

HANDBOOK

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Unit Commander's Guide to Paying Agents

Tactics, Techniques, and Procedures



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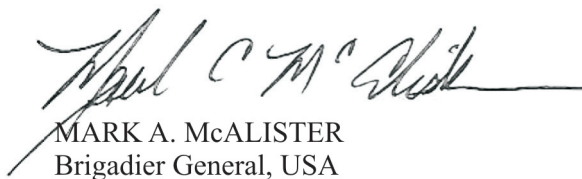
Foreword

The U.S. Army Financial Management School and the Center for Army Lessons Learned (CALL) have produced an outstanding “how to” guide to assist unit commanders and their paying agents and field ordering officers (FOOs) in meeting their responsibilities in regard to paying for support to accomplish their unit’s missions. While this handbook does not take the place of governing regulations or higher headquarters’ policies and procedures that apply to paying agents, FOOs, and their commanders, it is a concise reference book that will greatly assist unit leaders in understanding and performing their pay duties.

This handbook is the latest in a series of recent CALL products that address money as a weapons system and the various facets of supporting commander programs to support the indigenous population in the counterinsurgency environment. By enabling commanders to provide emergency relief, stimulate the local economy through purchases of supplies and services, and create jobs—which gives further expansion to the local economies—commanders can gain the trust and confidence of the local population and their civilian and military leaders.

Key areas covered within this handbook are paying agent “do’s” and “don’ts,” safeguarding government funds, types of funds available, and loss of funds.

Whether you are a training developer, trainer, unit commander, FOO, or paying agent, application of the information contained in this handbook will enhance accomplishment of money as a weapons system payments.



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Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

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Introduction

“Money is my most important ammunition in this war.”

—Major General (MG) David H. Petraeus, 101st Airborne Division (Air Assault)

“Endless money forms the sinews of war.”

—Marcus Tullius Cicero (106 BC - 43 BC), *Philippics*

Unit commanders have a valuable “bullet in their ammo pouch” of money as a weapons system resources to win on the battlefield—the paying agent. This handbook provides unit commanders, paying agents, and field ordering officers (FOOs) a reference guide on procedures for funding and clearing funds on the battlefield. The following individuals work hand-in-hand, but their responsibilities are separate.

A paying agent is a U.S. military member or Department of Defense civilian employee appointed by the commander to act as an agent of a disbursing officer. The purpose of a paying agent is to make specific payments from funds temporarily advanced to the agent by the disbursing officer for a specific purpose. Only when specifically authorized in writing are paying agents permitted to cash checks. Funds advanced to a paying agent are held at personal risk by the agent and must be accounted for to the disbursing officer immediately upon completion of the transactions for which advanced. A paying agent cannot serve simultaneously as a FOO. The paying agent cannot make purchases without authorization from the FOO.

A financial management company provides financial policies and guidance, provides cash, receives cash and/or documentation showing expenditure of cash, and provides paying agent training.

FOOs provide their commanders with the ability to quickly and directly make local purchases to support their mission—what we know as “cash and carry.” They do the shopping, deal with vendors, and prepare the Standard Form 44, *Purchase Order-Invoice-Voucher*. The local contracting office trains and certifies FOOs on procedures for ordering and obtaining supplies. A FOO cannot serve simultaneously as a paying agent. FOOs cannot make purchases with the paying agent’s money.

The contracting office awards contracts and trains and certifies the FOOs.

The property book officer (PBO) at battalion level determines and posts the purchased items onto the unit’s property book. The PBO then monitors unit property, and the unit supply sergeant manages all unit logistics actions and documentation.

(Note: This handbook is a guide. Some variation in procedures may exist. The disbursing officer will provide specific guidance to his paying agents.)

Chapter 1

Paying Agent Appointment Requirements

The following personnel are authorized to act as a paying agent:

- Commissioned or warrant officer
- Noncommissioned officer in the grade of E-7 or above. (**Note:** Exception is permitted for the rank of E-6 with a waiver signed by a lieutenant colonel [O-5] or higher if personnel resources are limited.)
- Department of Defense civilian
- Coalition members (**Note:** Subject to continued Secretary of Defense approval and if internal controls are met to ensure the restitution of U.S. government funds if they are lost.)

The battalion commander will appoint eligible individuals authorized as paying agents to be placed on written orders (see Appendix A).

An original Department of Defense Form 577, *Appointment/Termination Record—Authorized Signature*, appointing the paying agent must be signed by the battalion commander (see Appendix A).

The individual appointed as a paying agent must attend a paying agent training class and pass the certification test provided by the supporting financial management unit.

The signature of a colonel (O-6) is needed to appoint a Commander's Emergency Response Program paying agent.

Chapter 2

Paying Agent Duties and Responsibilities

Paying agents are entrusted with large amounts of money that could be tempting to steal. Therefore, paying agents must follow specific guidelines such as those listed below.

Paying agents will:

- Only make purchases approved by the field ordering officer.
- Only cash checks when authorized in writing.
- Receive a copy of the current paying agent instructions.
- Receive a copy of Department of the Army Form 3953, *Purchase Request and Commitment*, showing how much the paying agent is authorized to spend.
- Sign a memorandum stating they have been briefed and understand their duties and responsibilities. (Make sure this is always done, and keep a copy of the statement.)
- Use funds for the purpose listed in orders.
- Ensure the goods or services are immediately available.
- Ensure the total single purchase payment for funds does not exceed \$25,000.00.
- Make payment directly to the seller/vendor, and get receipts for expenses.
- Maintain a ledger to track each payment made, and balance the ledger daily (see Appendix A).
- Provide safeguard to funds and paid vouchers (see Chapter 3).
- Maintain contact with the disbursing officer.
- Ensure Standard Form 44, *Purchase-Invoice-Voucher*, is filled out properly.
- Make every effort to clear funds and documentation with the disbursing officer immediately after completing the paying agent mission or within 30 days and not later than 90 days (approved extensions may be granted by the disbursing officer [only] in exceptional circumstances).

- Clear the same financial management office that funded the paying agent, ensuring the payment documents and/or funds remaining balance with the total funds received.
- Immediately suspend operations and notify the disbursing officer if a loss of funds occurs.
- Complete a serial number account report for all \$100 bills.
- Balance daily and/or after each transaction.
- Review and become familiar with paying agent memorandums of instruction, standing operating procedures (SOPs), and applicable regulations.
- Contact the disbursing officer every 30 days, either to clear the funds drawn or to request another 30-day extension:
 - Extensions are granted, upon request, up to 90 days.
 - A paying agent will be terminated if he exceeds the allotted 90-day threshold.
 - The disbursing officer exclusively has the authority to grant extensions beyond 90 days; an extension does not ensure the paying agent will not be terminated.

Paying agents will not:

- Loan, use, invest, insure, or gamble public funds.
- Conduct business under duress.
- Mix government funds with personal funds.
- Entrust funds to any other person for any purpose other than what is specifically stated on the appointment orders (for example, go on leave and give funds to another person).
- Delegate responsibility for government funds to anyone else, including financial institutions.
- Make payments in advance of receiving goods or services.
- Make split transactions/payments.
- Round up dollar amounts. (**Note:** This technique will not allow the paying agent to balance or clear [except with foreign currency]).
- Keep funds for more than 90 days without contacting the disbursing officer to update status.

