

RM RESOURCE MANAGEMENT

Information • Education • Professional Development

HIGHLIGHT P. 14
**WHO SHOULD
BE MY MENTOR?**

Focus on

Professional Development

**30 Student and Alumni
Awards**

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My Syracuse Experience**



RM RESOURCE MANAGEMENT

This medium is approved for official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of professional development.

By order of the Secretary of the Army:

Raymond T. Odierno
GENERAL, UNITED STATES ARMY
CHIEF OF STAFF

ADMINISTRATIVE ASSISTANT
TO THE SECRETARY OF THE ARMY

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RESOURCE MANAGEMENT

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A Message from the Acting Assistant Secretary of the Army (FM&C)

By Mr. Robert M. Speer

I am proud of the work we do and how we go about accomplishing our mission. The valuable contributions the financial management community has made over the last 13 years of war demonstrate individual and team commitment and dedication. I would like to take this opportunity to honor all financial managers for their advancement to the profession, particularly during the current fiscal challenges and times of “budget uncertainty”.

Our continued ability to add value and remain responsive to our Army and National Security resourcing requires a professional FM workforce armed with the skills and expertise that is both current and developed for the future. Therefore, the theme for this publication is “Professional Development,” which is a very appropriate and an extremely important topic to all of us in the financial management profession. Training and development are critical to the success of our individual team members as well as building the greater value and contributions of our profession.

You will find in this edition, key information about Competitive Professional Development, Civilian Leader Development and Academic Degree Training. A detailed description of the fiscal year 2015 training and development opportunities can be found in the articles within this publication.

An area of professional development I would like to emphasize is the obligation for each of us to act as mentors to the junior members of our profession. In May, I was able to attend the American Society of Military Comptrollers Professional Development Institute and participate in the Army’s “Speed Mentoring” session. Participants provide high marks in their evaluations of the mentoring sessions; stating the sessions provided a



valuable opportunity for dialog and exchange, while providing access to leader’s experiences and perspectives.

We are also delighted to report that 9,706 Army financial managers enrolled in the DoD Financial Management (FM) Certification since the start of program. The program is designed to improve the capability of Army’s financial managers especially in audit readiness and analytics. The inclusion of leadership training requirements also should increase the opportunities for leadership training for our civilians throughout their careers in keeping with our military members. I challenge Army FM leaders to lead by example and jump into the Certification Program. Once you achieve the certification, you can assist your subordinates with their certification. This program is a significant step forward and is already shaping the professional development of the Army FM workforce.

Finally, I was able to participate at the commencement ceremony and address the 2014 Defense Comptroller Program (DCP) in Syracuse University, NY, where 30 Department of the Army personnel (16 Military

A Message from the Military Deputy to the Assistant Secretary of the Army (Financial Management and Comptroller)

By LTG Karen E. Dyson

**“Professional Development”
one of the Army Chief of Staff’s
top priorities.**

As I move into my new position as Military Deputy, I want to welcome MG Thomas Horlander as the Deputy Assistant Secretary of the Army (Budget) and congratulate resource managers and financial managers across the Army for successfully executing FY 2014. Working together as a team across Army commands, with DFAS and the contracting community, you optimized critical resources against the Army’s priorities to rebuild readiness. Our environment continues to challenge us as we enter an important year for demonstrating audit readiness in the Statement of Budgetary Activity, as we institutionalize expand Cost Management across all commands, and as we seek financing solutions for emergent operational demands.



The theme of “Professional Development” in this publication highlights one of the Army Chief of Staff’s top priorities. As we continue to face changes in our force structure and prioritize capabilities within fiscal constraints, each of us must explore how we adapt and how we contribute to the dynamic environment around us. I applaud all of you for your diligence in leveraging the DoD Certification Program, other educational or training opportunities and, when possible, developmental assignments. This professional development will give you the edge to think through the complexities of our environment and lead in positive solutions to the challenges ahead.



Competitive Professional Development and Training Opportunities for Financial Managers

By: Comptroller Proponency Office Team

As members of the Financial Management profession we should be especially committed to seeking training and development opportunities. While the primary responsibility to seek the appropriate opportunity lies with the careerist, it is of particular importance for supervisors and leaders to promote and support training and development.

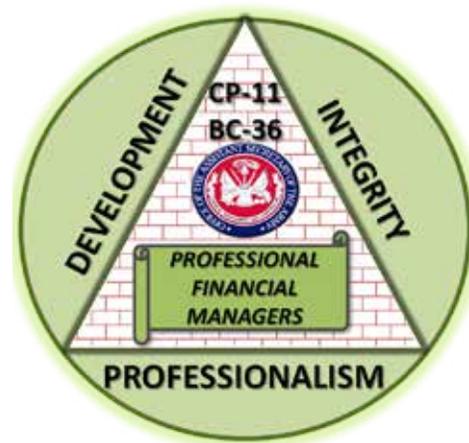
The Proponency Team encourages financial managers to enthusiastically pursue training and career development opportunities. Financial Management functional courses (competencies and proficiency levels) have been mapped to DoD Financial Management Certification Program requirements.

Below are the competitive training and development offerings available to financial managers.

SHORT TERM TRAINING OPPORTUNITIES

-Financial Management 101 Course (FM 101) is a centrally funded two week resident course held at Syracuse University's main campus, Syracuse, NY. FM 101 is specifically designed for personnel in the technical financial management series to increase skills and knowledge in financial and resource management, and basic analytical capabilities. The course is specifically developed for Civilians GS 03-08 in the following series: Series 503: Financial Clerical and Assistance, Series 525: Accounting Technicians, Series 530: Cash Processing, Series 540: Voucher Examining, Series 544: Civilian Pay, Series 545: Military Pay, and Series 561: Budget Clerical and Assistance.

