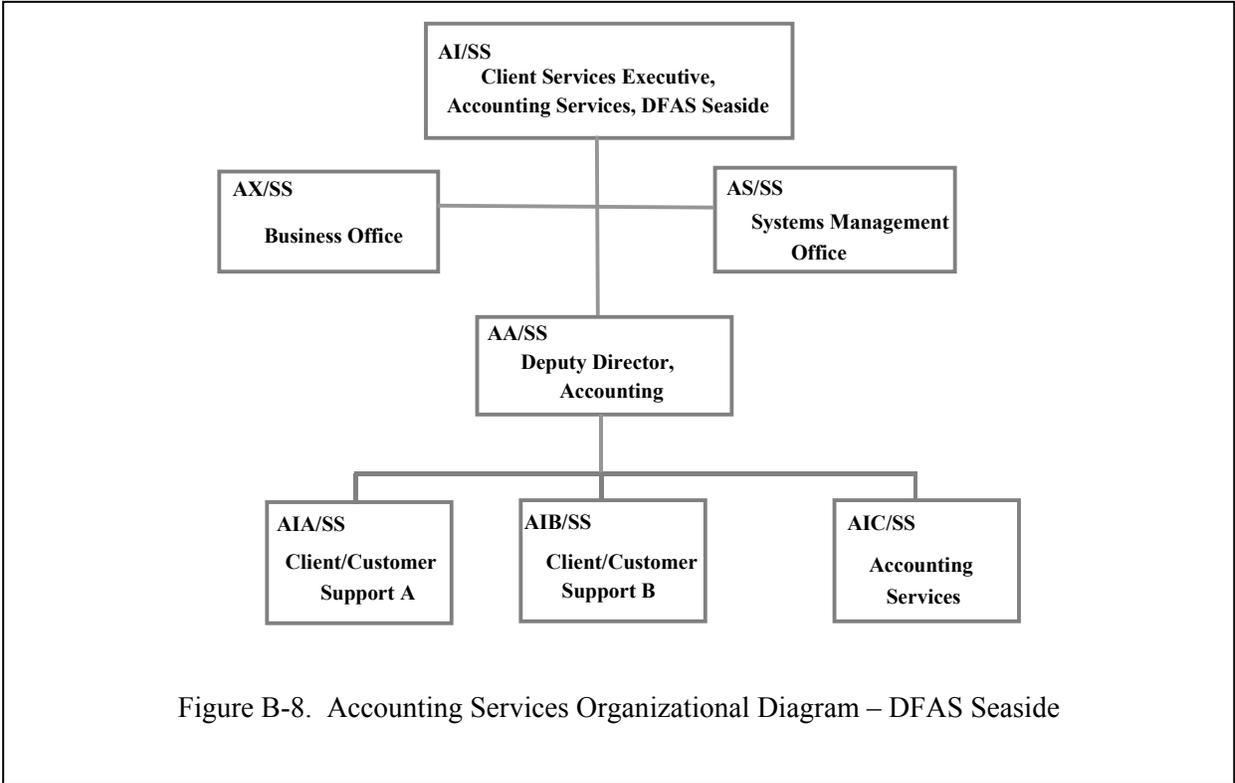


Figure B-7. Accounting Services Organizational Diagram – DFAS Lawton



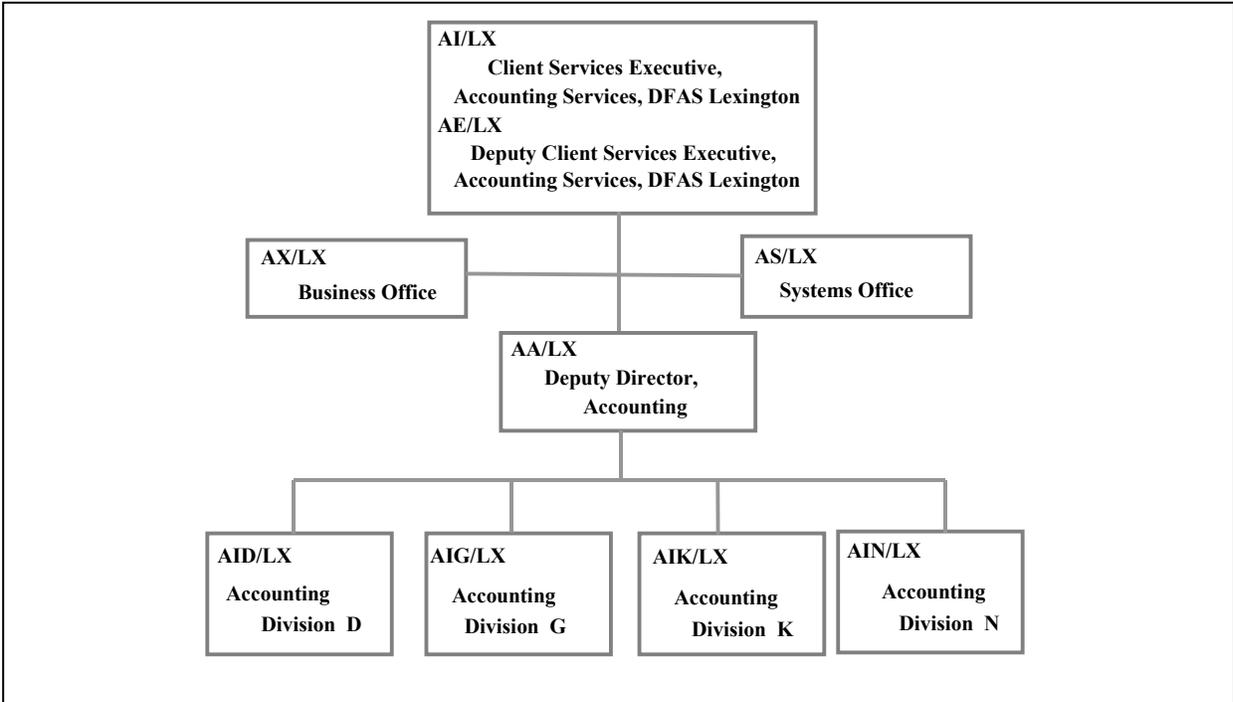


Figure B-10. Accounting Services Organizational Diagram – DFAS Lexington

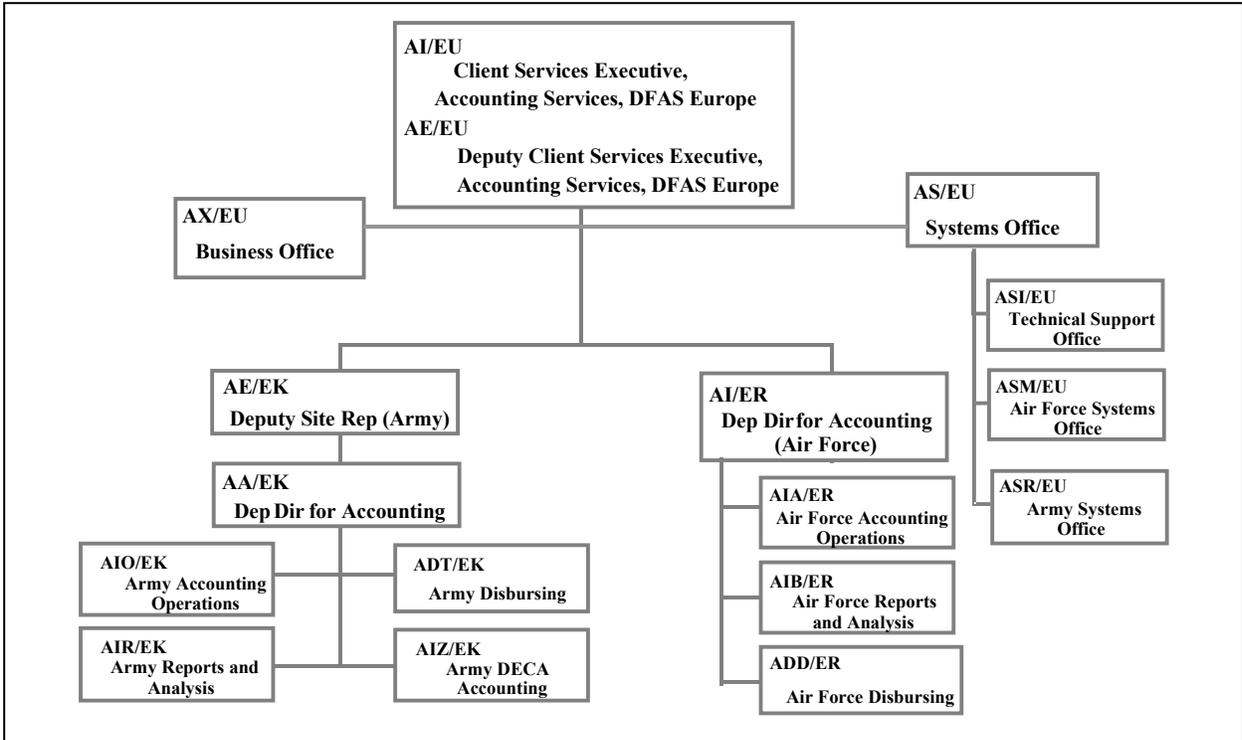
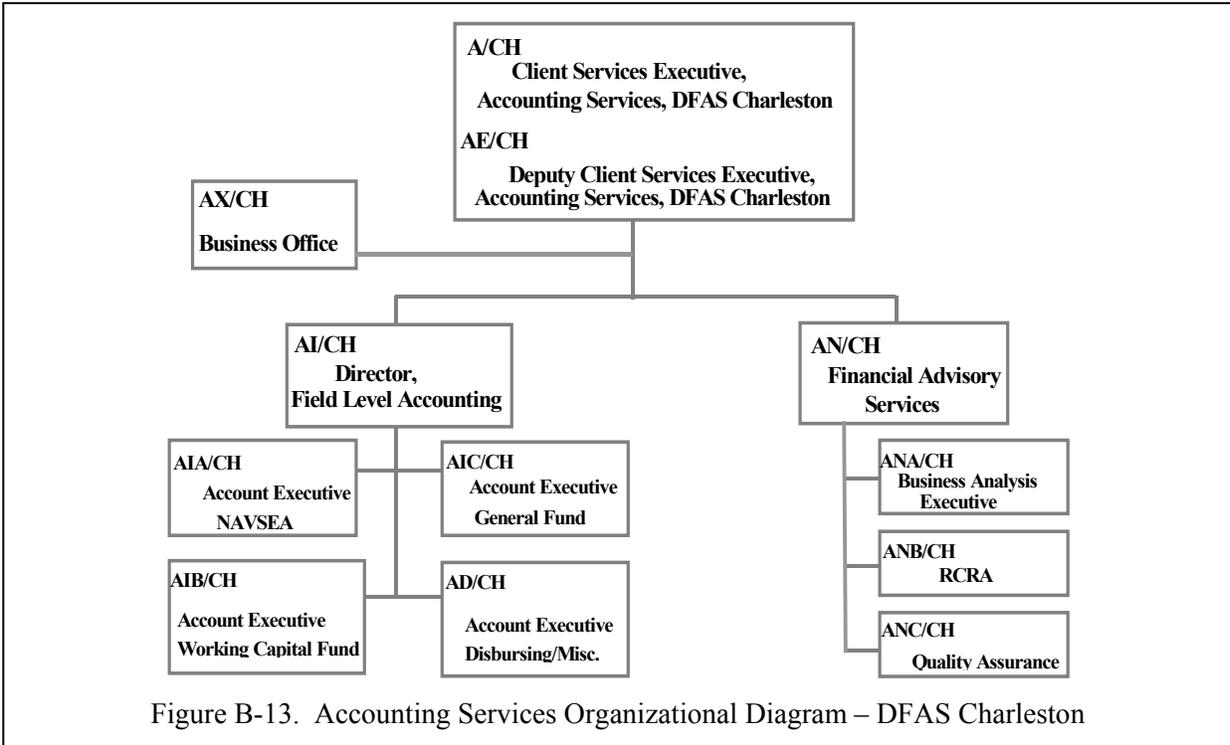
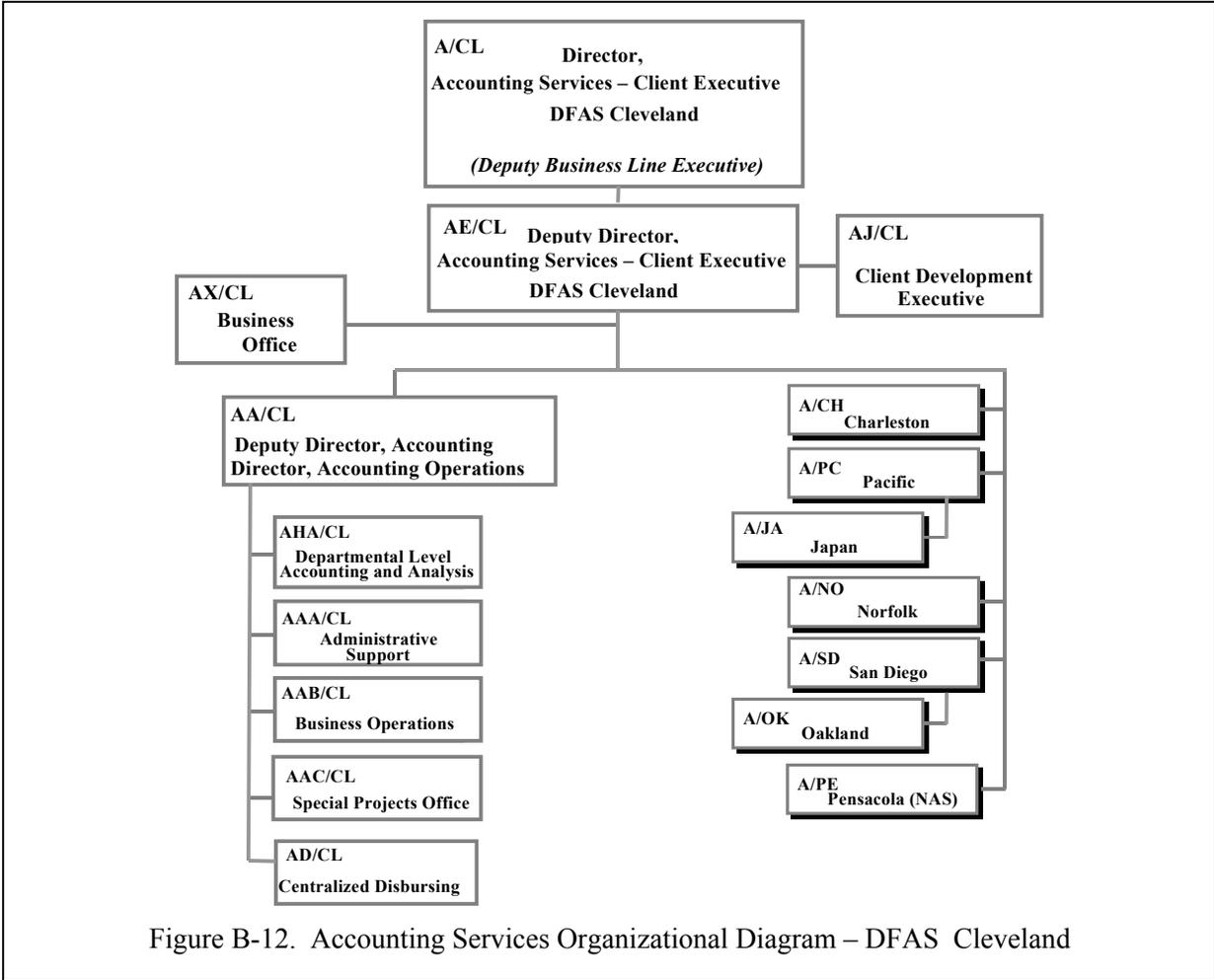