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- Leave theater without clearing funds drawn from the disbursing officer (this includes emergency leave).
- Attempt to draw funds from another financial management unit without prior approval.
- Make change for anyone. (**Note:** \$100 bills are often counterfeited.)
- Exchange U.S. dollars for foreign currency.

If a paying agent is wounded or killed in action:

- The paying agent's unit will take action according to the disbursing officer's SOP.
- The unit commander will notify the disbursing officer.

Chapter 3

Safeguarding Government Funds

Once a paying agent signs the receipt for government funds, he has accepted responsibility for the total amount of those funds. Loss of those funds could cause the paying agent responsible to repay those funds and possibly other ramifications. It is therefore necessary for the paying agent to take the following steps to safeguard the funds:

- All funds must be transported in a government vehicle.
- When transporting more than \$10,000, the paying agent is required to have an armed escort.
- When the funds are not physically on the paying agent's person, they must be kept in an approved security container (for example, a safe or vault) in accordance with Department of Defense Financial Management Regulation, Volume 5, Chapter 3. Each paying agent will have his own approved security container. Two or more paying agents will **not** share the same security container.
- The paying agent must be the only individual with access to the funds.
- Failure to comply with regulations pertaining to the safeguarding of public funds may result in the paying agent being held pecuniary liable in the event of a loss of funds. Simply, you lose it—you pay for it.

Security Containers

Government Services Administration (GSA)-approved security containers are manufactured under the following federal specifications, with the Class 1 and Class 5 cabinets rated to provide the greatest protection against forced entry. Approved cabinets include the following:

- Class 1 or Class 2 cabinets: AA-F-357 (GSA-FSS)
- Class 4 or Class 5 cabinets: AA-F-358 (GSA-FSS)
- Class 5 or Class 6 map and plan file cabinets: AA-F-363 (GSA-FSS) or Class 6 Drawer File - AA-F-358 (GSA-FSS)

Burglary-Resistant Safes

Burglary-resistant safes include the following:

- Tool-Resistant Safe, TL-15
- Tool-Resistant Safe, TL-30

- Torch and Tool-Resistant Safe, TRTL-30
- Torch and Tool-Resistant Safe, TRTL-60

(**Note:** The numerical value in the safe classifications represents the time in minutes the safe will resist forced entry.)

Storage Container Requirements

If the value stored is under \$7,500, the commander will establish fund container requirements. Any of the security containers or burglary-resistant safes listed in the above sections may be used.

If the value stored is from \$7,500–\$50,000, a security container that carries a Class 1 or Class 5 rating or a burglary-resistant safe carrying at least an Underwriters Laboratories classification of Tool-Resistant Safe, TL-15, and having a Group 1R combination lock, will be used.

If the value stored is \$50,000 or more, a burglary-resistant safe or vault carrying at least an Underwriters Laboratories classification of Tool-Resistant Safe, TL-30, and having a Group 1R combination lock will be used.

(**Note:** Do not store public funds and documents in the same containers as classified material and documents.)

Chapter 4

Types of Funds

Commander's Emergency Response Program

The Commander's Emergency Response Program (CERP) enables local commanders in Afghanistan and Iraq to respond with a nonlethal weapon to urgent, small-scale, humanitarian relief and reconstruction projects and services that immediately assist the indigenous population and that the local population or government can sustain. The Department of Defense (DOD) defines urgent as any chronic or acute inadequacy of an essential good or service that, in the judgment of the local commander, calls for immediate action. (Reminder: Prior coordination with the community leaders bodes for good will.)

With most small-scale projects (less than \$500,000), CERP is a quick and effective method that provides an immediate, positive impact to the local population while other larger reconstruction projects are still getting off the ground. The keys to project selection are:

- Execute quickly
- Employ the local population
- Benefit the local population
- Be highly visible

CERP rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Iraqi Commander's Emergency Response Program

Iraqi CERP (I-CERP) funds are Government of Iraq (GOI) funds for urgent reconstruction projects to benefit the citizens of Iraq while simultaneously growing and achieving Iraqi military and civil self-sufficiency. I-CERP uses U.S. procurement and financial systems. The GOI allocates I-CERP funds by province based on population density.

I-CERP rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Operations and Maintenance, Army

Operations and maintenance, Army (OMA) funds support preparations for and the conduct and sustainment of combat operations. Use of this type of fund may be used for payments for fuel, supplies, repair parts, maintenance, and minor construction.

Requirements funded by OMA become accountable U.S. government property unless the requirement is a service contract (e.g., Logistics Civil Augmentation Program [LOGCAP]).

Requirements that cost \$250,000 or more, automation/information technology, and select special interest items must be approved by a validation board.

OMA rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Other Procurement, Army

Other procurement, Army (OPA) funds support the purchase of single pieces of equipment that cost in excess of \$250,000 or multiple pieces that form a system.

OPA rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Department of Defense Rewards Program

The DOD Rewards Program offers incentives for information and can be a remarkably effective tool in preempting enemy operations and denying sanctuary and weapons. It provides monetary, goods, or services rewards for information and other nonlethal assistance beneficial to force protection or operations against international terrorism.

The DOD Rewards Program can pay for information leading to the arrest of wanted persons, locating weapons caches, and for information beneficial to military operations or activities of the armed forces against international terrorism or aiding in force protection. It is not an intelligence program and does not replace existing intelligence programs. The program's scope is limited to specific pre-nominations and preapproved categories in which reward payments are restricted to instances where information leads to the capture of wanted individuals or weapons.

DOD Rewards Program rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Field Ordering Officer Funds

Field ordering officer (FOO) funds are primarily used by units to purchase mission-critical requirements that cannot otherwise be obtained by the unit through the higher headquarters' logistical air or ground delivery resupply plan or through the Regional Contracting Center existing local contracts. FOO funds augment the existing supply plan and can fund items of less than \$25,000 on an as-needed basis. Information technology requirements must have Joint Communications Utilization Review Board approval prior to FOO execution. To mitigate unauthorized or improper purchases, FOOs must bring a list of planned purchases for approval by the resource manager supporting operations prior to purchasing these items.

FOO funds rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

***Shura* (Operation Enduring Freedom Local Leader Engagements) Funds**

Shura (Arabic for consultation) funds are not to extend courtesies to local leaders but rather to meet with local civic leaders to discuss recent events, diffuse potential unrest, and foster relations and stability with the local Afghan people. Provincial reconstruction teams and agribusiness development teams may meet with local leaders to conduct village reconstruction assessments, identify reconstruction projects, and coordinate the reconstruction process. Further, these events should not promote entertainment, mark a holiday, or dedicate a facility. The purpose is to give commanders the capability and flexibility to respect the local customs of serving customary refreshments and meals during meetings.