-Army Comptroller Course (ACC) is a centrally funded three week resident program held at Syracuse University's main campus, Syracuse, NY. ACC provides a basic multi-disciplined financial and resource management (RM) overview to DoD military & civilian personnel newly



assigned to the Comptroller Career field and to other personnel without a multi-disciplined background. The course blends current DoD/Army management and the latest in academic management techniques. ACC provides graduates the ability to operate within the current environment and gives them the skills necessary to be more effective and efficient. Target audience: Branch Code (BC) 36 – CPT and MAJ; Military Occupational Specialty (MOS) 36 – SFC and Above (SSG with waiver); 2nd year Interns; GS-11 and above.

-Executive Comptroller Course (ECC) is a centrally funded three week resident program, held at Syracuse University's main campus, Syracuse, NY. ECC provides a broad perspective of the core competencies of Defense Financial Management and the application of those competencies within DoD. The course also covers the core competencies of resource/financial management and decision making within the U.S. Army. The program critically examines all aspects of the Planning, Programming, Budgeting and Execution (PPBE) from planning to prior year execution funds management and current issues in resource management. Target audience: BC 36 – MAJ and LTC; MOS 36 – MSG and Above (CPT/SFC with waiver); GS-11 and above.

-Senior Resource Managers Course (SRMC) is a centrally funded five day course taught at Syracuse University's Minnowbrook Conference Center in the Adirondack Mountains. Purpose of the course is to discuss current resource management issues; to better understand the changing resource management environment of the Army and DoD; to provide a venue

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for senior resource managers to discuss issues, develop and share solutions. Target audience: BC 36 - LTC and COL; Senior Enlisted MOS 36; GS-14/15.

-Defense Financial Management Course (DFMC) is a centrally funded three week professional development course taught at the Defense Financial Management & Comptroller School (DFM&CS), Maxwell AFB, Montgomery, AL. DFMC combines Air Force faculty lectures, interactive seminars, networking, small group discussions, facilitated exercises and an extensive, prestigious guest-speaker program to reinforce the course with “real world” applications. DFMC also develops decision support skill sets to include critical thinking, analysis, advisory responsibility, strategic orientation, leadership and conflict resolution. Target audience: BC 36 - MAJ and LTC; MOS 36 - MSG and above; GS-11 and above.

-Defense Decision Support Course (DDSC) is a centrally funded four day course taught at the Defense Financial Management & Comptroller School (DFM&CS), Maxwell AFB, Montgomery, AL. DDSC provides senior level personnel with the merits of Decision Support instruction, and use by subordinates. The course defines Decision Support, introduces a Decision Support Model, describes various analysis tools and techniques (both qualitative and quantitative), and allows students limited practice in putting the concepts into action through practical exercises. To achieve maximum effectiveness, students selected for this course should possess a broad knowledge of the DoD FM environment, a strategic perspective, and above average critical/creative thinking and oral and written communication skills. Target audience: BC 36 – MAJ and LTC; MOS 36 – MSG and above; GS-12 and above.

-Enhanced Defense Financial Management Training (EDFMT) is a centrally funded five day, intensive financial management review course taught in three modules: resource management environment, budgeting and cost analysis, and accounting and finance. EDFMT is offered at various locations (including overseas) throughout the year ensuring financial managers are able to attend while minimizing travel expenses. Target audience: BC 36 - MAJ and above; MOS 36 - MSG and above (SFC with waiver); GS-9 and above.

NEW SHORT TERM TRAINING OPPORTUNITIES!

The U.S. Army Financial Management School (FMS) in partnership with the University of South Carolina's Darla Moore School of Business is offering the following courses at the University of South Carolina Campus.

-SAP TERP10 - Training in Enterprise Resource Planning (ERP) Certification Course is a centrally funded, intense four week resident graduate education course. This course is designed to provide students with an overall understanding and a working knowledge of the function, design, control, and use of ERP systems as implemented by the Federal Government. Students will get an understanding of their own technology, as well as the technology of the entities which they interact. The curriculum provides students with the conceptual understanding and applied skills to be able to navigate the complexities of transaction processing and data queries inherent in modern ERP systems. Courses: Financial Accounting, Application of Advanced Databases to Accounting and Business, Accounting Information Systems from a Strategic Perspective, Enterprise Resource Planning (ERP) Systems (TERP10). Program is considered very rigorous and fast paced. Target Audience: FM Professionals with completed undergraduate degree. (BC 36 Officers and Noncommissioned Officers, and CP-11 Civilians are all eligible.) For SAP TERP10 information and class dates visit: [https://www.milsuite.mil/book/groups/financial-management-school/content?filterID=contentstatus\[published\]~category\[sap-certification\]#](https://www.milsuite.mil/book/groups/financial-management-school/content?filterID=contentstatus[published]~category[sap-certification]#)

-Business Analytics Course (BAC) is a centrally funded one week course. This resident education course will provide students a good understanding of the SAP BI capabilities and advanced MS Excel functionality. This program provides intensive education focused on the Decision Support competency. The skills gained in this program will also enhance effectiveness in all competencies that involve data manipulation and analysis, specifically Accounting Analysis and Financial Management Analysis. This course is best suited for financial managers/analysts that work with large amounts of data. This program is considered very rigorous and fast paced. Target audience: Army FM Financial Managers with preferably 1 year of GFEBs experience. BC 36 Officers, Noncommissioned Officers, and CP-11 civilians are eligible. Students must



have a good understanding of MS Excel. For BAC information and class dates visit: [https://www.milsuite.mil/book/groups/financial-management-school/content?filterID=contentstatus\[published\]~category\[business-analytics-course\]#](https://www.milsuite.mil/book/groups/financial-management-school/content?filterID=contentstatus[published]~category[business-analytics-course]#)

LONG TERM TRAINING (LTT) OPPORTUNITIES

-Academic Degree Training (ADT) Army Civilian Training, Education and Development System (ACTEDS) funding allows for training at various colleges and universities. ADT gives students valuable learning experience and a competitive edge for advancement. Tuition and books are centrally funded. Careerists develop their own full-time or part-time course of study with a local college or university. Although part-time academic programs are a priority, full-time applications are considered for acceptance. All degree programs must be approved by the Assistant Secretary of the Army (Manpower & Reserve Affairs) ASA (M&RA). Target audience: employees with three years of permanent, full-time employment. For more details, checklists and forms go to <http://cpol.army.mil/library/train/catalog/ch04adt.html>.