Figure B-11. Accounting Services Organizational Diagram – DFAS Europe



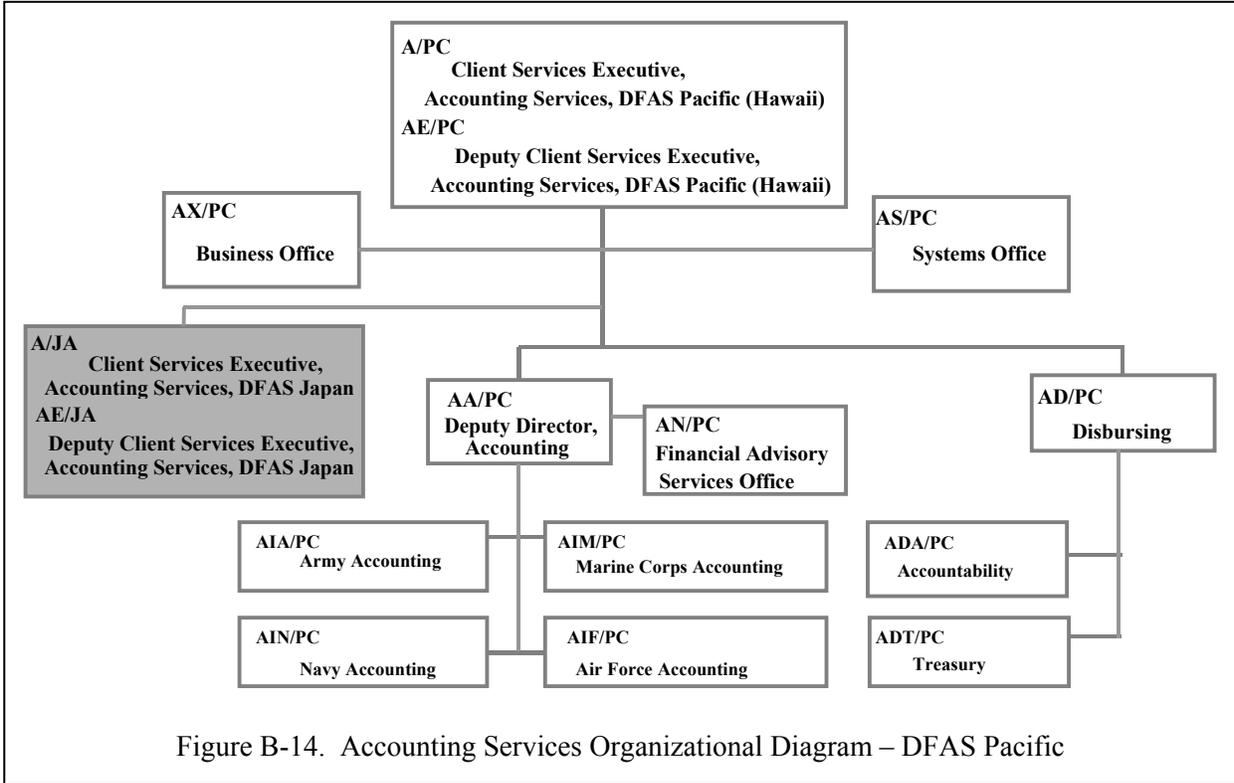


Figure B-14. Accounting Services Organizational Diagram – DFAS Pacific

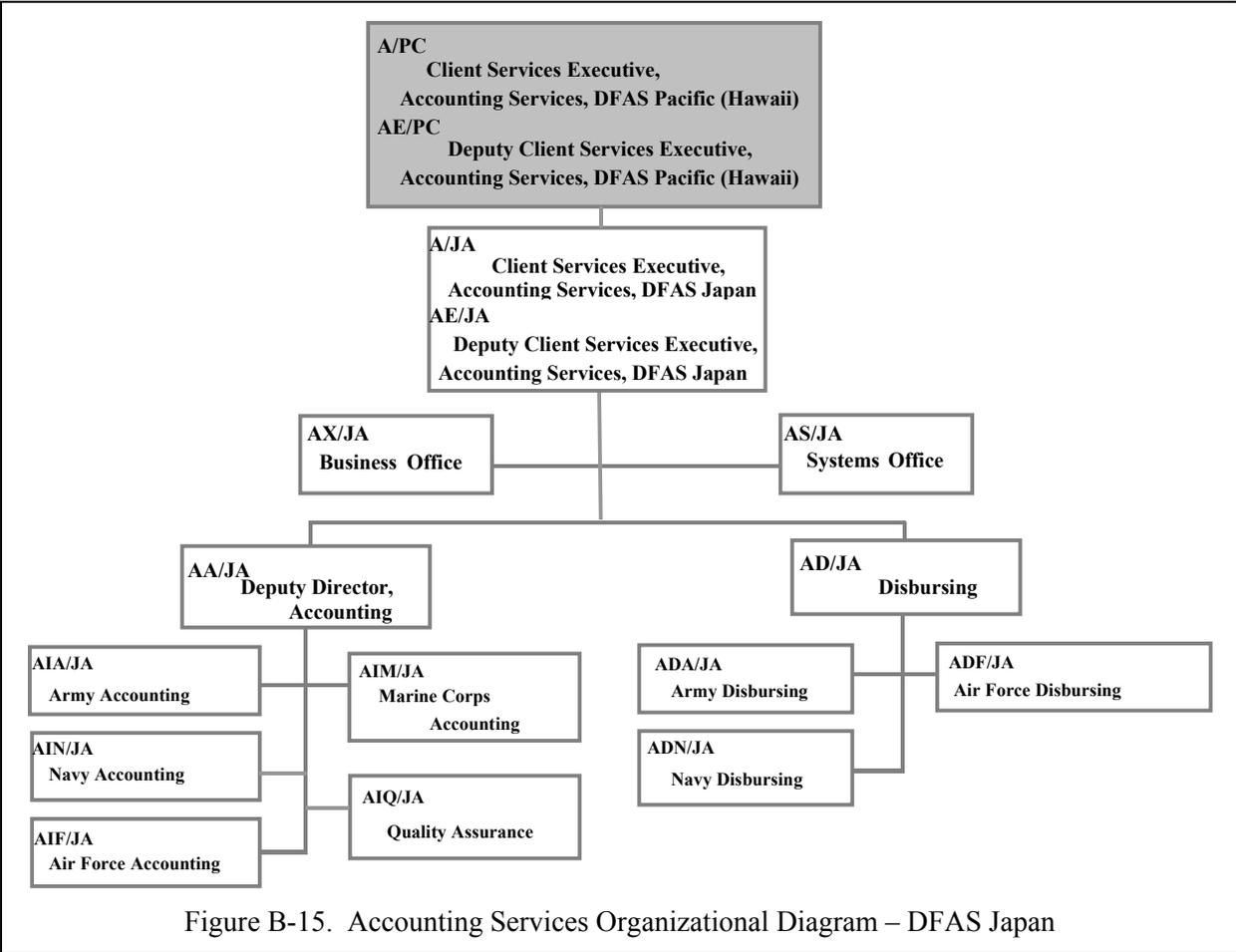


Figure B-15. Accounting Services Organizational Diagram – DFAS Japan

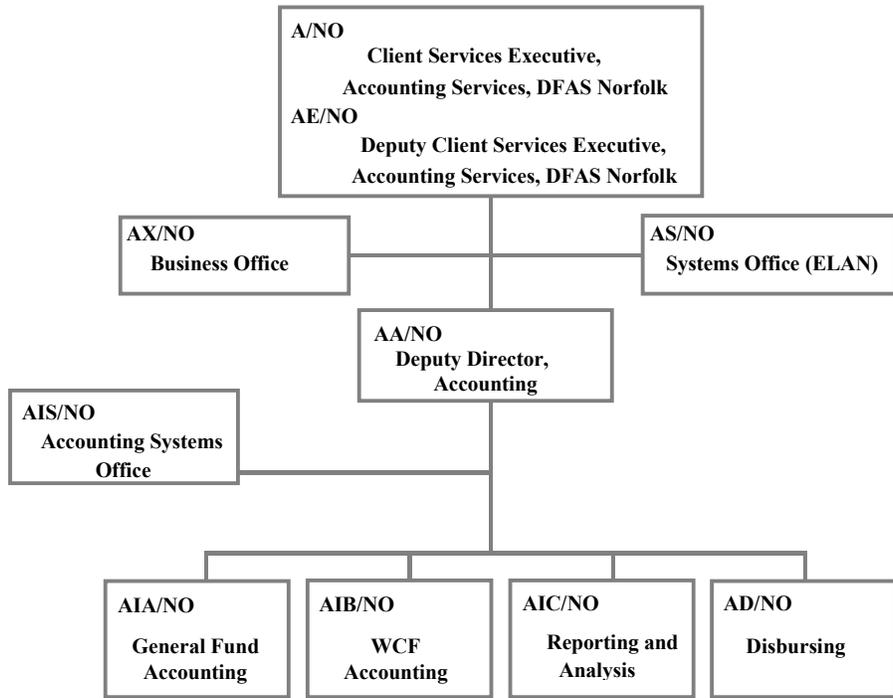


Figure B-16. Accounting Services Organizational Diagram – DFAS Norfolk

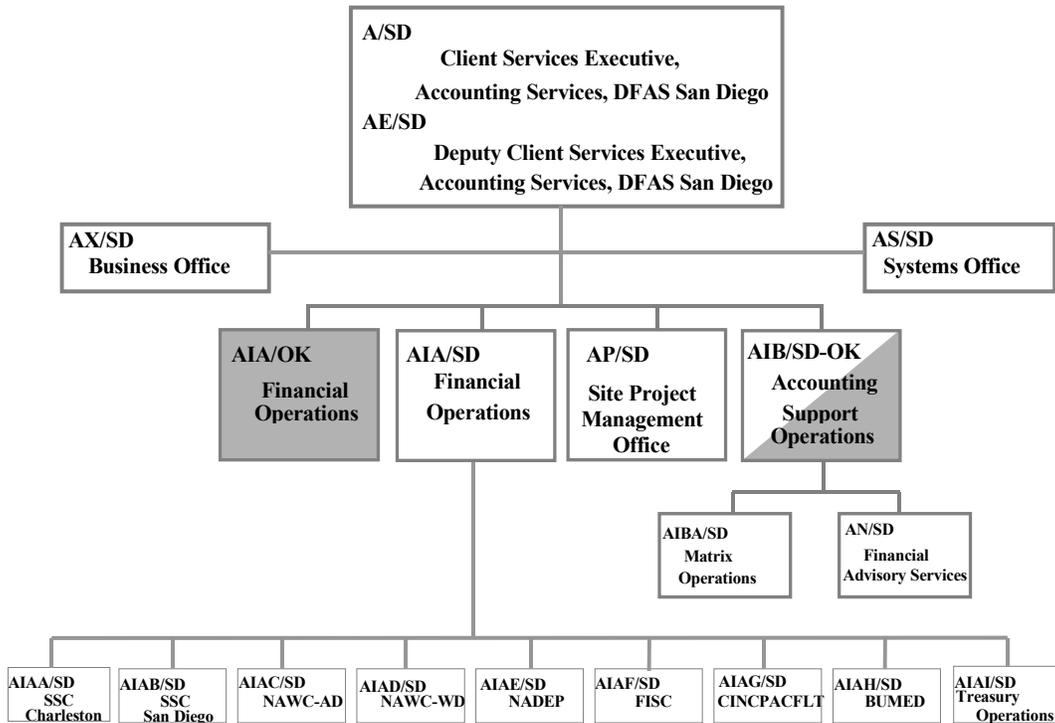


Figure B-17. Accounting Services Organizational Diagram – DFAS San Diego

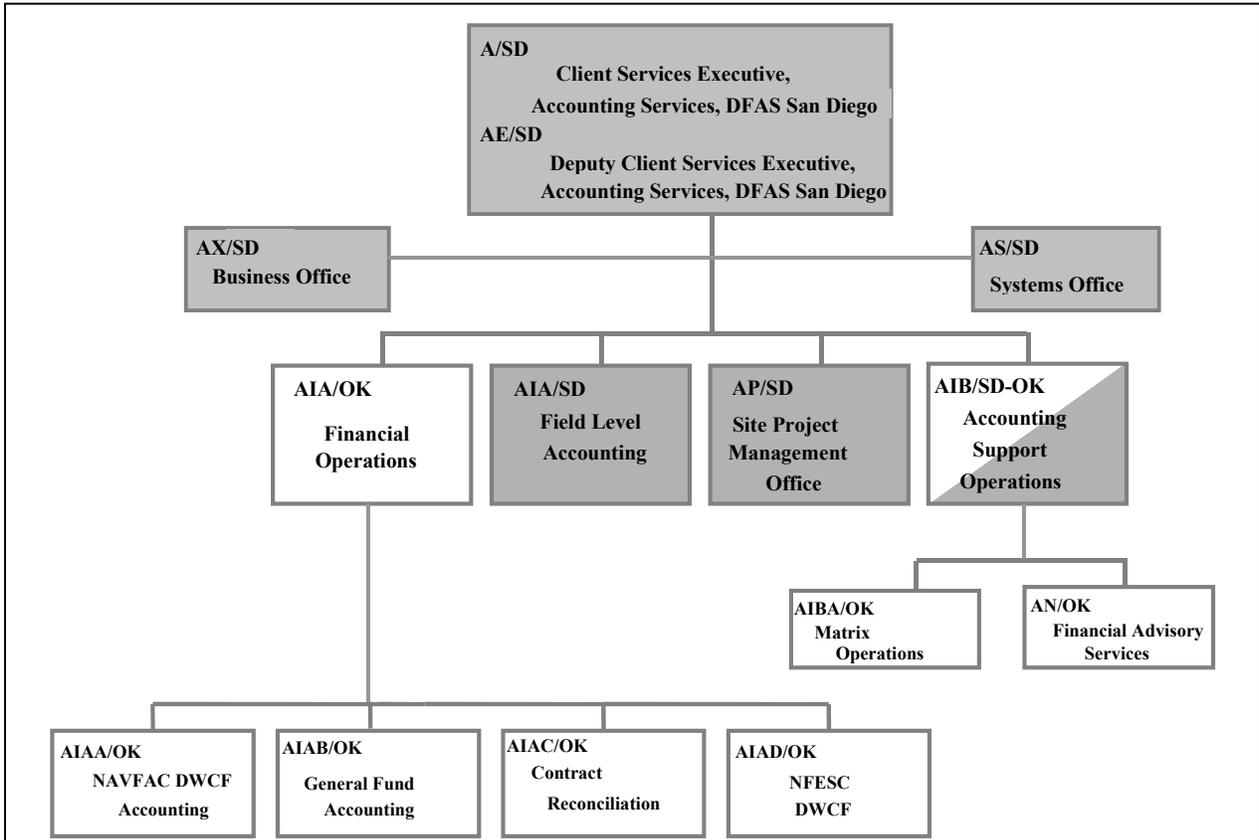


Figure B-18. Accounting Services Organizational Diagram – DFAS Oakland

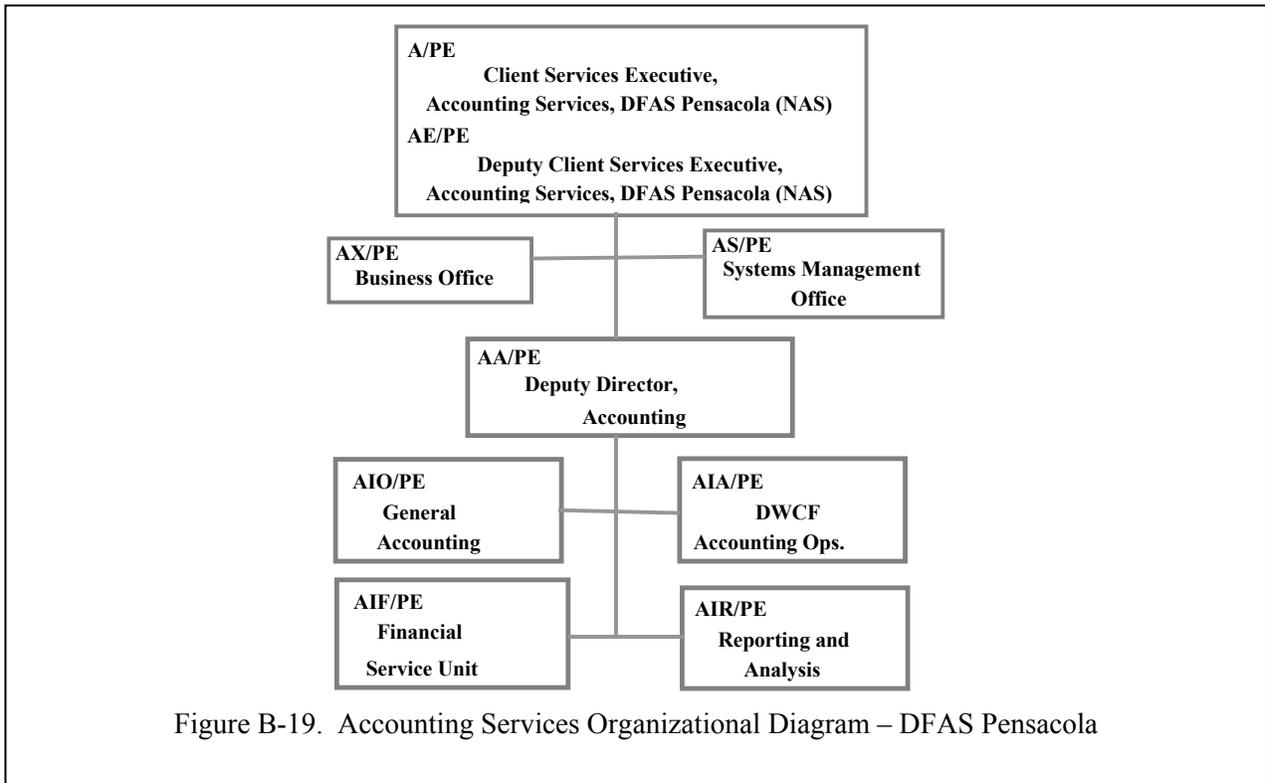


Figure B-19. Accounting Services Organizational Diagram – DFAS Pensacola

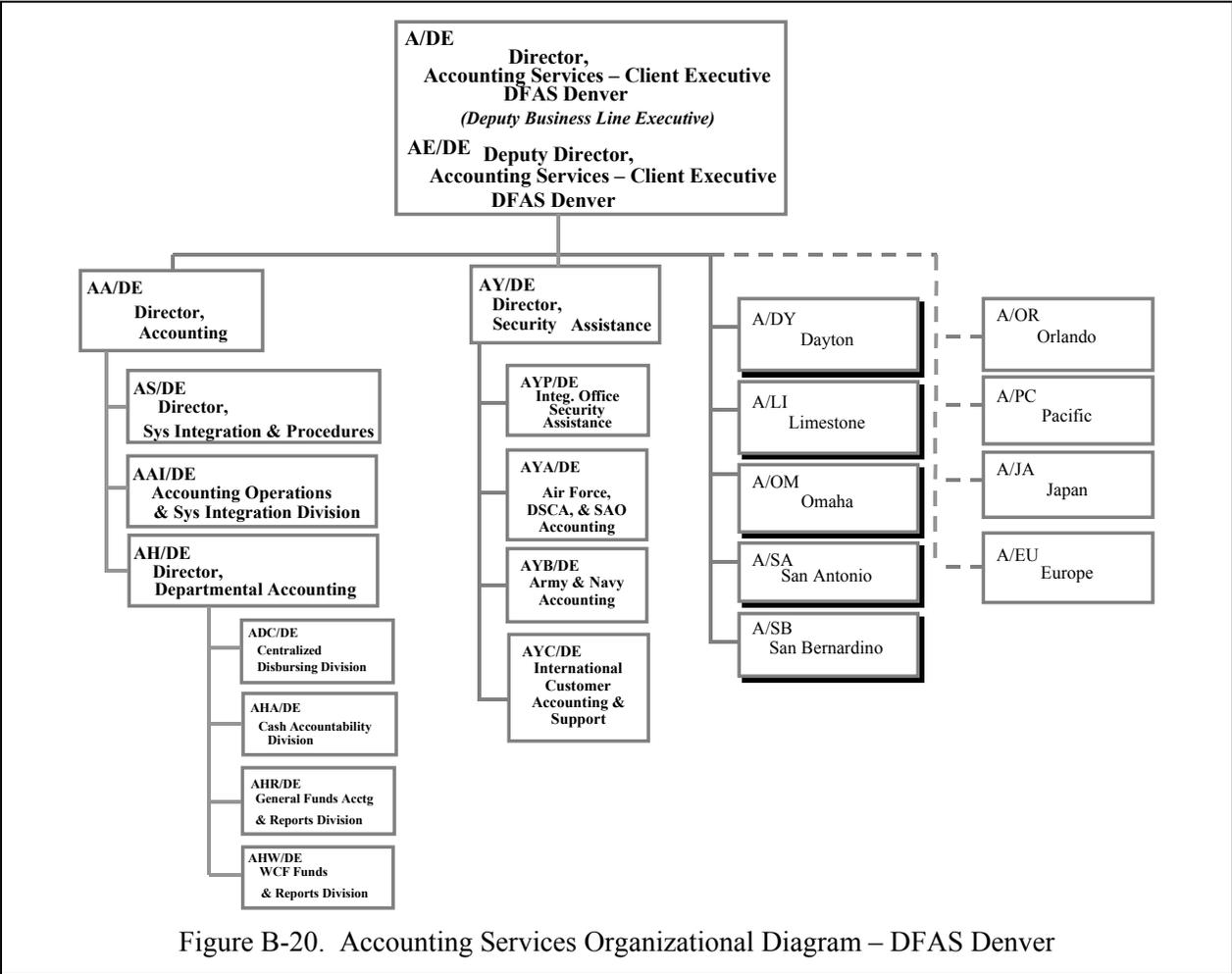


Figure B-20. Accounting Services Organizational Diagram – DFAS Denver

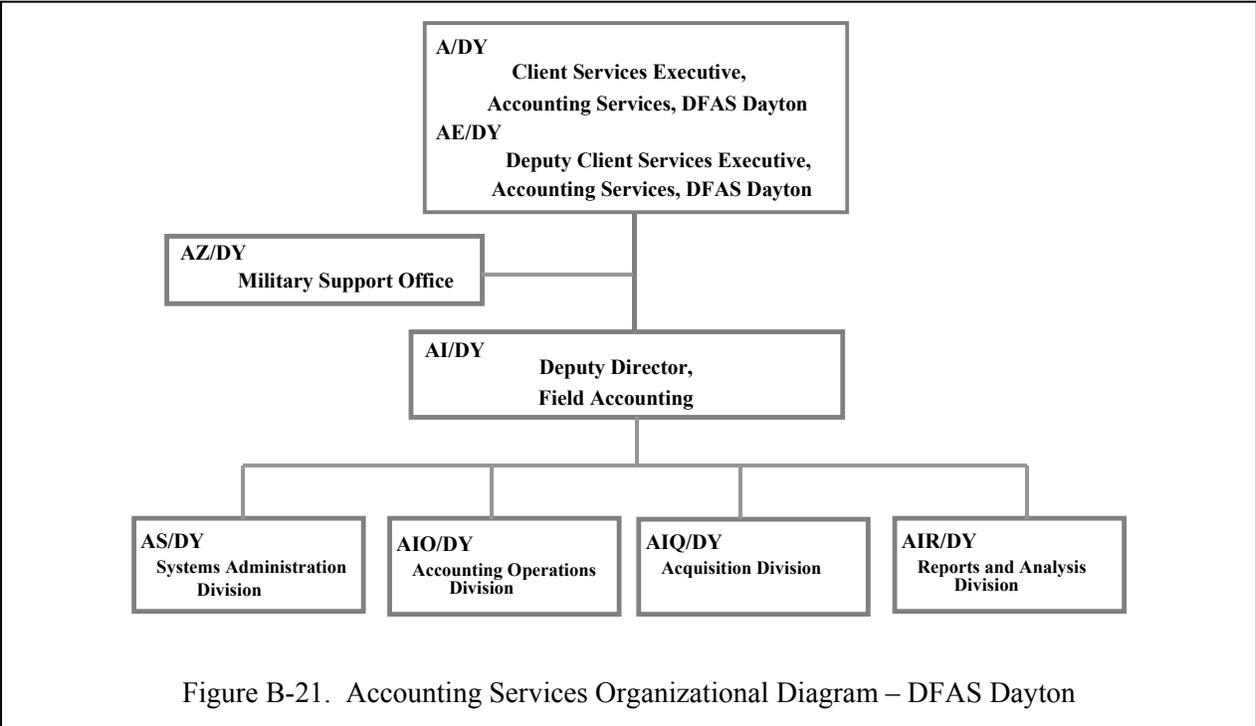
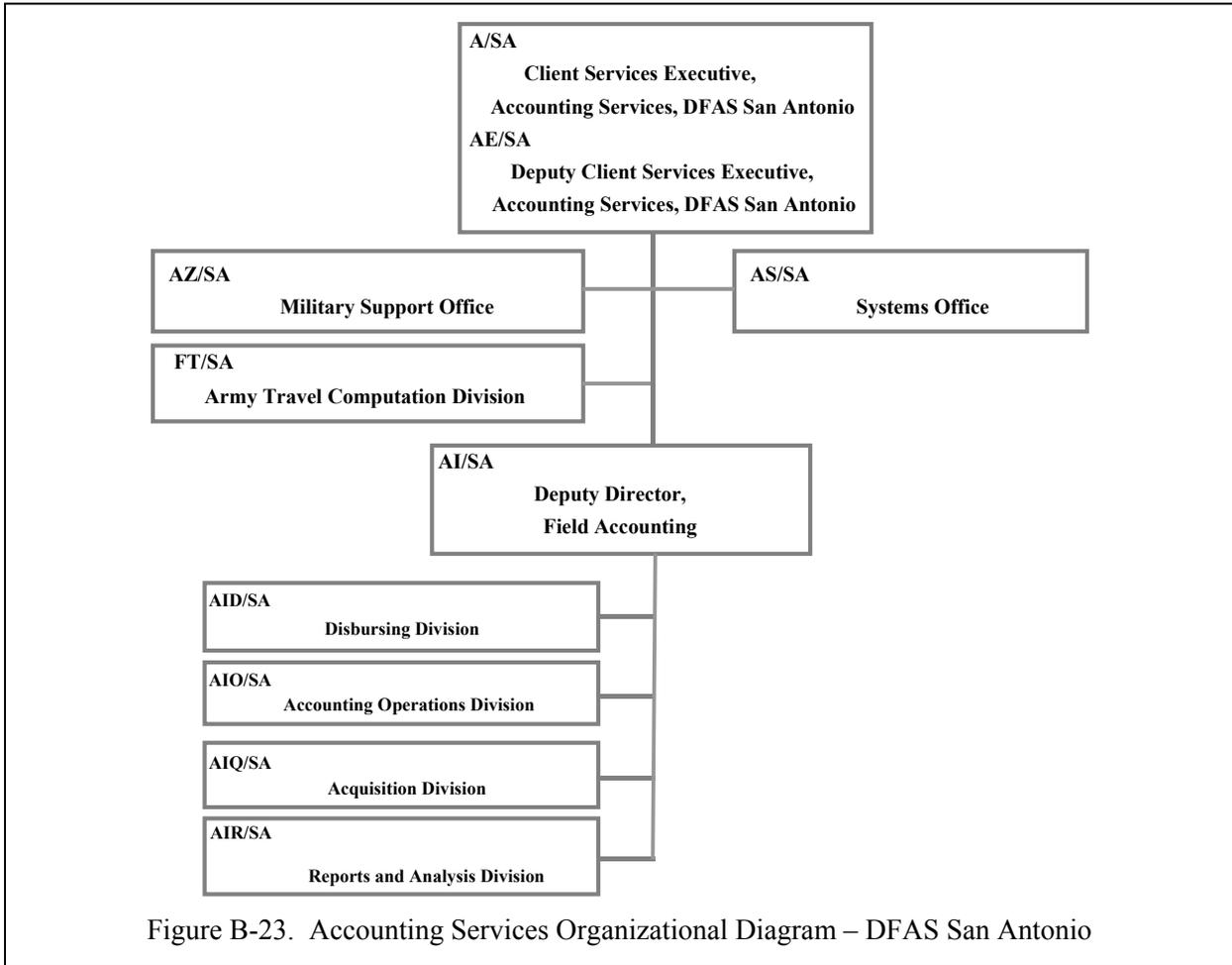
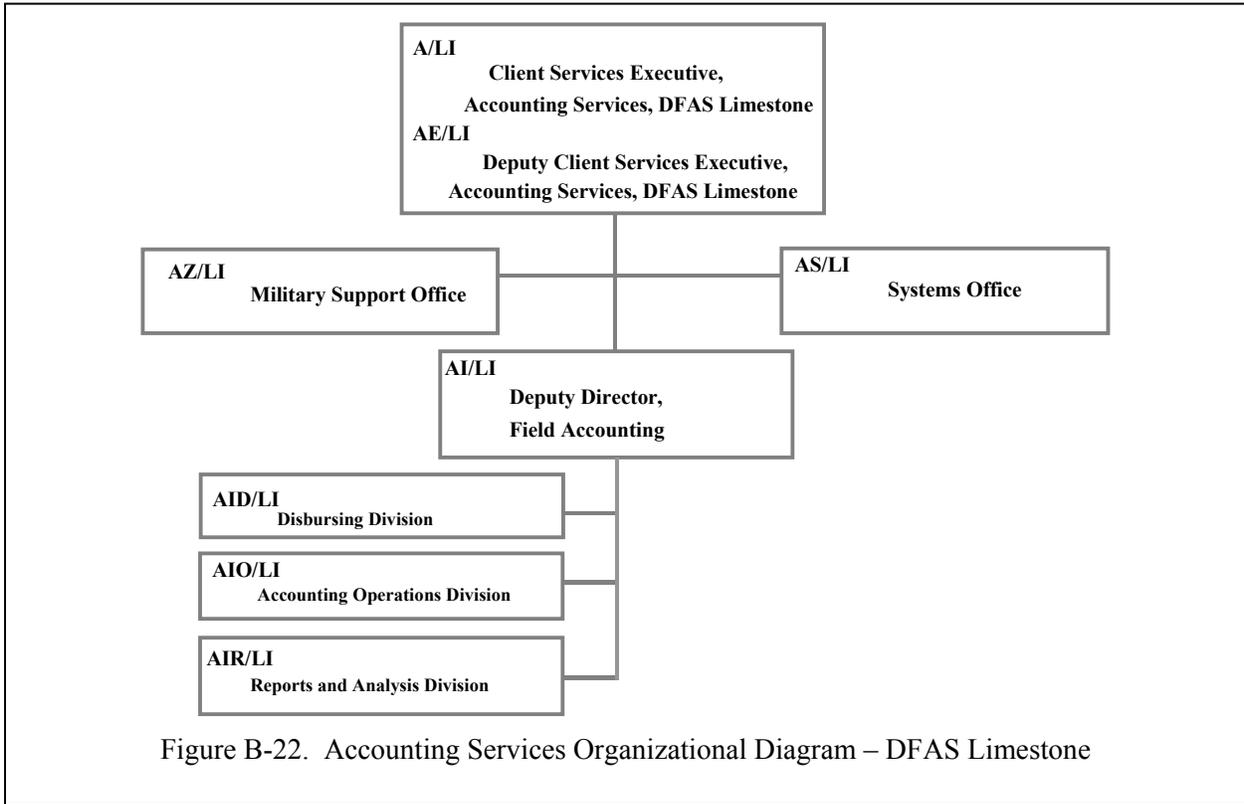


Figure B-21. Accounting Services Organizational Diagram – DFAS Dayton



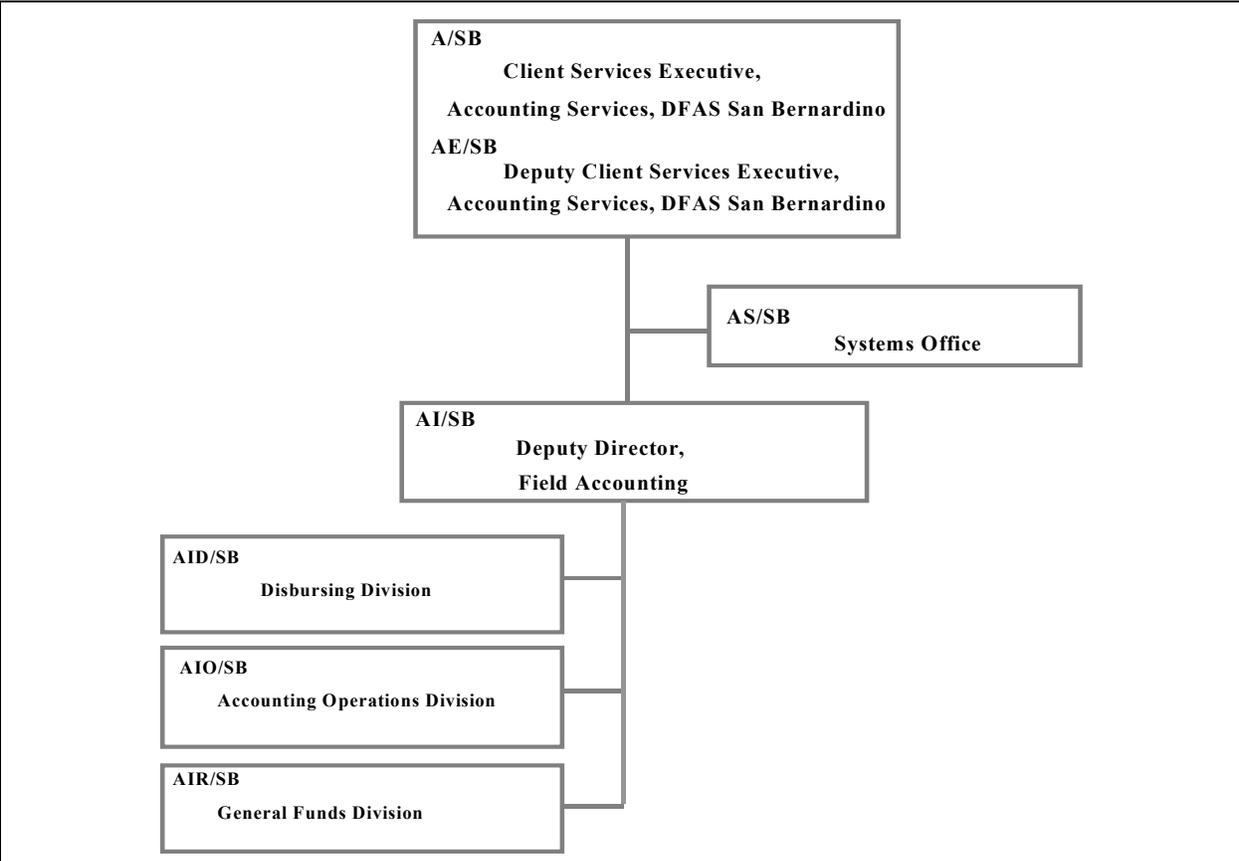


Figure B-24. Accounting Services Organizational Diagram – DFAS San Bernardino

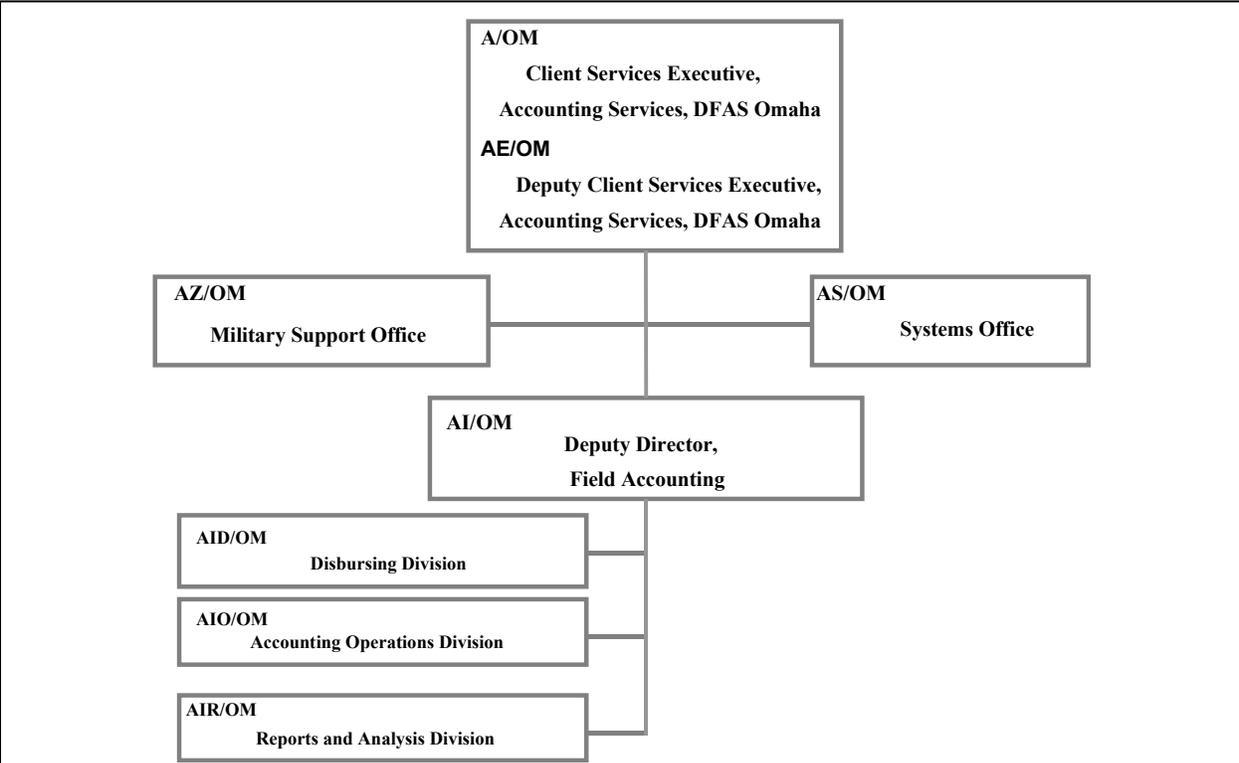


Figure B-25. Accounting Services Organizational Diagram – DFAS Omaha

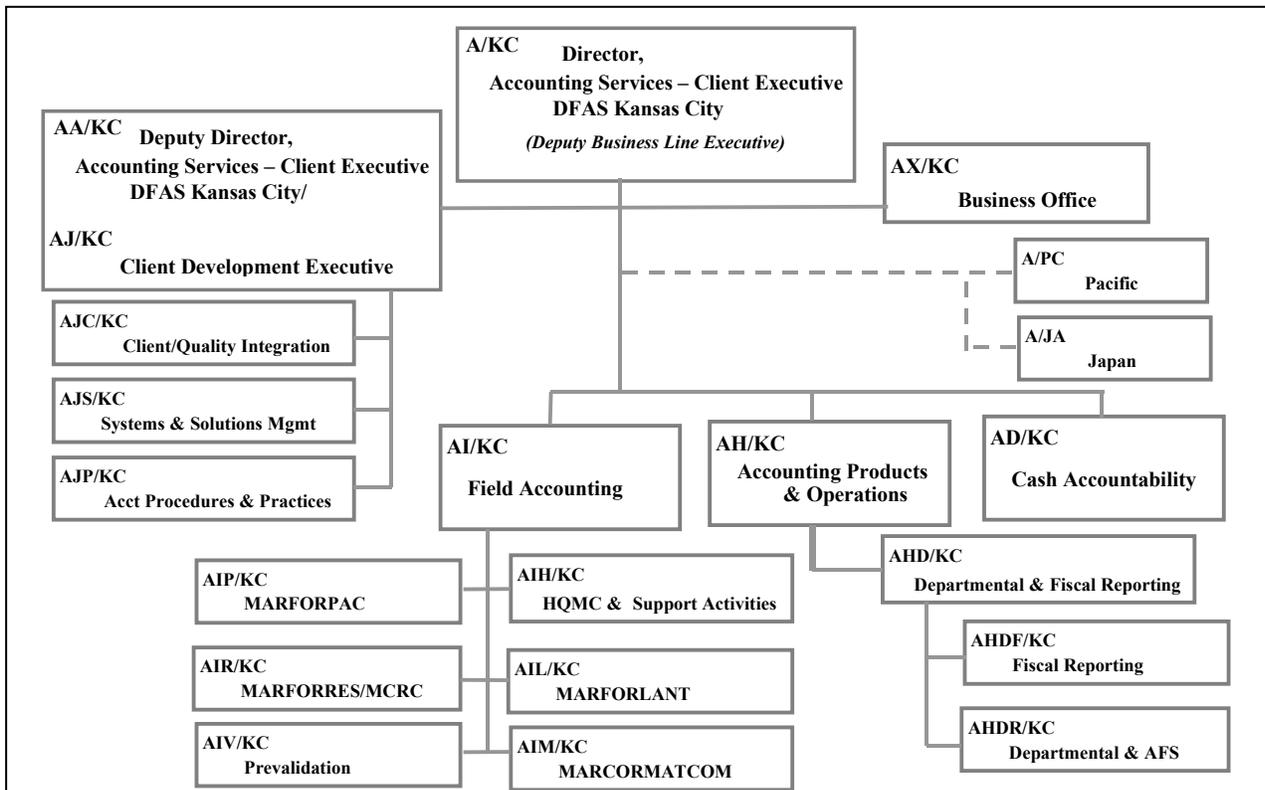


Figure B-26. Accounting Services Organizational Diagram – DFAS Kansas City

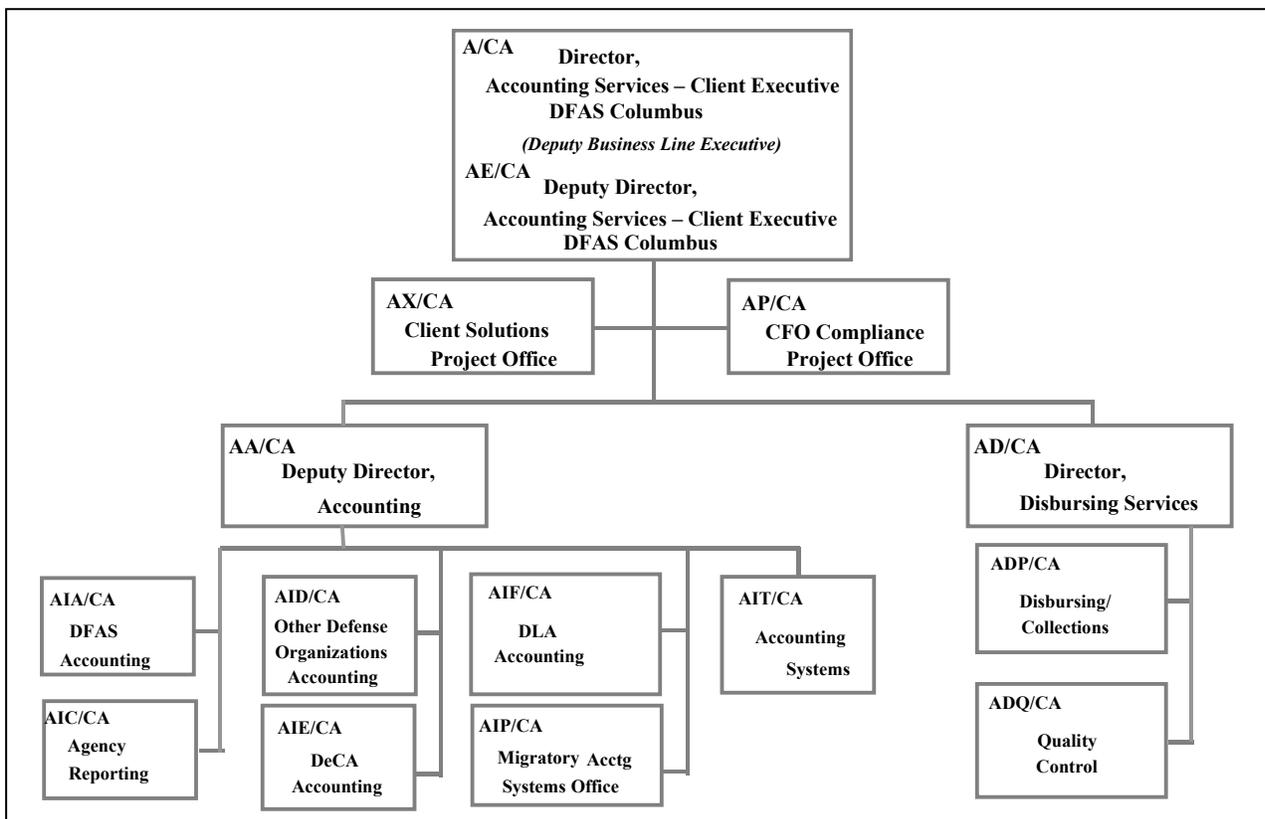
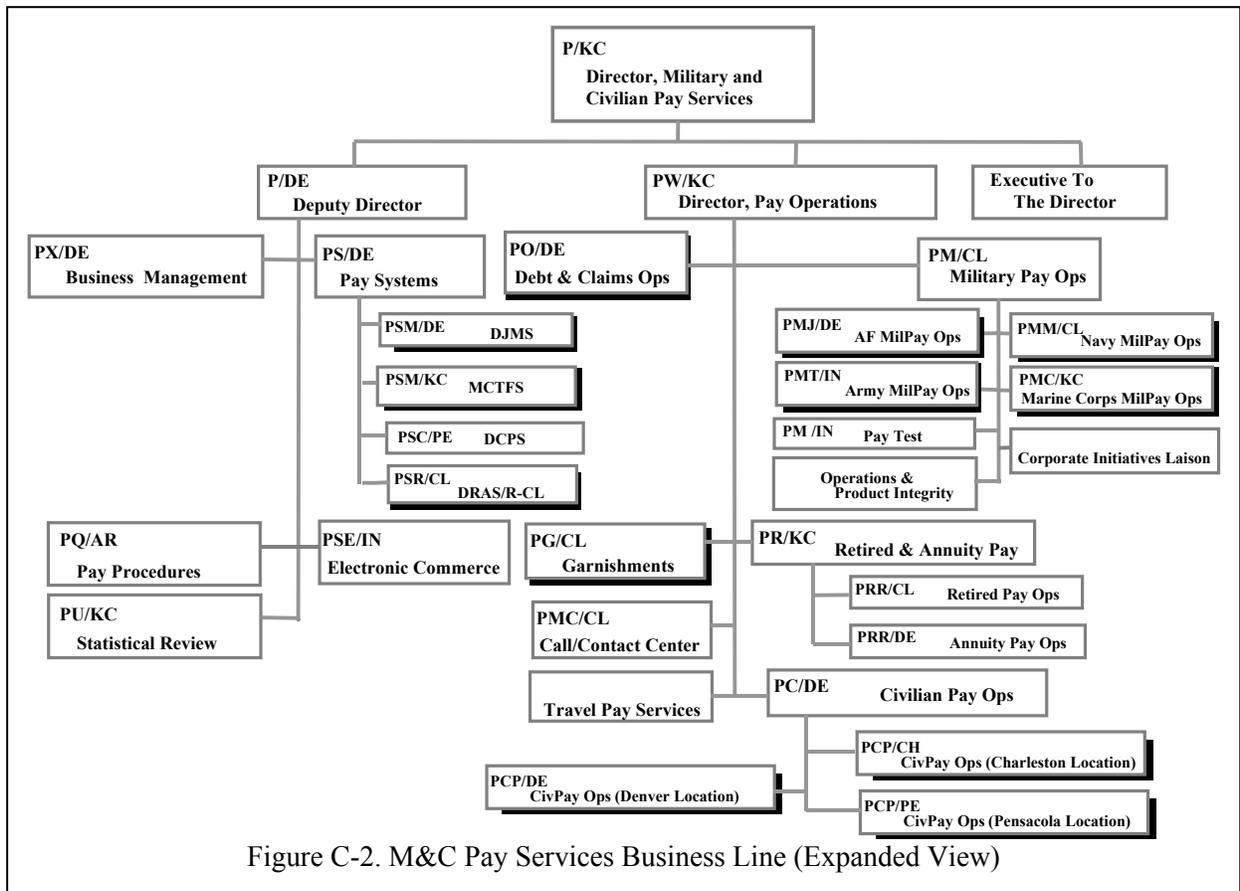
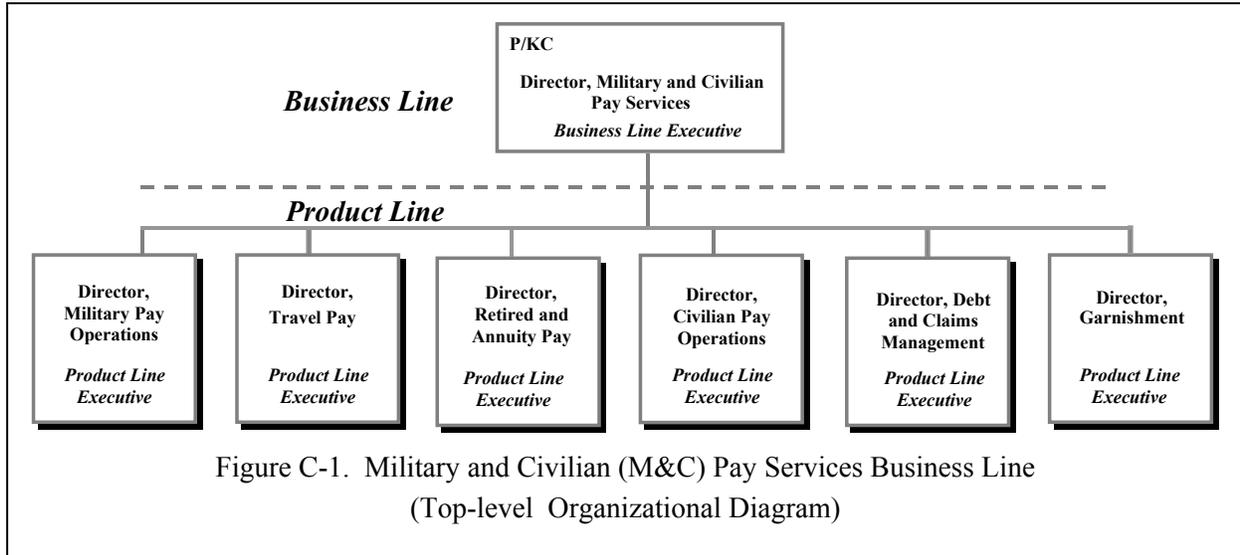
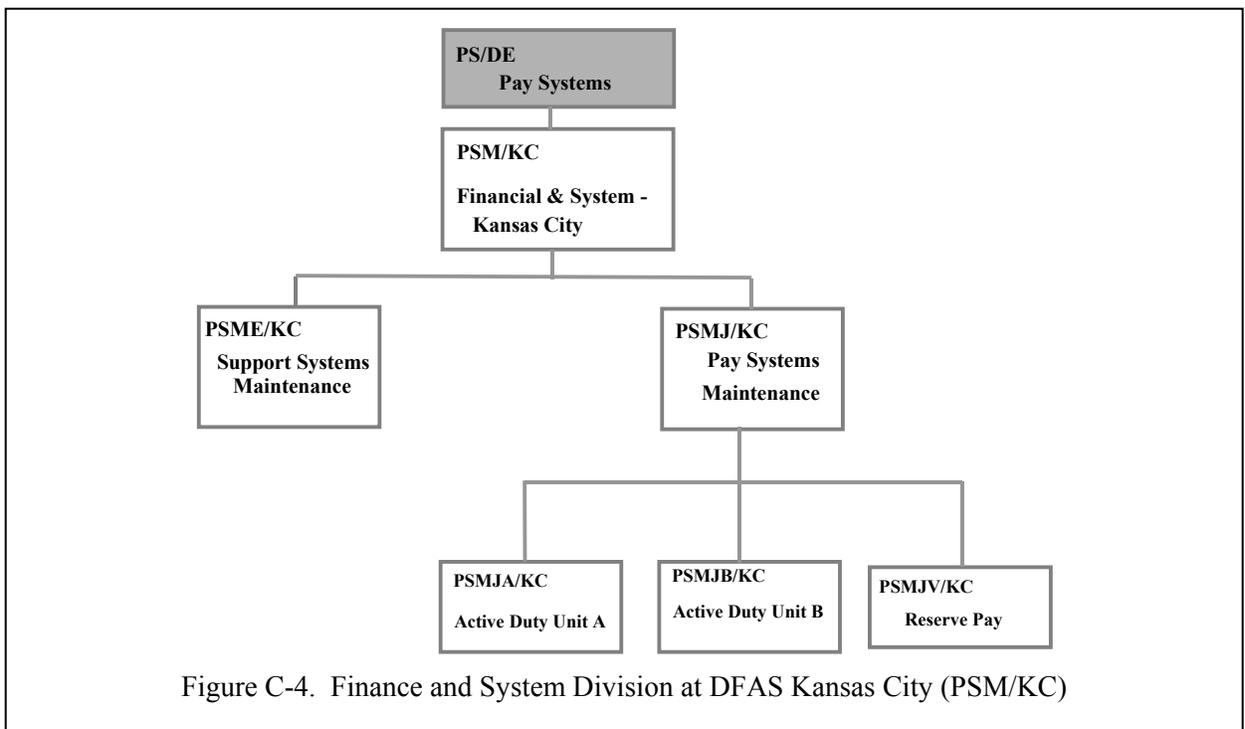
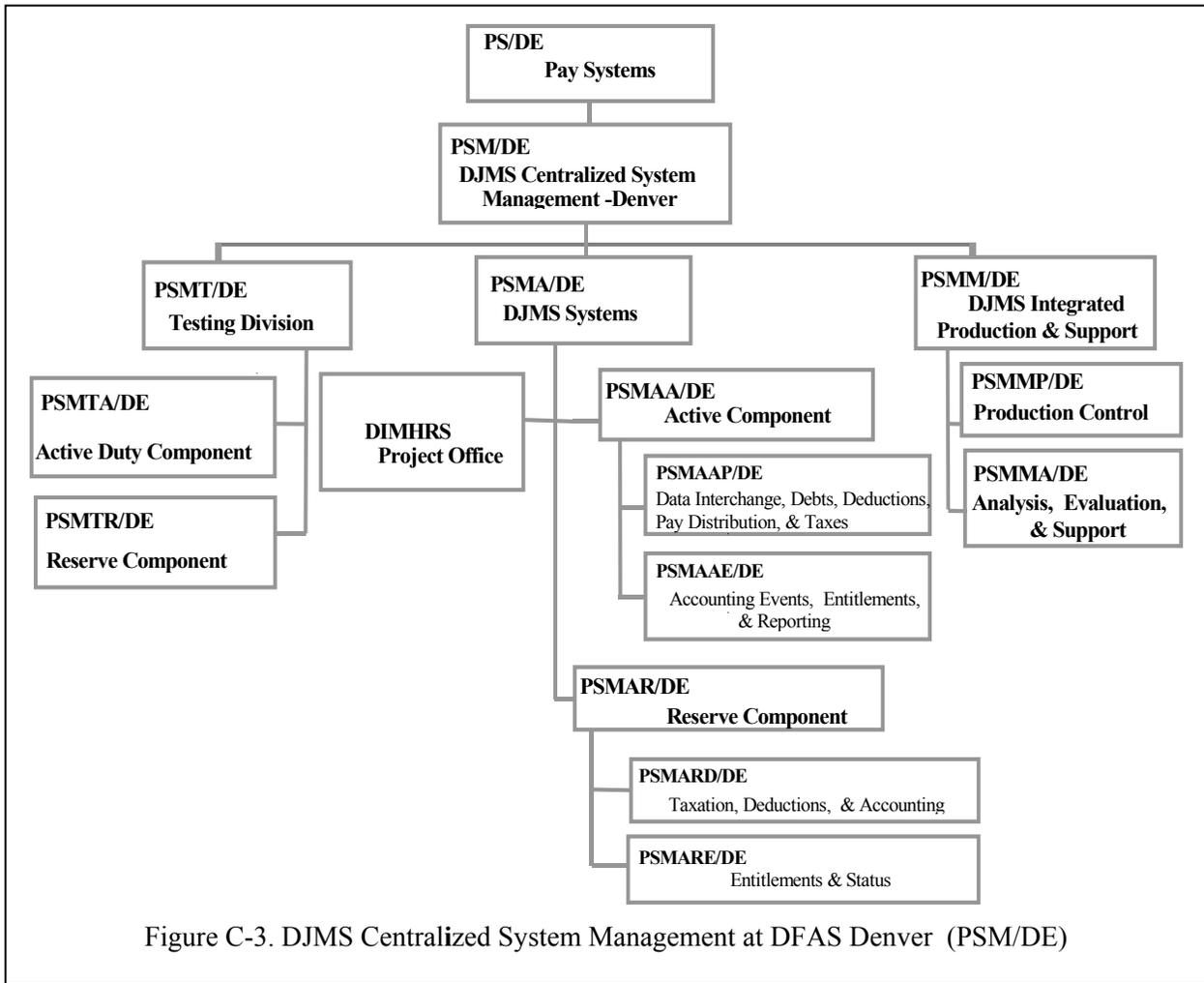


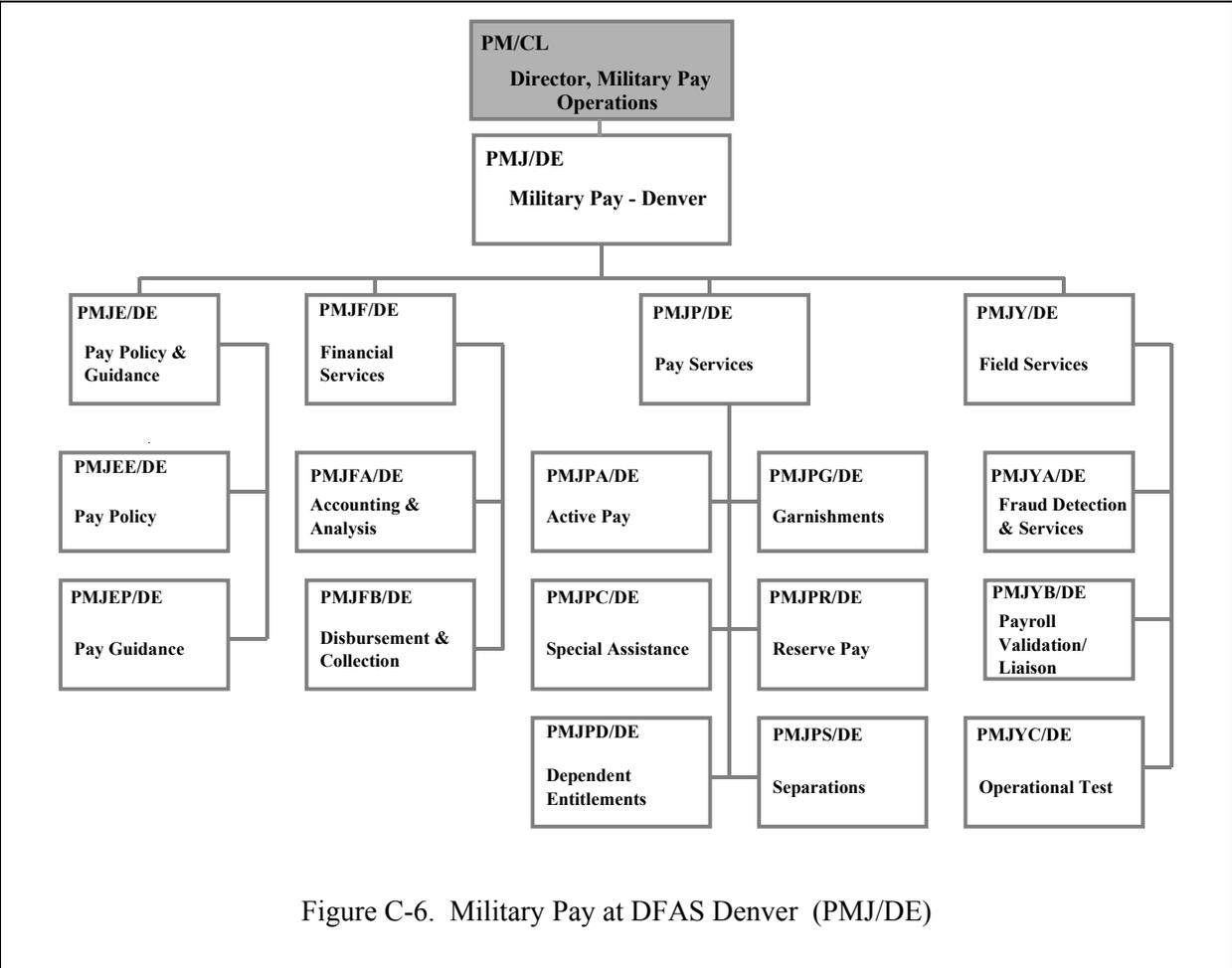
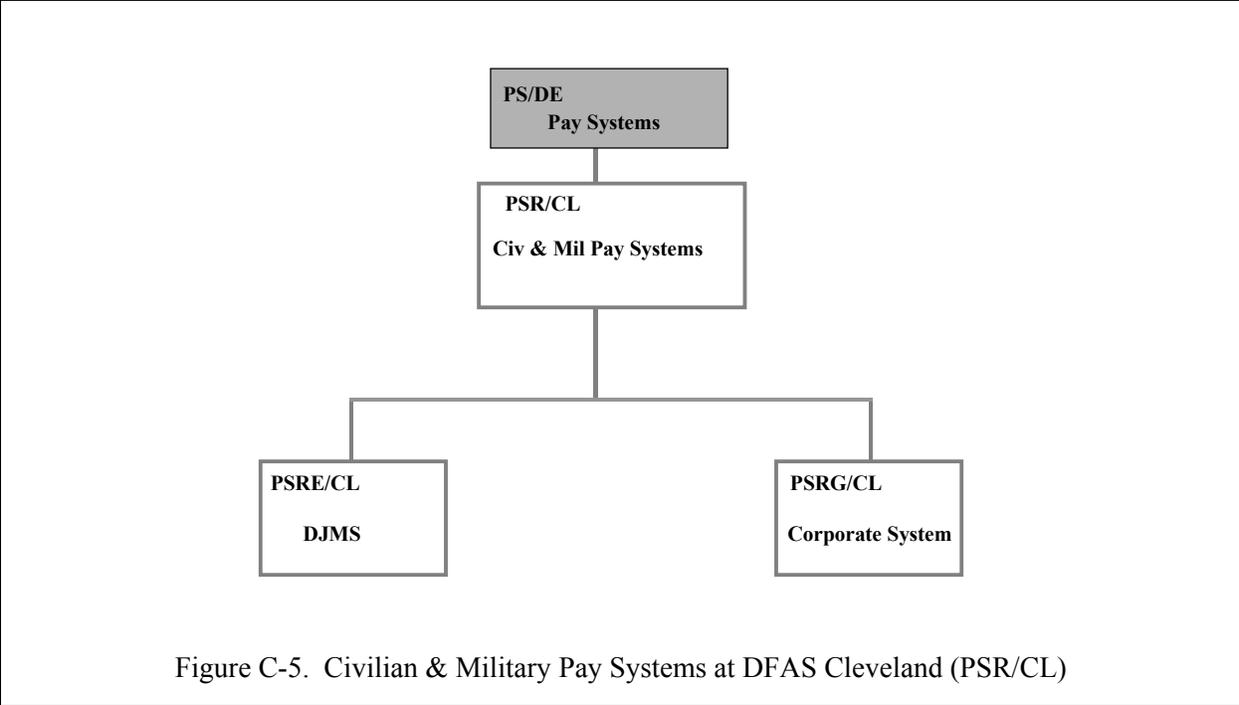
Figure B-27. Accounting Services Organizational Diagram – DFAS Columbus