Shura funds rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Official Representation Funds

Commanders use official representation funds (ORF) to uphold the standing and prestige of the United States by extending official courtesies to certain officials and dignitaries of the United States and foreign countries. Typical Operation Enduring Freedom use includes official military functions, receptions, lunches, dinners, modest entertainment, and community relations activities. Although ORF is an extremely small funding line, it receives scrutiny at the highest levels in DOD. ORF, used correctly, is very helpful in building relationships. A legal opinion must accompany requests to use ORF.

ORF rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Quick Response Funding

Quick response funding (QRF) is a subset of Iraqi security force funding (ISFF), which is a U.S. appropriated fund that provides support to all Iraqi Security Forces (ISF), including the Iraqi Army, Iraqi Police, special task forces, and border security. It funds construction, force protection, training, equipping, life support, and sustainment of ISF. The ISFF appropriation ends at the end of Fiscal Year 2010 (30 September 2010).

QRF rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Afghanistan Security Force Funds

Afghanistan security force funds (ASFF) are congressionally limited U.S. Title 10 funds (sometimes erroneously called Title 22) provided to Task Force Phoenix

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through Combined Security Transition Command–Afghanistan for building, equipping, training, and sustaining the Afghanistan National Security Forces, which includes the Afghan National Army, Afghan National Police, special task forces, and border security.

ASFF rules, guidance, uses, non-uses, and responsibilities are available from the supporting resource management office (G8) and/or financial management unit.

Note: For questions regarding these funds, contact the supporting resource management office or financial management unit.

Chapter 5

Drawing Funds

The following procedures apply when drawing funds, unless modified by the disbursing officer.

Unit and Paying Agent

- Unit determines equipment or service requirement.
- Unit provides the original copy of paying agent appointment orders to the supporting financial management unit (signed by lieutenant colonel [O-5] or higher).
- Unit provides the paying agent certificate of training (issued by the financial management unit).
- Unit provides the original copy of paying agent Department of Defense (DD) Form 577, *Appointment/Termination Record—Authorized Signature* (signed by O-5 or higher).
- Unit requesting goods or services provides a completed Department of the Army (DA) Form 3953, *Purchase Request and Commitment* (PR&C).
- Paying agent will ensure the following four required signatures are obtained on DA Form 3953:
 - Initiating signature (PR&C, block 27)
 - Approving officer signature (PR&C, block 34):
 - * O-6 (colonel) or above for purchases under \$200,000
 - * O-7 (brigadier general) for purchases over \$200,000
 - Property book officer signature (PR&C, blocks 31, 32, and 33) and requisition number (PR&C, block 2) (**Note:** Not applicable for rewards or Iraqi quick response funding [QRF]; the requisition number block is completed by the G8 or C8 executing fund certification.)
 - Signature from resource manager (PR&C, blocks 19–22) and accounting classification data
- Paying agent must possess a valid military identification card.

- Drawing from the Commander's Emergency Response Fund (CERP). Every time a paying agent draws funds on a CERP contract, the paying agent provides the following:
 - Completed DA Form 3953
 - CERP contract and any modifications
 - Payment progress report
- Drawing rewards funds. In addition to the above, the following documents are required to draw small or large rewards funds:
 - Reward payment memorandum signed by the unit's rewards authorization officer (RAO)
 - DA Form 3953 signed by the RAO in block 35
 - Staff judge advocate (SJA) legal review
 - Mission or story board describing details of operation
- Bulk funding of micro rewards. In addition to the above, the following documents are required to draw micro reward funds:
 - Bulk fund request signed by the unit's RAO
 - DA Form 3953 signed by the RAO in block 35
- Drawing QRF. In addition to the above, the following documents are required to draw QRF: (**Note:** No bulk funding allowed.)
 - DA Form 3953 signed in block 35 by an O-6
 - Letter of justification (LOJ), with endorsement by an O-6 if the LOJ is signed by a lower-ranking officer
 - SJA legal review
 - Independent government cost estimate or other documentation to substantiate the requested amount

Field Ordering Officer

The following documents are required to support the field ordering officer's (FOO) actions:

- Copy of FOO appointment orders (signed by contracting command)
- FOO's Certificate of Training (issued by contracting)

- FOO DD Form 577 (signed by O-5 or higher)
- FOO prepared spending plan for initial funding.

Financial Management Company

The following actions are required from the financial management company:

- Paying agent attendance class memorandum
- Provide funds and DD Form 1081, *Statement of Agent Accountability*

Required documents needed to make subsequent funds draw, except CERP

- DA Form 3953 approved and signed by resource manager (blocks 19–22)
- Valid military identification card

Note: Funds issued may be U.S. currency, foreign currency, or a combination of both. If the paying agent receives foreign currency, the disbursing officer will provide the exchange rate on DA Form 3953 and guidance on using the foreign currency.

Chapter 6

Making Payments

The following procedures apply for making payments:

- Complete Standard Form (SF) 44, *Purchase Order-Invoice-Voucher*.
 - No mistakes are allowed on SF 44s:
 - * Do not use whiteout.
 - * Do not line through mistakes.
 - * Must complete a new SF 44 if you make a mistake.
 - One delivery and one payment allowed per SF 44.
- Goods/service must be provided upon payment.
- No split payments.
- Get procurement item identification number from the field ordering officer (FOO).
- Dollar amount is written three times (supplies and service total, seller payment received by, pay agent paid by).
- Obtain all four signatures (FOO, Received by, Seller, Paying Agent) on the SF 44. (**Note:** SF 44s used for rewards payments must have all four signatures. Doing so renders the document classified Secret. The paying agent and a witness to the payment shall both print and write their names on the SF 44.)
- Must have correct and full accounting classification, without a dollar amount.
- Ensure total payment does not exceed \$25,000.00 for operation and maintenance, Army (OMA) funds.
- Tape small receipts to a regular size sheet of paper, and make sure the receipts are translated into English.
- Total amount of the SF 44s cannot exceed the total amount of the Department of the Army (DA) Form 3953, *Purchase Request and Commitment*.
- Check the cash block under the paying agent's signature block.

- If all funds are spent, the paying agent can clear the financial management unit electronically.
- Remember to get a 10 percent discount from the Army & Air Force Exchange Service.
- Always maintain copies of all documents, vouchers, and receipts for your personal records. When you redeploy, take your personal copies with you and retain in the event questions arise concerning any of your payment transactions.
- If a payment is made in foreign currency (FC) by an SF 44, the amount is recorded in the currency in which the payment is disbursed. For example, if a payment was made in Euros for a particular item, the amount column would state "60.00 Euro" and then totaled at the bottom of the SF 44 in the amount column as Euros. The same procedures apply if the payment is made in Afghani, but record Afghani in the amount column.
- If the paying agent knows that he will need foreign currency, he will be funded foreign currency at the rate for that particular day. He will then make the purchase(s) in foreign currency and record the payment on the SF 44 in foreign currency. He will record the foreign currency disbursements in the same manner he tracks U.S. disbursements in his ledger. If he has both U.S. and foreign currency, he will maintain two separate ledgers.
- Gains or losses due to exchange rate fluxes are reconciled during turn-in and are done by the disbursing agent or disbursing officer.