-Defense Comptrollership Program (DCP) is a centrally funded fourteen month long-term training opportunity at Syracuse University, Syracuse, N.Y. After successfully completing the 60 hour curriculum, students

graduate with a Master of Business Administration (MBA) from the Whitman School of Management and an Executive Masters of Public Administration (EMPA) from the Maxwell School of Citizenship and Public Affairs. This graduate level program of study provides DoD resource managers with the conceptual perspective, practical analytical tools, and management skills required in the increasingly complex resource management environment. Courses and seminars are included in the subject areas of quantitative analysis, management information systems, accounting, economics, marketing, operations management, national defense policies and programs, managerial finance, organizational policy and administration, and DoD Comptrollership. Applicants must possess three years government civilian or military "resource" management experience and a total of five years government service. CP-11 graduated interns must have three years of journey level experience as of the application due date. Target audience: BC 36 - MAJ and high performing CPT; Senior Enlisted MOS 36; GS-09 and above with GMAT scores of 500 or greater are eligible to compete. DCP is also open to civilians and military in other Defense agencies and Services.



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CP11 FY2015 CENTRALLY FUNDED COMPETITIVE TRAINING CALENDAR

COURSE	DATES	SUSPENSE TO UPLOAD APPLICATION PACKET To GoArmyED	
Army Comptroller Course (ACC) Syracuse, NY	15-I 20 Oct - 07 Nov 14	08 Aug 14	
	15-II 09 Feb - 27 Feb 15	05 Dec 14	
	15-III 20 Apr - 08 May 15	09 Feb 15	
	15-IV 10 Aug - 28 Aug 15	05 Jun 15	
Executive Comptroller Course (ECC) Syracuse, NY	15-I 12 Jan - 30 Jan 15	03 Nov 14	
	15-II 16 Mar - 03 Apr 15	09 Jan 15	
	15-III 01 Jun - 19 Jun 15	27 Mar 15	
Senior Recourse Managers Course (SRMC) Syracuse, NY	15-I 13 Apr - 17Apr 15	09 Feb 15	
Financial Management 101-15 (FM 101)	08 Dec - 17 Dec 14	05 Sep 14	
Financial Management 101 15-II (Offsite)	14 Sep - 23 Sep 15 (Tentative)	05 Jun 15	
Defense Financial Management Course (DFMC) Maxwell, AFB, AL	15A 03 Nov - 21 Nov 14	01 Sep 14	
	15B 27 Jan - 13 Feb 15	07 Nov 14	
	15C 14 Apr - 01 May 15	06 Mar 15	
	15D 28 Jul - 14 Aug 15	15 May 15	
Defense Decision Support Course (DDSC) Maxwell, AFB, AL	15A 08 Dec - 12 Dec 14	03 Oct 14	
	Fort Hood, TX (Mobile)	15M1 07 Oct - 10 Oct 14	05 Sep 14
	San Antonio, TX (Mobile)	15M2 14 Oct - 17 Oct 14	08 Sep 14
	Beale AFB, CA (Mobile)	15M3 03 Mar - 06 Mar 15	02 Feb 15
	Hawaii (Mobile)	15M4 10 Mar -13 Mar 15	09 Feb 15
	Stuttgart, Germany (Mobile)	15M5 12 May -15 May 15	13 Apr 15
	Huntsville, AL (Mobile)	15M6 02 Jun - 05 Jun 15	01 May 15
	Andrews AFB, MD (Mobile)	15M7 18 Aug - 21 Aug 15	22 Jun 15
	Joint Base Langley-Eustis (Mobile)	15M8 24 Aug - 27 Aug 15	14 Jun 15
Defense Comptrollership Program (DCP) Class of 2017 Suspense: OCT 2015 Syracuse, NY	XX May 16 - XX Aug 17	TBD	
Civilian Academic Degree Training (ADT)	(OPEN CONTINUOUS)	90 Days Prior to Start Date	
Training with Industry (TWI) Program	TBD	MIL – 03 OCT 14	

OTHER PROFESSIONAL DEVELOPMENT OPPORTUNITIES:

Financial Management School (FMS) Sponsored Training:

NOTE: Students interested the FMS sponsored training must enroll through the Army Training Requirements and Resource System (ATRRS). For a complete list of training dates and registration requirements for FY2015, please visit: <https://www.atrrs.army.mil/atrrscc/course.aspx>

36B Advanced Individual Training– Financial Management Technician is an eight week, three day course designed to train Advanced Individual Training (AIT) Soldiers to be Financial Management Technicians. The two major areas of instruction consist of combat survivability and technical training, which are designed to prepare junior enlisted Soldiers to support operations in the Contemporary Operational Environment. The course is open to Active or Reserve Component military personnel in grade SSG or below who will be assigned to a position in a Resource Management or Defense Accounting/Finance Office.

Financial Management Basic Officer Leader Course (FMBOLC) is an twelve week, three day course designed for officers to possess the basic foundation values, attributes, and skills required of Army officers; portray basic leadership skills and individual self-confidence necessary to meet branch specific challenges, display fundamental individual skills (technical competence), marksmanship, land navigation, maintenance, and demonstrate basic proficiency (tactically grounded) in Army doctrine, training management, and small unit combat operations, and embody the “Warrior Ethos” and physical fitness ethic.