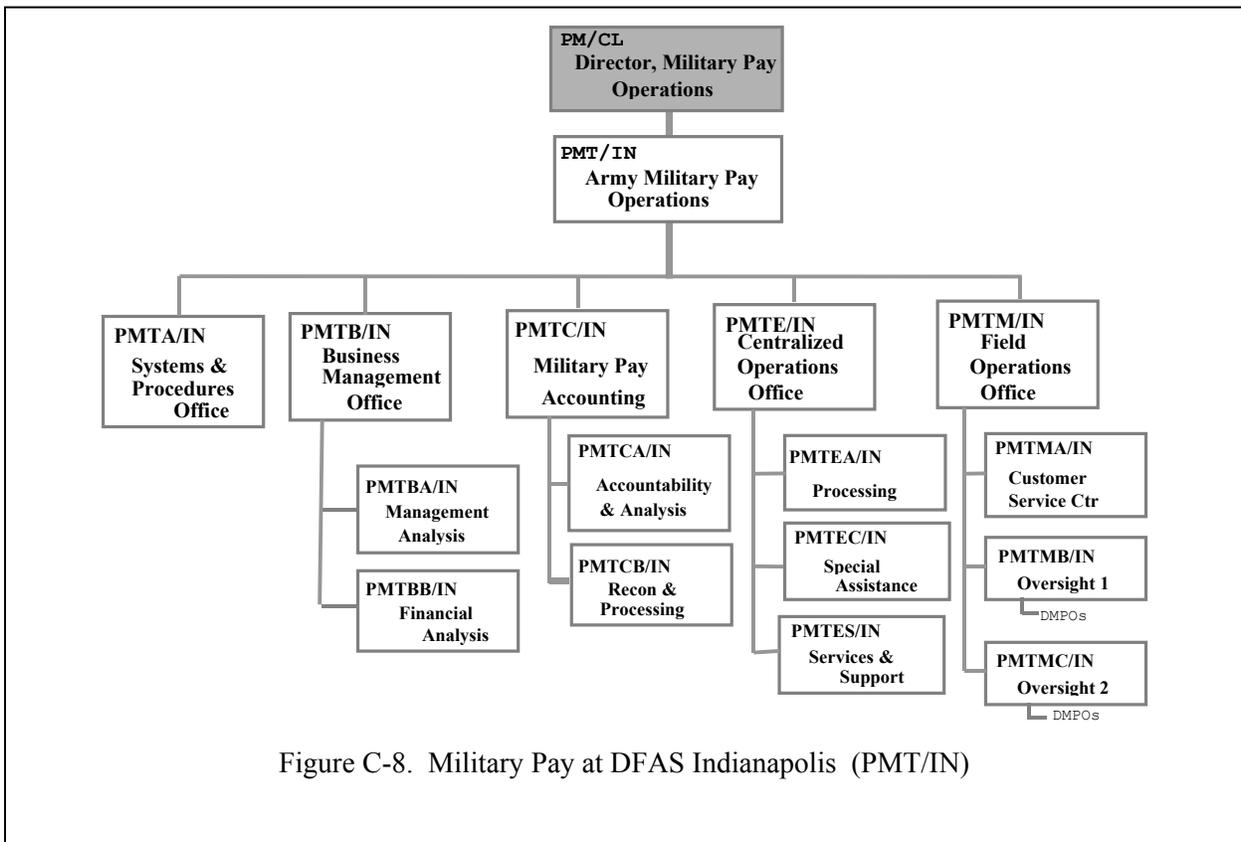
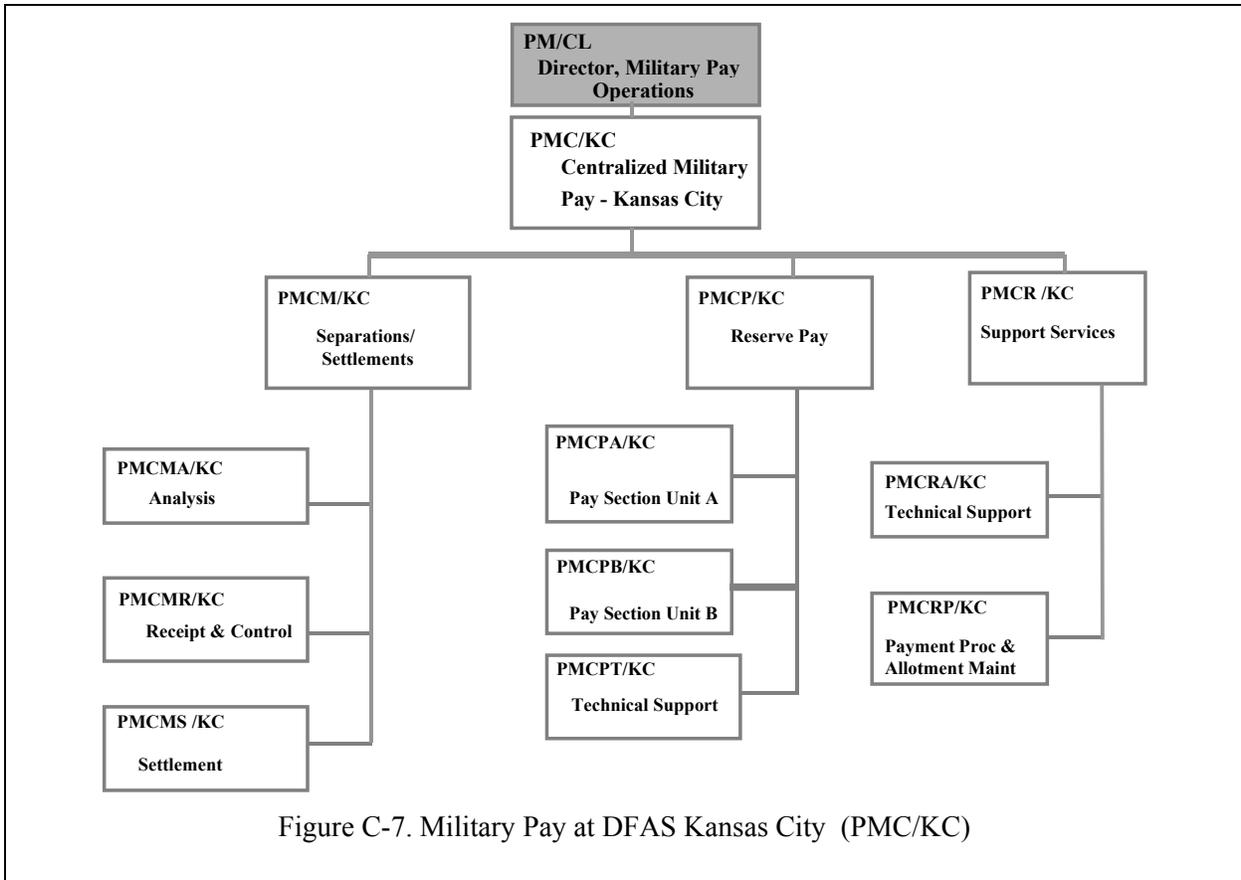
ANNEX C – MILITARY AND CIVILIAN PAY BUSINESS LINE ORGANIZATION

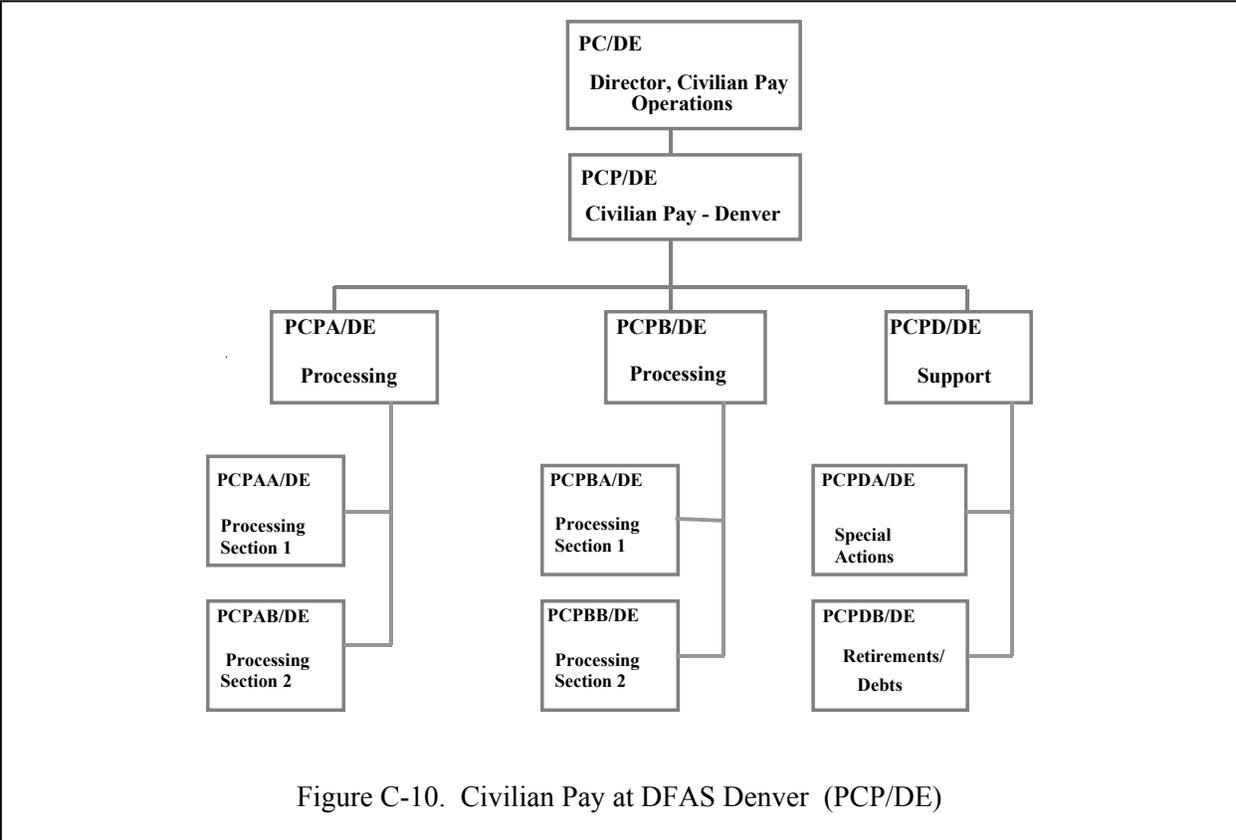
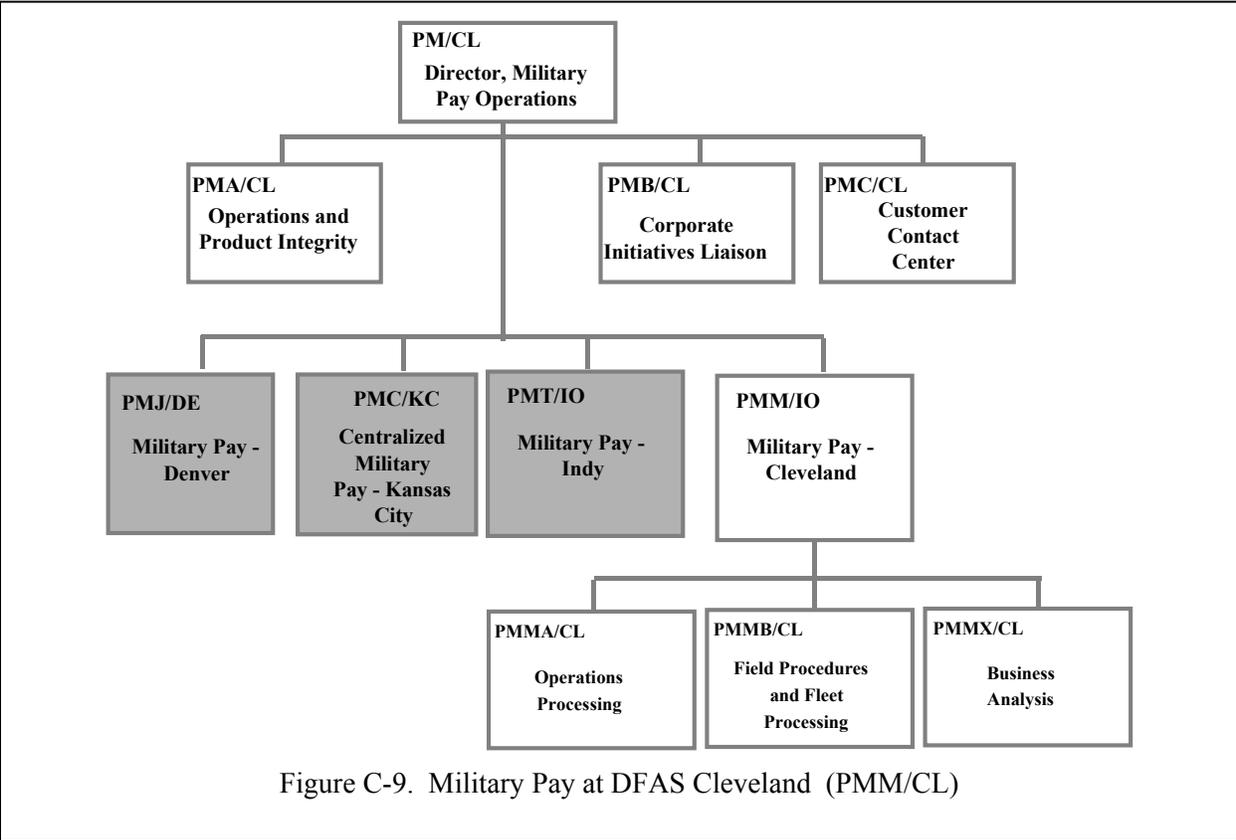
This Annex contains a set of organizational diagrams depicting the Military and Civilian (M&C) Pay Services Business Line. All Military and Civilian (M&C) Pay Services organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “P”. All M&C Pay Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.











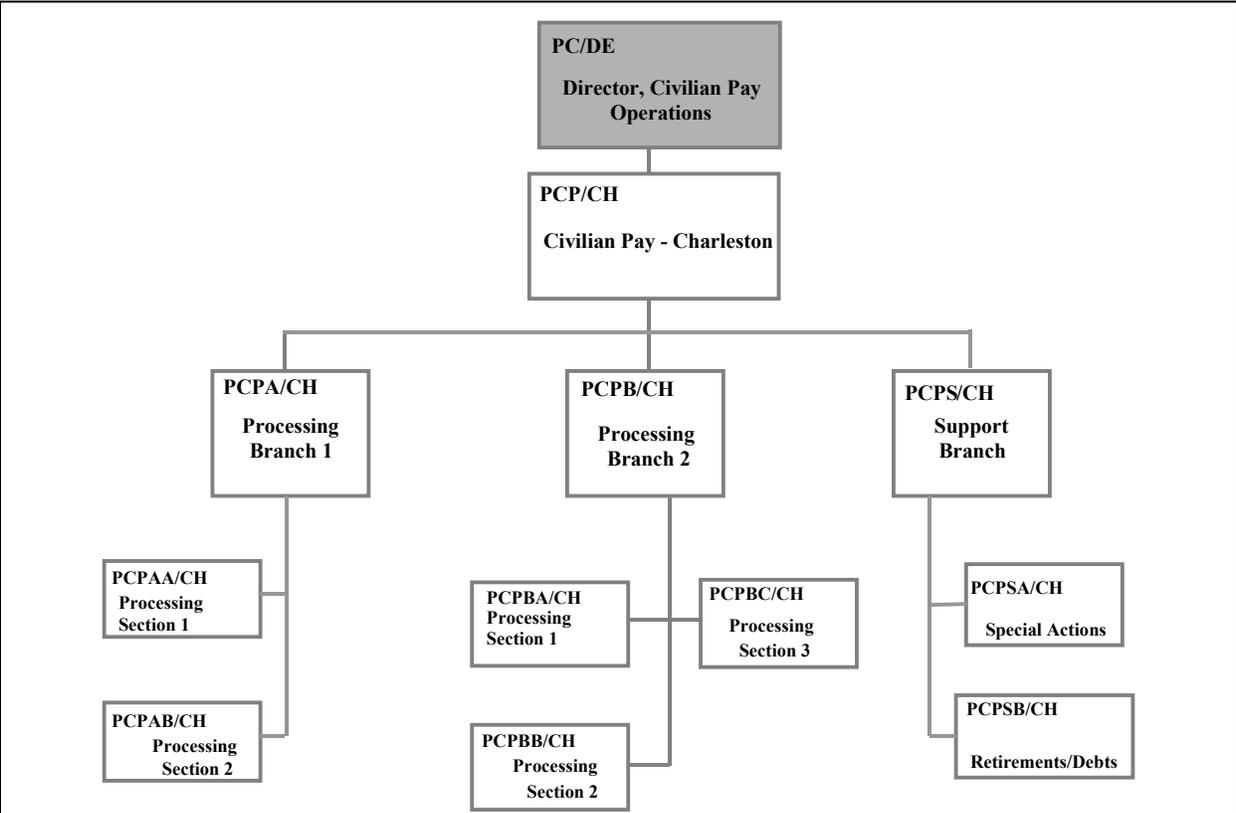


Figure C-11. Civilian Pay at DFAS Charleston (PCP/CH)

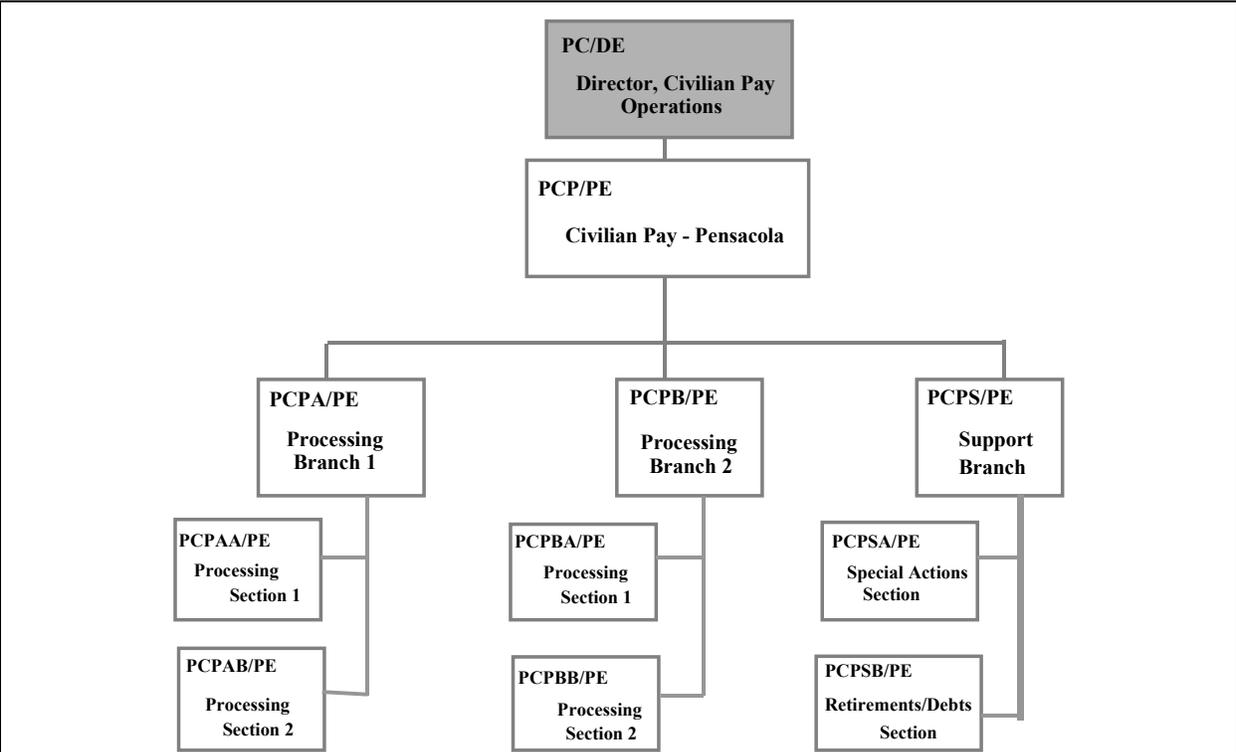
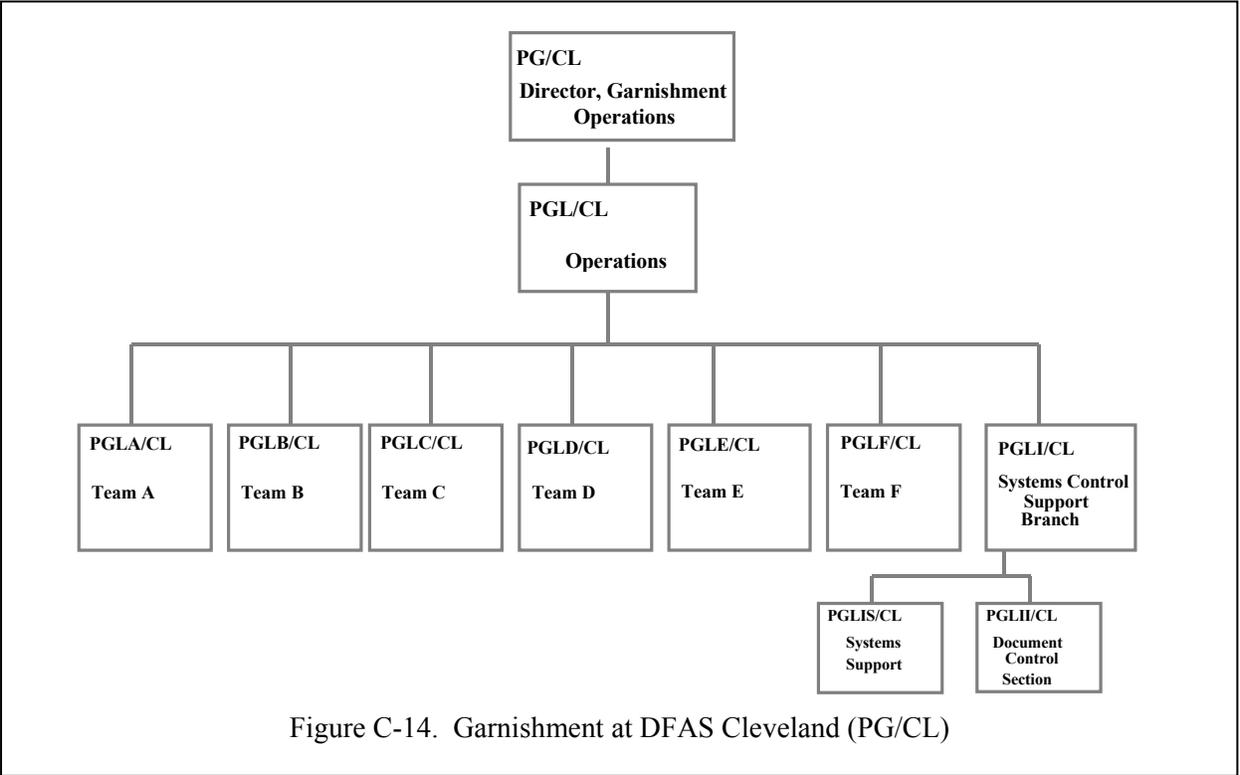
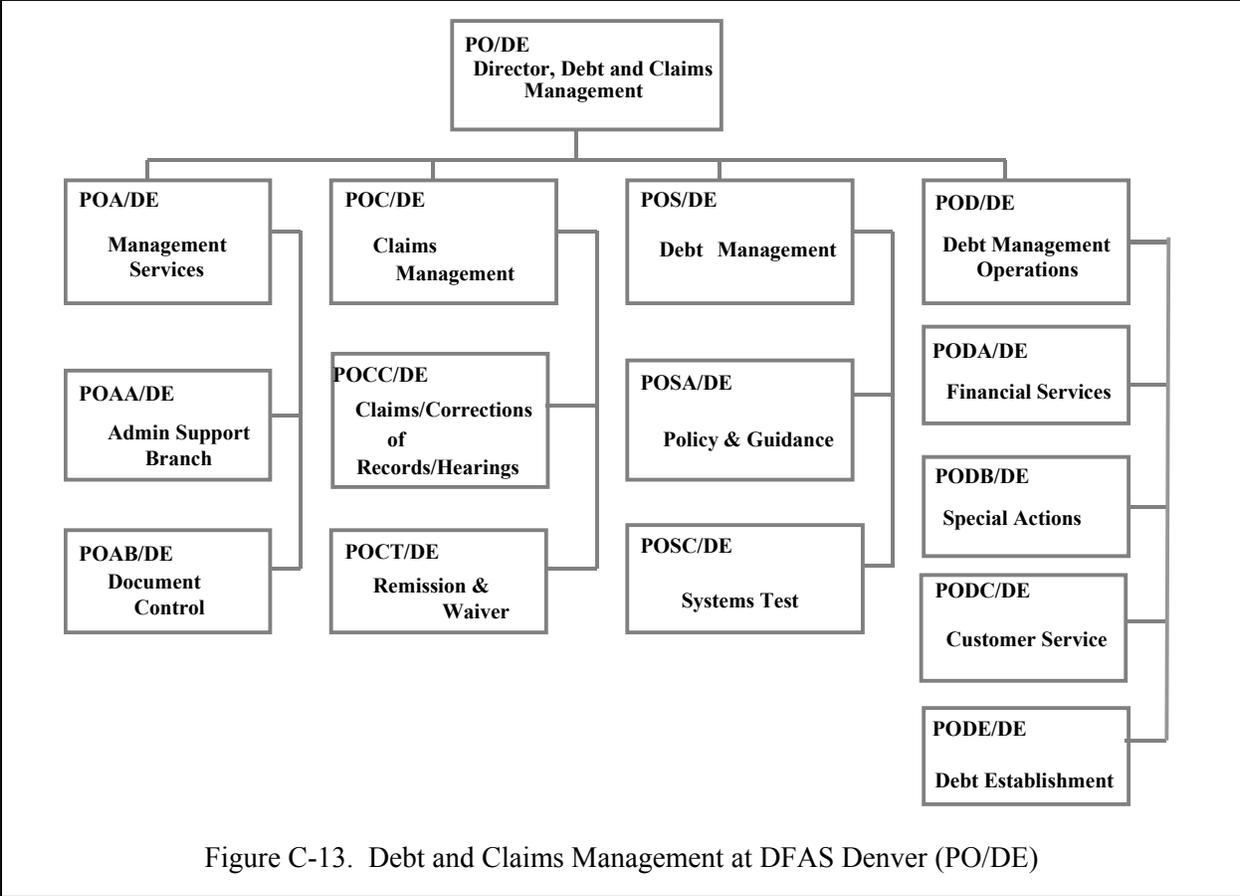
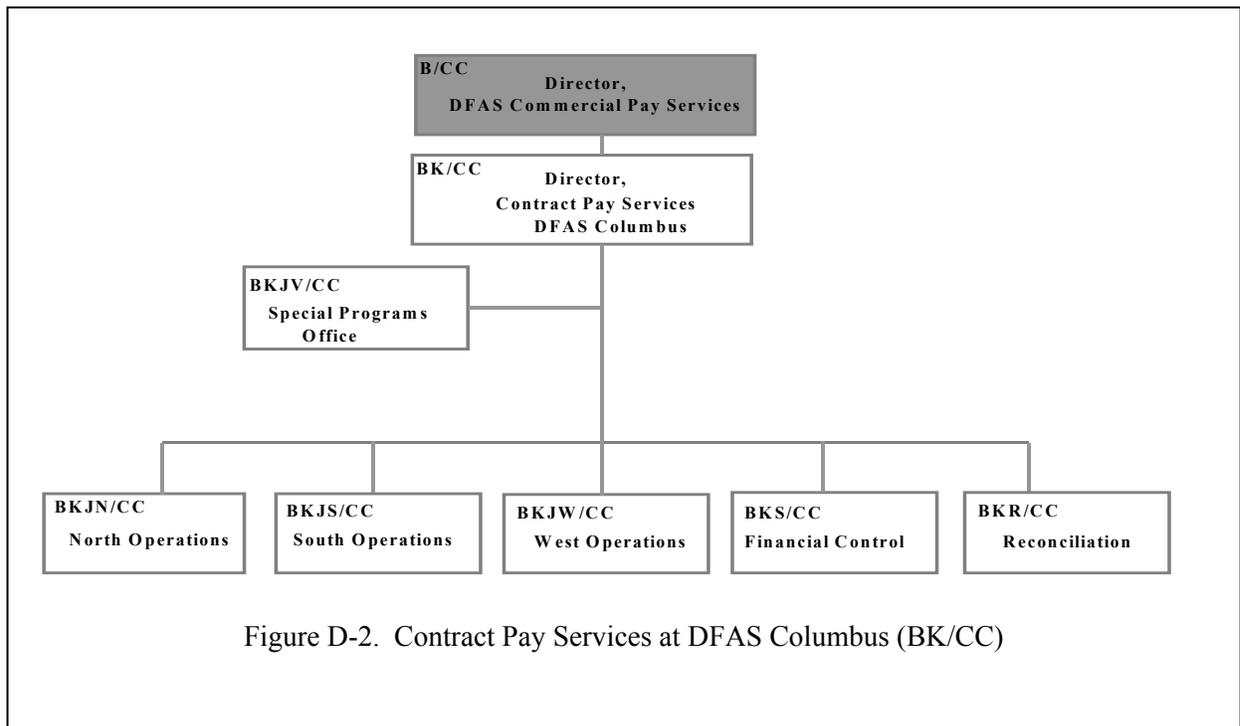
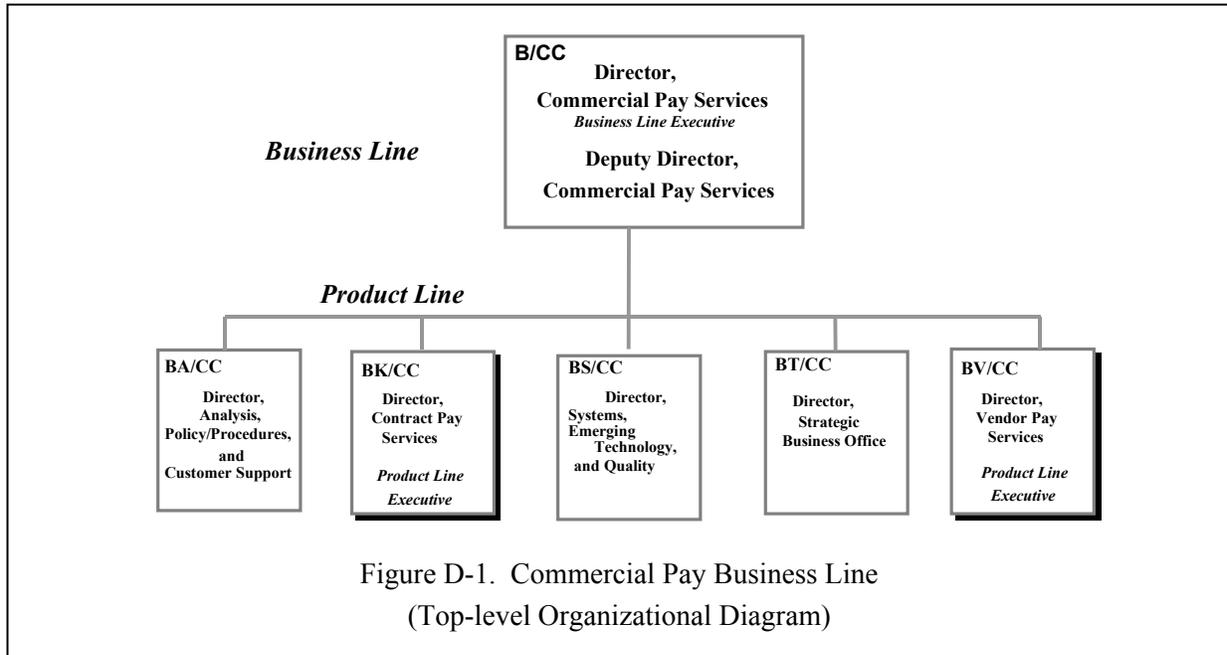


Figure C-12. Civilian Pay at DFAS Pensacola (PCP/PE)



ANNEX D – COMMERCIAL PAY SERVICES BUSINESS LINE ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Commercial Pay Services Business Line. All Commercial Pay Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.



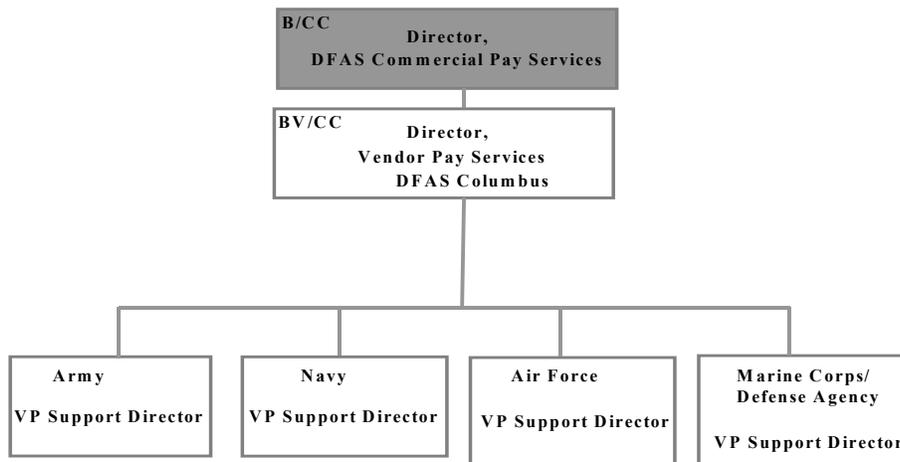


Figure D-3. Vendor Pay Services at DFAS Columbus (BV/CC)

ANNEX E – TECHNOLOGY SERVICES ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Technology Services Organization (TSO). All TSO organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “T”. All TSO organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.