Chapter 7

Loss of Funds Process

If a loss of funds occurs, the paying agent must perform the following steps:

- Cease all paying activities.
- Count all funds and review documents to confirm a loss has occurred.
- Notify the disbursing officer immediately after confirming any discrepancies.
- Notify the chain of command.
- Take actions according to the disbursing officer's standing operating procedures.
- Write a memorandum for record documenting actions taken.

An Army Regulation 15-6, *Procedures for Investigating Officers and Boards of Officers*, investigation is required for loss of funds. The investigation will be initiated by the disbursing officer.

Pecuniary liability:

- As defined by the Department of Defense, pecuniary liability is “a personal, joint, or corporate monetary obligation to make good any lost, damaged, or destroyed property resulting from fault or neglect. It may also result under conditions stipulated in a contract or bond.”
- In other words, if a paying agent loses the government's money and it is discovered that the loss occurred because of either the paying agent's own fault or neglect, the paying agent will owe the government whatever money was lost.

Helpful hint: Paying agents may be held 100 percent pecuniary liable for a confirmed loss of funds.

Chapter 8

Clearing Accounts

The following guidance is for paying agents to clear their funds. (**Note:** Field ordering officers are not authorized to clear funds.) During the clearing process, the disbursing officer (deputy disbursing officer or disbursing agent) performs the following functions:

- Receives the return from the paying agent.
- Verifies the accuracy of paid documents and signatures.
- Totals all pay documents.
- Determines the cash amount to be turned in.
- Prepares and verifies the correct balance for return on Department of Defense (DD) Form 1081, *Statement of Agent Officer's Account*.
- Ensures the paying agent signs DD Form 1081 with the disbursing officer, returning the paying agent's account to zero.

Clearing Funds Process for Operation and Maintenance, Army; Other Procurement Army; Field Ordering Officer Funds; Quick Response Funding; and Afghanistan Security Force Funds

The process for clearing funds needs to occur in the following order:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit intelligence officer (S-2) to pull all classified material.
 - Obtain a memorandum from the battalion commander stating that all purchases are verified on Standard Form (SF) 44, *Purchase Order-Invoice-Voucher*.
 - Bring the battalion commander memorandum and original SF 44s with receipts to the property book officer (PBO) to receive a memorandum of clearance and a PBO stamp on all SF 44s for operations and maintenance, Army and other procurement, Army funds (does not apply to quick response funding).
 - Make copies of SF 44s and receipts.
 - Verify remaining funds.

- Clearing contracting:
 - Bring the memorandum signed by the battalion commander (O-5 or higher), a copy of the installation PBO memorandum, all copies of SF 44s with PBO stamps, and receipts to receive a contracting clearance memorandum from Contracting Command.
 - The paying agent will receive a clearance memorandum.
- Clearing financial management units:
 - Bring the following:
 - * Original SF 44s with a PBO stamp plus two copies
 - * Ledger of SF 44s plus two copies
 - * Original receipts plus two copies
 - * Original clearance memorandum from Contracting Command plus two copies
 - * Copy of the PBO memorandum plus two copies
 - * Any remaining funds not spent
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management:
 - Bring the following:
 - * Copy of the PBO memorandum
 - * Copy of SF 44s with a PBO stamp and receipts
 - * Copy of the Contracting Command memorandum
 - * Copy of DD Form 1081

Clearing Funds Process for Bulk and Non-Bulk Funded Projects

The clearing process takes place in the following order:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Obtain a memorandum from an O-6 or higher stating that the paying agent has verified all purchases on the SF 44s.

- Have the following:
 - * Original invoice
 - * Copy of Department of the Army (DA) Form 3953, *Purchase Request and Commitment*
 - * Contract if over \$200,000
 - * Memorandum of agreement or contract if under \$200,000
 - * Original SF 44s
 - * Memorandum for refusal of local national to sign SF 44 (if needed)
- Verify remaining funds.
- Clearing financial management units:
 - Bring all documents listed above plus one copy.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Condolence and Battle Damage Payments

The clearing process occurs in the following order:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * DD Form 1351-6, *Multiple Travel Payments List*, for multiple payments or an SF 44 for a single payment
 - * Original clearance memorandum
 - * Legal justification memorandum
 - * Brigade combat team justification memorandum

- * Memorandum for refusal of local national to sign SF 44 (if needed)
- Verify remaining funds.
- Clearing financial management units:
 - Bring all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Process for Detainee Labor Payments

The following is the clearing process for detainee labor payments:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * DD Form 1351-6 for multiple payments with original signatures (**Note:** The row below the last payee on DD Form 1351-6 should state, “nothing follows” and be initialed by the certifying officer.)
 - * A detainee labor register signed and dated by the accountable official that shows the hours worked and the pay rate for each detainee payment
 - * An individual detainee pay record showing the amount due the payee at the time of the disbursement (**Note:** The individual detainee pay record must be signed and dated by the accountable official.)
 - Verify remaining funds.
- Clearing financial management units:
 - Bring original and one copy of all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Claims

The following is the clearing funds process for claims:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * Original SF 44 or SF 1034, *Public Voucher for Purchases and Services Other Than Personal*, prepared by the staff judge advocate
 - * Action of Claim Memorandum from judge advocate general's office
 - * Settlement agreement form
 - * Legal justification memorandum
- Clearing financial management units:
 - Bring all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Detainee Release Payments

The following are the steps in the detainee release payment clearing funds process:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * DD 1351-6 for multiple payments with original signatures or an SF 44 with a list of payees and their original signatures
 - * Memorandum for refusal of local national to sign SF 44 (if needed)
 - Verify remaining funds.

- Clearing financial management units:
 - Bring original and one copy of above listed documents.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Small and Large Rewards

The following is the clearing funds process for rewards:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * Original SF 44 (**Note:** The payee should never be asked to sign, nor should the payee's name ever appear on the SF 44. Doing either makes this a classified document, exactly what you're trying to prevent. The paying agent and a witness print their names and sign the SF 44.)
 - * Legal review/recommendation/justification memorandum signed by rewards authorization officer (RAO) or major subordinate command commander.
- Clearing financial management units:
 - Bring all documents listed above and a copy.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Special Forces Operating Funds

The clearing funds process for Special Forces operating funds is as follows:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.

- Have the following:
 - * DA Form 3953
 - * Original SF 44s
 - * Original receipts
 - * Clearance memorandum from the Combined Joint Special Operations Task Force–Arabian Peninsula (JPSOTF–AP) contracting office
 - * Clearance memorandum from JPSOTF-AP PBO office
 - * Clearing memorandum from O-5 and above
- Clearing financial management units:
 - Bring all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Micro Rewards

The micro rewards clearing funds process must occur in the following order:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * Original SF 44 or DD Form 1351-6 for multiple payments (**Note:** The payee should never be asked to sign, nor should the payee's name ever appear on the SF 44 or DD Form 1351-6. Doing either makes this a classified document, exactly what you're trying to prevent. The paying agent and a witness print their names and sign the SF 44 or DD Form 1351-6.)
 - Verify remaining funds.