Financial Management Captains Career Course (FMCCC) is a twenty week course designed as graduate level education for the finance company grade officer. Although some instruction is in traditional instructor to student format, much of the course is geared toward group projects to enhance officer development through sharing of ideas with peers under the mentorship and direction of a course director. All students will have their own computer in a state of the art classroom. Although not all encompassing, the following areas are stressed throughout the course: Leadership, Tactical, Technical,

Peers (working in teams), Briefing/Writing and Preparing for Detachment Command.

Financial Management Pre-Command Course (FMPCC) is a one week course which provides seminar type discussions / briefings on issues / topics of importance concerning finance wartime doctrine, command responsibilities, and the various procedures and relationships encountered in a Finance Command. The course includes discussions with subject area experts in the DOD financial management community on current finance and accounting plans, operations, system development and network quality.

The following courses may be instructed via mobile training team for organizations who need the training and meet the minimum course load requirements: Contact the Chief, Financial Management Division, at 803-751-8640 at the FMS for further information.

Planning, Programming, Budget, and Execution (PPBE) is taught over the course of two weeks, the Planning and Programming phases include several Department of Defense (DoD) and Department of the Army (DA) programs including: Introduction to Key Financial Roles, Missions of DoD, DoD/DA Resource Allocation System PPBE, Working Capital Funds, Single Stock Fund, Reserve Component Appropriations, Military Construction, Fiscal Code, Research Development and Acquisition, Activity Based Costing, Economic Analysis, Commercial Activities, Implement Continuous Improvement Methodologies, Cost Analysis, Management Internal Control Program, and Manpower Management Process. The Budgeting Phase consists of developing an installation budget. The final phase, Execution, consists of tools and/or agencies available to the resource manager to assist in monitoring how well they execute their budget. Subject areas in the Execution phase include Flow and Receipt of Funds, Administrative Funds Control, Commitment and Obligation Rules, Obligation Management, Fiscal Law, and Auditing in the Federal Government. This course is designed to serve as Phase 1 of the comptrollership Training for Branch 36 (36B) and also meets the requirements associated with the ACTEDS CP-11 Internship Program.

Deployed Operations Resource Management Course (DORMC) is a two week course designed to meet a capability gap that was identified by previously deployed Comptrollers. It is comprised of hands-on, scenario-based resource management training. This course focuses on financial systems used in theater, fiscal law, contingency contracting, and theater-specific funding. Training focuses on critical tasks that were selected in conjunction with 3rd US Army. The target audience for the course is officers, NCOs, and civilians who are preparing to deploy into theater and conduct resource management operations.

This is also a great course for Financial Managers, who are looking to get exposed to Resource Management Operations in theater. The primary areas of instruction are operational doctrine, financial management operations order development, all aspects of contingency funding, and basic financial management systems. The course simulates an AOR environment focusing on multinational, combined, and joint operations through situational training scenarios. The course is available to military, Allied Nations, and DA civilians to train personnel in the principles of resource management and ultimately provide certified financial resource managers.

General Fund Enterprise Business System (GFEBS) Financials Course is a two week course that will provide GFEBS in-depth instruction related to the Financials end-to-end process - Funds Management, Spending Chain end to end, IDOC's, Project Systems, Reimbursables, Creating WBS, Reimbursable Billing, Reports end to end, Period/Year End Close. Any Soldier or civilian, regardless of military component or grade, who has been command-designated as a new GFEBS user who uses financial data is recommended to take this course. These personnel serve in organizations responsible for utilizing GFEBS to conduct cost management functions. This course is for all components - Active, National Guard, and Reserve. GFEBS training provides a core financial enterprise resource planning solution that is used to manage the Army's general fund, dramatically improve financial performance, standardize business processes and ensure the Army can meet future needs for combat operations and day-to-day financial management activities.

General Fund Enterprise Business System (GFEBS) Cost Management Course is a two week course that will provide GFEBS in-depth instruction related to

cost management - capturing data, enabling system administration, performing cost assignment, cost accumulation, revenue accumulation and cost monitoring, generating reports, and maintaining core financial system requirements. Any Soldier or civilian, regardless of military component or grade, who has been command-designated as a new GFEBS user who uses cost data is recommended to take this course. These personnel serve in organizations responsible for utilizing GFEBS to conduct cost management functions. This course is for all components - Active, National Guard, and Reserve. GFEBS training provides a core financial enterprise resource planning solution that is used to manage the Army's general fund, dramatically improve financial performance, standardize business processes and ensure the Army can meet future needs for combat operations and day-to-day financial management activities.

Principles of Cost Accounting and Management (PCAM) is a three week course that provides the basic principles, concepts, and terminology related to cost analysis and cost management. Two-thirds of the course focuses on basic cost accounting processes and concepts while one-third is dedicated to the application and reinforcement of the concepts learned through practical exercise and case studies. This course is for all components - Active, National Guard, and Reserve. NCOs will hold the rank/grade of Sergeant/E5 to Sergeant Major/E9. Officers will hold the rank/grade of 2nd Lieutenant/O1 to Lieutenant Colonel/O5. Any civilian pay grade may attend. The target audience for this course is command designated cost experts or personnel who will fill command analyst positions. This course educates military and civilian personnel on fundamental cost analysis and cost management principles, theories, and application. This course is not intended to teach the mechanics of GFEBS, but will provide the knowledge needed to leverage GFEBS to its full potential and develop leaders' ability to think critically about controlling and managing costs while fully supporting commanders and the mission.