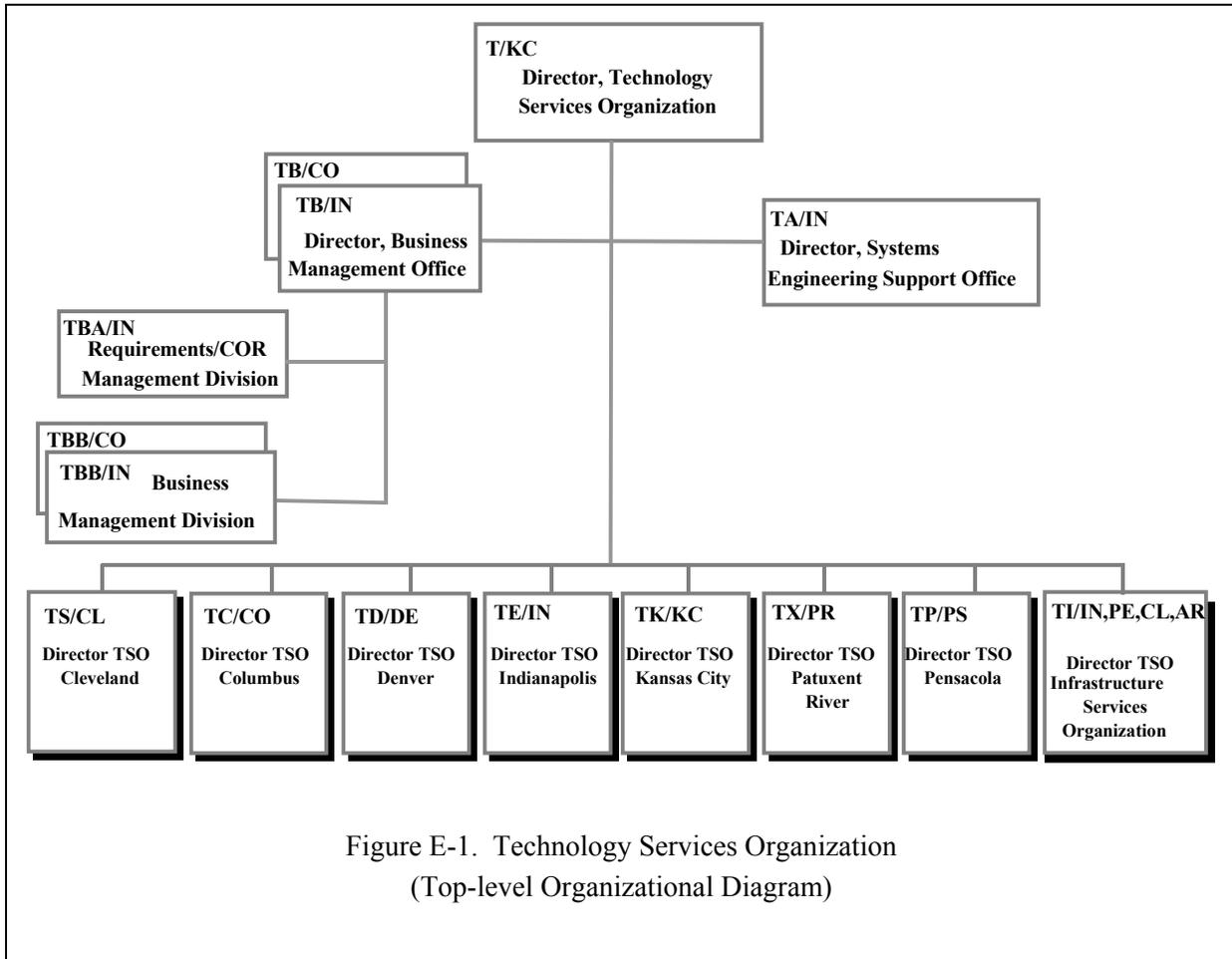
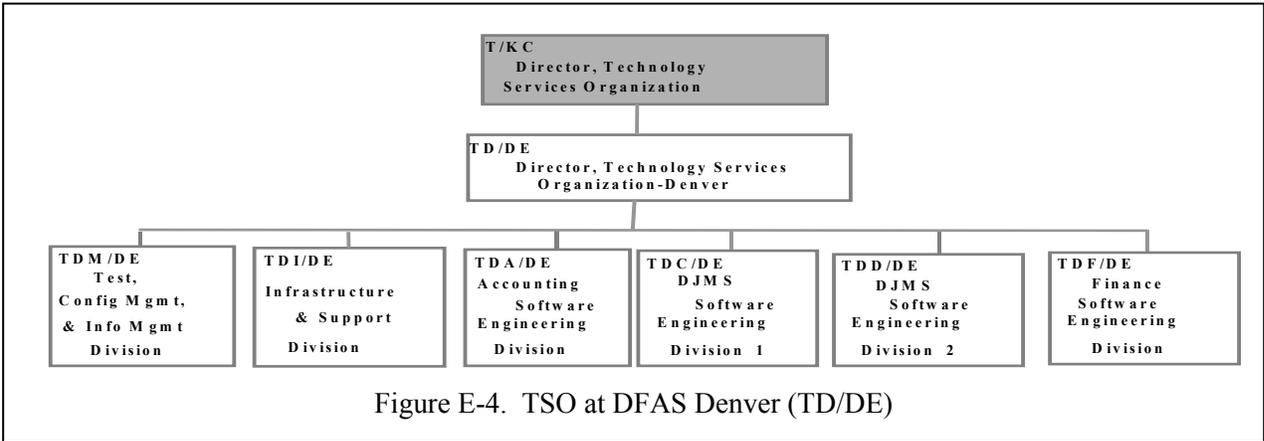
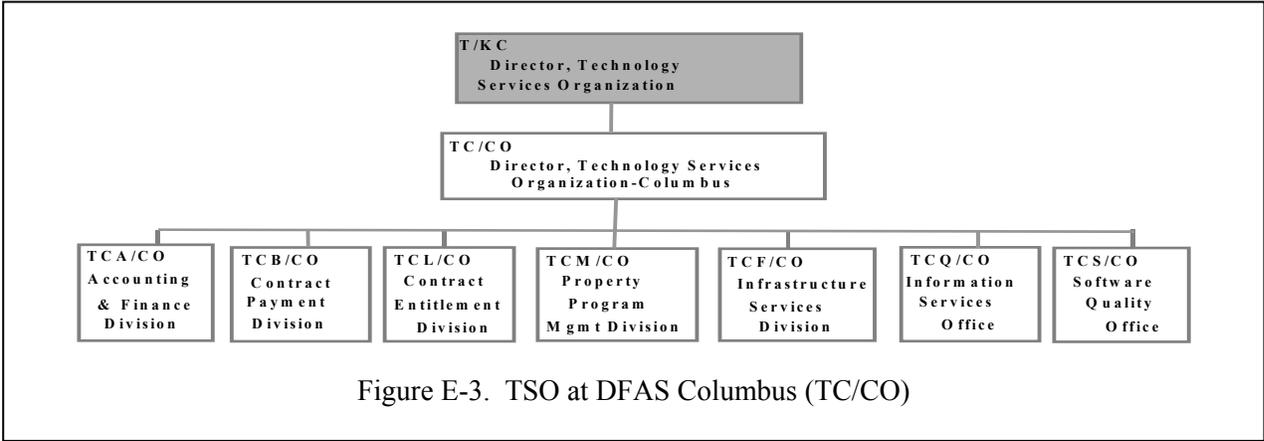
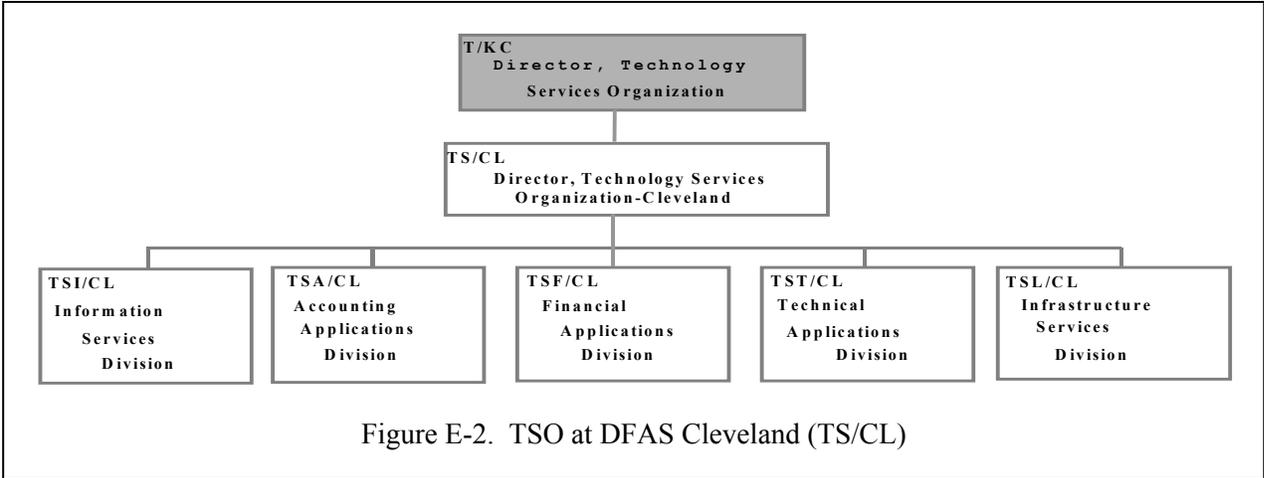
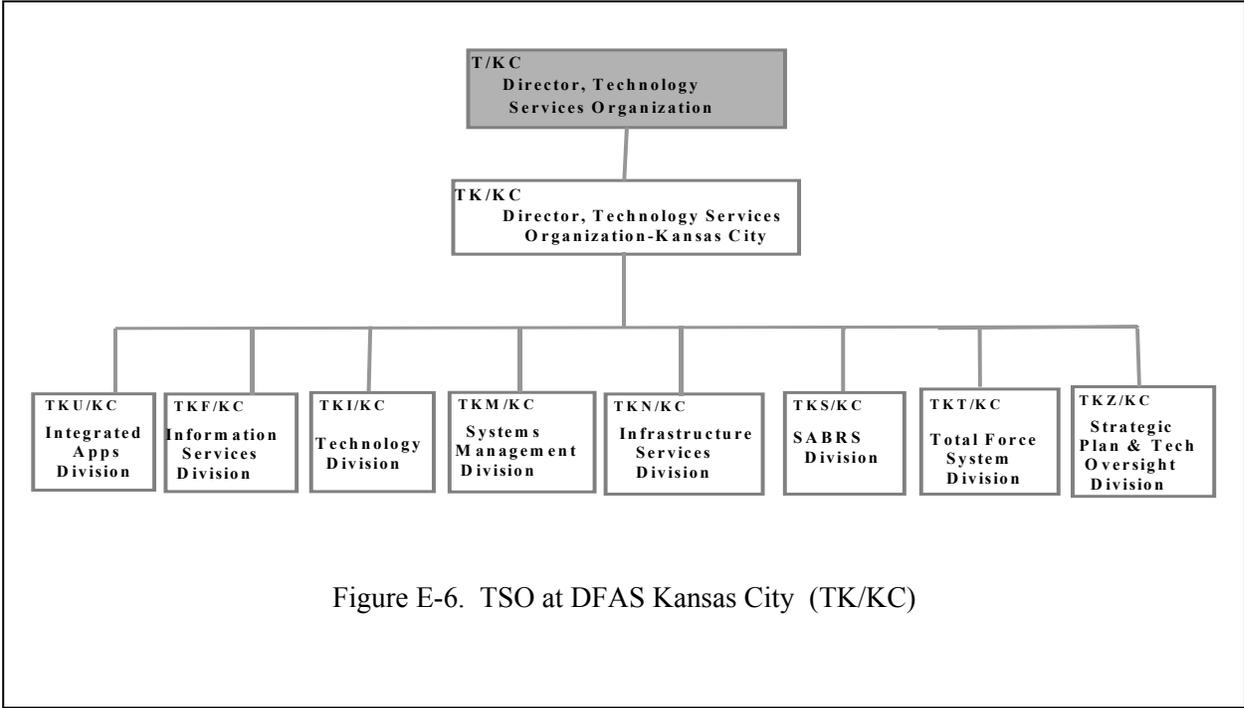
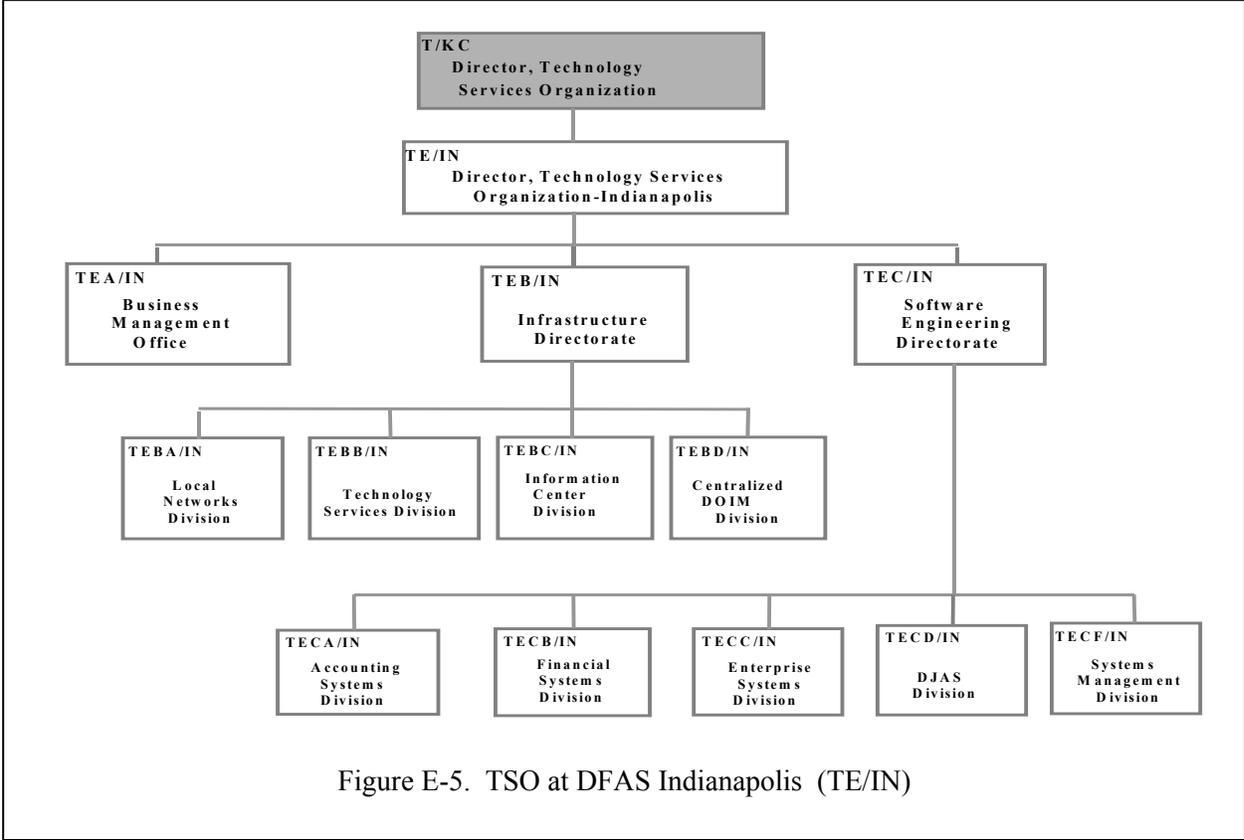


Figure E-1. Technology Services Organization
(Top-level Organizational Diagram)





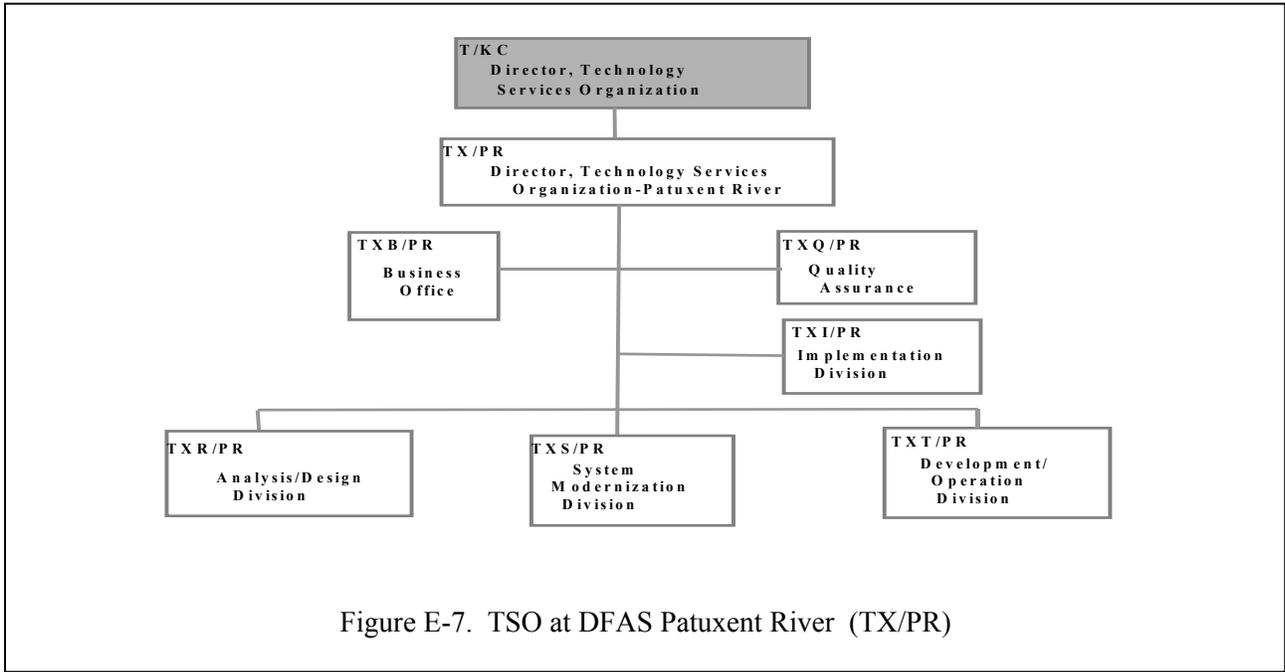


Figure E-7. TSO at DFAS Patuxent River (TX/PR)

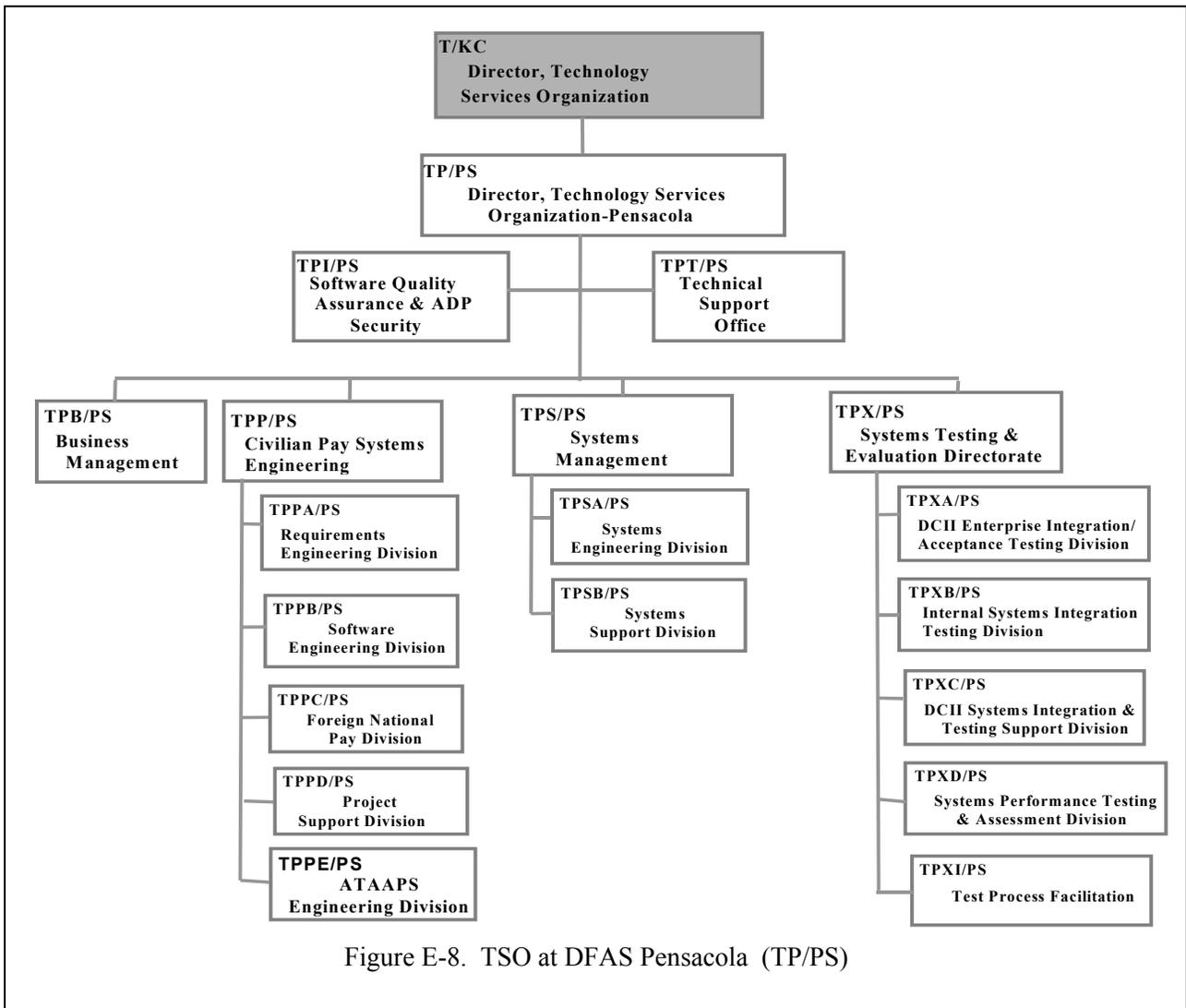
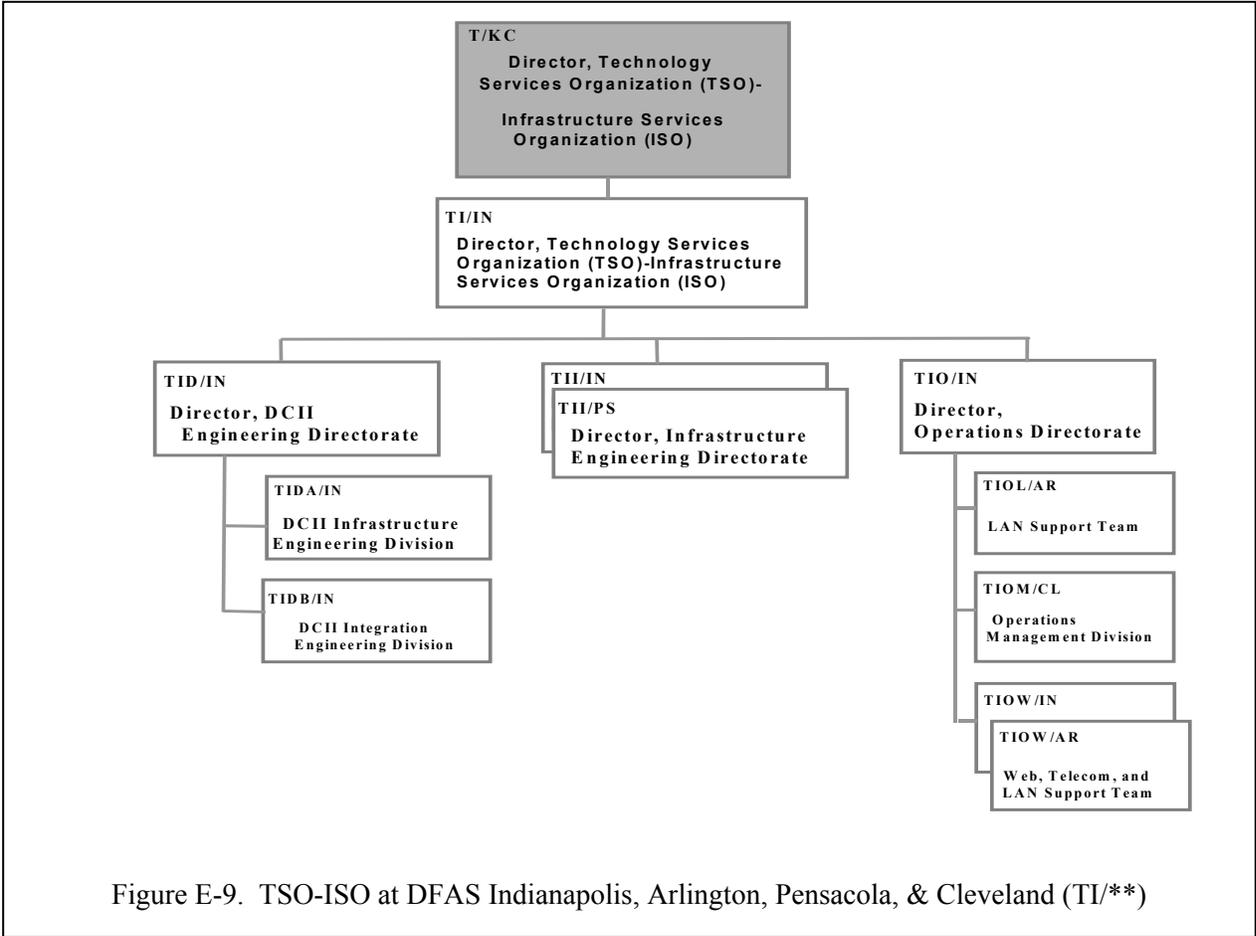
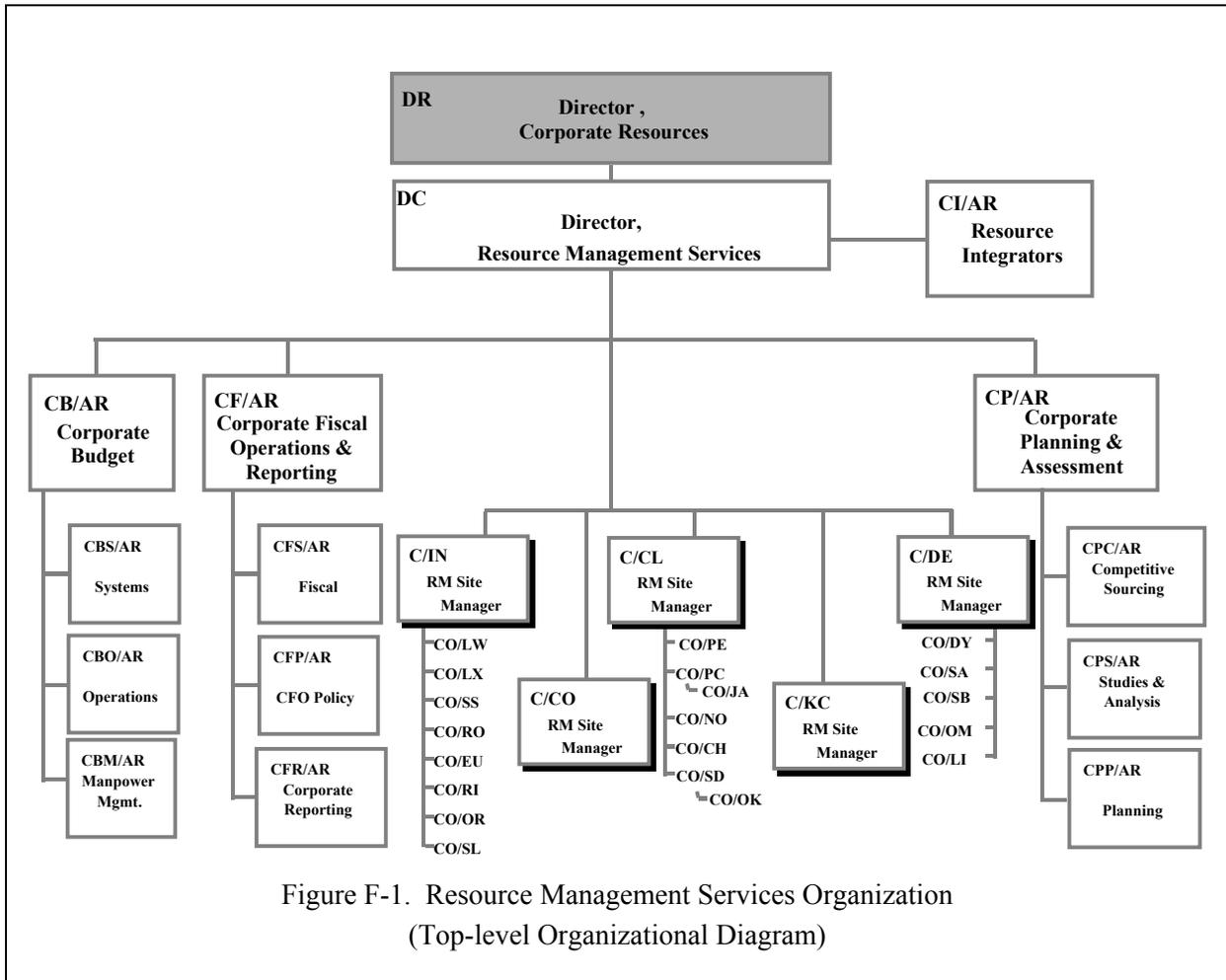


Figure E-8. TSO at DFAS Pensacola (TP/PS)



ANNEX F – RESOURCE MANAGEMENT SERVICES ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Resource Management (RM) Services organization. All RM Services organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “C”. All RM Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.