- Clearing financial management units:
 - Bring all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Rewards-in-Kind

The process for clearing funds for rewards-in-kind is as follows:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * Original SF 44
 - * Original receipts
 - * Memorandum stating whom the items were given to as a reward payment; memorandum signed by the paying agent and rewards point of contact (**Note:** The payee should never be asked to sign, nor should the payee's name ever appear on the SF 44. Doing either makes this a classified document, exactly what you're trying to prevent. The paying agent and a witness print their names and sign the SF 44.)
 - Verify remaining funds.
- Clearing financial management units:
 - Bring all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Clearing Funds Process for Micro Grant Payments

The micro grant payment clearing funds process contains the following steps:

- Prior to clearing:
 - **Separate classified materials from packet.** The paying agent contacts the unit S-2 to pull all classified material.
 - Have the following:
 - * DA Form 3953
 - * Original SF 44
 - If Option 1 is used, the grantee's signature is required on the SF 44.
 - If Option 2 is used, the vendor's signature is required on the SF 44. Requires original receipt from vendor; requires memorandum stating whom the items were given to as a micro grant; requires memorandum signed by the paying agent and project purchasing officer.
 - * Micro grant memorandum authorizing grant signed by approving authority
 - Verify remaining funds.
- Clearing financial management units:
 - Bring all documents listed above.
 - The paying agent will receive a copy of DD Form 1081.
- Clearing Resource Management: Bring a copy of the above listed documents.

Note: Army & Air Force Exchange Service "pogs" (lightweight plastic discs in the value of 5 cents, 10 cents, and 25 cents) will not be accepted.

Helpful Hints

- Ensure signatures are obtained on required documents.
- Verify all remaining funds.
- Always bring in any remaining funds when clearing.
- Treat original documents like cash.

Appendix

References

Reference Publications

Department of Defense Financial Management Regulation, Volume 5, *Disbursing*:

- Chapter 2, Disbursing Offices, Officers, and Agents
- Chapter 3, Keeping and Safeguarding Public Funds
- Chapter 11, Disbursements
- Chapter 12, Foreign Disbursing Operations

U.S. Army Field Manual 1-06, *Financial Management Operations*, Appendix D, Paying Agents

Center for Army Lessons Learned Handbooks:

- 08-12, *Commander's Emergency Response Program*
- 08-47, *Deployed Contracting Officer Representative*
- 09-27, *Commander's Guide to Money as a Weapons System*

Current theater and operational area policies

Current Financial Management Center policies

Current Financial Management Company policies

Field Ordering Officer Appointment Orders Example

Unit Letterhead
APO, AE 00000

OFFICE SYMBOL

Date

MEMORANDUM FOR Contracting Office, APO, AE 00000

SUBJECT: Request for Appointment of Field Ordering Officer

1. Request that (Name), (SSN), be appointed as a field ordering officer for missions in support of _____.
2. The ordering officer will be required to purchase the following supplies and/or services:
Note: List the categories and/or classes of supplies separately requested to be purchase here.
3. Period of appointment: __ Jan ____ through __ Jan ____ (**Note:** Not to exceed expected redeployment date).
4. Each Standard Form 44 will not exceed \$25,000.00. Total amount will not exceed \$0.00 (enter the dollar amount equal to that of the Department of the Army Form 3953).
5. Point of contact for this action is (name) at (phone number).

SIGNATURE BLOCK
O-5 or above
Commanding

UNIT COMMANDER'S GUIDE TO PAYING AGENTS

Department of Defense Form 577, *Appointment/Termination Record— Authorized Signature, Example for Field Ordering Officer*

APPOINTMENT/TERMINATION RECORD - AUTHORIZED SIGNATURE			
<i>(Read Privacy Act Statement and Instructions before completing form.)</i>			
PRIVACY ACT STATEMENT			
<p>AUTHORITY: E.O. 9397, 31 U.S.C. §§ 3325, 3528, DoD Financial Management Regulation, Vol. 5, Chapter 33, and DoDD 7000.15, DoD Accountable Officials and Certifying Officers.</p> <p>PRINCIPAL PURPOSE(S): To maintain a record of certifying and accountable officers' appointments, and termination of those appointments. The information will also be used for identification purposes associated with certification of documents and/or liability of public records and funds.</p> <p>ROUTINE USE(S): The information on this form may be disclosed as generally permitted under 5 U.S.C. 552a(b) of the Privacy Act of 1974, as amended. It may also be disclosed outside of the Department of Defense (DoD) to the Federal Reserve banks to verify authority of the accountable individual to issue Treasury checks. In addition, other Federal, State and local government agencies which have identified a need to know, may obtain this information for the purpose(s) identified in the DoD Blanket Routine Uses published in the Federal Register.</p> <p>DISCLOSURE: Voluntary; however, failure to provide the requested information may preclude a appointment.</p>			
SECTION I - FROM: COMMANDER/APPOINTING AUTHORITY			
1. NAME (First, Middle Initial, Last)		2. TITLE	3. DOD COMPONENT/ORGANIZATION
4. DATE (YYYYMMDD)	5. SIGNATURE		
SECTION II - TO: APPOINTEE			
6. NAME (First, Middle Initial, Last)		7. SSN	8. TITLE
9. DOD COMPONENT/ORGANIZATION		10. ADDRESS (Include ZIP Code)	
11. TELEPHONE NUMBER (Include Area Code)		12. EFFECTIVE DATE OF APPOINTMENT (YYYYMMDD)	
13. POSITION TO WHICH APPOINTED (X one)			
<input type="checkbox"/> CERTIFYING OFFICER	<input type="checkbox"/> ACCOUNTABLE OFFICIAL	<input type="checkbox"/> OTHER (Specify)	
14. YOU ARE HEREBY APPOINTED TO SERVE IN THE CAPACITY SHOWN ABOVE. YOUR RESPONSIBILITIES WILL INCLUDE:			
15. YOU ARE ADVISED TO REMEMBER AND ADHERE TO THE FOLLOWING REGULATION(S) NEEDED TO ADEQUATELY PERFORM THE DUTIES			
DoDFMR, Vol. 5, chapter 33;			
SECTION III - ACKNOWLEDGEMENT OF APPOINTMENT			
I acknowledge and accept the position and responsibilities defined above. I understand that I am strictly liable to the United States for all public funds under my control. I have been counseled on my pecuniary liability and have been given written operating instructions. I certify that my official signature is shown in the box below.			
16. PRINTED NAME (First, Middle Initial, Last)		17. SIGNATURE	
SECTION IV - TERMINATION OF APPOINTMENT			
The appointment of the individual named above is hereby revoked.		18. EFFECTIVE DATE (YYYYMMDD)	19. APPOINTEE INITIALS
20. NAME OF COMMANDER/APPOINTING AUTHORITY		21. TITLE	22. SIGNATURE

DD FORM 577, JAN 2004

PREVIOUS EDITIONS ARE OBSOLETE

AFD VI.00

Commander's Acknowledgement Statement Example



DEPARTMENT OF THE ARMY

AGENCY'S NAME
AGENCY'S ADDRESS

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Commander's Acknowledgement Statement