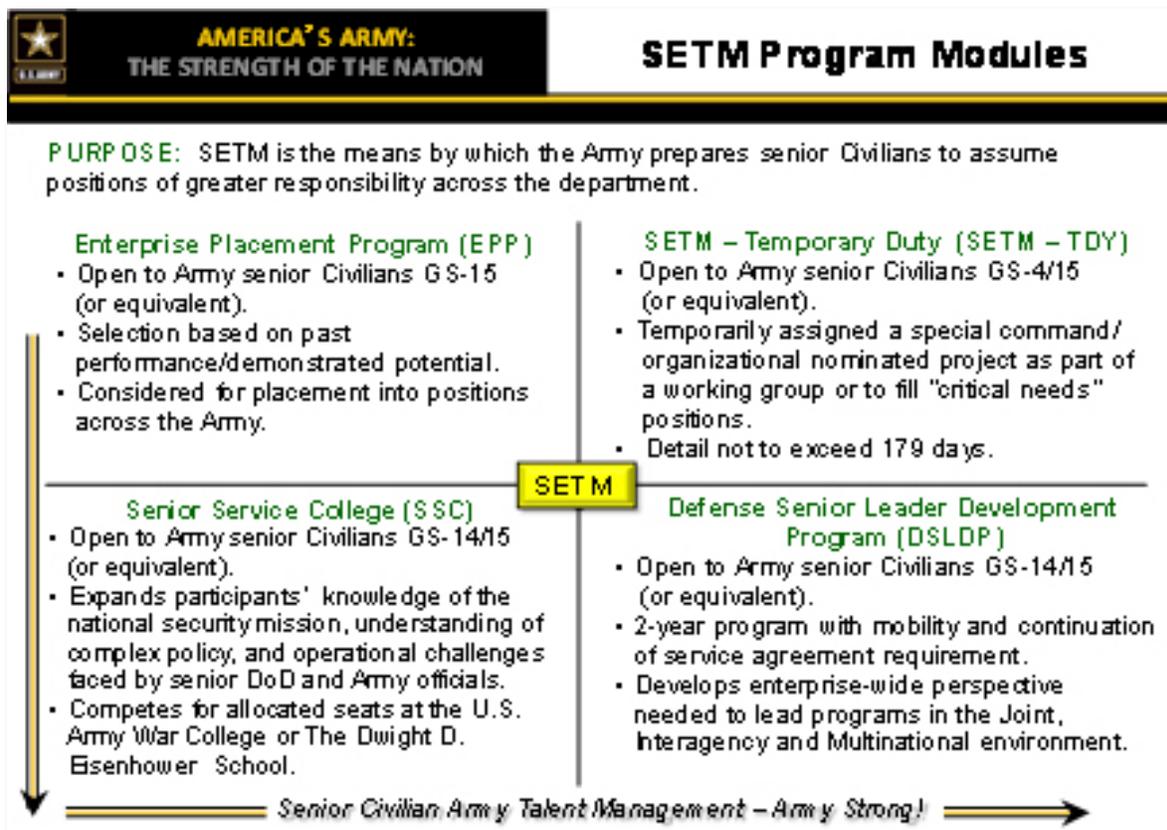
Intermediate Cost Accounting and Management (ICAM) is a three week course that provides in-depth instructions related to cost analysis and cost management concepts, theories, and application. The first week of this course reinforces the material from the Principles of Cost Analysis and Management (PCAM), but also introduces more advanced concepts and practical exercises.

The last two weeks focuses on the application of concepts by providing several case studies and practical exercises that progressively get more complex. The target audience for this course is command designated cost experts or personnel who will fill command analyst positions. This course is for all components - Active, National Guard, and Reserve, military and civilian. NCOs will hold the Rank/Grade of Staff Sergeant/E6 to Sergeant Major/E9. Officers will hold the Rank/Grade of 2nd Lieutenant/O1 to Lieutenant Colonel/O5. Civilians will hold the Pay Grade GS-9 to GS-14. This course educates military and civilian personnel on advanced cost analysis and cost management principles, theories, and application. This course is not intended to teach the mechanics of GFEBs, but will provide the critical knowledge needed to leverage GFEBs to its full potential and develop leaders' ability to think critically about controlling and managing costs while fully supporting commanders and the mission.

COMPETITIVE DEVELOPMENTAL TRAINING OPPORTUNITIES:

-Senior Enterprise Talent Management (SETM) is a Civilian leader talent management program for GS-14/15 and equivalent employees preparing participants for positions of greatest responsibility in the Department of Army through advanced senior-level educational and experiential learning opportunities. SETM is comprised of the following components:

1) Enterprise Placement Program (EPP) Open to GS-15 (and equivalents) only, this program allows eligible employees to volunteer for participation in a central talent management program. Applicants will undergo review by the SETM Board and, if accepted, are designated as Army Enterprise Employees (AEE) and offered reassignment to an Army Enterprise Positions. Prior to accepting an assignment, AEEs will be required to sign a mobility agreement, if the position is outside their local commuting area.



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2) SETM – Temporary Duty (SETM-TDY) Open to GS-14/15 (and equivalents), this program provides stretching and broadening opportunities gained through participation in projects throughout Army. All projects will last no more that 179 days and there is not a mobility or service obligation agreement requirement for this program.

3) Senior Service College (SSC) Open to GS-14/15 (and equivalents), this program provides eligible employees the opportunity to attend the Army War College or the Dwight D. Eisenhower School for National Security and Resources Strategy (formerly the Industrial College of the Armed Forces (ICAF)). Participants in the residence portion will attend either school for ten months and upon graduation will receive reassignment to an Army Enterprise Position. For those participants in the non-residence course, reassignment is optional. Mobility and/or service obligation agreements are required as appropriate for residence and non-residence training.

4) Defense Senior Leader Development Program (DSLDP). Open to GS-14/15 (and equivalents), this two year program provides participants with joint experience and training. Employees selected for DSLDP will attend another services' Senior Service College during the first year followed by another year of seminars and developmental assignments across the Department of Defense. Both mobility and service obligation agreement are required for participation in DSLDP.