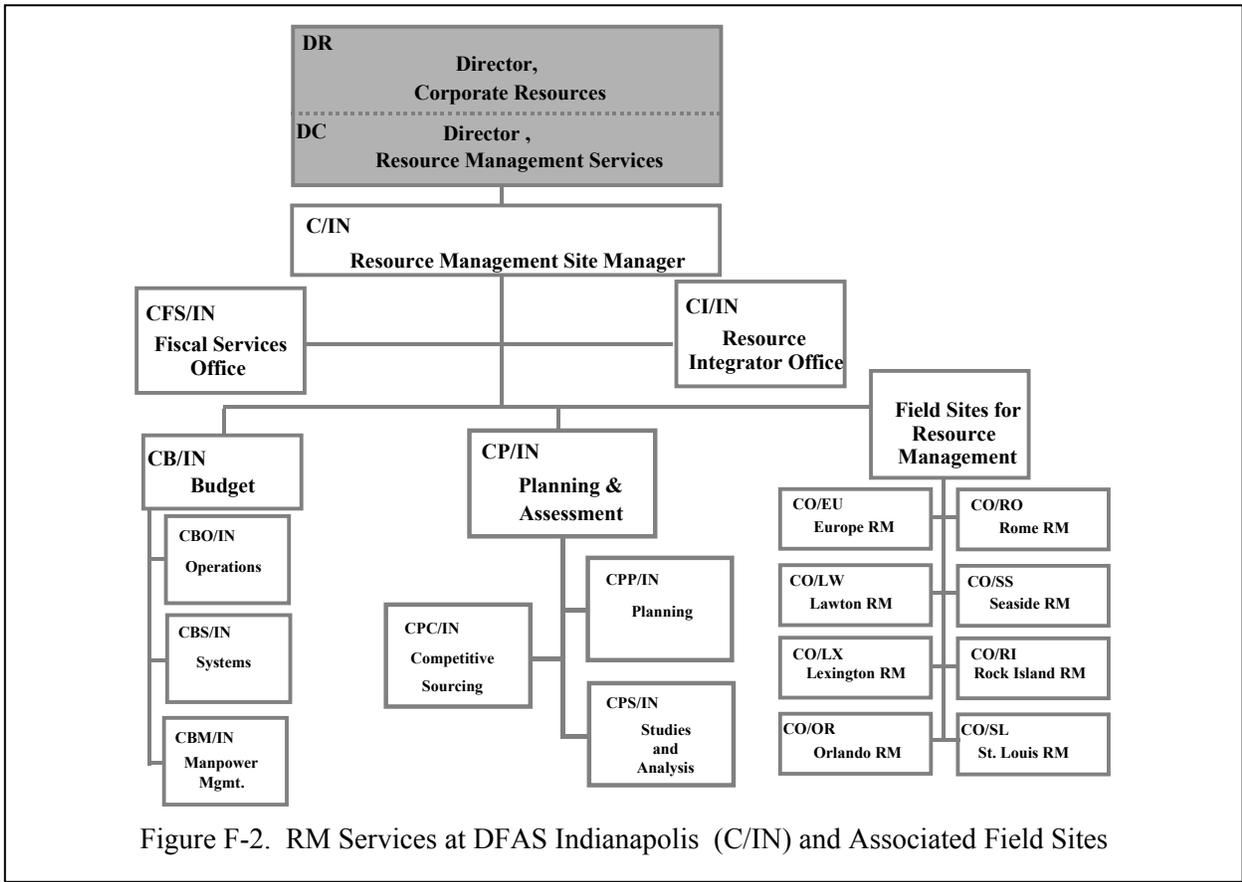


Figure F-2. RM Services at DFAS Indianapolis (C/IN) and Associated Field Sites

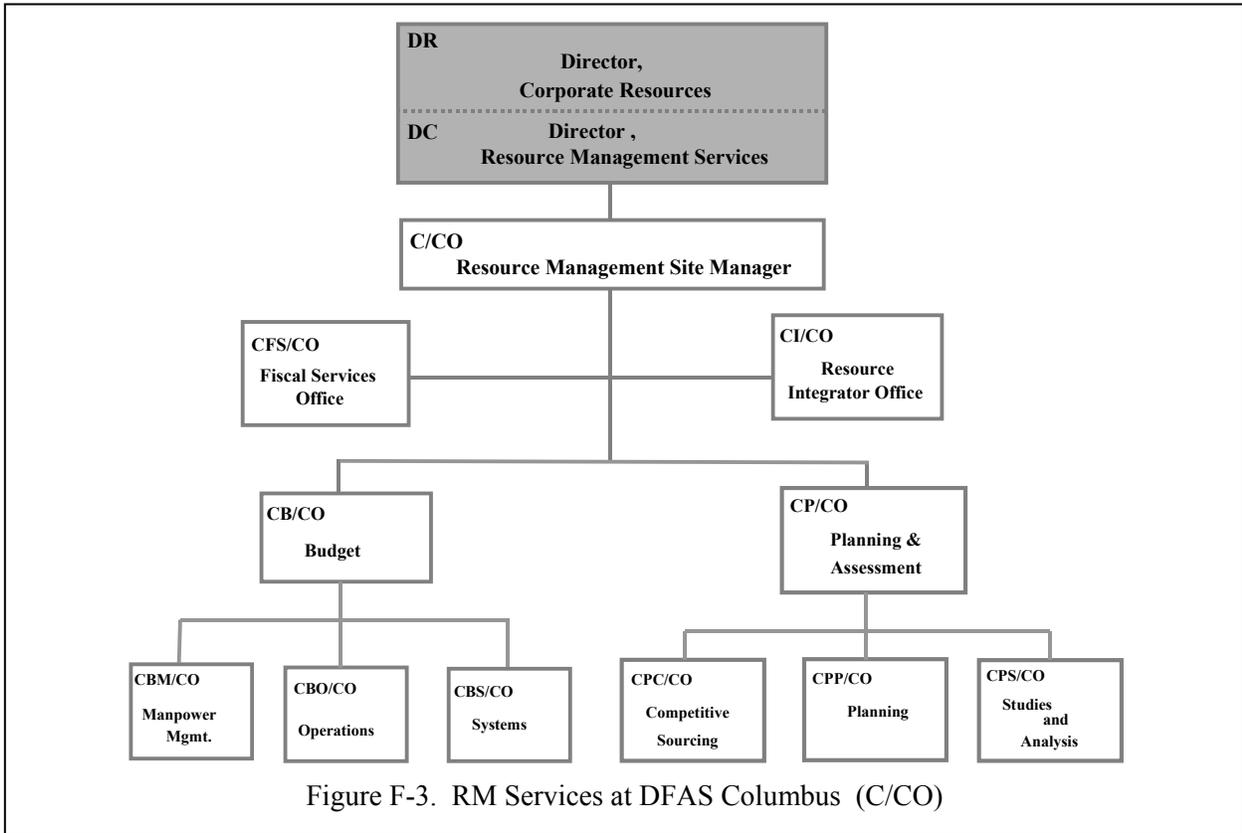
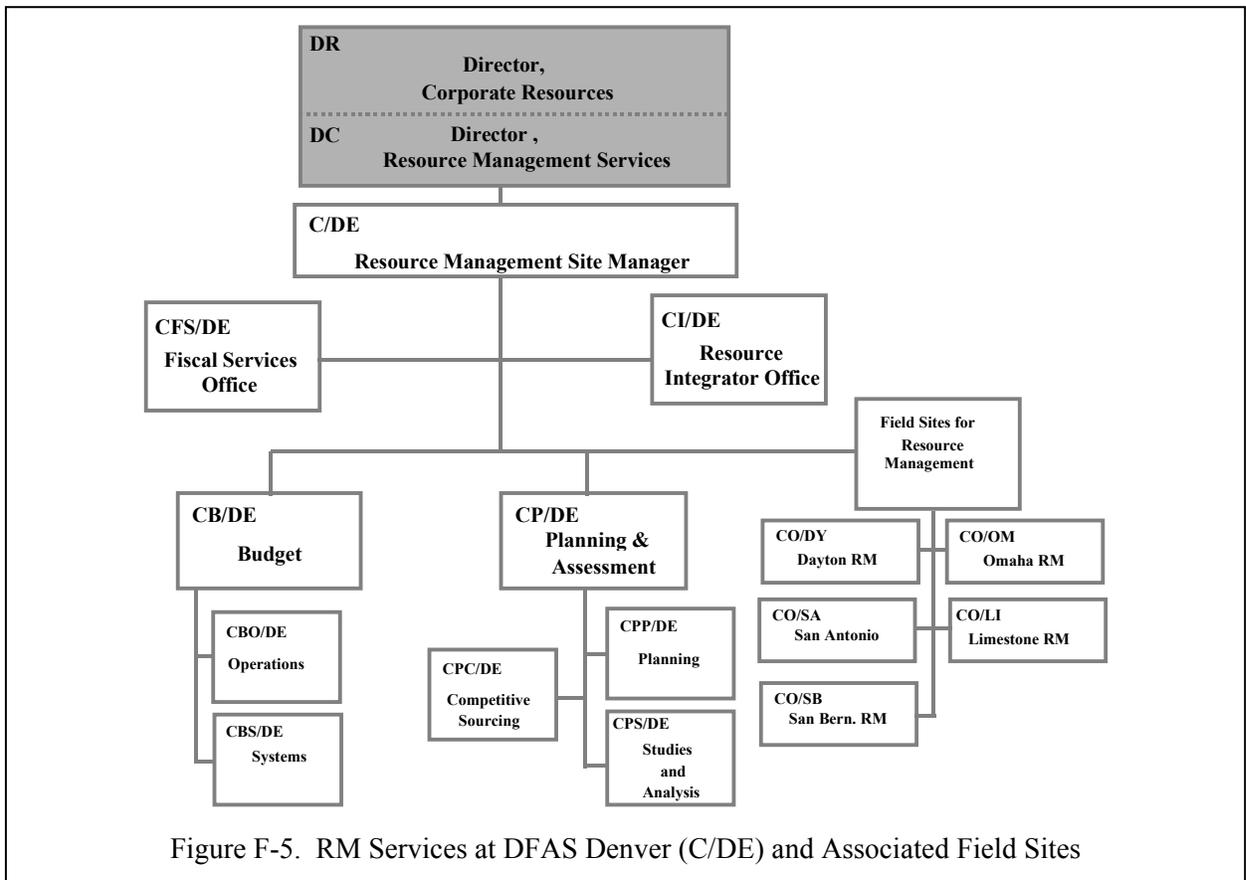
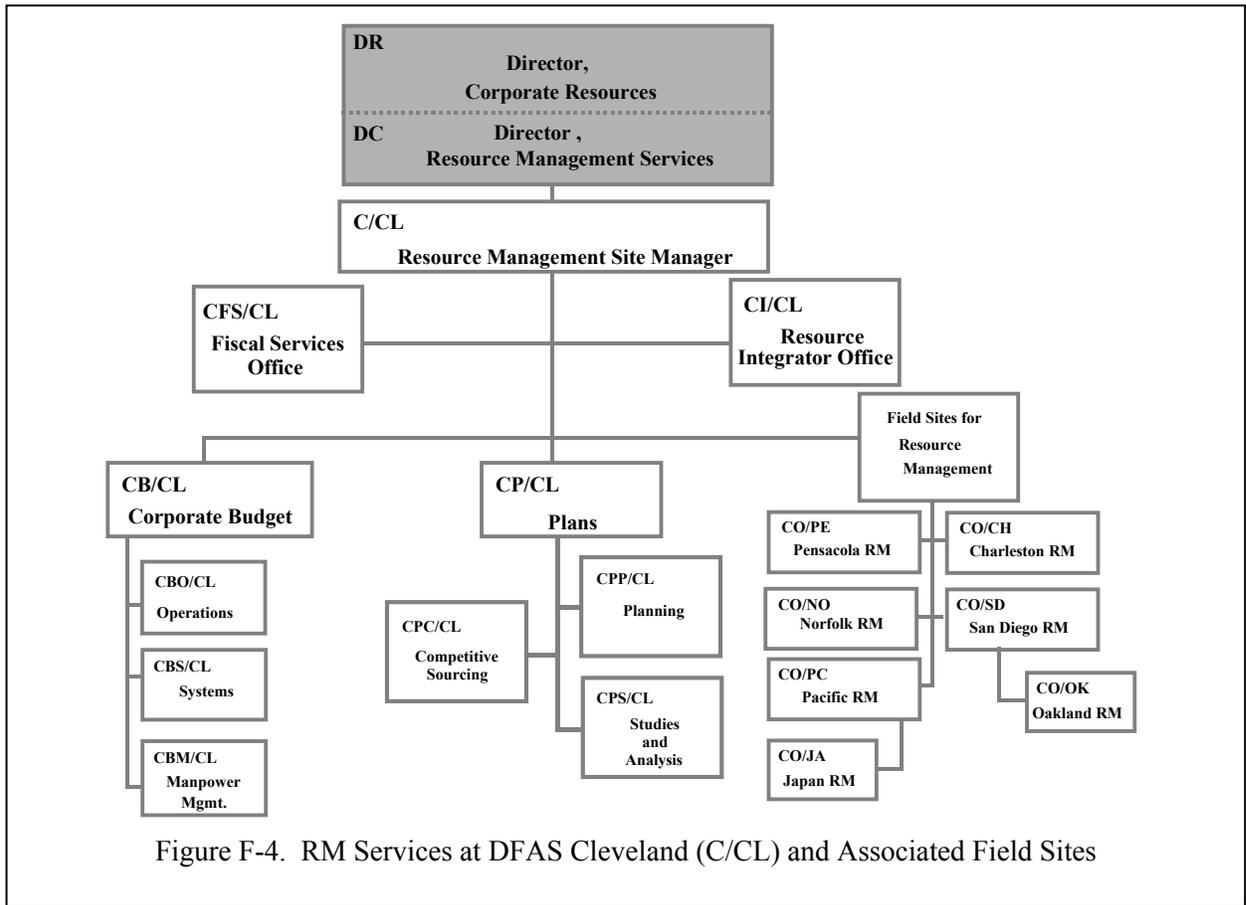
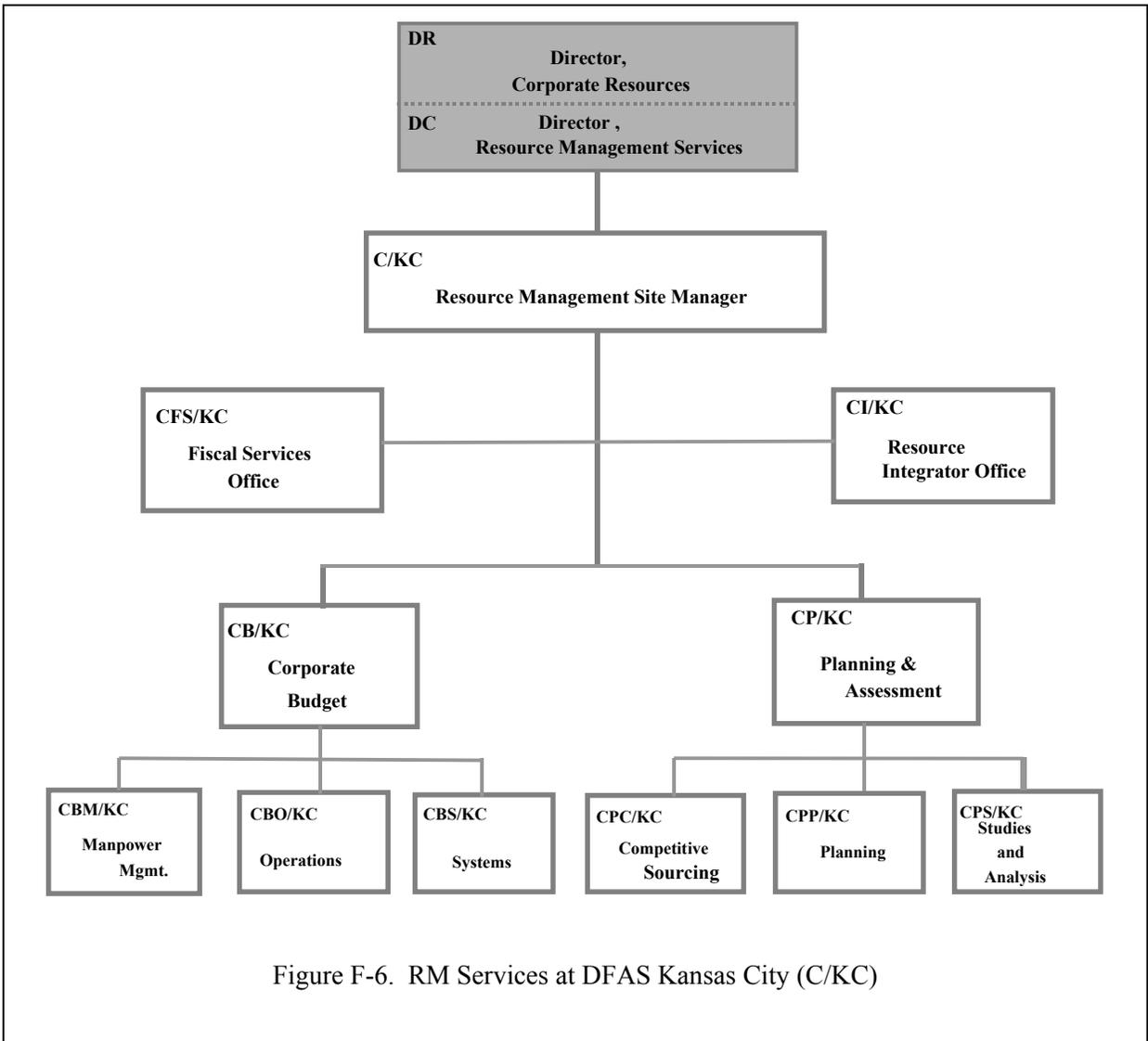


Figure F-3. RM Services at DFAS Columbus (C/CO)





ANNEX G – ADMINISTRATIVE SERVICES ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Administrative Services organization. All Administrative Services organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “N”. All Administrative Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.

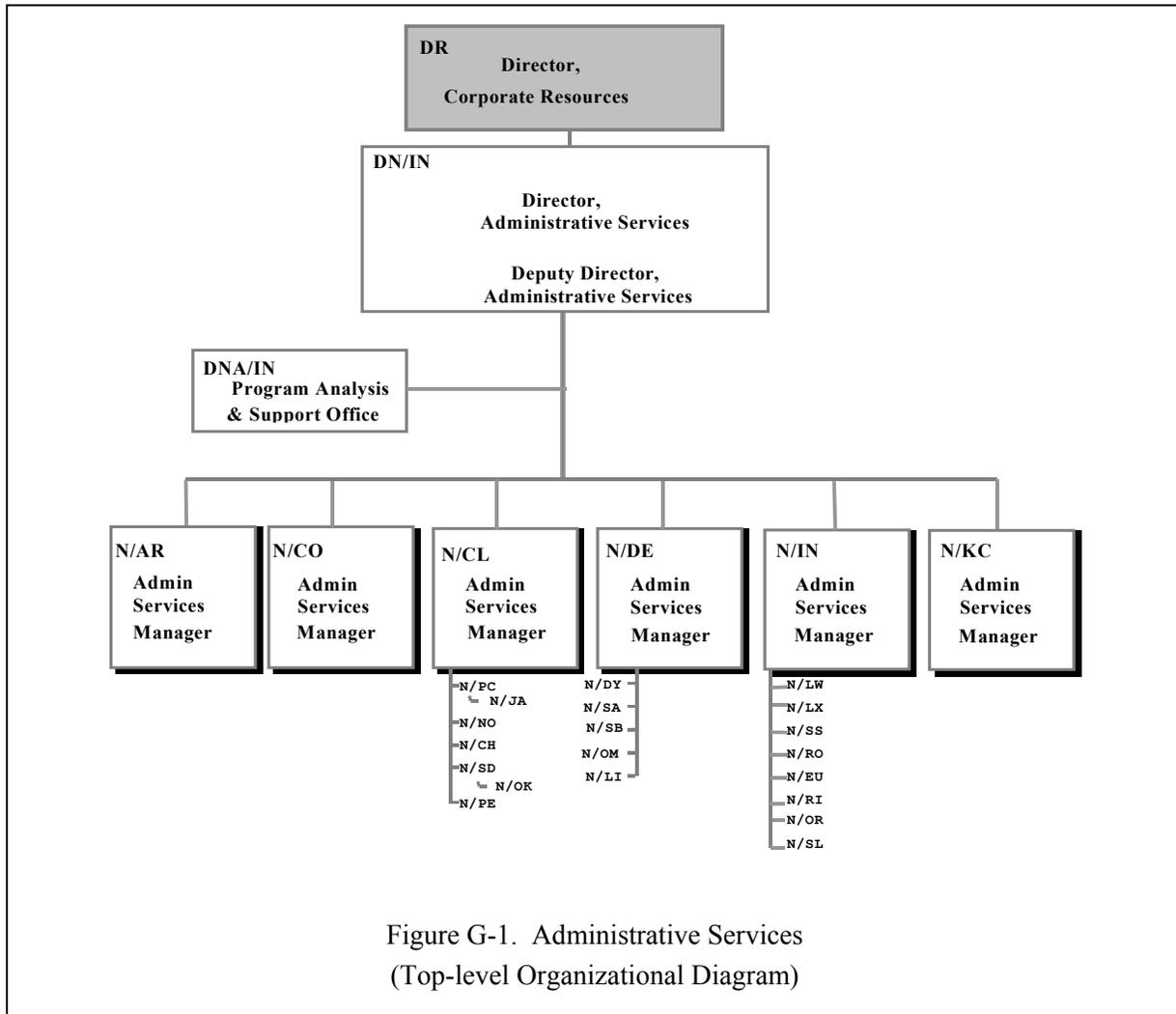


Figure G-1. Administrative Services
(Top-level Organizational Diagram)

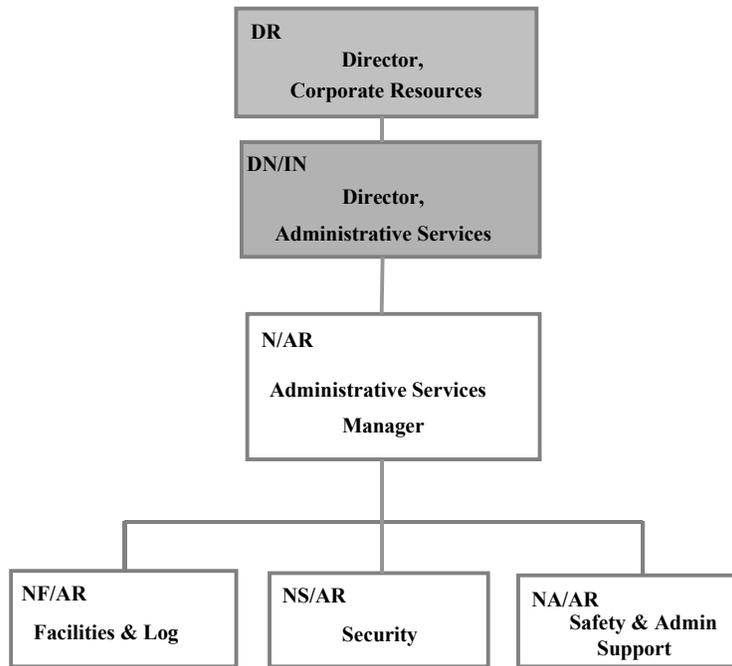


Figure G-2. Administrative Services at DFAS Arlington (N/AR)

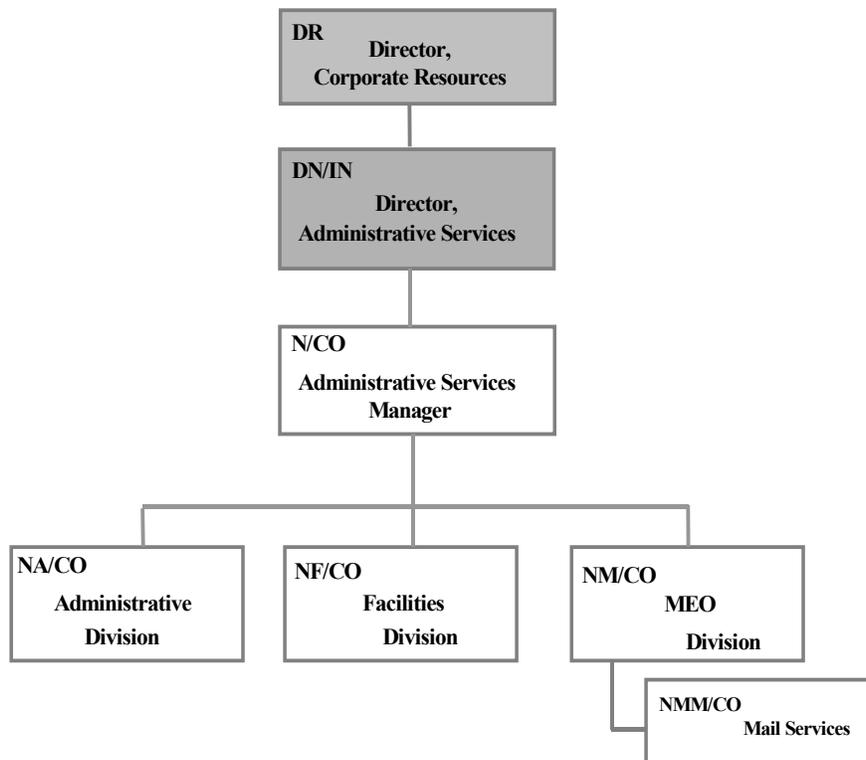


Figure G-3. Administrative Services at DFAS Columbus (N/CO)

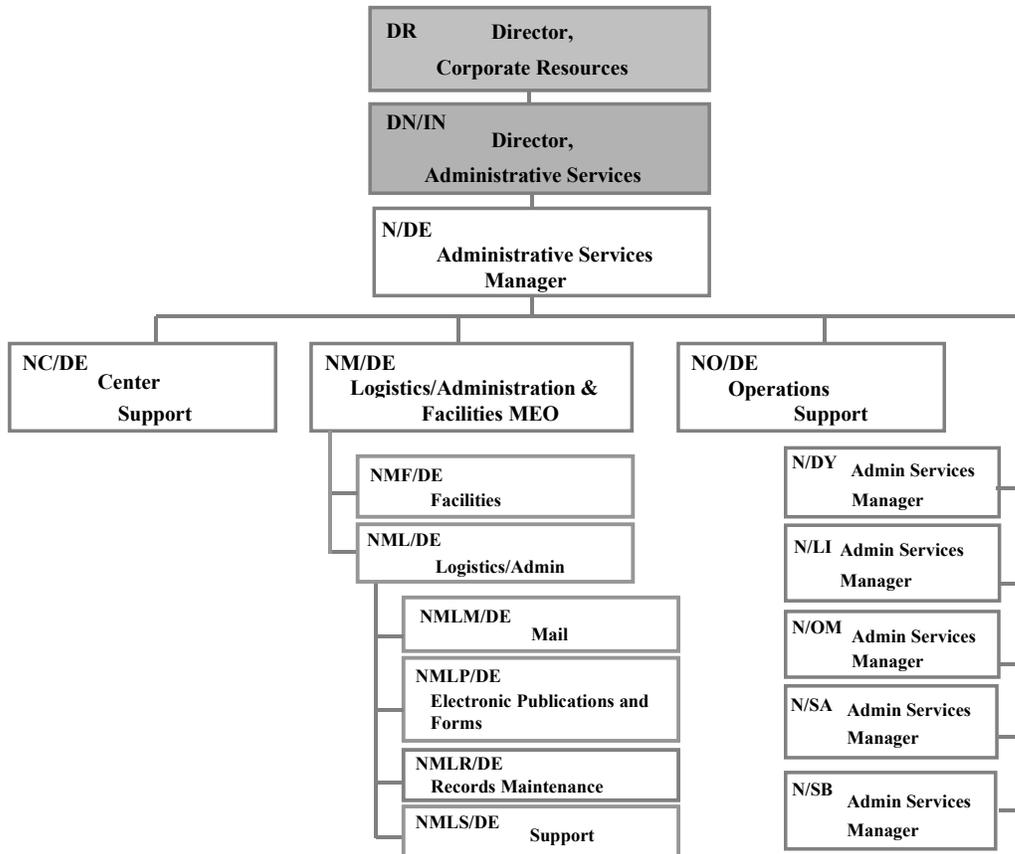


Figure G-4. Administrative Services at DFAS Denver (N/DE) and Associated Field Organizations

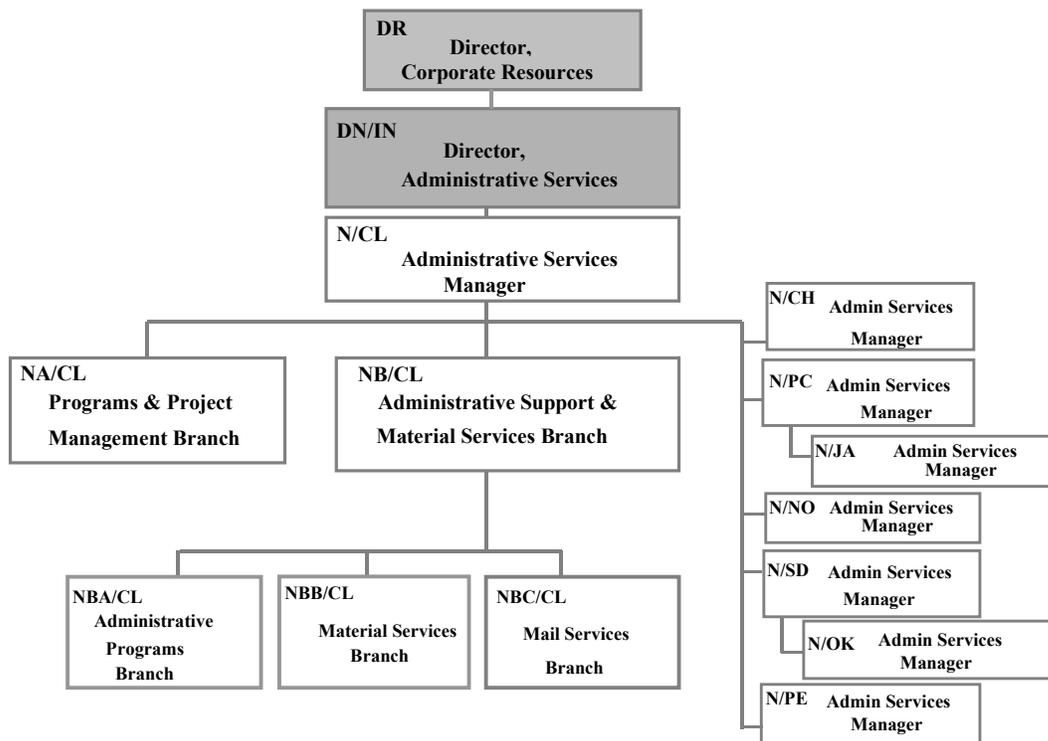
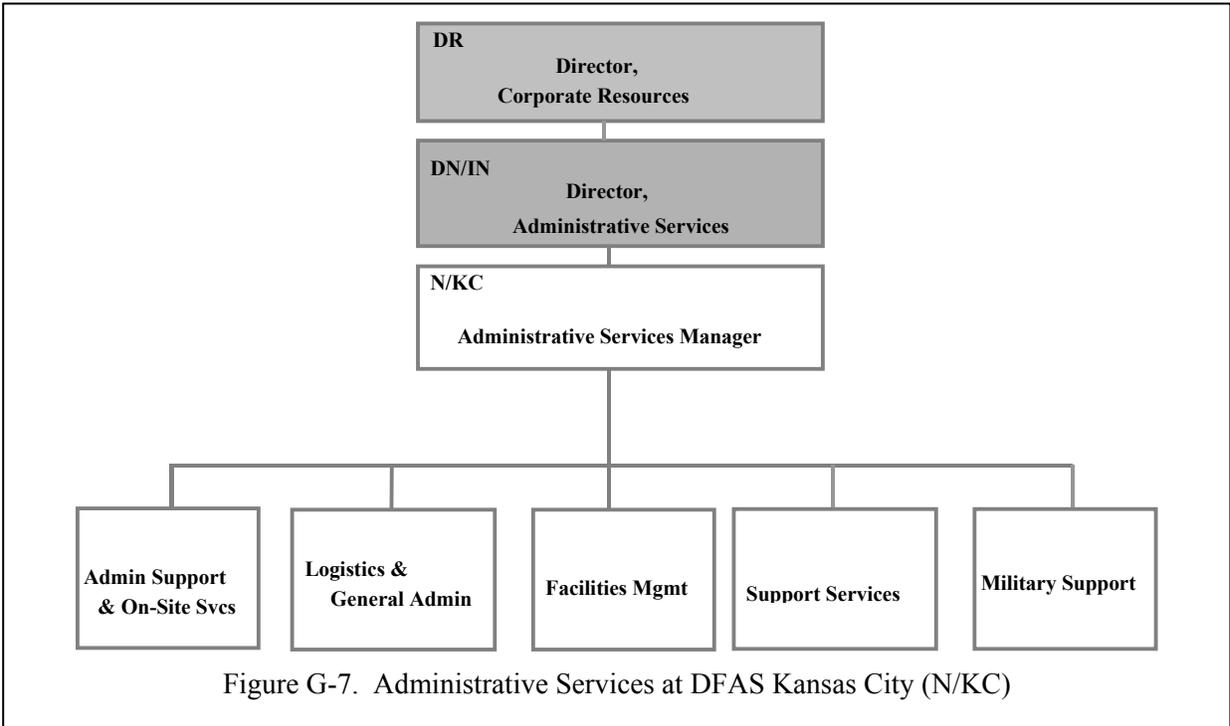
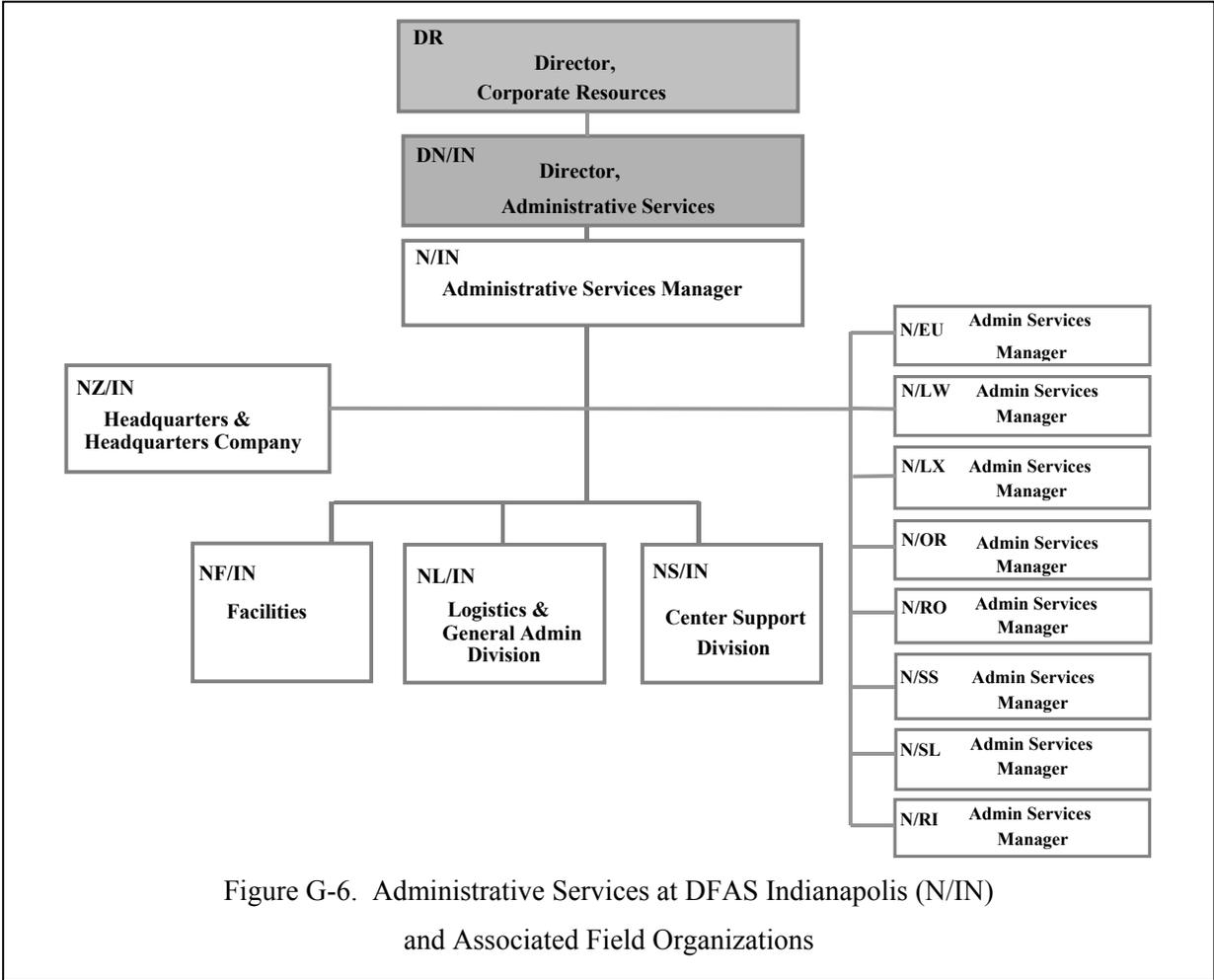
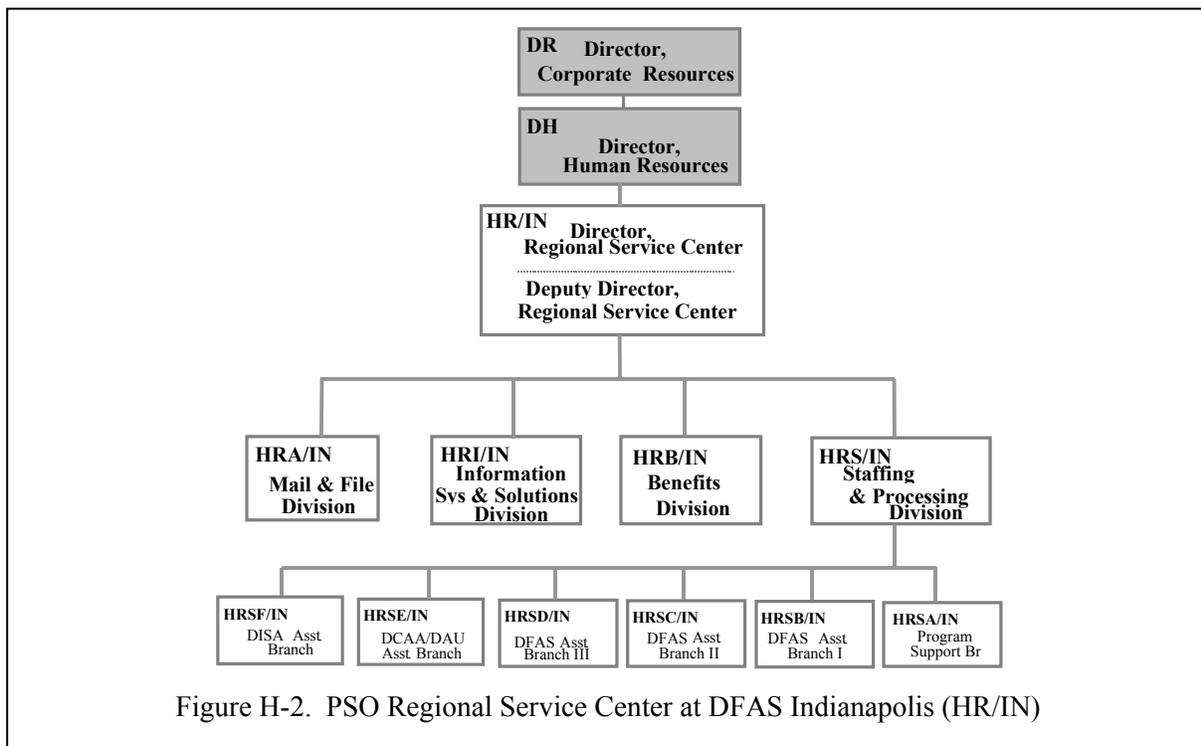
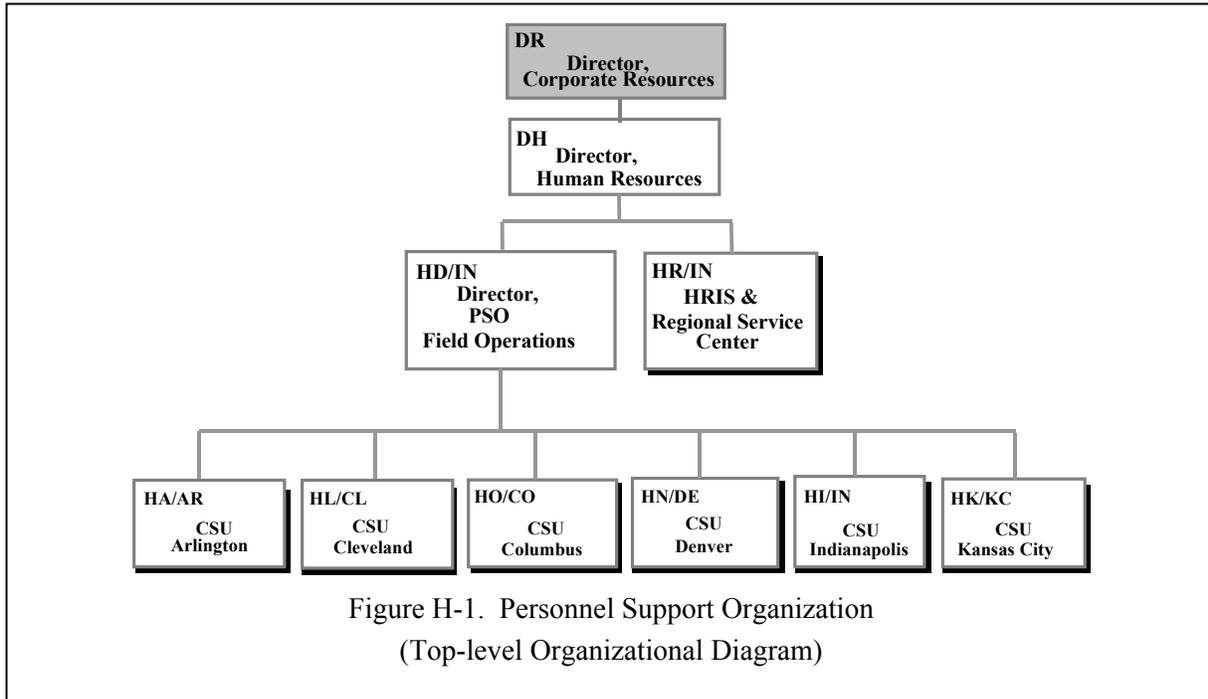


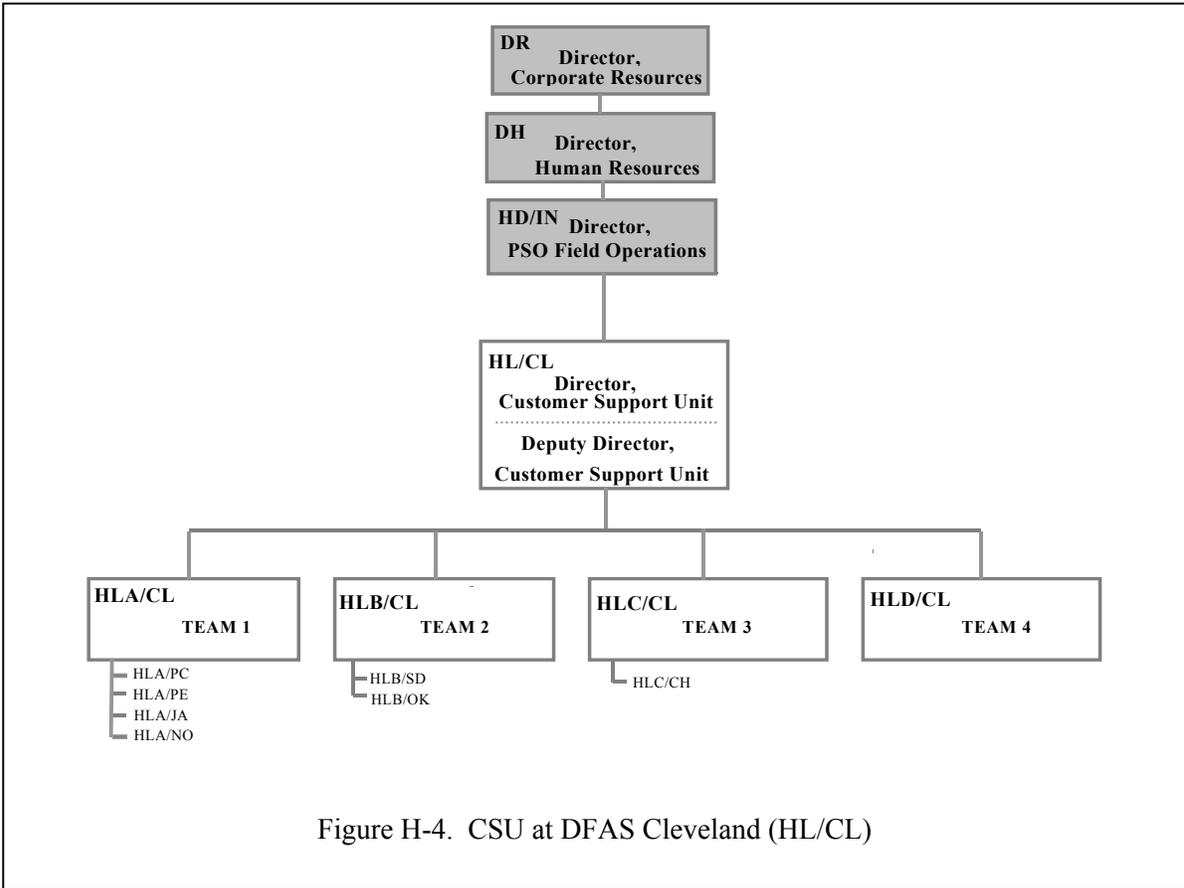
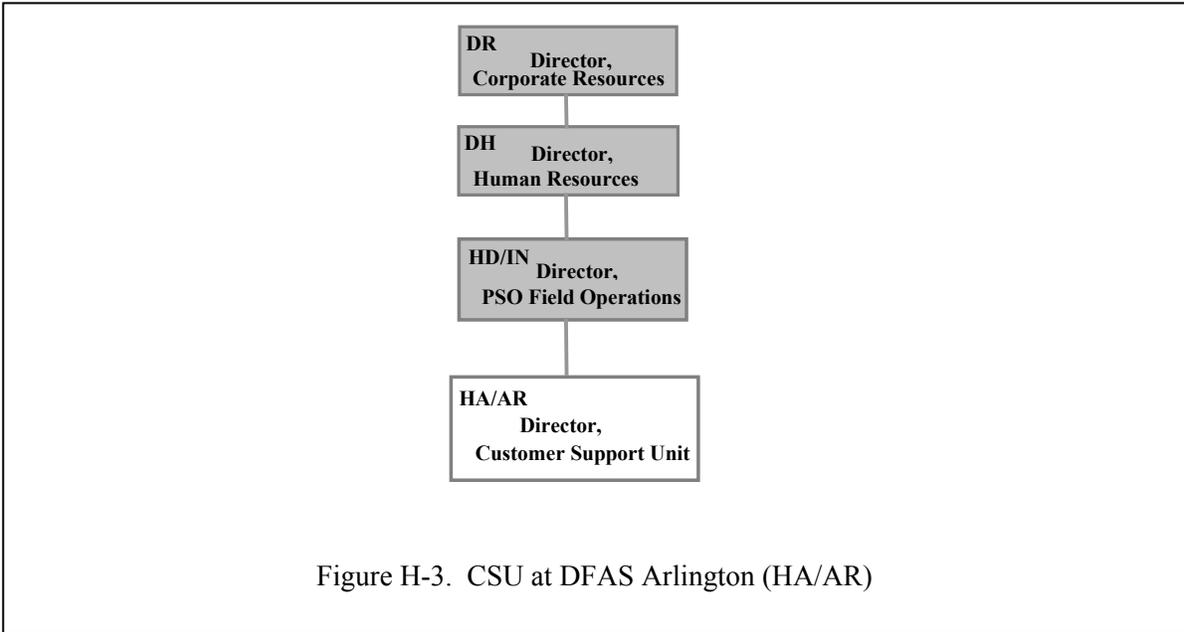
Figure G-5. Administrative Services at DFAS Cleveland (N/CL) and Associated Field Organizations