1. I acknowledge that Paying Agents designated under my command will at no time make purchases or payments without prior approval from the FOO/PPO/Rewards POC/Certifying Official appointed over them.
2. I will ensure that Paying Agents under my command will contact their Disbursing Agent every 30 days and will clear all funds through their assigned Disbursing Agent NLT 90 days after having drawn the funds.
3. Paying Agents under my command leaving the theater of operations on R&R, emergency leave, at the end of their deployment or for any reason not listed will clear all funds through their assigned Disbursing Agent. At the end of their deployment Paying Agents will clear all funds in their possession 30 days prior to leaving the country.
4. POC for this memorandum is the undersigned at [INSERT CDR'S PHONE AND EMAIL]

CDR'S NAME
RANK, BRANCH
Commanding

Paying Agent Appointment Orders Example

UNIT LETTERHEAD

Date

MEMORANDUM FOR Finance and Accounting Officer (FM CO Office, APO AE)

SUBJECT: Paying Agent Appointment Orders

1. Under the provisions of DODFMR, Volume 5, paragraph 020602, RANK, NAME, and SSN, is appointed as paying agent to NAME, Commanding, NUMBER FM Company.
2. PURPOSE: To perform duties as paying agent for (i.e., ING, CERP, QRF, etc.) from ___(DATE)___ to ___(DATE)___ (if to dates are unknown, leave blank)
3. MAXIMUM ADVANCE: \$ _____
4. ACCOUNTING CLASSIFICATION: SAME AS PR&C
5. SPECIAL INSTRUCTIONS:

Paying agent will be familiar with the contest of DODFMR Vol. 5, and DFAS-IN 37-1. Paying agent will read the FM CO paying agent MOI and understand these instructions prior to drawing funds. Funds will not be entrusted or intermingled to others for any purpose. Paying agent is authorized to make official government purchases that have been properly prepared and signed by the accompanying field ordering officer and vendor. Funds and paid vouchers will be secured at all times as required by DODFMR, Vol. 5, Chapter 3.

(Brigade/Battalion Commander)

(Rank and Branch)

(Title)

I accept my appointment as paying agent to NAME, NUMBER FM CO and agree to hold myself accountable to the United States for all public funds received. I have been counseled as to my pecuniary liability, given standing operating procedures, and had all my questions relating to this appointment answered satisfactorily.

(Agent's Printed Name and signed)

(Rank and Branch)

(Title)

Department of Defense Form 577 for Paying Agent Example

APPOINTMENT/TERMINATION RECORD - AUTHORIZED SIGNATURE

(Read Privacy Act Statement and Instructions before completing form.)

PRIVACY ACT STATEMENT

AUTHORITY: E.O. 9397, 31 U.S.C. §§ 3325, 3528, DoD Financial Management Regulation, Vol. 5, Chapter 33, and DoDD 7000, Officials and Certifying Officers.

PRINCIPAL PURPOSE(S): To maintain a record of certifying and accountable officers' appointments, and termination of those appointments. Information will also be used for identification purposes associated with certification of documents and/or liability of public records as a routine use(s). The information on this form may be disclosed as generally permitted under 5 U.S.C. § 552a(b) of the Privacy Act as amended. It may also be disclosed outside of the Department of Defense (DoD) to the Federal Reserve banks to verify authority to issue Treasury checks. In addition, other Federal, State and local government agencies, which have identified a need for this information for the purpose(s) identified in the DoD Blanket Routine Uses published in the Federal Register.

DISCLOSURE: Voluntary; however, failure to provide the requested information may preclude appointment.

SECTION I - FROM: COMMANDER/APPOINTING AUTHORITY

1. NAME (First, Middle Initial, Last) BCT CDR NAME		2. TITLE BCT CDR	3. DOD COMPONENT/ORG. BCT, DIVISION
4. DATE (YYYYMMDD) DATE	5. SIGNATURE		

SECTION II - TO: APPOINTEE

6. NAME (First, Middle Initial, Last) PA'S NAME		7. SSN PA'S SSN	8. TITLE PAYING AGENT
9. DOD COMPONENT/ORGANIZATION BCT, DIVISION		10. ADDRESS (Include ZIP Code) UNIT LOCATION (FOB, PRT)	
11. TELEPHONE NUMBER (Include Area Code) PHONE NUMBER TO REACH PA		12. EFFECTIVE DATE OF APPOINTMENT (YYYY) DATE	
13. POSITION TO WHICH APPOINTED (X one) <input type="checkbox"/> CERTIFYING OFFICER <input type="checkbox"/> ACCOUNTABLE OFFICIAL <input checked="" type="checkbox"/> OTHER (Specify) PAYING AGENT			

14. YOU ARE HEREBY APPOINTED TO SERVE IN THE CAPACITY SHOWN ABOVE. YOUR RESPONSIBILITIES WILL INCLUDE Under the provisions of DODFMR, Volume 5, para 020602, NAME, is appointed as paying Agent to

MAXIMUM ADVANCE: \$\$\$\$\$\$

SPECIAL INSTRUCTIONS: The Paying Agent is authorized to disburse funds for official government purchases in accordance with CERP SOP, dated 26 April 2006. The Paying Agent will make authorized purchases using the Standard Form 44 or the DD 1351 multiple guard forces and detainee payments). The Funds will not be entrusted to others or intermingled with other funds. The payee will receive a copy of the CERP SOP and will understand all instructions prior to drawing funds. Funds and paid vouchers must be as required by DODFMR, Vol. 5, Chapter 3.

15. YOU ARE ADVISED TO REVIEW AND ADHERE TO THE FOLLOWING REGULATION(S) NEEDED TO ADEQUATELY PERFORM TO WHICH YOU HAVE BEEN ASSIGNED:

- DoDFMR, Vol. 5, chapter 33;
- DFAS-IN Regulations 37-1, chapter 40; MND-B CERP SOP-5 DEC 2006.

SECTION III - ACKNOWLEDGEMENT OF APPOINTMENT

I acknowledge and accept the position and responsibilities defined above. I understand that I am strictly liable to all public funds under my control. I have been counseled on my pecuniary liability and have been given written operational instructions. I certify that my official signature is shown in the box below.