For more information on the SETM program, please visit: <http://www.civiliantraining.army.mil/professional/Pages/SETM.aspx>

-Army Congressional Fellowship Program (ACFP) is designed to provide congressional training to top Army officers and Civilians. The selected Fellow will begin his/her Fellowship in May 2016 by participating in a HQDA orientation program (May-December 2016). The orientation program educates Fellows on HQDA

operations and the Army's position on a wide range of issues. It also includes a variety of meetings, seminars, educational readings, and attendance at a one-week Force Integration course. ACFP is open to GS-11 though GS-14 level who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System (Title 10 USC 1610) and have a minimum of three years of consecutive service under one or more permanent Department of the Army civilian positions. Pre-requisites: Minimum of a Bachelor's degree (GPA must be 3.0 unless applicant has previously earned a Master's degree) and completion of appropriate Civilian Education System (CES) training. Army Civilians, send email inquiries to: usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil.

-House Appropriations Committee (HAC)

Professional Development Program is targeted to eligible individuals seeking increased knowledge and proficiency in the Federal Budget, the Budget process, investigation techniques, budget policy processes, and policy or programs evaluations. Selected participants will be directly involved in activities or individual subcommittees that are focused on completing extensive analytical evaluations and research with House Appropriations Committee members. Ideal candidates are individuals in Budget, Policy or related fields who are eager to learn these areas of expertise. Individuals will be detailed for the standard length of time associated with the Appropriations Committee of one year or one budget cycle. The HAC is open to all DA civilian employees who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System (Title 10 USC 1610). Army Civilians, send email inquiries to: usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil.



-Harvard University Program for Senior Executive Fellows (SEF) is a four week program providing GS-14 to GS-15 practical, effective tools that help identify and analyze the challenges and opportunities facing your organization, and master them politically, as well as technically; develop strategic plans of action using communication, negotiation and coalition-building skills; manage the tensions between long-term policy goals and short-term political pressures; and create an organizational environment that is responsive to change, but also true to its purpose and tradition. Completion of appropriate Civilian Education System (CES) training is pre-requisite with a minimum of three years of full-time Army Civilian service. Army Civilians, send email inquiries to: usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil.

-Leadership for a Democratic Society (LDS) is a four week program for Army Civilian Managers at the GS-15 or pay band equivalent level. The program is designed to improve the leadership skills of senior career federal government executives to enhance individual and organizational performance. It focuses on personal leadership, transforming organizations, policy in a Constitutional system, and global context for executive action. Training consists of large seminar and small breakout sessions guided by professional facilitators. Completion of appropriate Civilian Education System (CES) training is a pre-requisite. Army Civilians, send email inquiries to: usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil.

-DoD Executive Leadership Development Program (ELDP) is a rigorous program that demands a significant commitment by participants and respective commands. Topics include team building, problem solving, decision-making, and communication skills. During the course of a typical ten month training cycle an ELDP participant can expect to travel and participate in training deployments for at least a week to twelve days out of each month. Participants are required to work long hours when deployed, travel on weekends, adjust to rapidly changing conditions and situations, climb three-story nautical ladders, jump from airborne training towers, fly in tactically configured military aircraft, and participate in rigorous physical fitness activities that include but are not limited to running or walking a mile in twelve minutes or less, doing push-ups, sit-ups, pull-ups and participating in an

organized physical fitness regimen. Extraordinary dietary requirements or unique/specialized medical care may not be available while traveling overseas or working at training sites. Applicants should consider these when applying for ELDP. The program is open to GS-12 through GS-14 or equivalent pay grade/band. Pre-requisites are completion of appropriate Civilian Education System (CES) training, Secret security clearance at the time of nomination, valid Passport, and Government Travel Card. Army Civilians, send email inquiries to: usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil

-Army Civilian Education System (CES) Training is a progressive and sequential leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers, which is offered through distance learning (dl) and residence training. CES leadership courses, or designated equivalent courses, are required for all Army Civilians. The CES leader development program includes five courses based on current grade level: Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC) and Continuing Education for Senior Leaders (CESL). In addition, CES also includes the Action Officer Development Course (AODC), Supervisor Development Course (SDC), and the Manager Development Course (MDC). NOTE: All Army Civilians hired after September 30, 2006 are required to take the Foundation Course prior to enrolling in BC, IC or AC. Register via the Civilian Human Resources Training Application System (CHRTAS) at <https://www.atrrs.army.mil/channels/chrtas>.

-Defense Civilian Emerging Leader Program (DCELP) is designed to develop the next generation of innovative leaders with technical competence to meet the future leadership needs of Department of Defense (DoD). This program focuses on developing emerging leaders in the Acquisition, Financial Management, and Human Resources communities. It consists of five residential courses: Leadership Assessment Team Development I & II, Effective Writing in the Federal Government, Conflict Resolution and Leadership for Non-Supervisors.

The program is open to permanent (non-temporary/non-term) Army Civilians GS-7 through GS-11 and broadband equivalents who have met their current position certification requirement. The DCELP announcement is in April each year.

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Army Management Staff College. n.p. 2014. September 12, 2014 <<http://www.amsc.belvoir.army.mil/ces/>>.

Financial Management School Course Information and Listings Guide. (n.d.). Retrieved January 1, 2014 <<http://www.finance.army.mil/FM-SCRS/index.html>>.

Senior Enterprise Talent Management Program. n.p. 2014. August 25, 2014 <<https://www.csldo.army.mil/>>.

RM

Who Should be My Mentor?

By Ms. Valerie Charles

“Tell me and I forget, teach me and I may remember, involve me and I learn.”

-Benjamin Franklin

Would you like to develop your technical and leadership skills? Would you like to find someone who can help you do these things? If your answer is yes, then finding a mentor may be a fantastic move for your career.

