



DEPARTMENT OF THE NAVY  
BUREAU OF MEDICINE AND SURGERY  
2300 E STREET NW  
WASHINGTON DC 20372-5300

IN REPLY REFER TO

BUMEDINST 5305.2  
BUMED-14  
16 Feb 2001

BUMED INSTRUCTION 5305.2

From: Chief, Bureau of Medicine and Surgery

Subj: BUREAU OF MEDICINE AND SURGERY (BUMED) FINANCIAL  
MANAGEMENT AWARDS PROGRAM

Ref: (a) American Society of Military Comptrollers' (ASMC)  
Annual Awards Program  
(b) Assistant Secretary of the Navy (Financial Management  
and Comptroller) Awards Program  
(c) Under Secretary of Defense (Comptroller) Financial  
Management Awards Program

Encl: (1) Individual Award Nomination Form and Samples of  
Individual Award Nomination Forms  
(2) Team Award Nomination Form and Sample of Team Award  
Nomination Form

1. Purpose. The purpose of this award program is to recognize individuals for outstanding accomplishment in the functional area of resource management during the preceding calendar year. For the purposes of this award program, the following related disciplines are included: accounting, budgeting, analysis and evaluation, comptrollership, resource management, manpower management, and intern/trainee.

2. Background. The goal of the BUMED Resource Management Awards Program is to recognize and encourage notable contributions in accomplishing BUMED's mission by spotlighting individuals or groups of individuals.

3. Policy

a. It is BUMED's policy to recognize military members and civilian employees for significant contributions to the improvement of resource management during the preceding calendar year.

b. Any military or civilian personnel currently working in the area of resource management at any BUMED activity may be nominated for an appropriate award. Personnel cannot be nominated for an award in any category in which they have received an award during the previous 5-year time period.

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c. BUMED Resource Management Awards nominees selected by the Award Review Board will be submitted for consideration by references (a) through (c).

#### 4. Responsibilities

a. The Assistant Chief for Resource Management, Bureau of Medicine and Surgery (BUMED) will establish policy guidance, establish specific award criteria, appoint an annual Award Review Board, and act as the overall advocate for the award program. Field activities and headquarters shall submit nominations for personnel deserving recognition, per the award criteria and guidance, annually during the November/December timeframe. The Assistant Chief for Resource Management will convene an Award Review Board.

b. The Award Review Board will consist of the Assistant Chief for Resource Management, Naval Healthcare Support Office (HSO) Comptroller representatives, and BUMED MED-01 representatives. It will convene annually to evaluate nominations, approve awards for the BUMED Resource Management Awards Program and make appropriate recommendations for submissions to references (a) through (c). Awards approved for the BUMED Resource Management Awards Program will be presented by the Assistant Chief for Resource Management at a general assembly during the annual Resource Management Conference or similar group meeting whenever possible.

5. Award Categories. The following specific Resource Management Awards are established:

a. Individual Achievement Award. This award is established to recognize individuals for outstanding accomplishment and performance of duty during the preceding calendar year in each of the following categories:

(1) Accounting. Operations and management of the accounting department including maintenance of the accounting records, payment and recording of payrolls, processing of public vouchers, collection agent operations, and performance of cost accounting functions. Also includes the review, analysis, development, implementation and maintenance of accounting systems and procedures.

(2) Budgeting. Budget functions include formulation, justification, and monitoring of budget plans and models as well as the provision of consulting and analysis support, and technical assistance during the command budget process.

(3) Analysis and Evaluation. Included are the functions related to economic analysis, cost/price analysis, cost/benefit analysis, quantitative analysis, performance measurement, and program evaluation. Also within this category are functions related to data validation and quality, cost modeling, systems analysis, and parametric cost estimating, as well as the design of systems to integrate and improve management information.

(4) Comptrollership. This category includes responsibility for overall management of an activity's financial management program and is specific to comptrollers and deputy comptrollers. These positions have primary staff responsibility for obtaining, administratively controlling, and accounting for funds used to perform mission operations and achieve mission objectives.

(5) Resource Management. This award is designed to recognize superior contributions to resource management that do not fit into the other categories. Examples of these areas are manpower management, information systems, financial management, general accounting and analysis, etc.

(6) Intern/Trainee Award. The intent of this category is to recognize an outstanding individual who has been in a trainee program for a minimum of 6 months of the awards calendar year and who has significantly contributed in the field of financial management.

(7) Manpower Management. Included are all of the functions related to total force manpower management including military, civilian, and contract manpower.

b. Team Achievement Award. This award is for outstanding team performance and is designed to recognize a team whose accomplishments aid in the advancement of resource management functions. A team is defined as a group of at least four, but not exceeding 20, individuals brought together temporarily to perform a specific task or goal.

c. Career Achievement Award. This award is to recognize outstanding performance and significant contribution in the functional area of resource management over a sustained period of time. A sustained period of time is defined as 10 years or greater. This award is intended to recognize those individuals who have provided resource management service to their activity over a long period of time and who have actively supported the resource management goals and objectives of BUMED.