UNIT COMMANDER'S GUIDE TO PAYING AGENTS

Department of the Army Form 3953, *Purchase Request and Commitment* Example

PURCHASE REQUEST AND COMMITMENT <small>For use of this form, see AR 33-1; the procuring agency is CDA/ARMC</small>		1. PURCHASE INSTRUMENT NO.	2. REQUISITION NO.	3. DATE	PAGE OF PAGES	
4. TO: CERP ACCOUNT MANAGER		5. THRU: 3ID COMPTROLLER NORTH LIBERTY APO AE 09344		6. FROM: 1BCT 10 MNT NORTH LIBERTY APO AE 09376		
It is requested that the supplies and services enumerated below or on attached list be:						
7. PURCHASED FOR 1 BCT 10 MNT				8. DELIVERED TO		9. NOT LATER THAN (Date)
The supplies and services listed below cannot be secured through normal supply channels or other Army supply sources in the immediate vicinity, and their procurement will not violate existing regulations pertaining to local purchases for stock, therefore, local procurement is necessary for the following reason: (Check appropriate box and complete item.)				10. NAME OF PERSON TO CALL FOR ADDITIONAL INFORMATION Frank W. Franks, MAJ		11. TELEPHONE NUMBER 242-4573
12. LOCAL PURCHASES AUTHORIZED AS THE NORMAL MEANS OF SUPPLY FOR THE FOREGOING BY		13. REQUISITIONING DISCLOSES NONAVAILABILITY OF ITEMS AND LOCAL PURCHASE IS AUTHORIZED BY		FUND CERTIFICATION		
X				The supplies and services listed on this request are properly chargeable to the following allotments, the available balances of which are sufficient to cover the cost thereof, and funds have been committed.		
EMERGENCY SITUATION PRECLUDES USE OF REQUISITION CHANNELS FOR SECURING ITEM						
14. ITEM	15. DESCRIPTION OF SUPPLY OR SERVICES	16. QUANTITY	17. UNIT	16. ESTIMATED		19. ACCOUNTING CLASSIFICATION AND AMOUNT 2162020030007e233cf12319820 26EB B3 63CY APF3ID53220044 63CY B3 S09076 \$27,000.00 (Include exchange rate if paying in foreign currency)
				UNIT PRICE <i>a</i>	TOTAL COST <i>b</i>	
1	Village sewer cleanup 4-WAG-1068-S Project Manager MAJ Frank Franks (e-mail) CERP Paying Agent CPT John Lions (e-mail)	1	EA		\$27,000.00	
Grand Total					\$27,000.00	
25. THE FOREGOING ITEMS ARE REQUIRED NOT LATER THAN AS INDICATED ABOVE FOR THE FOLLOWING PURPOSE				26. DELIVERY REQUIREMENTS ARE MORE THAN 7 DAYS REQUIRED TO INSPECT AND ACCEPT THE REQUESTED GOODS OR SERVICES YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> IF YES, NUMBER OF DAYS REQUIRED		
27. TYPED NAME AND GRADE OF INITIATING OFFICER (Requesting Officer)		29. SIGNATURE (Requesting Officer Signature)		28. DATE 30 Oct **		24. TYPED NAME AND GRADE OF APPROVING OFFICER OR DESIGNEE John Wayne COL, IN Commanding
30. TELEPHONE NUMBER 242-6019		32. SIGNATURE (Property Book Officer Signature)		33. DATE 30 Oct **		
21. TYPED NAME AND GRADE OF SUPPLY OFFICER (Property Book Officer)		32. SIGNATURE (Property Book Officer Signature)		33. DATE 30 Oct **		25. SIGNATURE John Wayne

DA FORM 3953, MAR 91

EDITION OF AUG 76 IS OBSOLETE

USARP V12.00

Department of Defense Form 1081, Statement of Agent Officer's Account,
Example for Advance of Funds

STATEMENT OF AGENT OFFICER'S ACCOUNT				
DISBURSING OFFICER'S NAME ADDRESS, DISBURSING STATION SYMBOL NO. JOHN D. DOE, MAJ, FC FM CO CAMP WEST, IRAQ APO AE 09344 DSSN: 8888 DISBURSING AGENT: NAME AND RANK		AGENT OFFICER'S NAME, GRADE, SSN, UNIT ADDRESS <i>(For Use ZIP Code APO number and Telephone number.)</i> SFC PAY AGENT 111-11-1111 UNIT ADDRESS EMAIL: PHONE:		
TRANSACTIONS AFFECTING AGENT OFFICER'S ACCOUNT				
TRANSACTIONS <i>a</i>	INCREASE <i>(Received by Agent)</i> <i>b</i>	BEGINNING BALANCE <i>(In Agent's Account)</i> <i>c</i>	DECREASE <i>(Turned in by Agent)</i> <i>d</i>	ENDING BALANCE <i>(In Agent's Account)</i> <i>e</i>
1. BALANCE FORWARD				
2. U.S. DOLLARS				
3. FOREIGN CURRENCY		\$ 0.00		
4. MILITARY PAYMENT CERTIFICATES				\$20,000.00
5. COLLECTIONS	\$20,000.00			
6. DEPOSITS				
7. NEGOTIABLE INSTRUMENTS:				
A. TREASURY CHECKS				
B. MILITARY PAYMENT ORDERS				
C. OTHER <i>(Specify)</i>				
8. PAID VOUCHERS				
9. INCORRECT VOUCHERS RETURNED				
10.				
11.				
12. TOTAL FUNDS IN HANDS OF AGENT OFFICER				
STATEMENTS				
DISBURSING OFFICER		AGENT OFFICER		
<input type="checkbox"/> ON ADVANCE I HAVE ENTRUSTED FUNDS AND/OR OTHER ITEMS AS INDICATED IN THIS STATEMENT TO THE ABOVE NAMED AS MY AGENT OFFICER.		<input type="checkbox"/> ON ADVANCE I, AS AGENT OFFICER, HAVE RECEIVED FUNDS AND/OR OTHER ITEMS AS INDICATED ABOVE. I HAVE ASSUMED PECUNIARY RESPONSIBILITY THEREFOR. I WILL NOTIFY THE DISBURSING OFFICER IMMEDIATELY UPON DISCOVERY OF ANY LOSS OR SHORTAGE, AND I HAVE RECEIVED AND UNDERSTAND WRITTEN INSTRUCTIONS CONCERNING MY DUTIES AND RESPONSIBILITIES AS AN AGENT OFFICER.		
DATE	SIGNATURE OF DISBURSING OFFICER	DATE	SIGNATURE OF AGENT OFFICER	
	FOR JOHN D. DOE, MAJ, DO		/S/ Pay Agent	
<input type="checkbox"/> ON RETURN I HAVE RECEIVED FUNDS AND/OR OTHER ITEMS AS INDICATED ON THIS STATEMENT FROM THE ABOVE NAMED AGENT OFFICER.		<input type="checkbox"/> ON RETURN THE ABOVE STATEMENT OF ACCOUNT IS CORRECT.		
DATE	SIGNATURE OF DISBURSING OFFICER	DATE	SIGNATURE OF AGENT OFFICER	
			/S/ Disbursing Agent	

UNIT COMMANDER'S GUIDE TO PAYING AGENTS

Standard Form 44, Purchase Order-Invoice-Voucher, Example for Commander's Emergency Response Fund