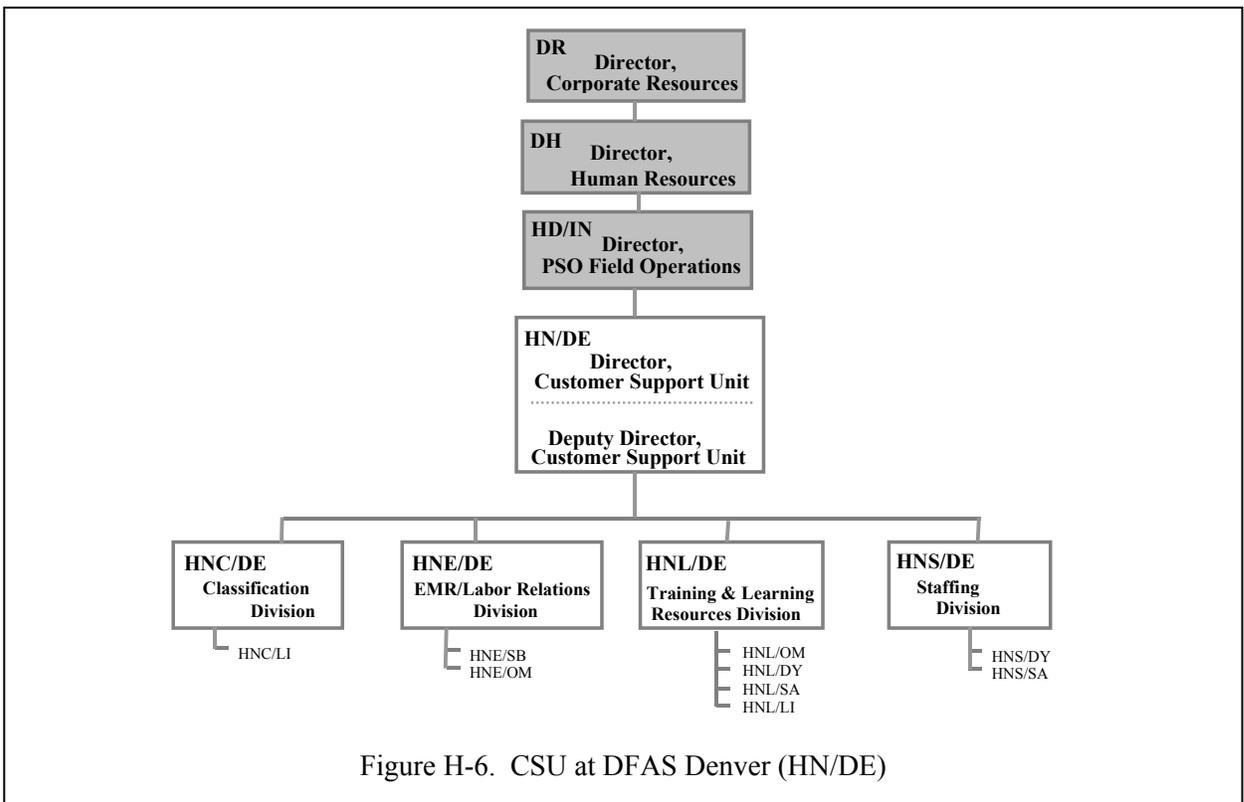
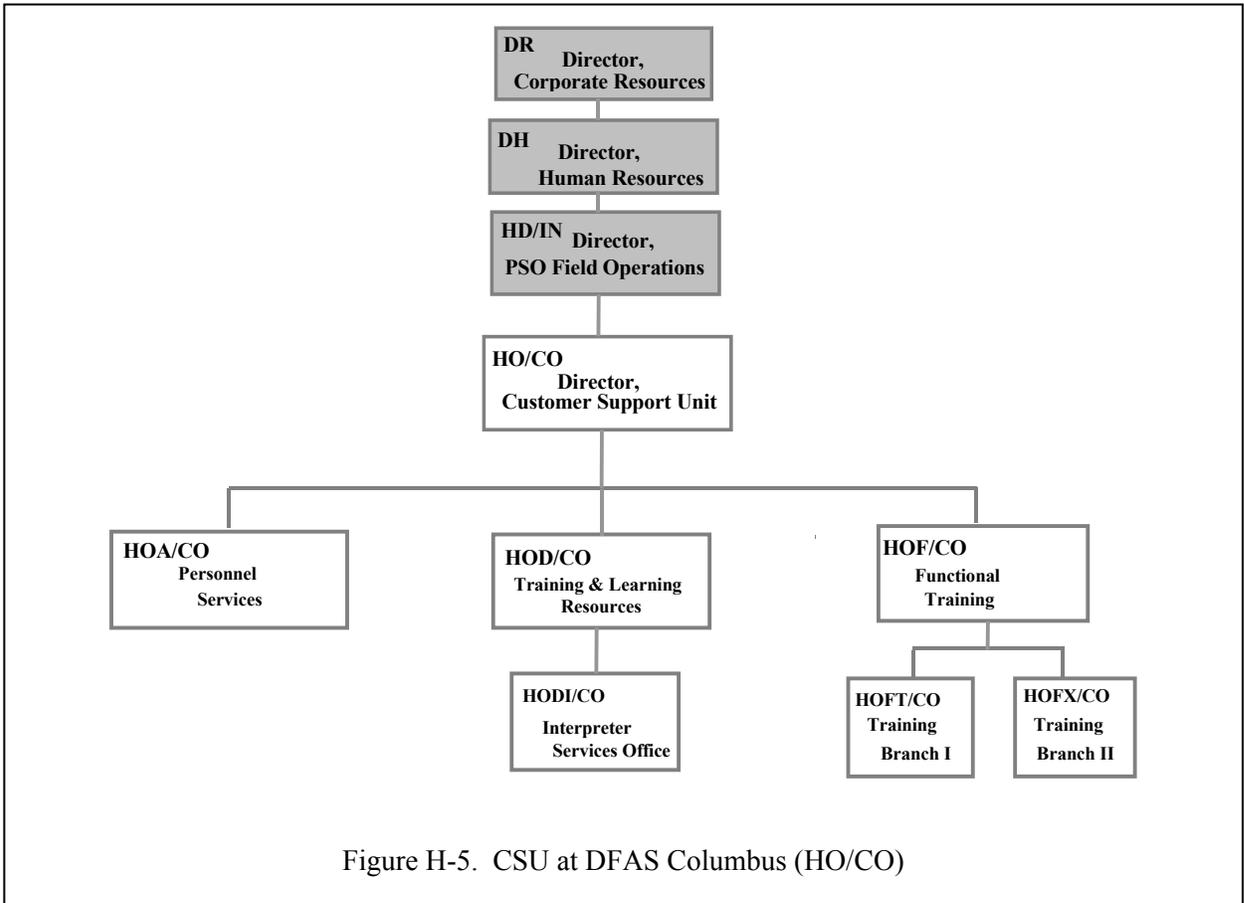


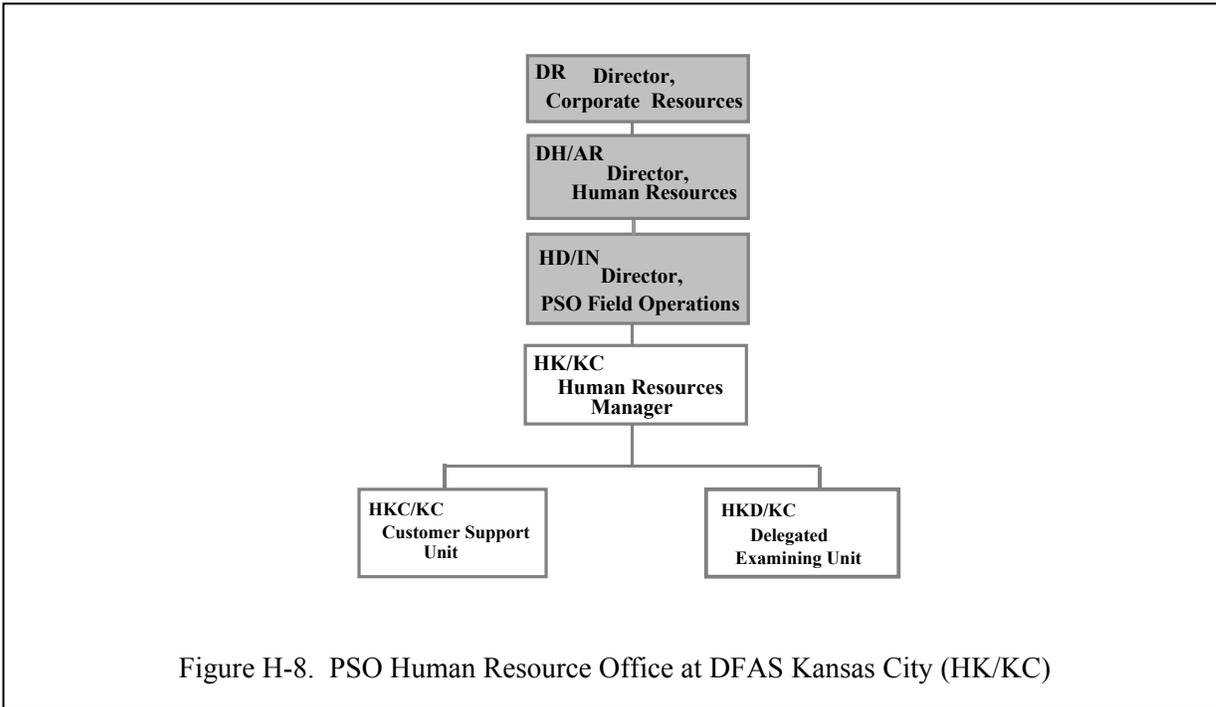
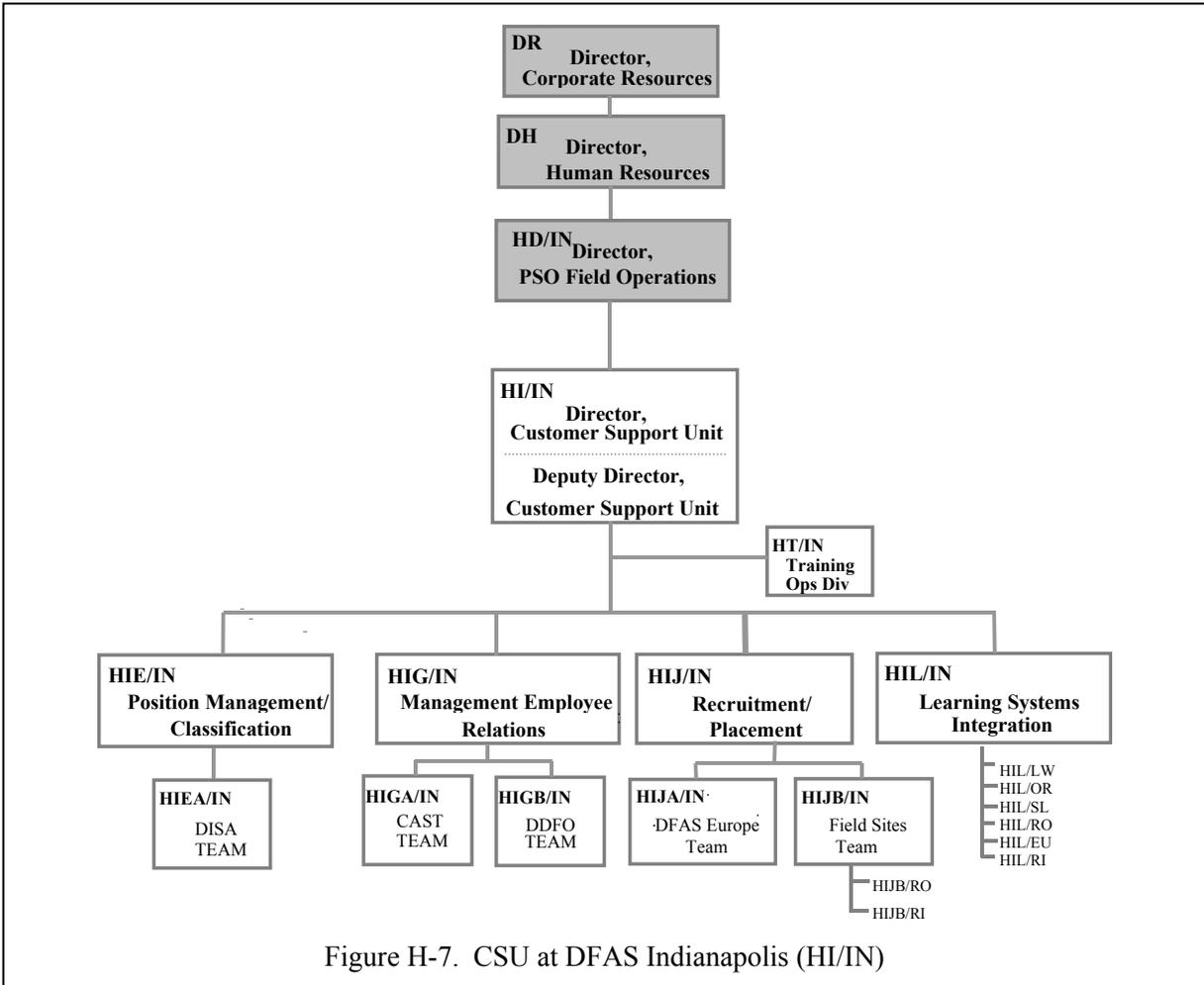
ANNEX H – PERSONNEL SUPPORT ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Personnel Support Organization (PSO). All PSO organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “H”. All PSO organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context. Boxes with a black shadow indicate that the corresponding organization is shown in more detail in a subsequent figure.



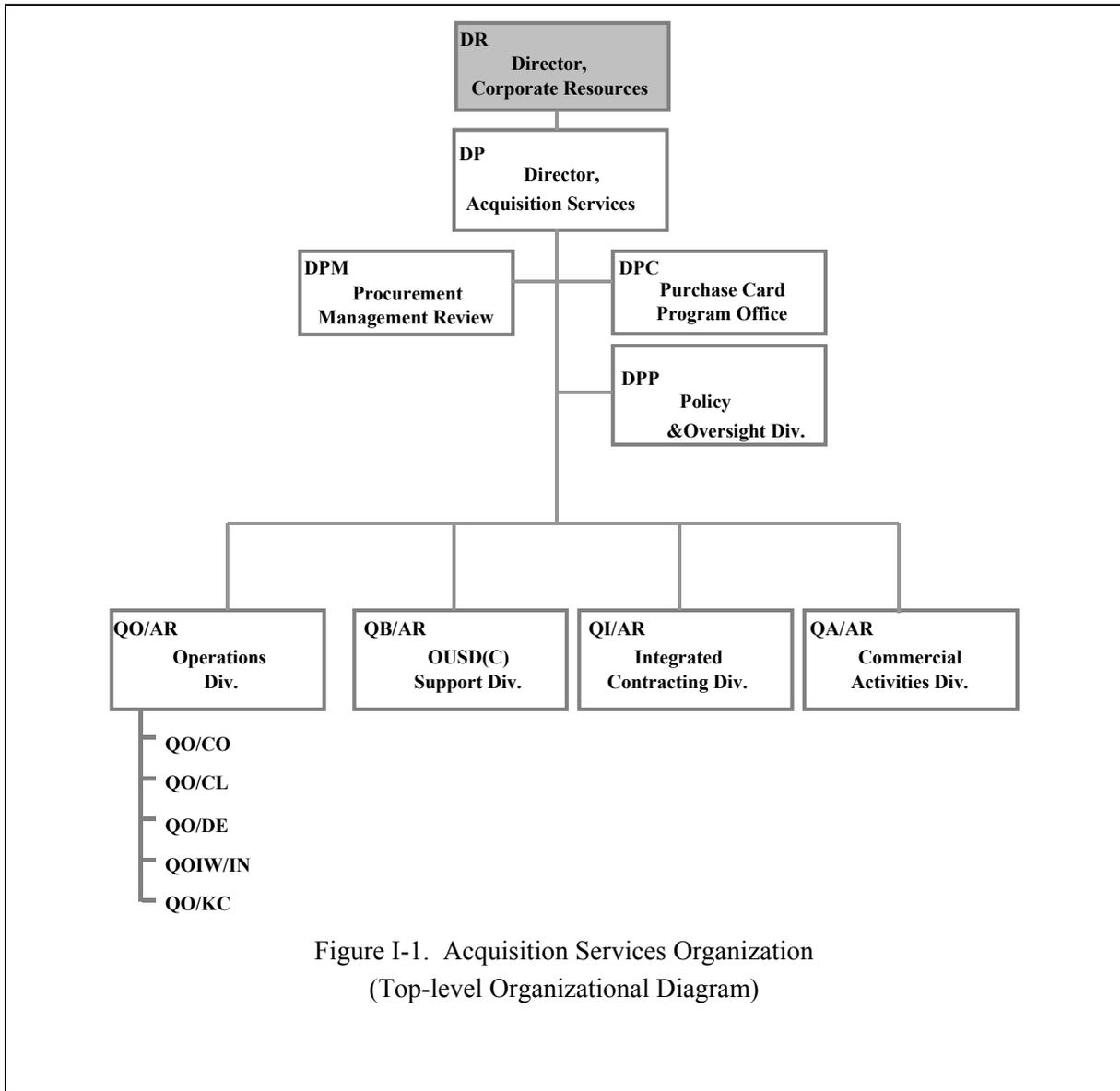






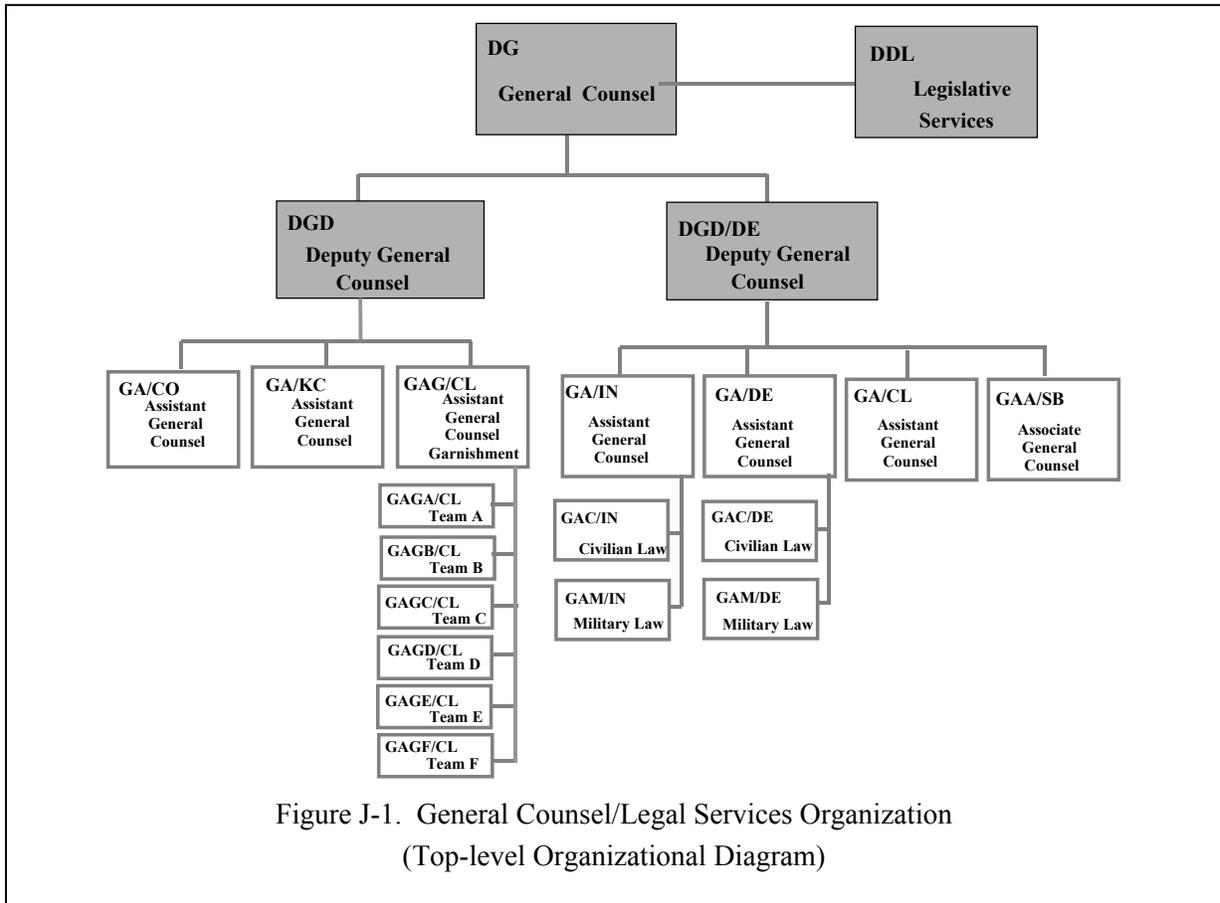
ANNEX I – ACQUISITION SERVICES ORGANIZATION

This Annex contains a set of organizational diagrams depicting the Acquisition Services organization. All Acquisition Services organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “Q”. All Acquisition Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context.



ANNEX J – GENERAL COUNSEL/LEGAL SERVICES ORGANIZATION

This Annex contains a set of organizational diagrams depicting the General Counsel/Legal Services Organization. All General Counsel/Legal Services organizations, regardless of their physical location, are shown in white boxes with office symbol codes that start with “G”. All General Counsel/Legal Services organizations are shown in white boxes for the location being addressed. Gray shaded boxes are shown for context.



ANNEX K – DFAS FIELD ORGANIZATIONS

This Annex contains a set of organizational diagrams depicting each DFAS field organization.

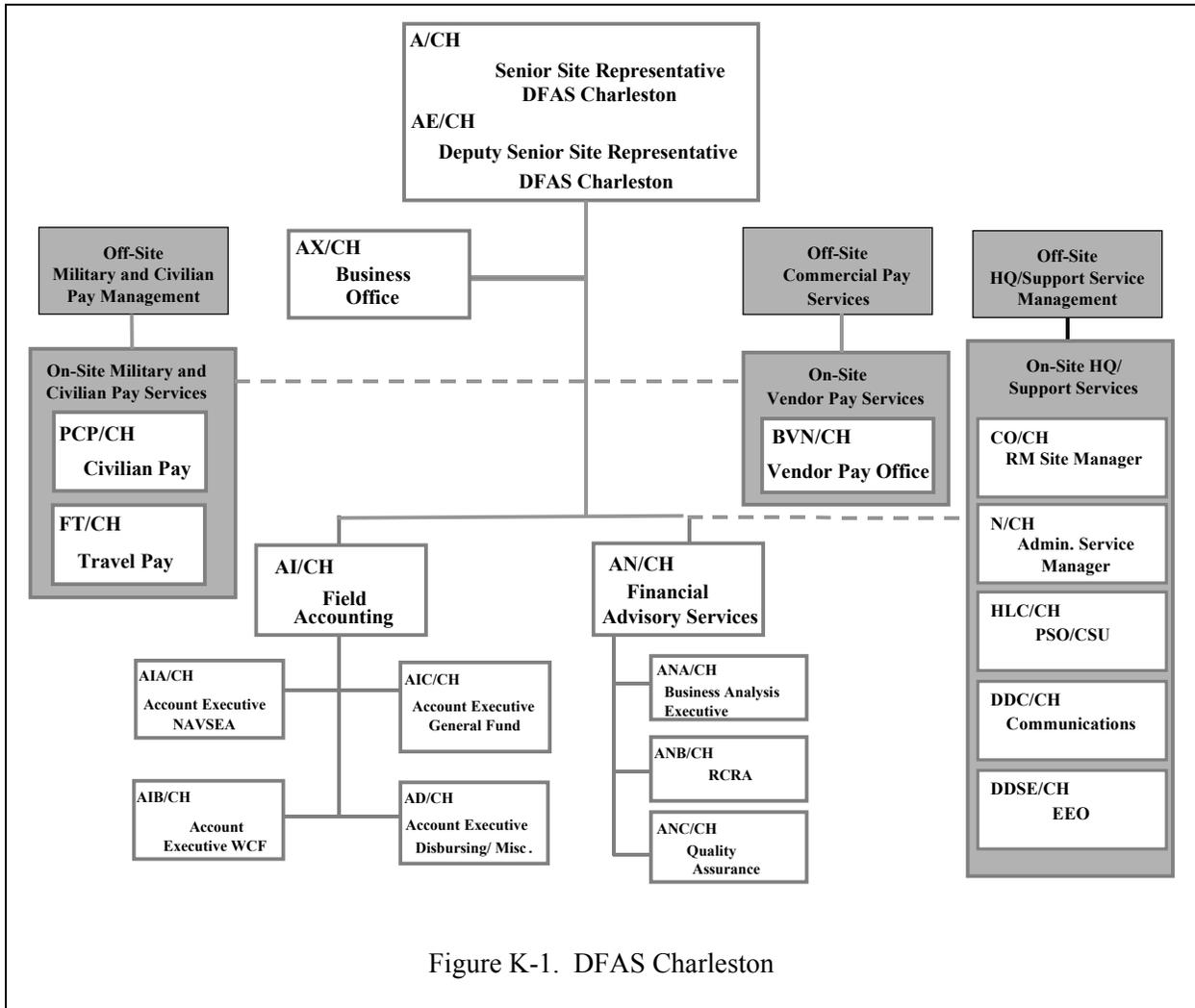


Figure K-1. DFAS Charleston

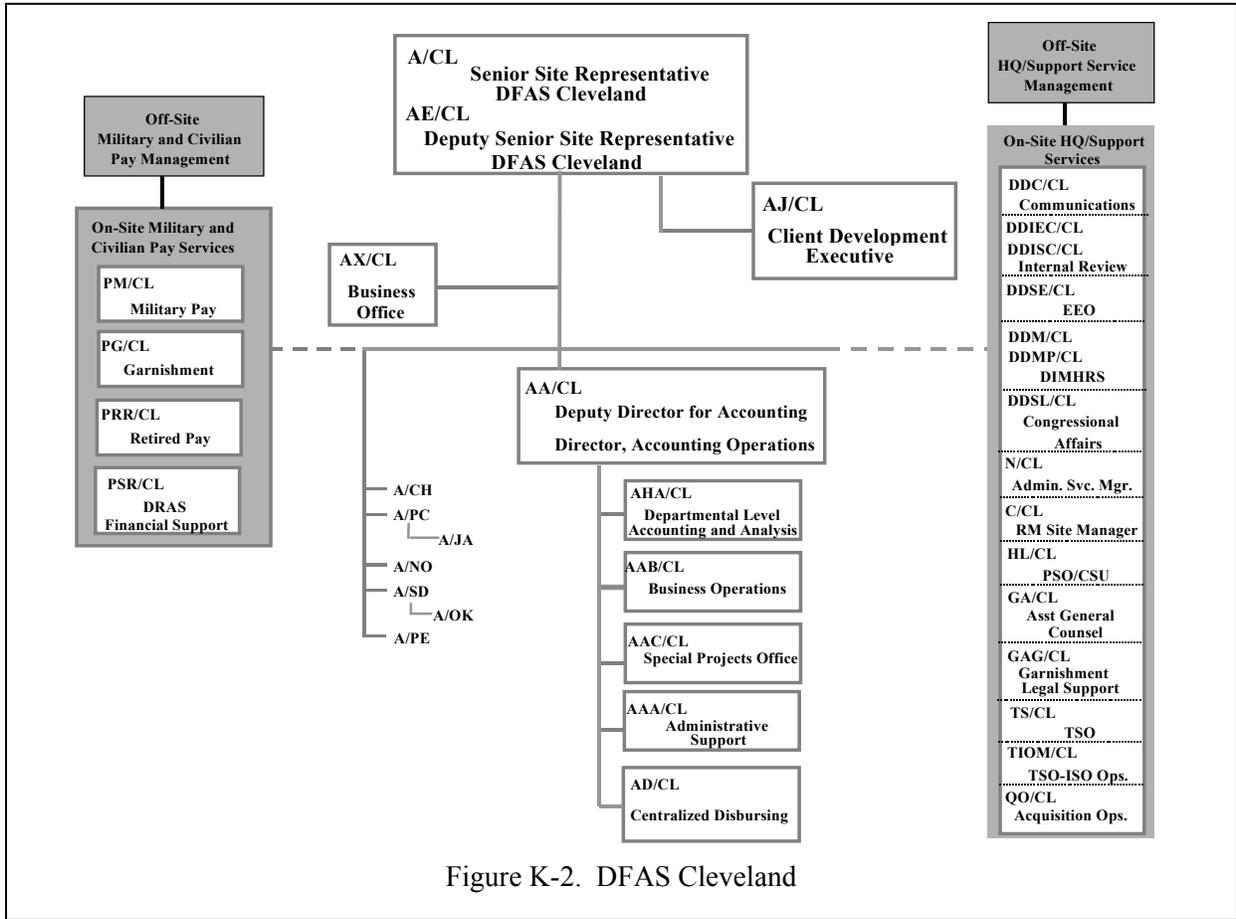
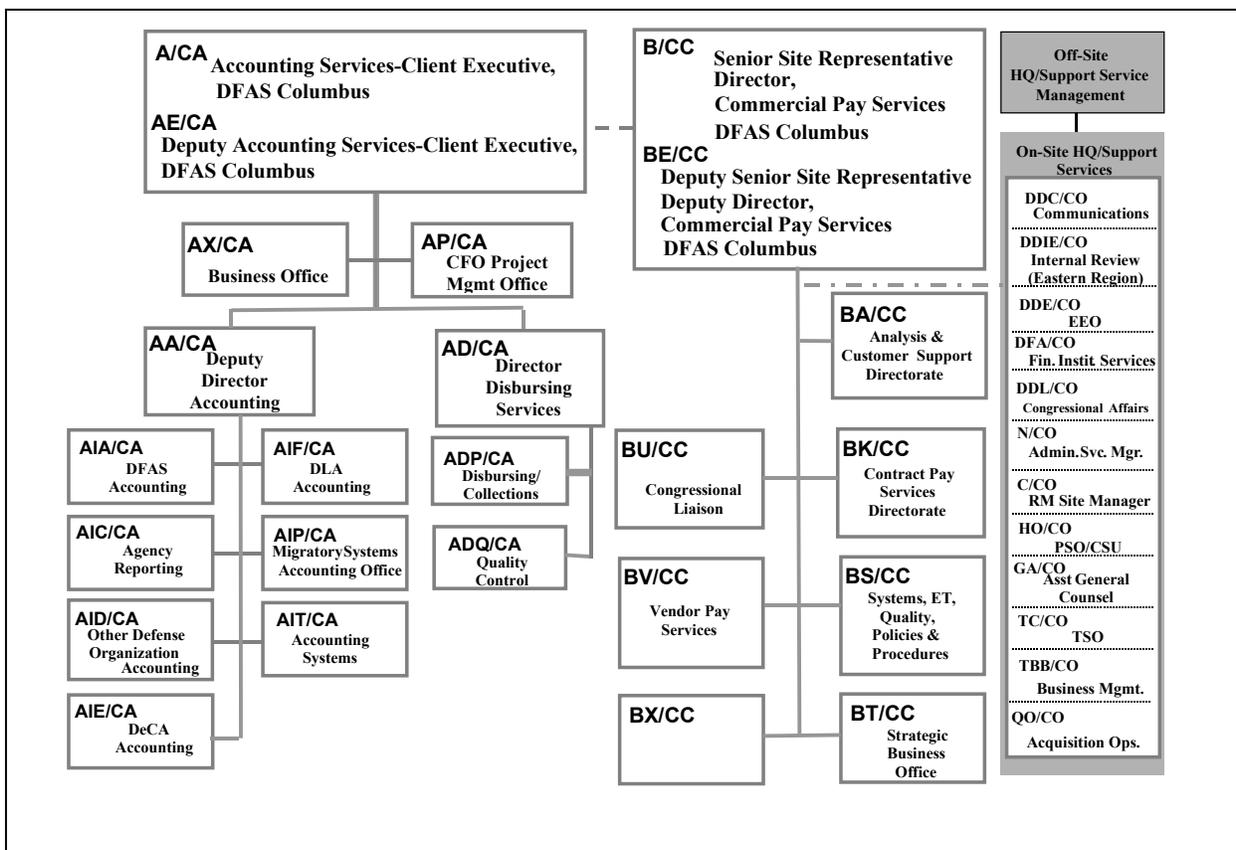