Mentorship is a collaborative and very personal relationship. Ultimately both the mentor and mentee gain something from the relationship. Mentoring is a great platform to share professional experiences in a meaningful way and allows aspiring leaders to tap into their mentors' extensive knowledge and experience.

As a Department of the Army financial manager, you are ultimately responsible for your professional development. Seek mentors that help clarify and support your career goals.

Mentors play a very important role in helping shape a successful career. Successful mentors have a strong self-development orientation and approach to their own professional development. Mentors use a proactive approach identifying and taking full advantage of training and development opportunities available to them.

Effective mentoring is a relationship between two people with the goal of professional and personal development. Usually, a senior professional shares knowledge, experience, and advice with junior or newly hired individuals. Ultimately, the choice is yours for a mentor.

In seeking a mentor(s) it is important to consider someone:

- You respect professionally and who embodies the characteristics you are working to attain
- Willing and eager to share their knowledge



- Open and honest
 - Genuinely interested in you as an individual
- Mentors have “been there” and “done that.” They are great at providing perspective, support and encouragement and are very helpful regardless of where you are in your career.

There are many benefits in having a mentor(s). Some include:

- Gaining valuable and relevant advice on what it takes to get ahead (mentors can be a great “sounding board” for ideas)
- Developing your competencies
- Improving your leadership and communication skills
- Gaining new perspectives about the changing environment and their way of thinking
- Building your professional network (a mentor can help expand your personal and professional contacts)
- Advancing your career by offering recommendations and network for future positions

In conclusion, there are professional benefits in having a mentor and it is important to seek one out that is a right fit. The process of gaining a mentor is informal and requires proactive action. It starts by seeking advice. Ideally, a strong mentor/mentee relationship will endure and facilitate new mentor/mentee relationships throughout a career. Today's mentee's should look to become tomorrow's mentors and in doing so the financial management community will be strengthened. **RM**

About the Author:

Ms Valerie Charles is currently the Army National Guard (ARNG) Deputy Comptroller, located at National Guard Bureau, Arlington, VA. She serves as Deputy Chief, Resource Management Comptroller Division and exercises duties of Appropriation Sponsor of National Guard Personnel Army (NGPA) and Operations and Maintenance, Army National Guard (OMNG) appropriations for the ARNG. Ms Charles is currently working to establish the ARNG Non-appropriated Funds

Whitman Executive Education for the Department of Defense

By: Ms. Irma Finocchiaro



Since 1952, The Defense Comptrollership Program in the Whitman School of Management, Syracuse University has been training and educating financial managers to handle multibillion dollar resources for the Department of Defense. Its more than 1,800 military and civilian graduates are found at the highest levels of financial management in DoD, as well as in business, academia and all levels of government. In order to maintain the competitiveness and uniqueness of the Army Comptrollership Program (ACP), the program was changed in 2002 from a 14-month 51 credit Master of Business Administration (MBA) program to a 14-month 60 credit MBA/Executive Master of Public Administration (EMPA) program. This dual degree joint venture between the Maxwell School and the Whitman School enables Syracuse University to continue to be a premier provider of financial



management education to the Department of Defense. The first class to be awarded both an MBA and an EMPA graduated on August 8, 2003. Over the last several years students from DFAS, US Air Force, IBM Consulting, US Coast Guard and Defense Agencies have attended in addition to active and reserve Army officers, enlisted and civilians.

MAJOR ACCOMPLISHMENTS OF THE DEFENSE COMPTROLLERSHIP PROGRAM 2014:

The class graduated after completing 60 graduate credits and received a Master of Business Administration and an Executive Master of Public Administration. Their average cumulative GPA was 3.749.

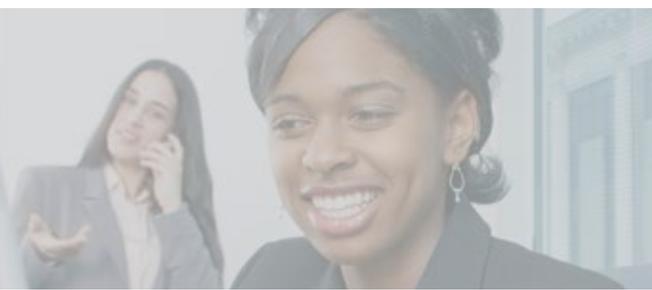
28 students completed the certification requirements to become a Certified Defense Financial Manager. Certificates in Advanced Study in Health Services Management and Policy from the Maxwell School were earned by Michael S. Frankel, Timothy J. Hopper and Kristian D. Mroczko.

Joanne L. Zillic received the 7th annual Major Henry S. N. Ofeciar Award for leadership, selfless support and participation in the Whitman School of Management events during the summer and fall semesters. She also received the LTC Thomas P. Belkofer Award for Academic Excellence for achieving the highest academic standing.

Michael S. Frankel was recognized by the class with the Laychak/Rasmussen Award for Spirit for demonstrating high standards, selflessness, and teamwork.

Adam C. Beem, Joan M. Bower, Yunsong Han, Wesley J. Kwasney, Greg R. Worley and Joanne L. Zillic were inducted into Beta Gamma Sigma, the National Scholastic Honor Society for Business Students.

In addition to their academic workload, the class completed over 800 hours of volunteer service in Syracuse and the surrounding communities.