DATE PAYMENT WAS MADE	U.S. GOVERNMENT PURCHASE ORDER-INVOICE-VOUCHER	REQUISITION # FROM PR.&C BLOCK 2
	DATE OF ORDER: 1 APRIL 20**	ORDER NO: CERPMDC012345
NAME AND ADDRESS OF CONTRACTOR	PRINT NAME AND ADDRESS OF SELLER (Number, Street, and State): A B U A M M O S H	PPO NAME AND ADDRESS
NAME OF PROJECT FROM MOA & RECEIPT MUST MATCH	FURNISH SUPPLIER(S) SERVICE TO (NAME AND ADDRESS): CPT SMITH (PPO) FOB HAMMER, IRAQ APO AE 09308	QTY x UNIT PRICE=AMOUNT
FINANCE UNIT CLEARING THE SF 44 AND NAME OF DISBURSING OFFICER	SUPPLIES OR SERVICES PROJECT NAME	GRAND TOTAL OF SF 44
	AGENCY NAME AND BILLING ADDRESS: F 24 th FM CO A Camp Liberty, Iraq D APO AE 09344 O	DATE PAYMENT WAS MADE
PPO's NAME	ORDERED BY: (Signature and no title)	PPO's SIGNATURE
ALL ACCOUNTING DATA ON BLOCK 19 OF PR.&C (DD3953)	SPT SMITH, JOHN (PPO) PURPOSE AND ACCOUNTING DATA 21 8 2020.0000 84-2084 P136198.0000 26EB 83 G4CC CERPMDC012345 G4CC 83 S09076	If paid in foreign currency, show the amount and type in each block showing the amount; i.e.: \$60.00 Afghani
PAY AGENTS INFORMATION AND SIGNATURE	RECEIVED BY: J. DOE, JOHN TITLE: PAY AGENT	
AMOUNT PAID RECEIVED BOX MUST HAVE "X" WITH AMOUNT	SELLER - Please read instructions on Copy 2 PAYMENT RECEIVED: \$10,000.00	DATE PAYMENT WAS MADE
SIGNATURE OF CONTRACTOR	SELLER SIGNATURE: [Signature]	DATE PAYMENT WAS MADE
AMOUNT PAID OUT	AMOUNT PAID OUT: \$ 10,000.00	DATE PAYMENT WAS MADE
SIGNATURE OF PAYING AGENT	Authorized certifying officer: [Signature]	DATE PAYMENT WAS MADE
MARK CASH WITH AN "X"	DATE PAID: 1 APRIL 20**	DATE PAYMENT WAS MADE
	PLEASE INCLUDE ZIP CODE	

FILLED OUT BY PPO

FILLED OUT BY PAYING AGENT

FILLED OUT BY VENDOR

- Failure to complete this form in accordance with the above will result in the inability of the FOO/PPO to Clear Contracting and the Paying Agent/CPA to clear Finance (possible loss incurred on the Paying Agent).
- The SF 44 will be signed by the vendor along with an Invoice Signed by the vendor
- If the vendor refuses to sign, a memorandum signed by the PA and PPO will be attached.
- No corrective fluid/white-out is authorized. All corrections must be made by lining through the information to be corrected and initialing by it.
- The original SF 44 will be submitted to Finance + Invoice for payment received with signature.

UNIT COMMANDER'S GUIDE TO PAYING AGENTS

**Department of Defense Form 1081, Example Returned
from Paying Agent**

STATEMENT OF AGENT OFFICER'S ACCOUNT				
DISBURSING OFFICER'S NAME ADDRESS, DISBURSING STATION SYMBOL NO. JOHN D. DOE, MAJ, FC FM CO CAMP WEST, IRAQ APO AE 09344 DSSN: 8888 DISBURSING AGENT: NAME AND RANK		AGENT OFFICER'S NAME, GRADE, SSN, UNIT ADDRESS <i>(Include ZIP Code/APO number and Telephone number.)</i> SFC PAY AGENT 111-11-1111 UNIT ADDRESS EMAIL: PHONE:		
TRANSACTIONS AFFECTING AGENT OFFICER'S ACCOUNT				
TRANSACTIONS <i>(a)</i>	INCREASE <i>(Received by Agent)</i>	BEGINNING BALANCE <i>(In Agent's Account)</i>	DECREASE <i>(Turned in to Agent)</i>	ENDING BALANCE <i>(In Agent's Account)</i>
1. BALANCE FORWARD		\$20,000.00		
2. U.S. DOLLARS			\$2,000.00	
3. FOREIGN CURRENCY				
4. MILITARY PAYMENT CERTIFICATES				
5. COLLECTIONS				
6. DEPOSITS				
7. NEGOTIABLE INSTRUMENTS:				
A. TREASURY CHECKS				
B. MILITARY PAYMENT ORDERS				
C. OTHER <i>(Specify)</i>				
8. PAID VOUCHERS			\$18,000.00	
9. INCORRECT VOUCHERS RETURNED				
10.				
11.				
12. TOTAL FUNDS IN HANDS OF AGENT OFFICER		\$20,000.00		\$0.00
STATEMENTS				
DISBURSING OFFICER <input type="checkbox"/> ON ADVANCE: I HAVE ENTRUSTED FUNDS AND/OR OTHER ITEMS AS INDICATED IN THIS STATEMENT TO THE ABOVE NAMED AS MY AGENT OFFICER.		AGENT OFFICER <input type="checkbox"/> ON ADVANCE: I, AS AGENT OFFICER, HAVE RECEIVED FUNDS AND/OR OTHER ITEMS AS INDICATED ABOVE. I HAVE ASSUMED PECUNIARY RESPONSIBILITY THEREFOR. I WILL NOTIFY THE DISBURSING OFFICER IMMEDIATELY UPON DISCOVERY OF ANY LOSS OR SHORTAGE, AND I HAVE RECEIVED AND UNDERSTAND WRITTEN INSTRUCTIONS CONCERNING MY DUTIES AND RESPONSIBILITIES AS AN AGENT OFFICER.		
DATE	SIGNATURE OF DISBURSING OFFICER	DATE	SIGNATURE OF AGENT OFFICER	
<input checked="" type="checkbox"/> ON RETURN: I HAVE RECEIVED FUNDS AND/OR OTHER ITEMS AS INDICATED ON THIS STATEMENT FROM THE ABOVE NAMED AGENT OFFICER. <div style="text-align: center; color: blue;"> FOR: JOHN D. DOE, MALDO </div>		<input checked="" type="checkbox"/> ON RETURN: THE ABOVE STATEMENT OF ACCOUNT IS CORRECT. <div style="text-align: center; color: blue;"> /S/ PAY AGENT </div>		
DATE	SIGNATURE OF DISBURSING OFFICER	DATE	SIGNATURE OF AGENT OFFICER	
8 FEB **	/S/ Disbursing Agent	8 FEB **	/S/ PAY AGENT	

PROVIDE US YOUR INPUT

To help you access information quickly and efficiently, Center for Army Lessons Learned (CALL) posts all publications, along with numerous other useful products, on the CALL Web site. The CALL Web site is restricted to U.S. government and allied personnel.

PROVIDE FEEDBACK OR REQUEST INFORMATION

<<http://call.army.mil>>

If you have any comments, suggestions, or requests for information (RFIs), use the following links on the CALL home page: "Request for Information or a CALL Product" or "Give Us Your Feedback."

**PROVIDE TACTICS, TECHNIQUES, AND PROCEDURES (TTP) OR
SUBMIT AN AFTER ACTION REVIEW (AAR)**

If your unit has identified lessons learned or TTP or would like to submit an AAR, please contact CALL using the following information:

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NIPR e-mail address: call.rfimanager@conus.army.mil

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Mailing Address: Center for Army Lessons Learned, ATTN: OCC, 10 Meade Ave., Bldg 50, Fort Leavenworth, KS 66027-1350.

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Foreign Military Studies Office (FMSO)

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Support CAC in the exchange of information by telling us about your successes so they may be shared and become Army successes.



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