Figure K-2. DFAS Cleveland



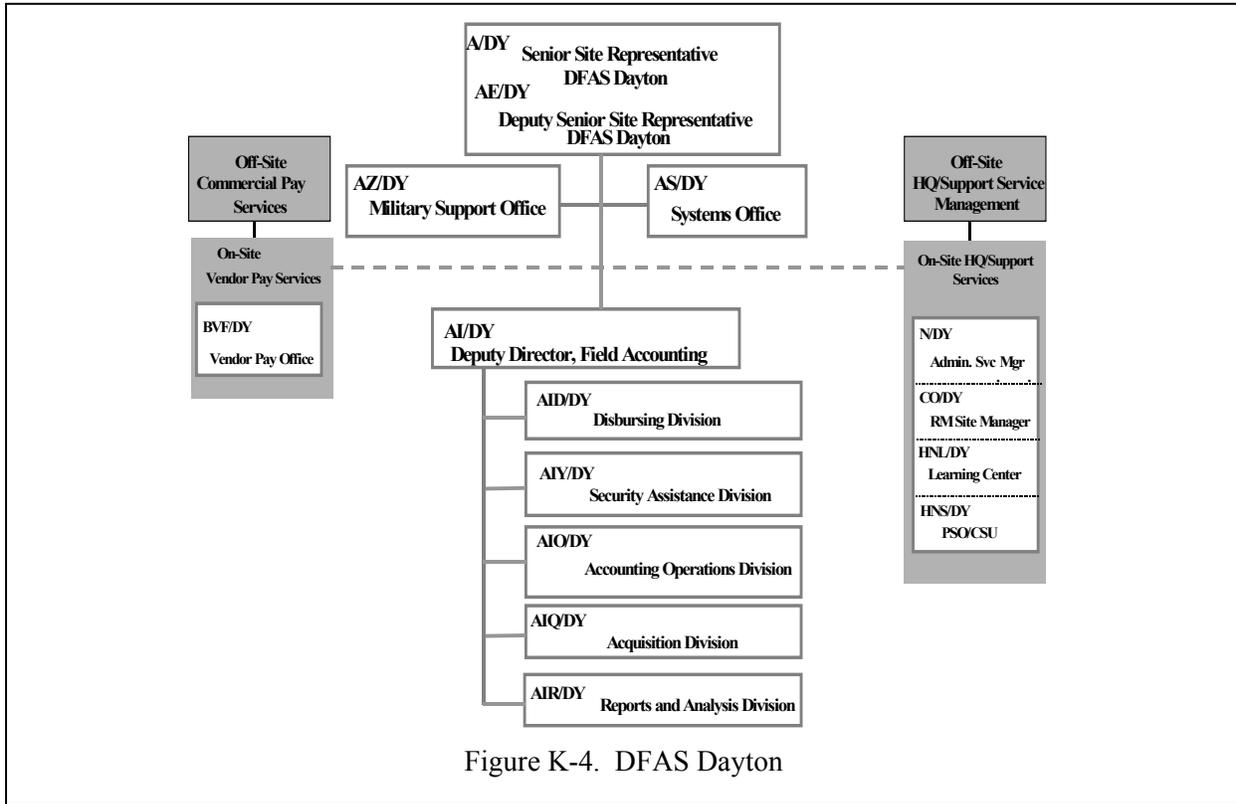


Figure K-4. DFAS Dayton

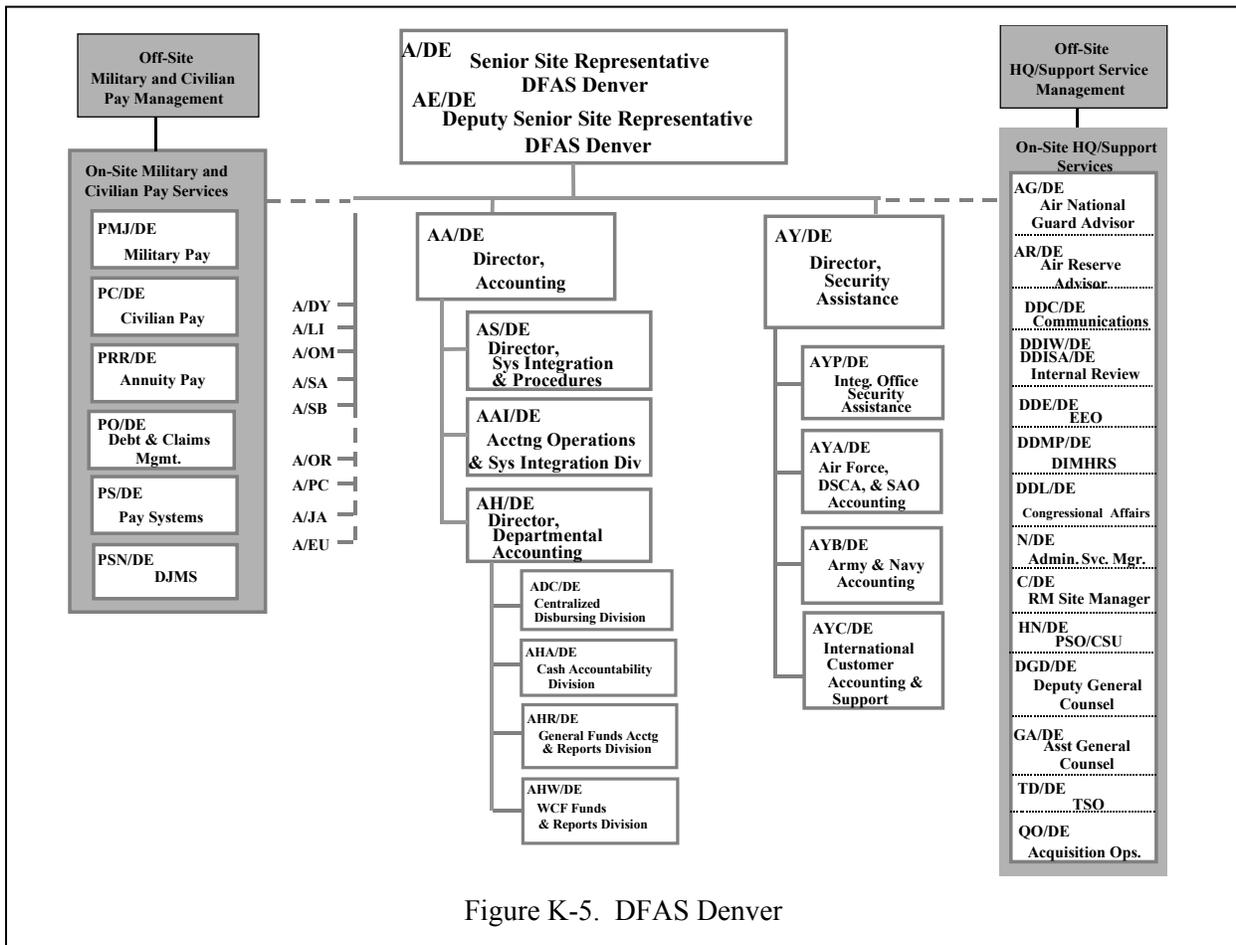
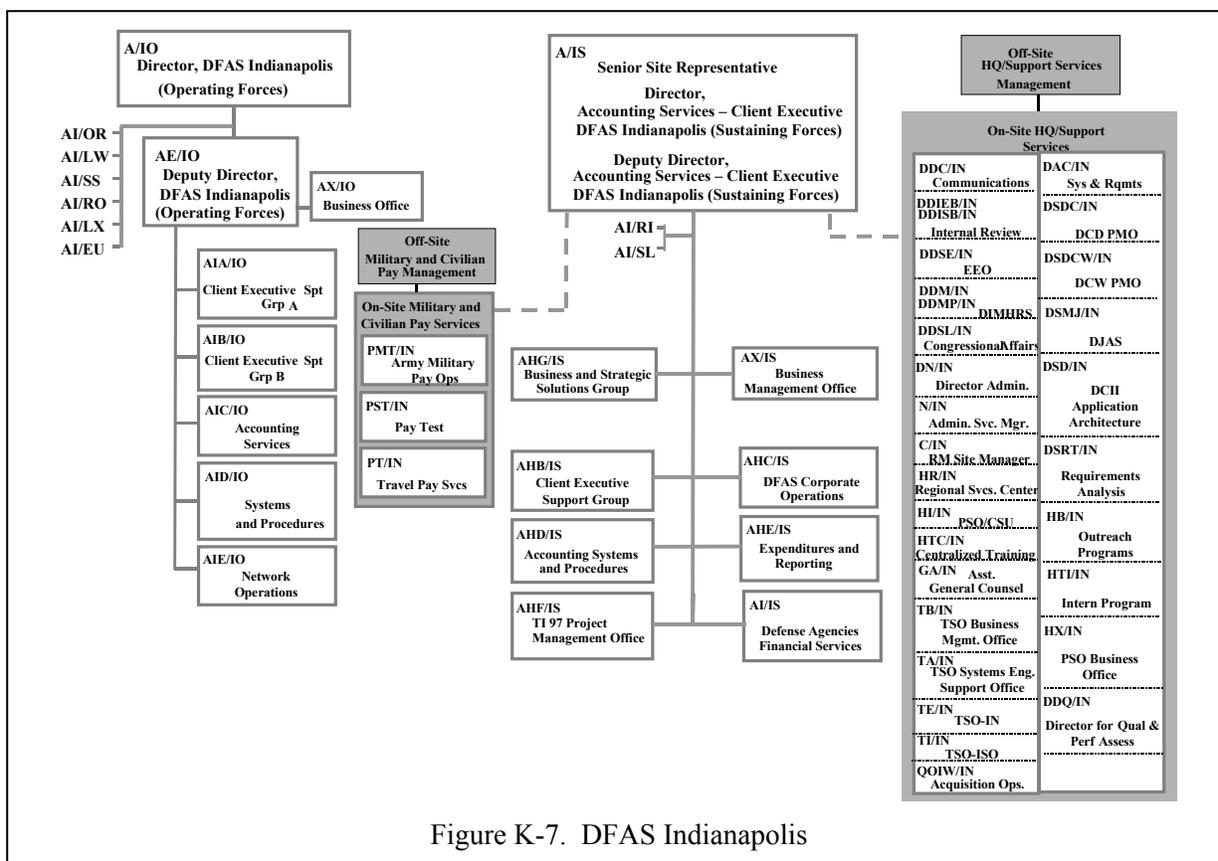
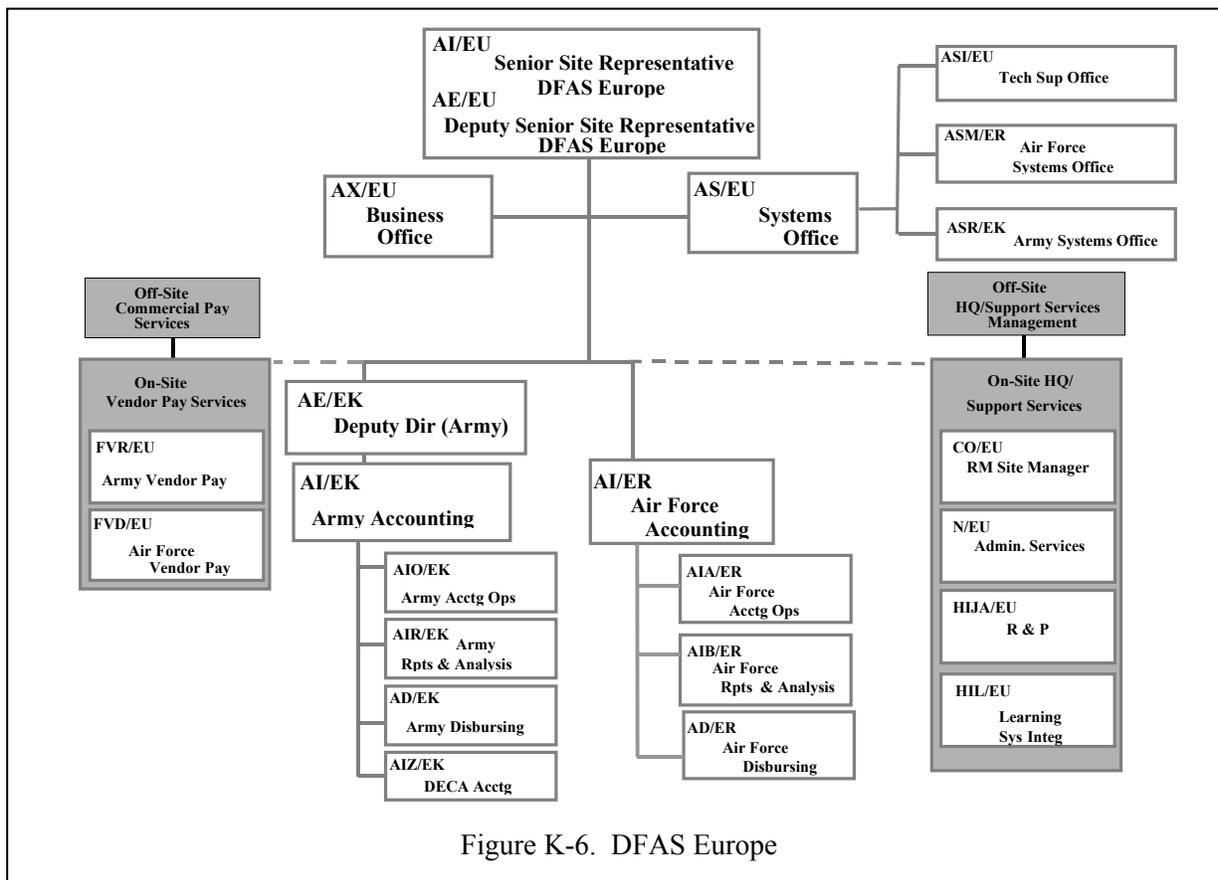


Figure K-5. DFAS Denver



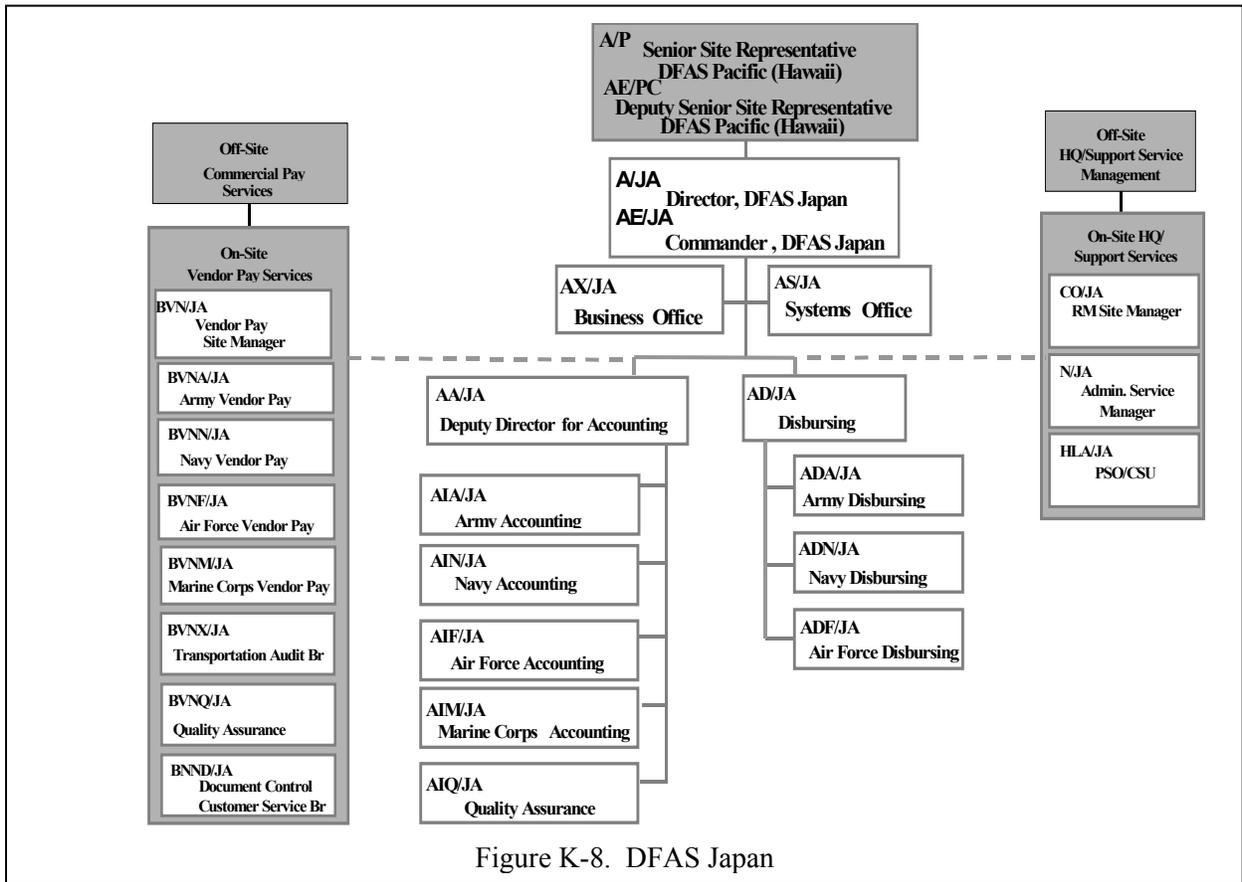


Figure K-8. DFAS Japan

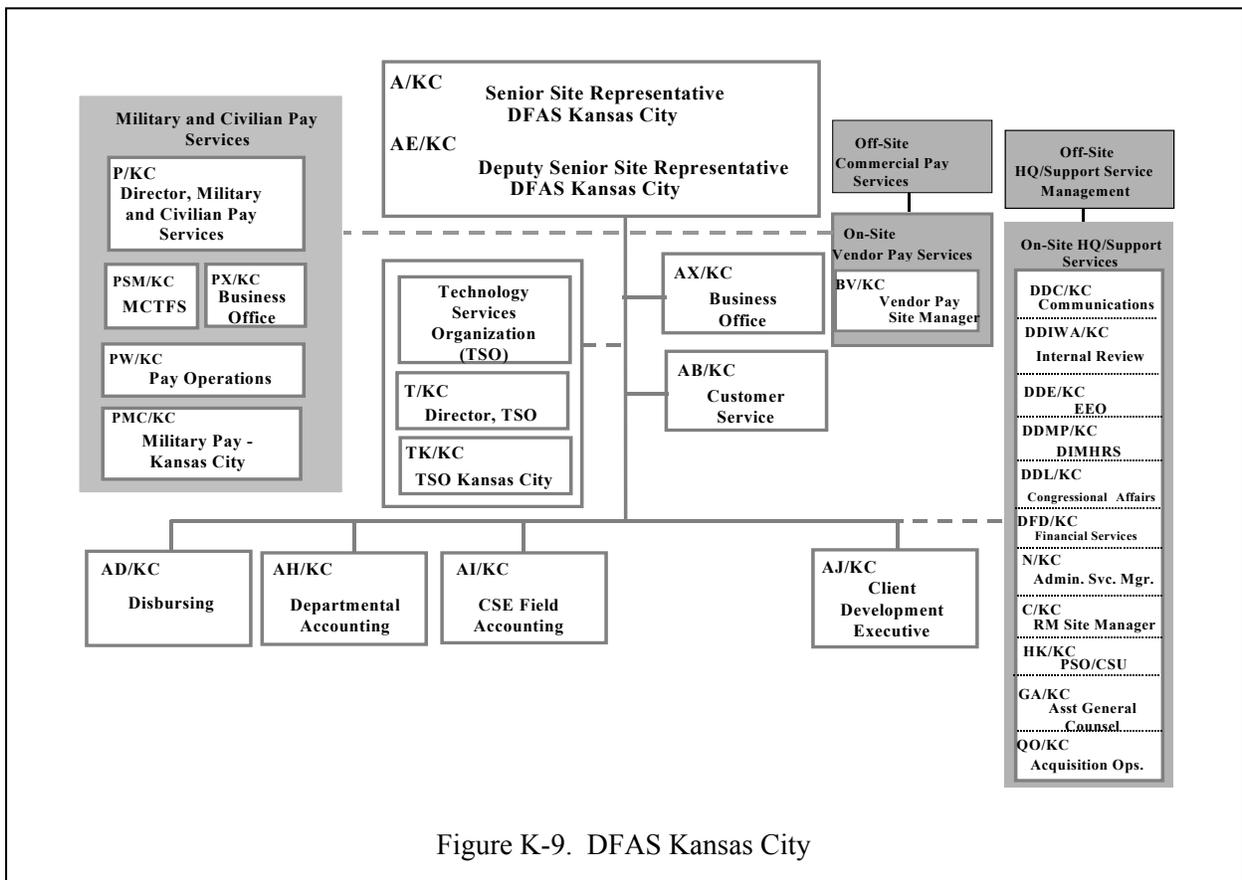
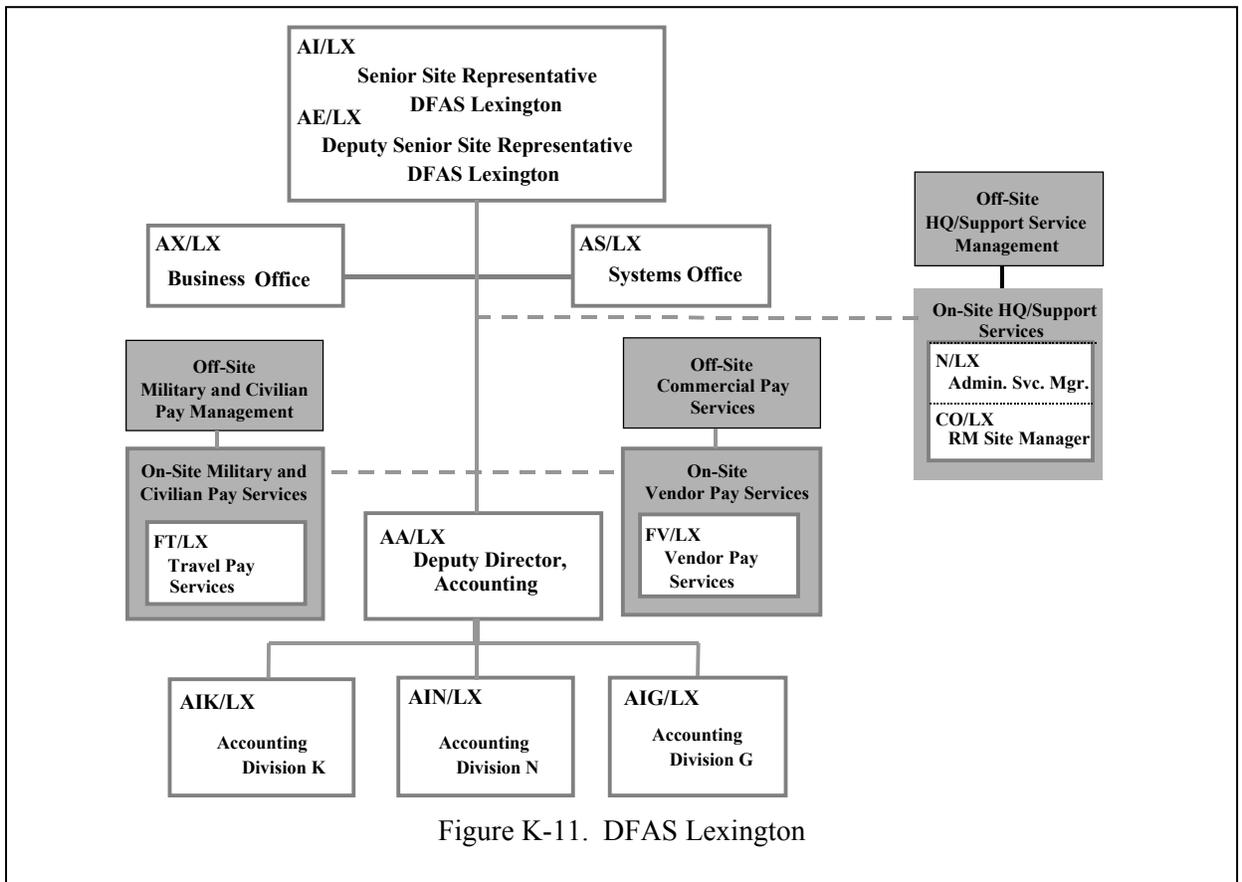
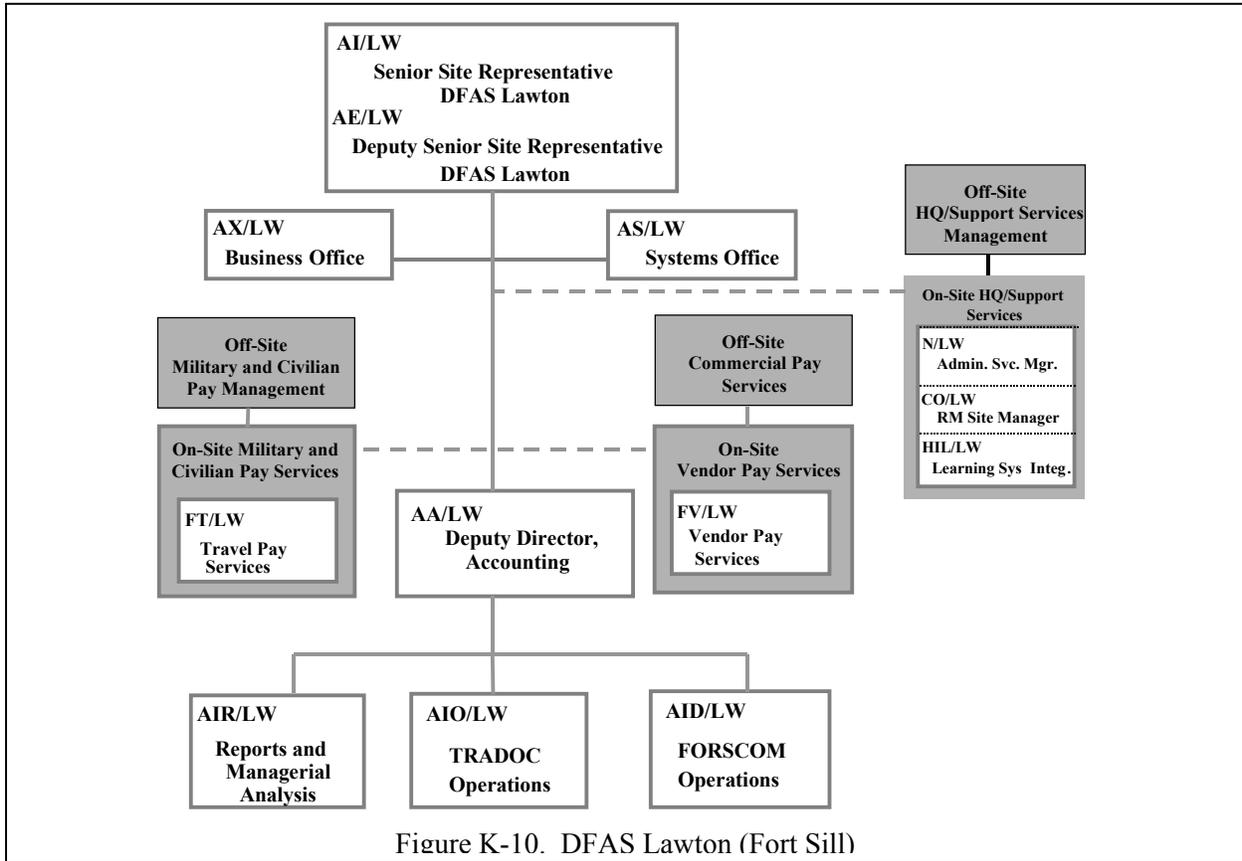


Figure K-9. DFAS Kansas City



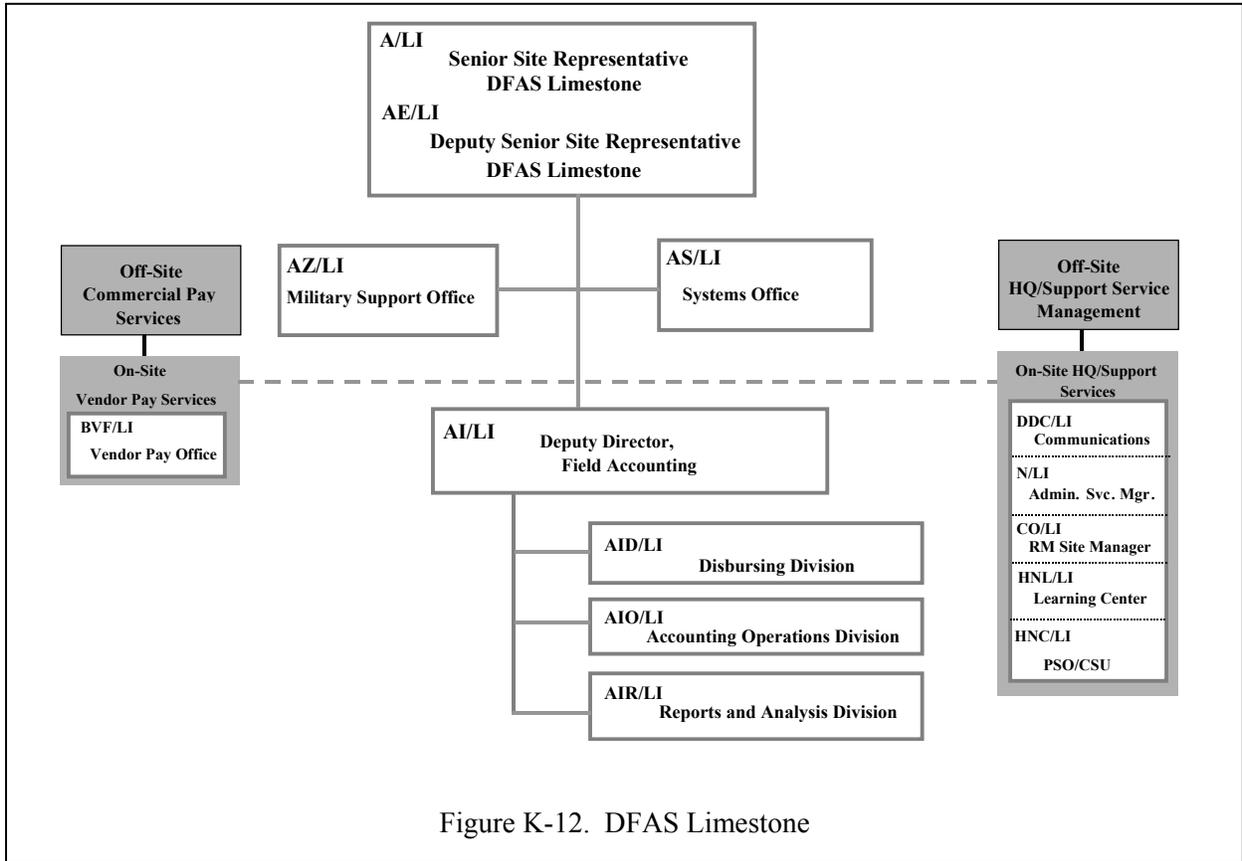


Figure K-12. DFAS Limestone

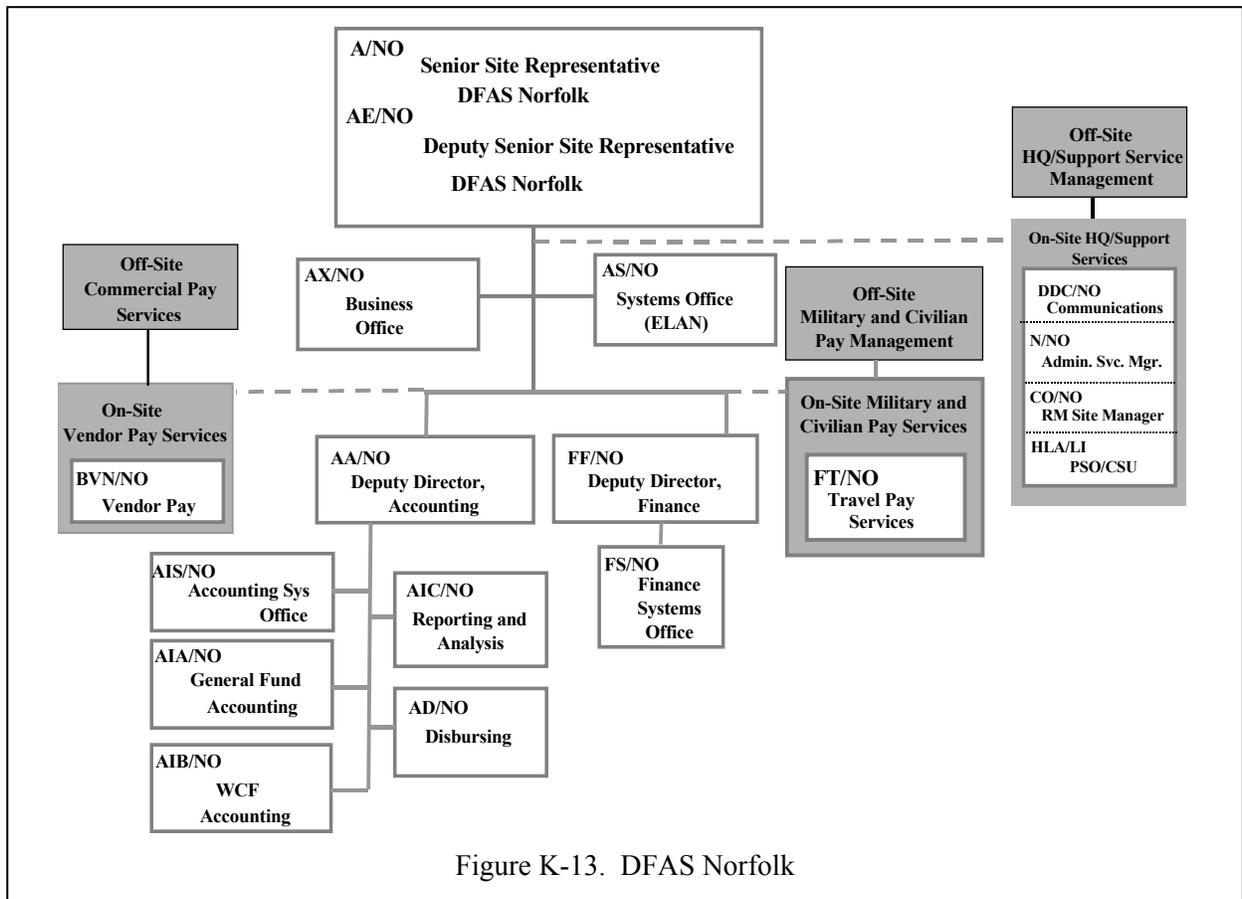
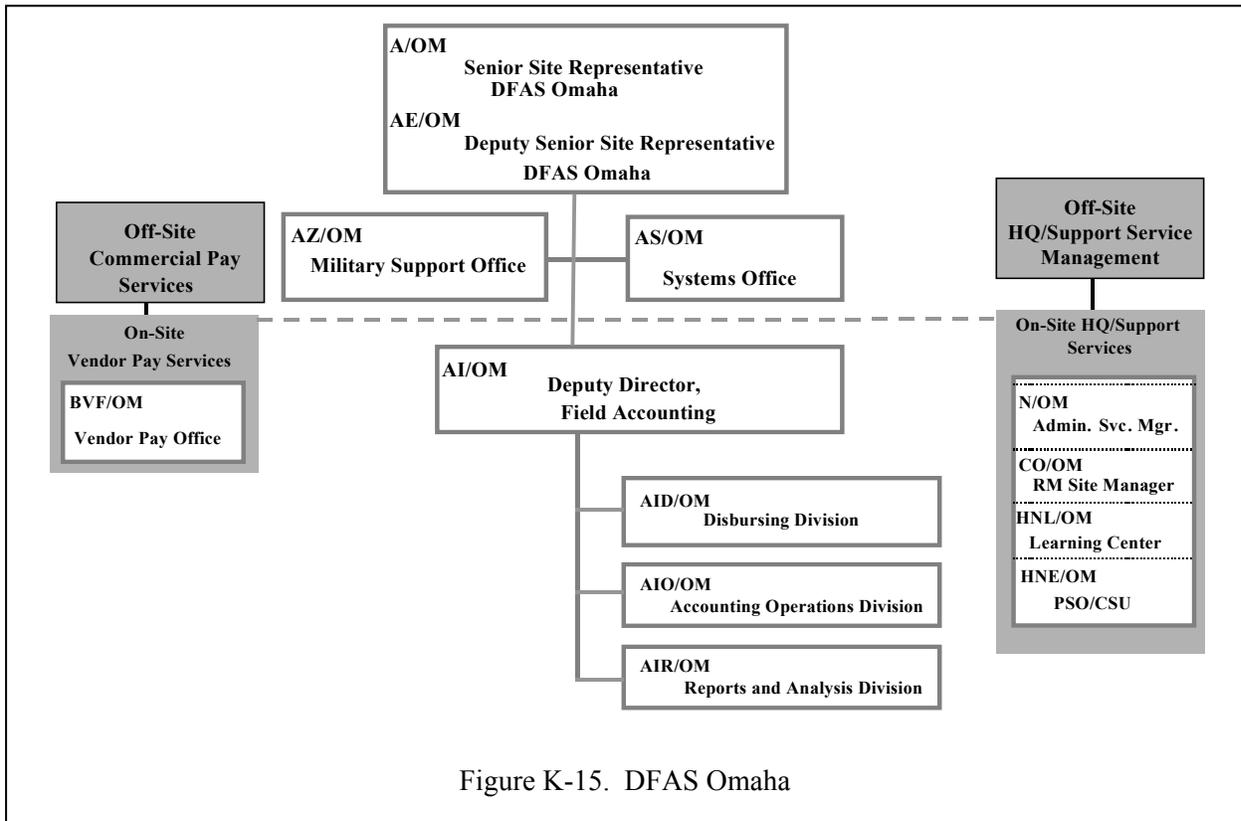
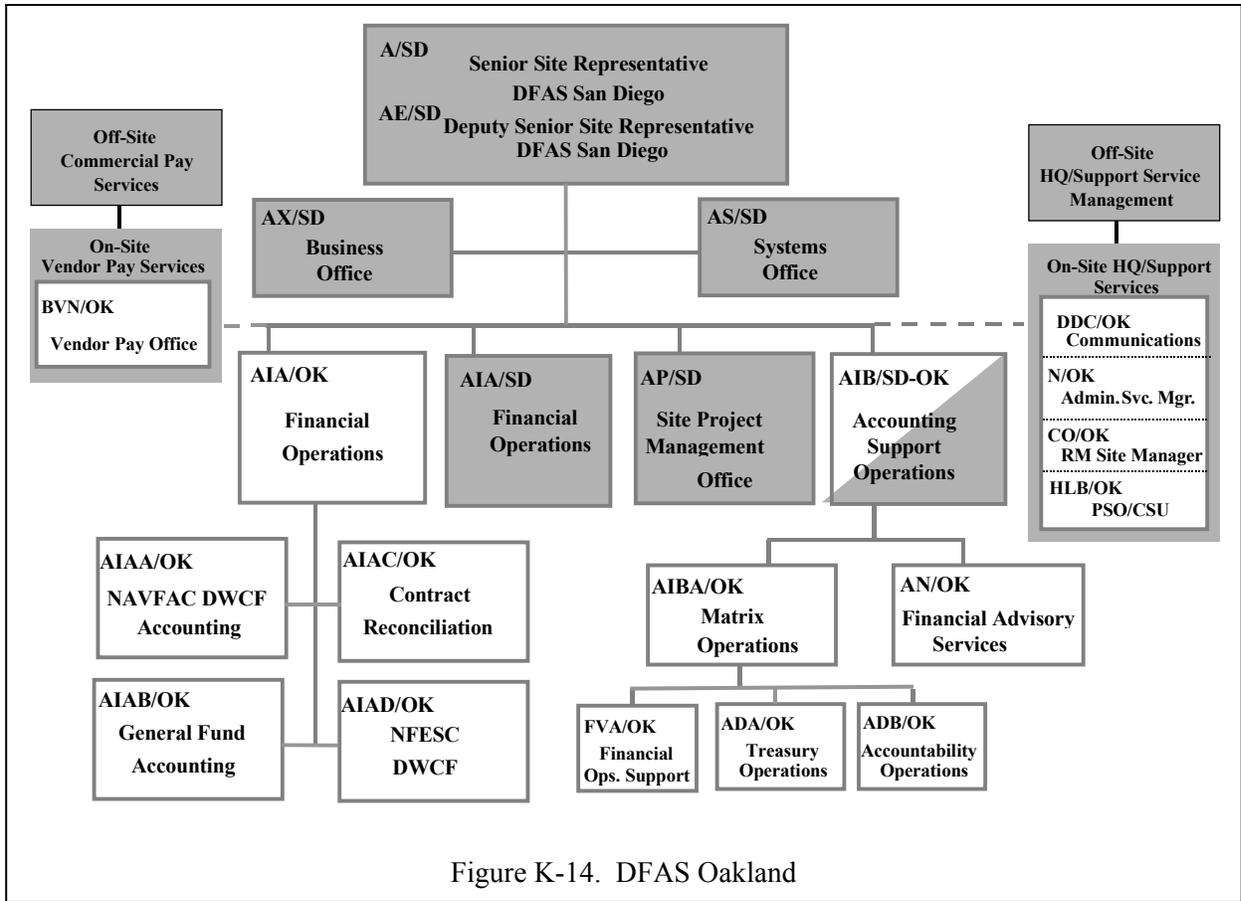