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6. Action. Submit nominations to Chief, Bureau of Medicine and Surgery (MED-01), 2300 E Street, NW, Washington, DC 20372-5300 by the nomination deadline date, which will be published in an annual letter. Deadline dates will usually be in the November/December timeframe. Nominees for a BUMED Financial Management Award will be considered for submission for a separate award under references (a) through (c). Award nomination samples and the nomination form for individual awards are included at enclosure (1) and for the team award at enclosure (2).

7. Forms. The Individual Award Nomination Form, NAVMED 5305/1, and the Team Award Nomination Form, NAVMED 5305/2, are available on the Navy Medicine Web site at: <http://navymedicine.med.navy.mil/instructions/external/external.htm>.

  
D. C. ARTHUR  
Deputy

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FT5 (CNTECHTRA)  
FT28 (NETC)  
FT31 (NTC GREAT LAKES)  
V3 (COMCABEAST)  
V8 (CG MCRD PARRIS ISLAND only)  
V12 (MCCDC QUANTICO)  
V16 (CG MCB CAMP BUTLER, CAMP LEJEUNE, and CAMP  
PENDLETON only)

Available at:

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INDIVIDUAL AWARD NOMINATION FORM  
Justification Data: Specific CY Accomplishments

EXAMPLE I

Ms Betty Frankl is nominated for the BUMED Accounting Award. Ms. Frankl is a Systems Accountant for the Comptroller Directorate of the Naval Hospital, Bland. Her impressive knowledge of the complex accounting process has made her the key player in one of the most difficult aspects of financial management today, that of unmatched disbursements.

Due to Ms. Frankl's in-depth knowledge of the obligation and disbursement process, she was selected to work full time as part of the Navy's effort to resolve the NFMC \$5.2B unmatched disbursement problem. Ms. Frankl acts as coordinator for the entire 100,000 person, \$18B Command in this effort. She provided training and assistance to managers, field activity personnel and contractors in an effort to clear the unmatched disbursement problem. She analyzes all requests submitted to clear unmatched disbursements for accuracy and processes the majority of the update actions to the STARS accounting system. The first approach she implemented was reconciling large dollar value transactions, e.g., \$5M and over. This was extremely effective and resulted in excellent results for all those working the problem. Ms. Frankl's personal effort in the last 6 months has resulted in clearing over 700 transactions with a dollar value in excess of \$300M. (This total does not include all the other transactions she also processes.)

Ms. Frankl has assisted headquarters and field personnel in getting prompt payment invoices paid by DFAS-OPLOC San Diego, and has responded to OPLOC San Diego when obligation deficiencies are submitted to pay invoices. She has also assisted contractors inquiring about a payment for an invoice. Ms. Frankl has reconciled several possible 32 USC 1517 violations associated with unmatched disbursements, thereby successfully resolving these questions without resorting to legal procedures.

Ms. Frankl conducts practical hands-on training to managers on the advantages of clearing unmatched disbursements. These actions aid in conducting the annual commitment and outstanding obligation reviews required by OASN (FM&C). By conducting these financial reviews, program officers can develop effective and efficient accounting records and better use of all their funds.

In addition to trying to clear up the problem of unmatched disbursements, Ms. Frankl is also involved in determining the cause and nature of the problem. She is involved in developing and implementing changes to the Standard Accounting and Reporting Systems (STARS) and the STARS download to allow better access of accounting data for managers. She is analyzing the way headquarters and field personnel do business and how this process could cause unmatched disbursements. Through this analysis she provides input to establish new procedures for both clearing and preventing unmatched disbursements.

Both as a "thinker" (in determining causes) and a "doer" (actually reconciling unmatched disbursements) Ms. Frankl has proven herself to be a leader and a "team player" in correcting the undoubting unmatched disbursements problem, one of the most critical problems facing military comptrollers today.

INDIVIDUAL AWARD NOMINATION FORM  
Justification Data: Specific CY Accomplishments

EXAMPLE II

Through the efforts of LCDR Martin Mallard, the Naval Hospital, Tropic, has developed a comprehensive financial management training program that encompasses professional leadership and supervisory training and has resulted in a substantial improvement in employee morale, productivity and work quality. Specifically he:

1. Identified the need for an all-encompassing training and education program to guide employee development for members of the Naval Hospital's Comptroller office.
2. Developed a structured approach to address training deficiencies by segmenting requirements into three levels.
  - Basic training applicable to all employees which includes general functional skills training and customer/agency familiarization.
  - Focused intermediate training which addresses specific employee functional skill requirements and includes information system and business area indoctrination applicable to their job assignments.
  - Advanced functional training specific to the individual that focuses on superior job performance as well as development for more senior positions in the organization.
3. Reoriented the office's use of the Individual Development Plan (IDP) to turn it into a long range planning agreement between the employee and supervisor which truly outlines developmental requirements for individual employees and is used continually in monitoring execution.
4. Developed, promoted and implemented the Naval Hospital's Training and Education Program which addresses the full range of knowledge and skills needed in the comptroller's office for all series and grades, and the full range of topics from functional training to leadership, team building, and communication. Seeing the need to specifically address helping the organization deal with the fast paced change that is occurring in our profession and the agency, developed the "Moving through Change Workshop" which he personally led every fiscal department through. This

effort dramatically assisted the organization in coping with change and finding a cultural platform from which to approach new challenges and professions. This, in turn, has led to tremendous increases in efficiency and effectiveness.

5. LCDR Mallard's efforts have transformed the Naval Hospital's comptroller organization. His weekly training sessions address current issues in financial management, changes in policies or regulations, issues impacting specific business areas and other areas in which staff members have expressed interest. Presentations are made by LCDR Mallard's other staff members, BUMED subject matter experts, and contract trainers. He has also established a "comptroller library" that includes a variety of journals, books, videos, and audiotapes on current financial and business management topics. He continually assesses the applicability of the training program to employee and organizational needs including conducting semiannual surveys to gather employee opinions and measure effectiveness of the training and education program.

6. LCDR Mallard's efforts have been the catalyst for a total change in management direction within the comptroller's office. Through his efforts, the financial community has established itself as a continuously learning organization equipped for success in a rapidly changing professional environment. Application of his broad experience in leadership, budget analysis, financial management, and accounting enabled him to establish the framework for this program. Having started the framework of the program, he knows firsthand the value of continuous learning, starting in the Navy as an E3 with 2 years of college and progressing to his current rank of lieutenant commander. The remarkable thing, and what sets him apart from contemporaries, is coaching, mentoring, and developing leaders for the next generation is his priority. He walks his talk.

7. LCDR Mallard has my strongest recommendation in the category of outstanding accomplishment in resource management.



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TEAM AWARD NOMINATION FORM  
Justification Data: Specific CY Accomplishments

EXAMPLE

The Centralized Medical Treatment Billing Office (CMTBO) is the Navy's centralized processing activity for payment of civilian health care bills for all active duty Navy and Marine Corps personnel outside the catchment area of military treatment facilities (MTF) within the continental United States. Prior to 1 October 1995, approved claims were transmitted via electronic data interchange (EDI) to the Defense Accounting Office (DAO), Great Lakes, Illinois. The original claims, with supporting documents, were then hand-carried to the DAO for auditing and processing for final payment.

With the closure of DAO Great Lakes and the transfer of functions to the Defense Finance and Accounting Service (DFAS), Operating Location, San Diego (OPLOC-SD), the CMTBO entered into a Memorandum of Understanding (MOU) with OPLOC-SD to fully process all approved vouchers and health care claims using EDI technology. This was an enormous assignment that was critical to the successful claims processing procedures performed at CMTBO. If successful, claims would be obligated within 24 hours and paid within 48 hours after final adjudication. If this failed, hard copy claims would have to be mailed to OPLOC-SD and a two-month wait could be expected for payment of health care claims.

The CMTBO staff was able to achieve a remarkably smooth transition from DAO Great Lakes to OPLOC-SD. Standard operating procedures were developed and practical solutions were devised for new and unanticipated problems arising in the EDI transfer. Close coordination with the CMTBO Claims Operation Department and the Resources Department's Comptroller and Management Information Systems Divisions resulted in system changes to ensure financial integrity. As a result, checks are processed for payment within 72 hours after obligation. The need to mail claims to OPLOC-SD has been eliminated along with the potential for lost claims. The CMTBO has created significant and emerging computer technology to adopt to these new changes in the DFAS organization.

Before implementing the process described in this document, the CMTBO was charged \$29.53 for each invoice processed, disbursed, and paid. With the implementation of the MOU, the CMTBO staff serves as Agent Cashiers with all the responsibilities

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associated with that position, assuming the majority of the workload for not only processing the claim but also the disbursement. CMTBO assumed at least 75 percent of the functions that normally are handled by OPLOC-SD for similar services without an increase in staffing. OPLOC-SD, in effect, only physically cuts the checks and forwards them to the proper vendor.

The estimated workload for FY 96 is 125,000 active duty health care claims. A cost savings estimate for FY 96 will be \$2.8 million based on the \$7.38 mechanical cost charge for processing medical claims, vice the \$29.53 standard charge for complete invoice payment service.

The results of the efforts of the CMTBO team are indicative of the close coordination and teamwork necessary to survive in today's fiscal environment.