Figure K-13. DFAS Norfolk



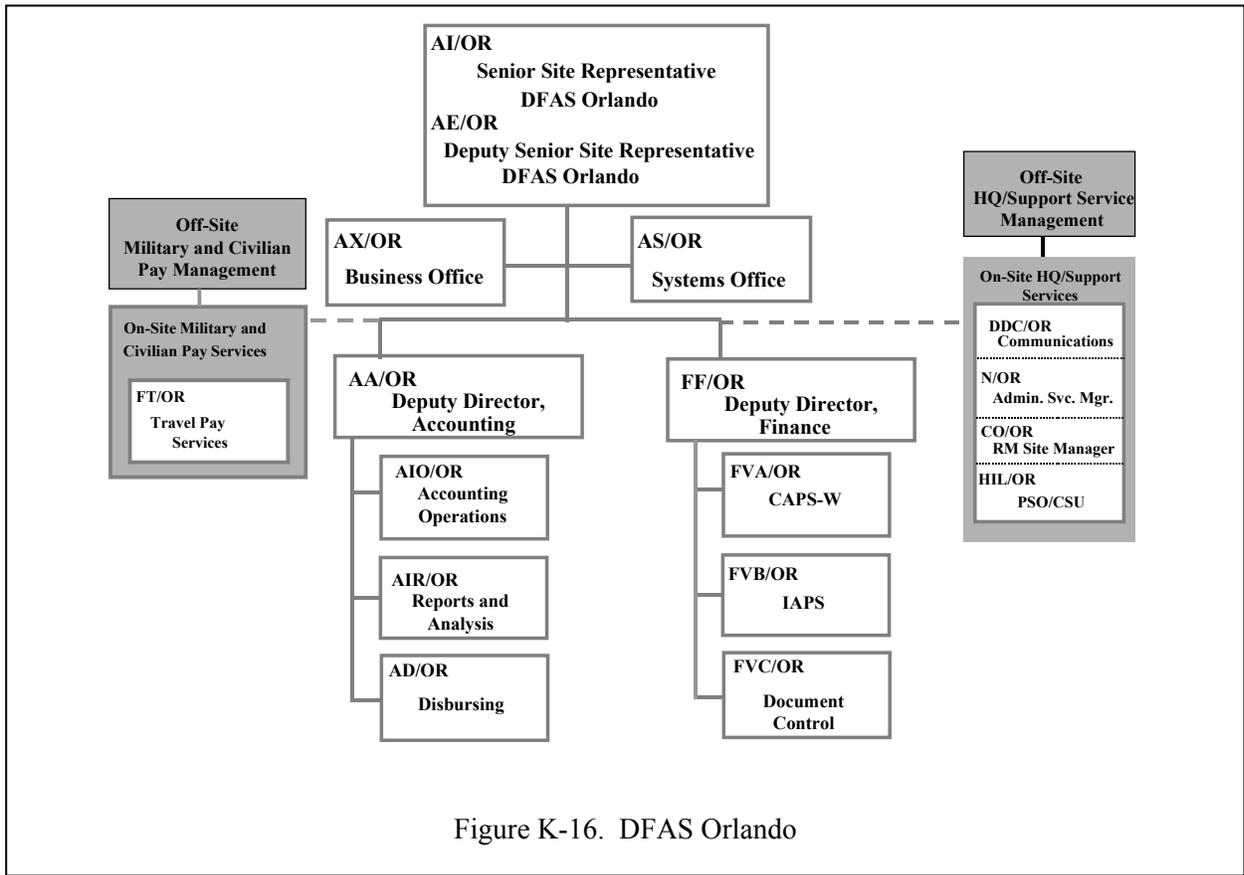


Figure K-16. DFAS Orlando

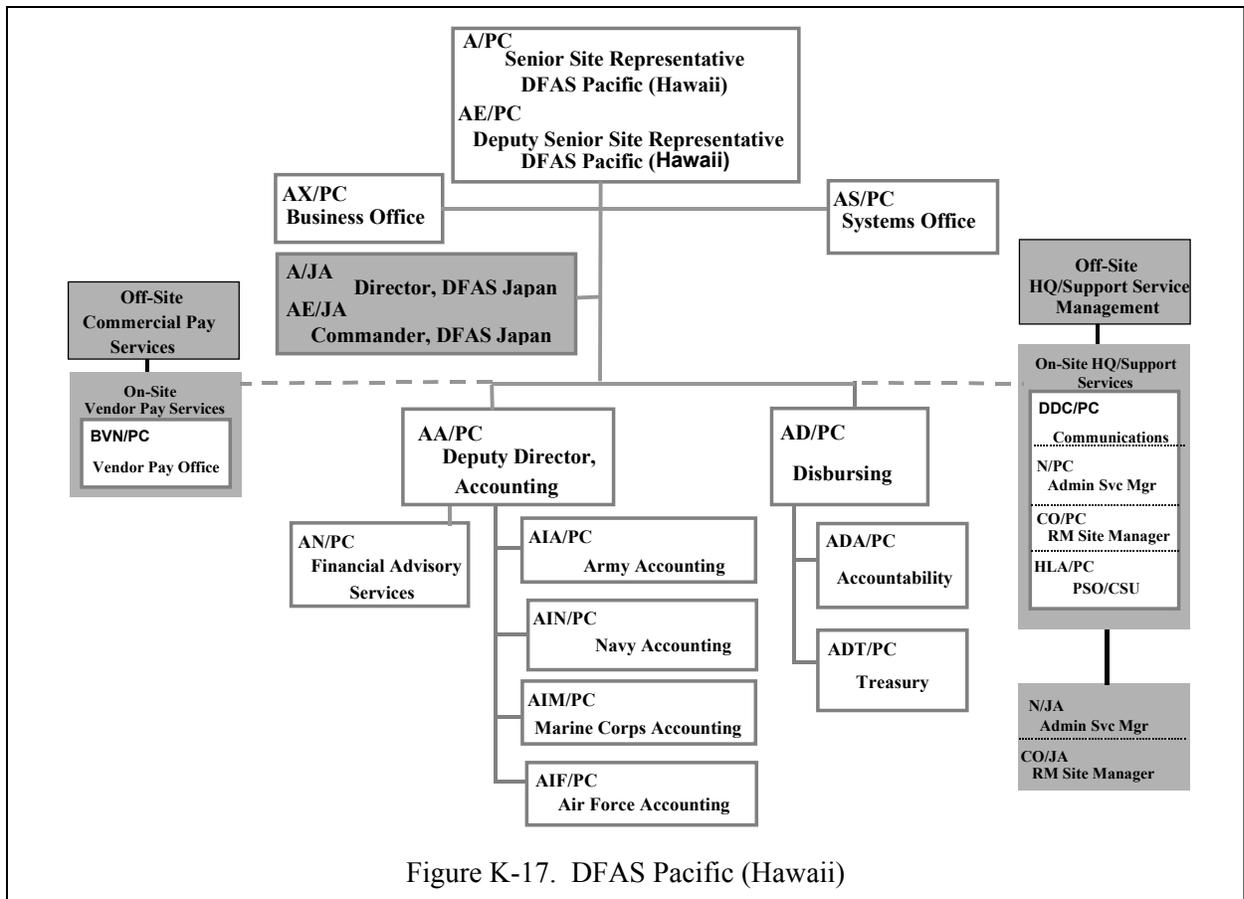
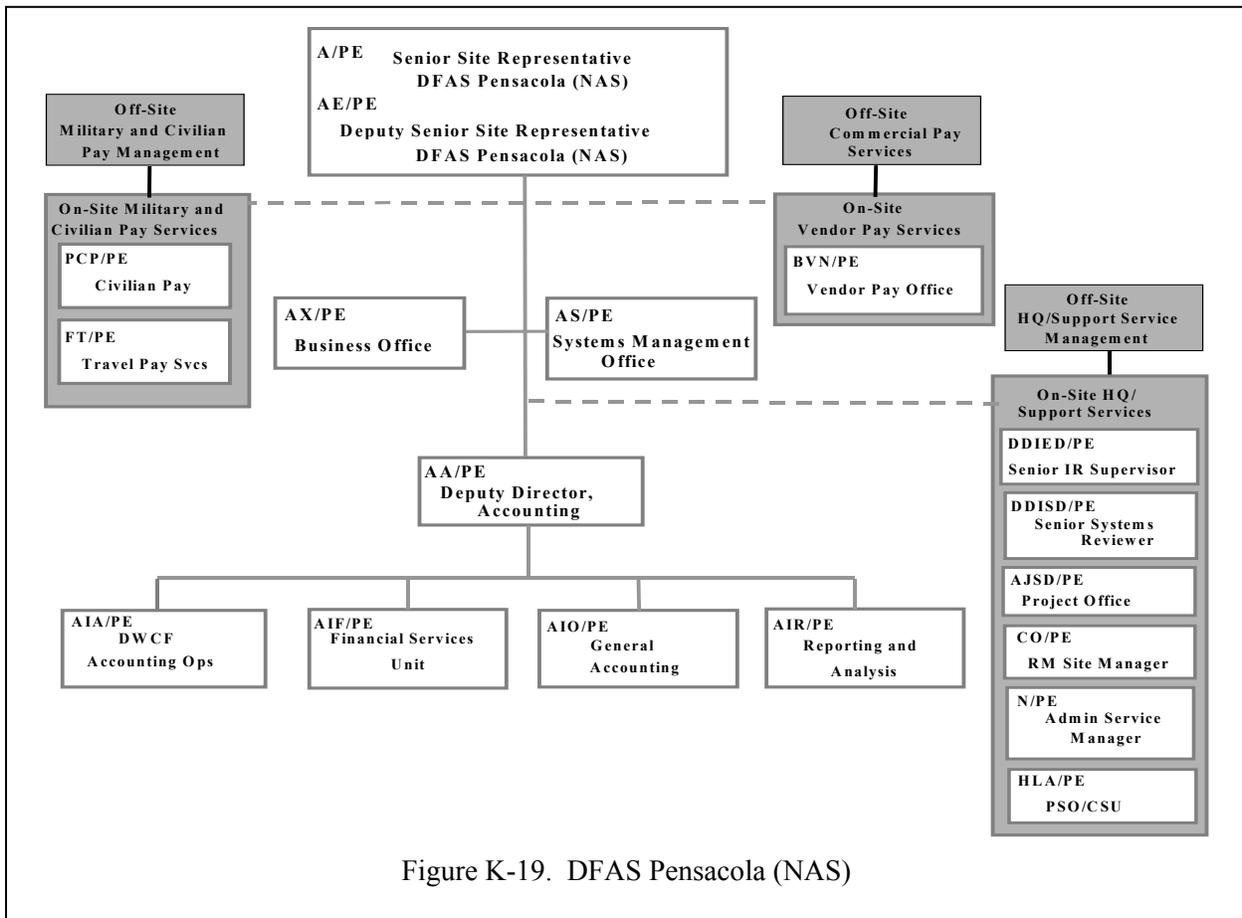
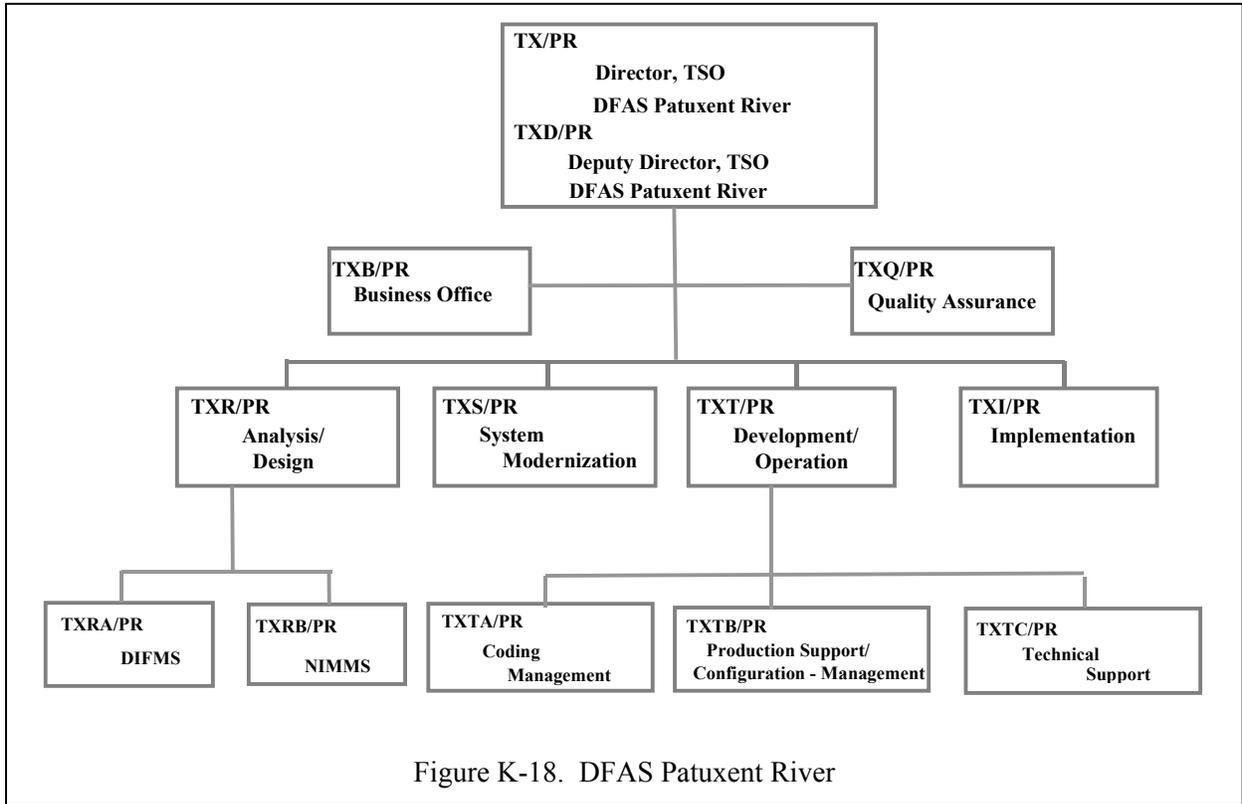


Figure K-17. DFAS Pacific (Hawaii)



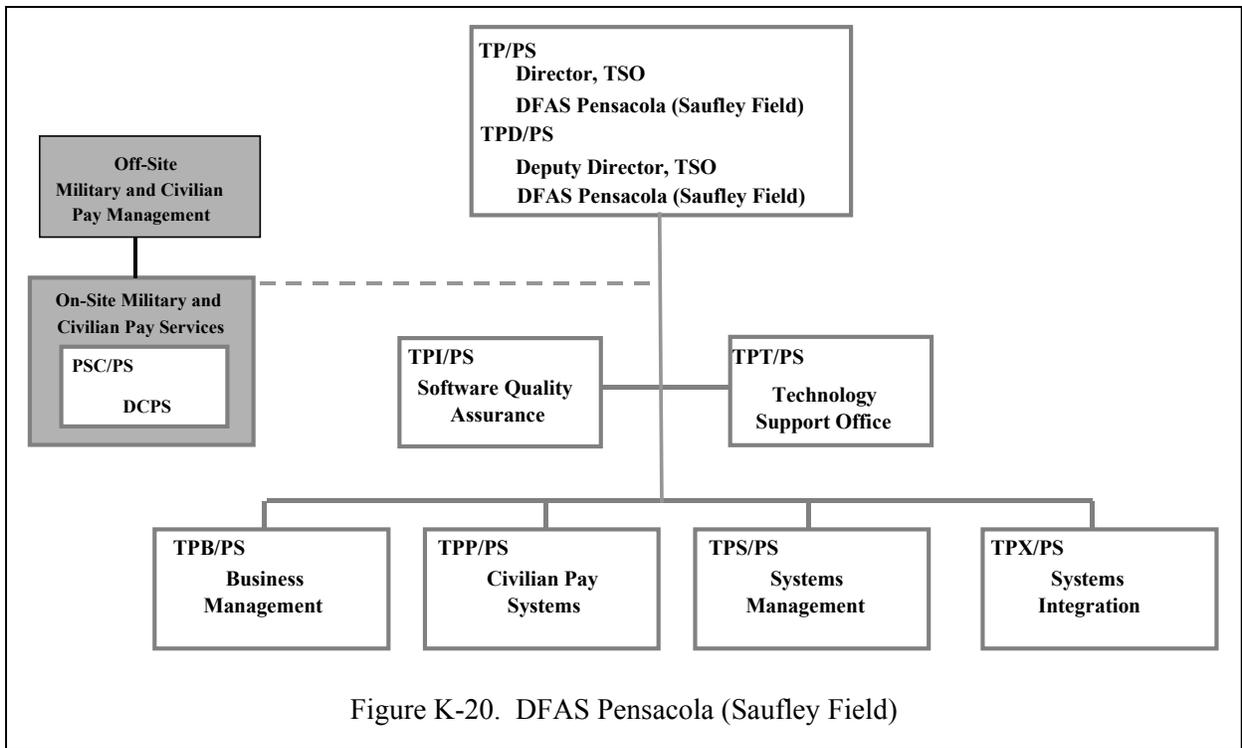


Figure K-20. DFAS Pensacola (Saufley Field)

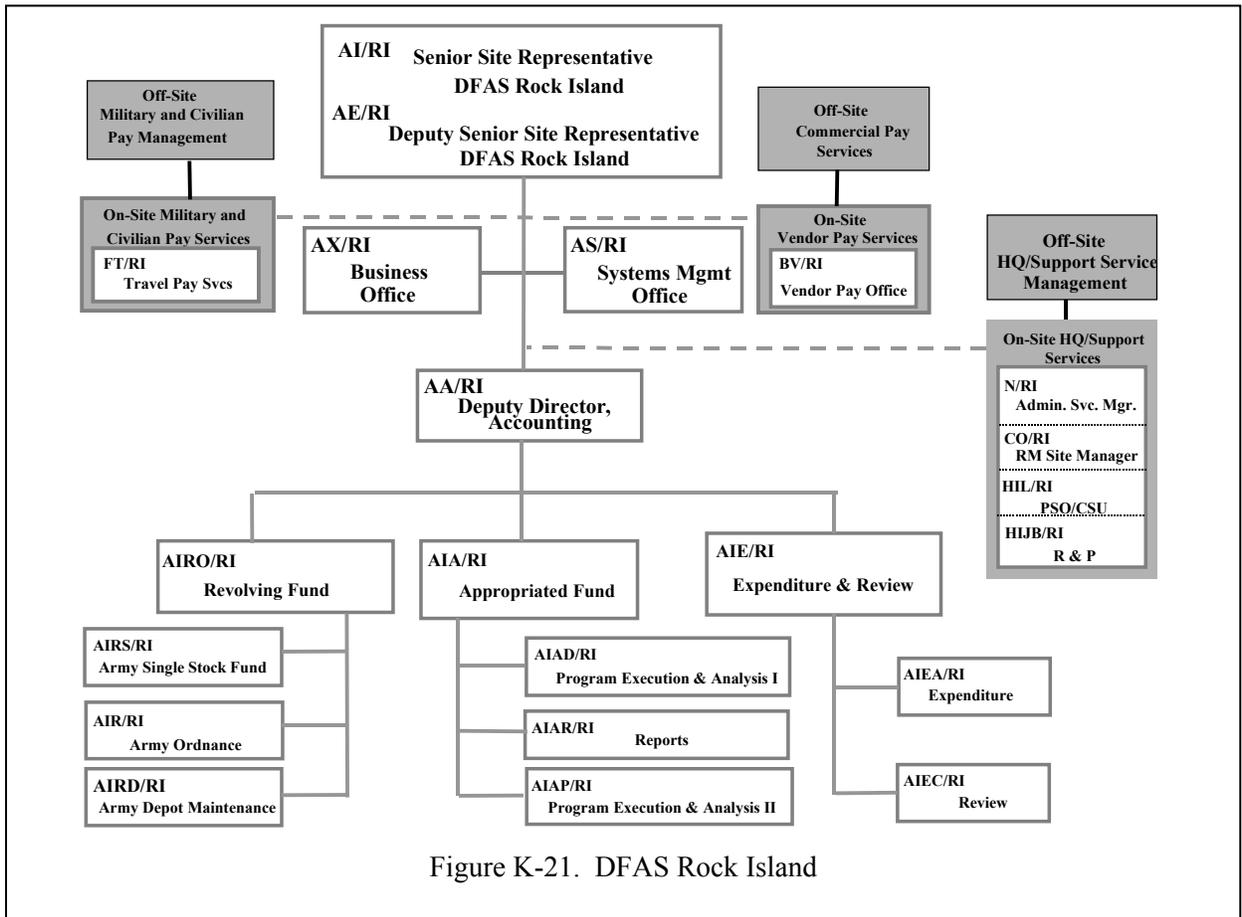


Figure K-21. DFAS Rock Island

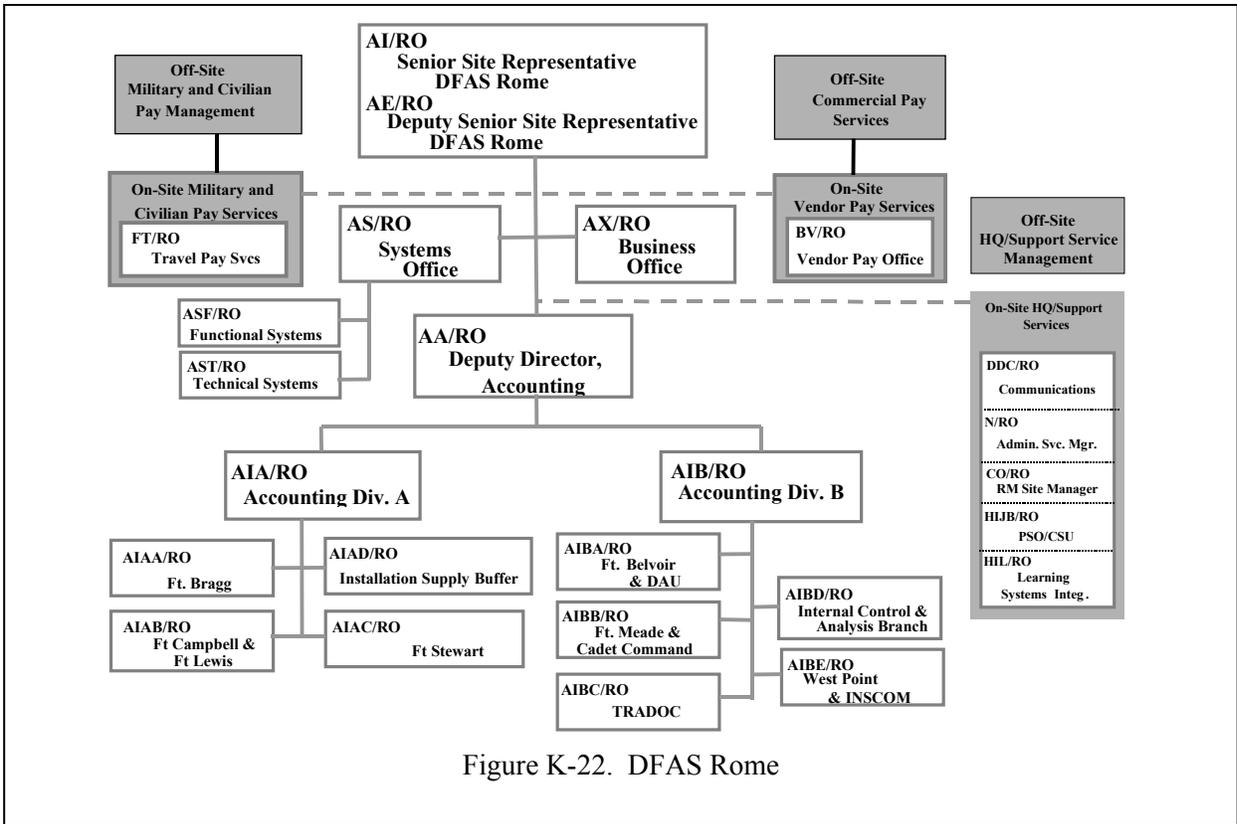


Figure K-22. DFAS Rome

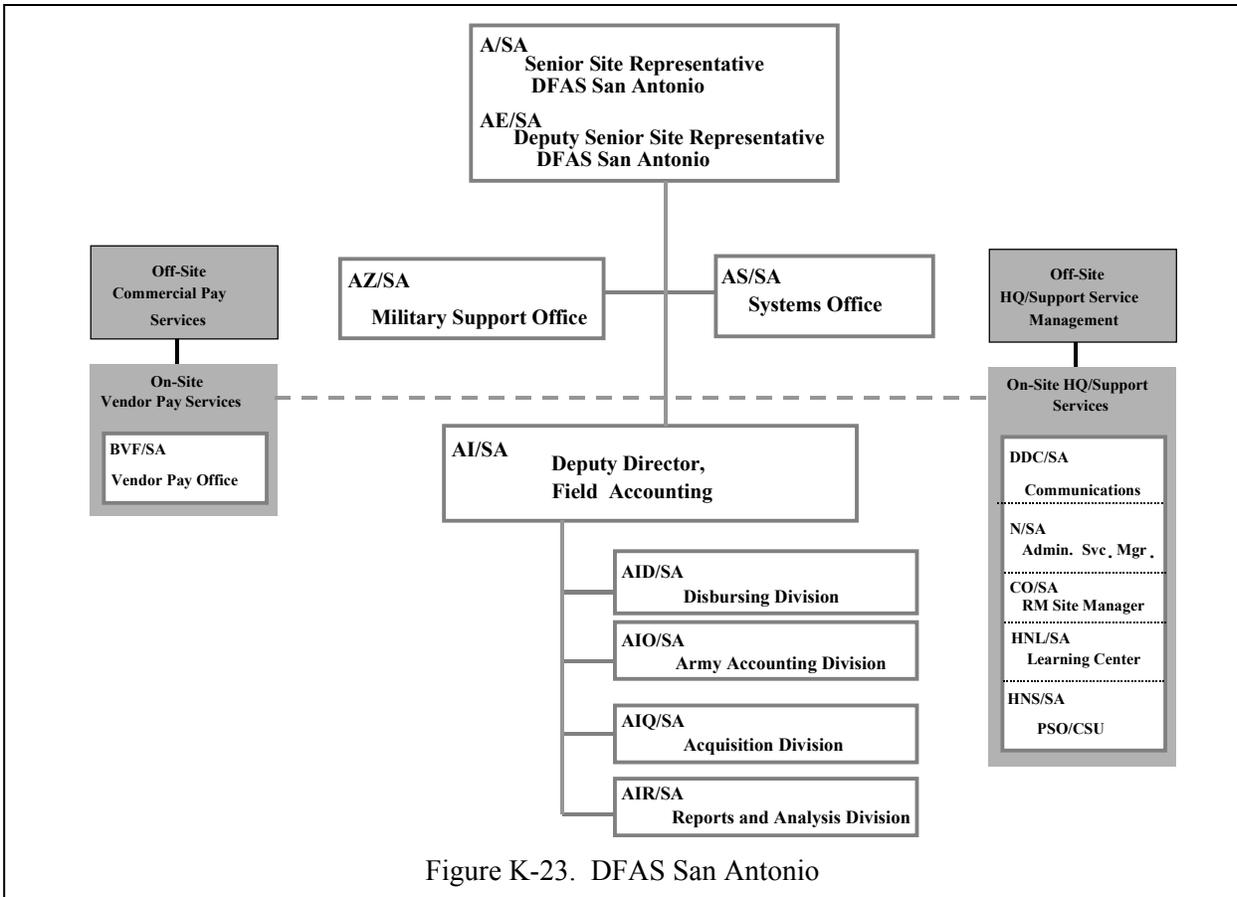


Figure K-23. DFAS San Antonio

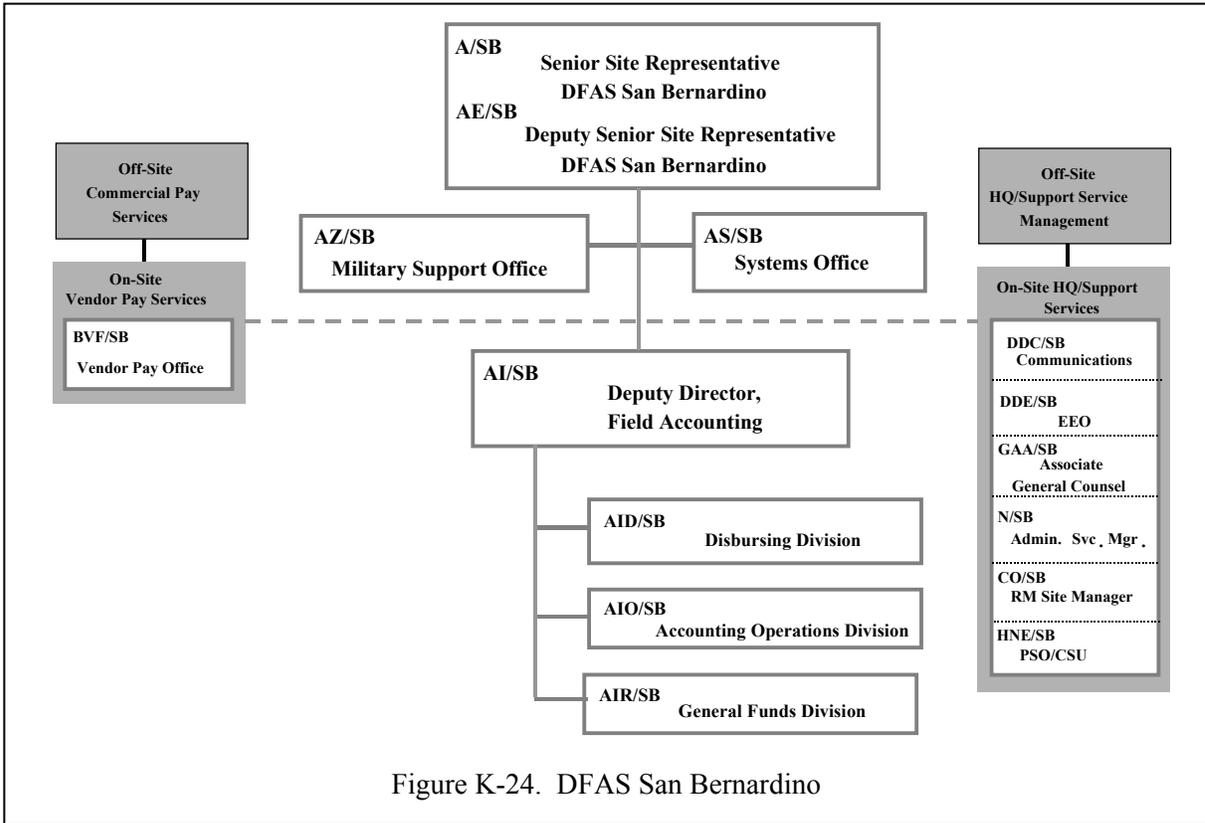


Figure K-24. DFAS San Bernardino

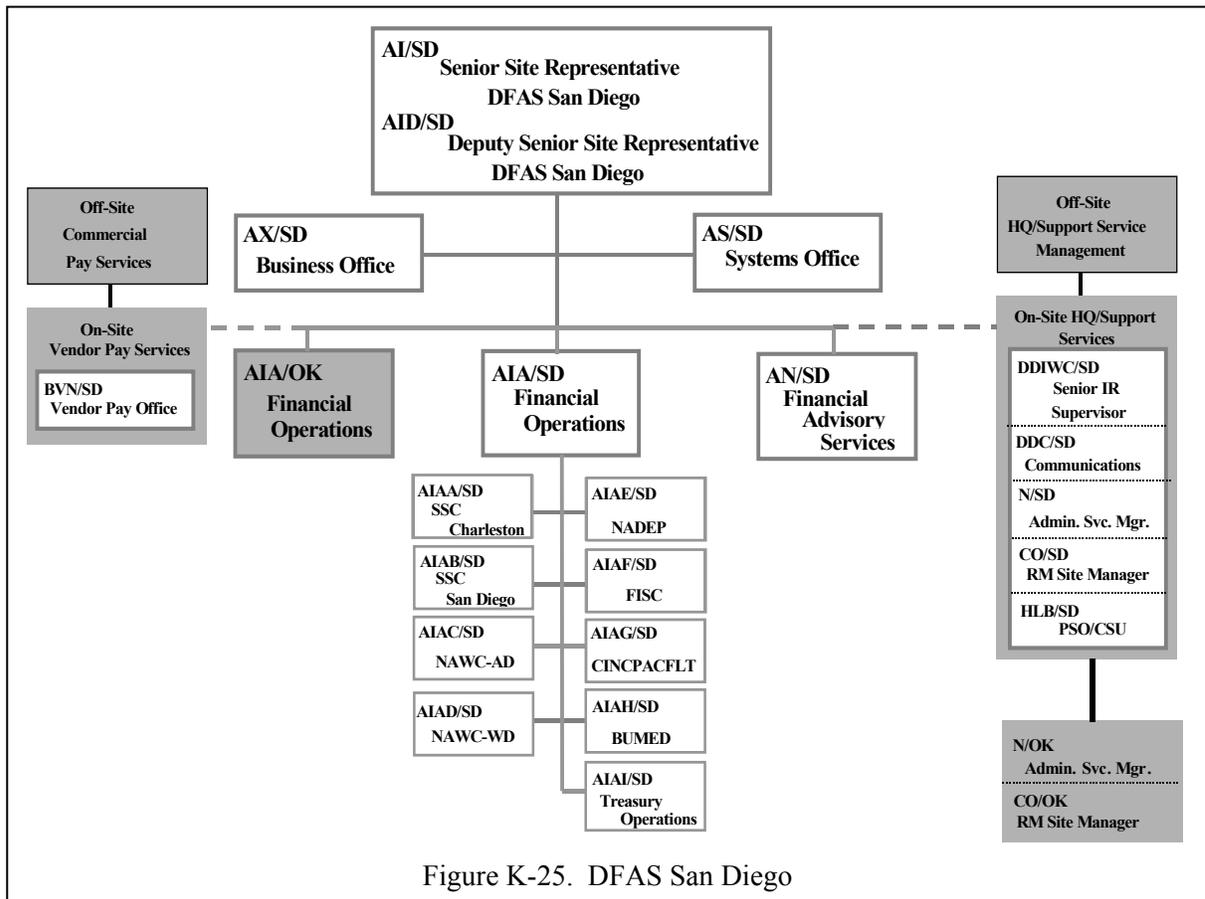
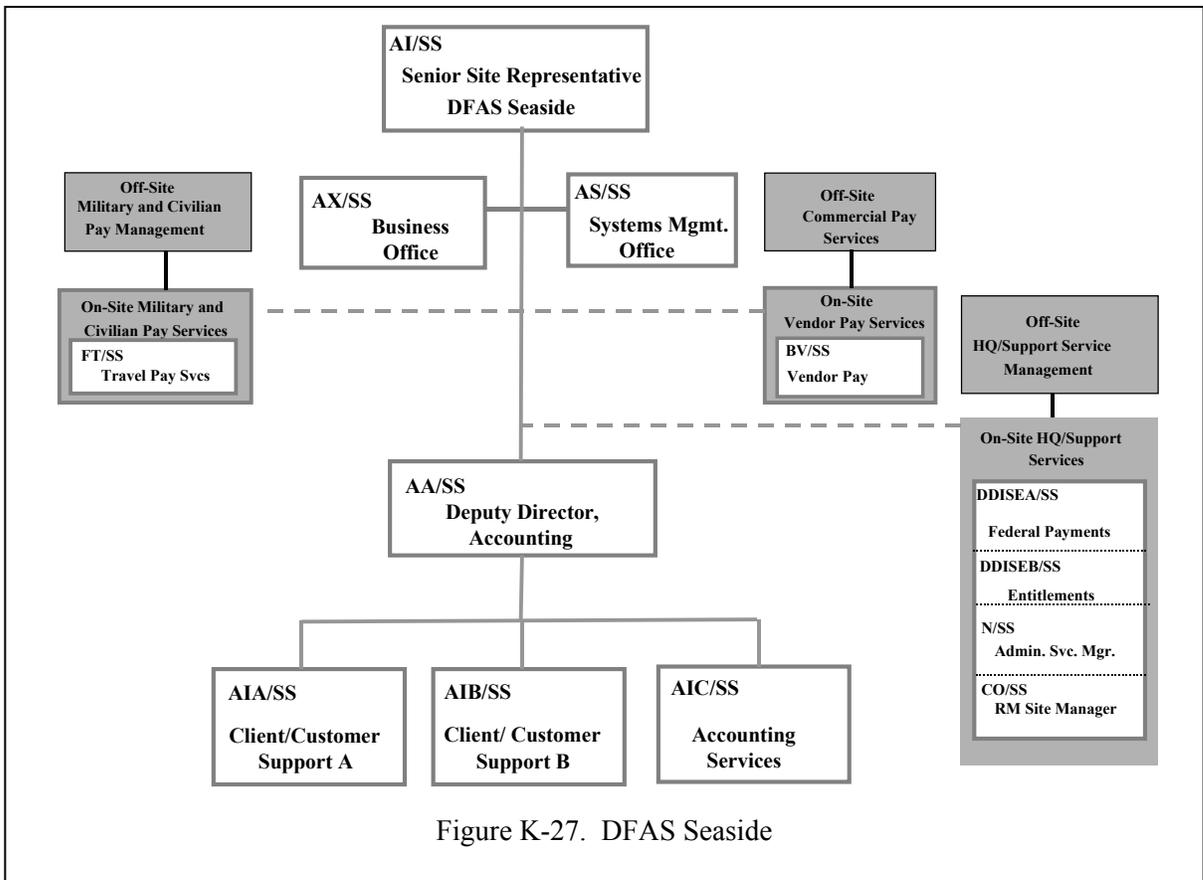
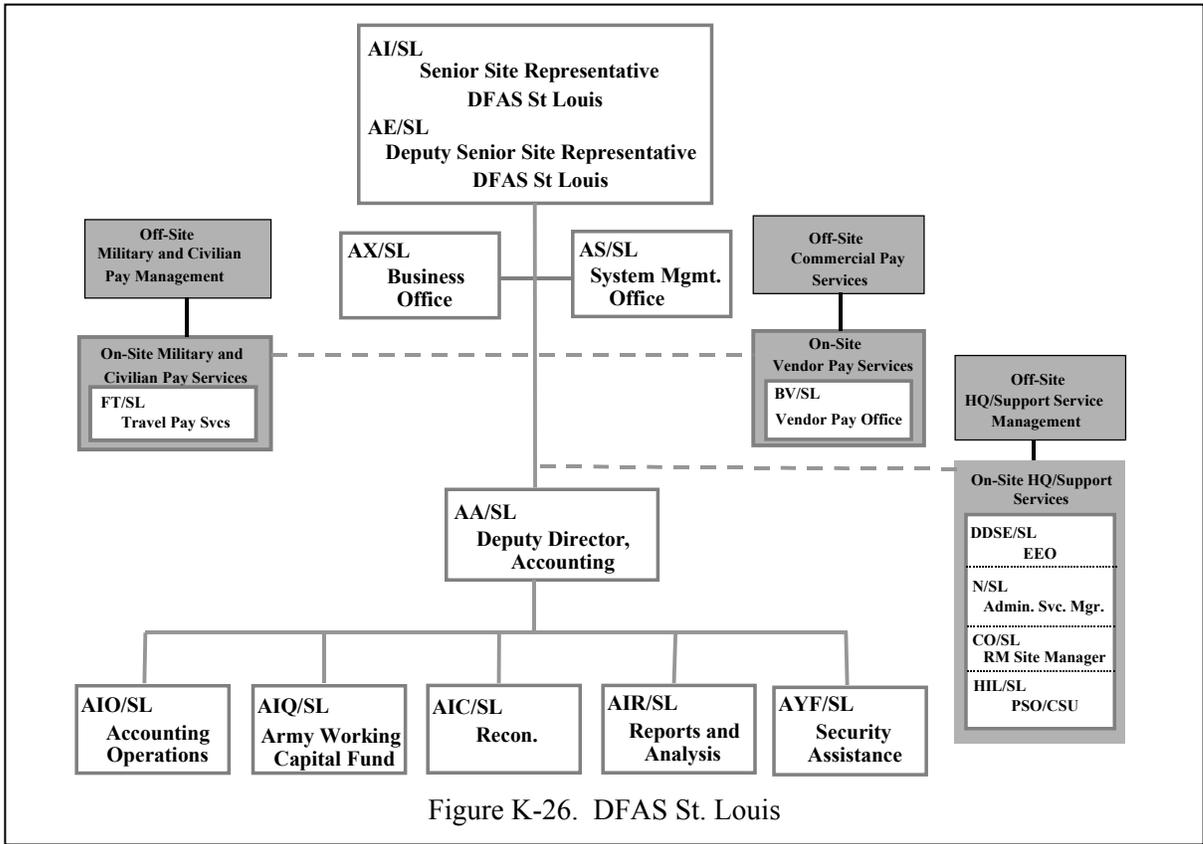


Figure K-25. DFAS San Diego



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End of guidebook.