First Quarter – Summer: 12 Credits

- MBC 601 – Economic Foundation of Business (1½ credits)
- MBC 602 – Economics for International Business (1½ credits)
- MBC 603 – Creating Customer Value (1½ credits)
- MBC 604 – Managing the Marketing Mix (1½ credits)
- MBC 638 – Data Analysis and Decision Making (3 credits)
- PAI 730 – Dispute Resolution for Public Managers (3 credits)

Second Quarter – Fall: 15 Credits

- PAI 897 – Policy Analysis (3 credits)
- MBC 606 – IT for Decision Support (1½ credits)
- MBC 607 – Understanding Financial Statements (1½ credits)
- MBC 608 – Creating Financial Statements (1½ credits)
- MBC 610 – Ideation (1½ credits)
- SCM 656 – Project Management (3 credits)
- PAI 895 – Mid-Career Seminar: Managerial Leadership (3 credits) or PAI elective choice



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Third Quarter – Winter and Spring: 18 Credits

- PAI XXX – Winter Intercession Elective (3 credits)
- FIN 600 – Bank Management (1½ credits)
- MBC 609 – Accounting for Managerial Decisions (1½ credits)
- MBC 616 – Operations Management (1½ credits)
- MBC 617 – Supply Chain Management (1½ credits)
- MBC 618 – Competitive Strategy (1½ credits)
- MBC 619 – Corporate Strategy (1½ credits)
- MBC 627 – Financial Markets and Institutions (1½ credits)
- MBC 628 – Fundamentals of Financial Management (1½ credits)
- PAI 895 – Mid-Career Seminar: Managerial Leadership (3 credits) or PAI elective choice

Fourth Quarter – Summer: 15 Credits

- ACC 760 – Fraud Examination (3 credits)
- MBC 647 – Global Entrepreneurial Management (3 credits)
- BUA 600 – Seminar in Resource Management (3 credits)
- BUA 786 – Seminar in Comptrollership and CDFM (3 credits)
- PAI 996 – Master’s Capstone Project (3 credits)

The Department of the Army and other Services and Defense Agencies also support the Financial Management 101 Course (FM 101), Army Comptroller Course (ACC), Executive Comptroller Course (ECC), and Senior Resource Managers Course (SRMC). For further information and schedules, please see “Competitive Professional Development Programs for the Financial Management Community” located on pages 2-3. **RM**

TRAINING



DCP Class of 2014 Commencement Speech - Assistant Secretary of the Army (FM&C)

By Mr. Robert M. Speer

Good Morning!

Today is a very special occasion. Our Marshall, Professor Geoghegan – who I understand the students have recognized you for your excellence as the best professor in the program....., Senior Vice President Alston, Dean Harter, Dean Rubenstein, and our Course Director - Irma Finocchiaro; thank you so much for allowing me to participate in the 62th Commencement of the Defense Comptrollership Program. Most importantly...Students and Families of the class of 2014 Defense Comptroller program CONGRATULATIONS and Well Done!

During the past 14 months, Irma has been very proud in sharing your impressive accomplishment. We share in her admiration of your commitment and dedication while enrolled at Syracuse. Not only have you earned a MBA and an Executive Masters of Public Administration; but, while doing so, your class maintained a grade point average 3.74, contributed 844 hours of public service, and nearly all of you found time to add at least one credential or certification to your kit bag.

It is very clear you bring the leadership, innovation and higher level analytics we need to meet the many challenges that our Department and Nation are facing.

A special recognition once again Ms Joanne Zillac, the winner of the Belkofer Award and CPT Michael Frankel for award of the Laycheck/Ramassussen Award.

Also to our top 20 percent of a very distinguished class.

Well done!!!



I want to take a bit of time to also recognize a few more people here and those not here: First to Ken Hubbard – the McCall Award, Joe Bentz for the Keenan Memorial award. A heartfelt Congratulation to both of you!!

Thanks to all of you who both strive and achieve excellence....Also: LTG Dyson, Jim Watkins, Kristyn Jones very special people..Now, to what I know you are all hoping will be a concise quick address.

Unfortunately, I am challenged with an inferiority complex after the past week. I listened to a great American hero, SSG Ryan Pitts, make his Speech following his receipt of the Medal of Honor...; a truly remarkable individual.... So if you want something inspiring and memorable, you need to take the opportunity to listen to his speech on the internet. I won't be able to come close to matching his character, nor his impact. And unfortunately, following yesterday at West Point, I have decided to go completely away from script... and will need to focus and be concise so as not to take the entire morning... So bear with me..

....Dr Schneider, a renowned expert and gifted speaker on the profession of Arms, spoke at West Point to Army Senior leaders this week... During his presentation, he outlined the components of what makes a profession...: expertise others do not have; possess unique judgment and understanding; are Stewards of, and have governance over, the profession; abide by ethics and rules that are the principles of their profession; and so on... He went on to say that, as such, the Army is a profession of arms,

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and further, there are professions within the profession of arms, such as medical and legal.

Then came the kicker... he said professions are not necessarily enduring, if not changing or no longer valued; his example... military financial management... he said, it used to be, but he is not sure it is anymore; maybe it is something no longer an expertise or that we are the stewards of and can now be done by someone else.

I believe you and others will make him wrong..

-We can and will no longer just build and defend budgets and record obligations... we must change and refine our expertise and become even better stewards over our profession of financial management and control of resources. Instead of telling commanders what money they spent, we must learn new analytical skills and provide greater insights into what were the outcomes, benefits received and value for the cost. We will provide greater value and expertise...

We must and can lead our people and provide them the skills and knowledge on how to incorporate processes and systems that comply and meet auditable standards; while providing the necessary precious resources to secure our Nation.

You will be called upon to inspire and motivate our workforce while leading significant change management across the entire Army enterprise and our financial management people, processes and technologies. We are looking forward to your influence on developing our PEOPLE with the right skills in our financial management workforce. We need you and others to institute and enforce the policies and PROCESSES with necessary internal controls to reasonably ensure compliance and prohibit waste and abuse. Finally, you must help us complete the implementation of modern TECHNOLOGY – adapting and refining our new accounting systems, while learning new expertise and analytical skills to provide information for cost-informed decision.

I am optimistic with the commitment, enthusiasm and skills you have demonstrated while completing the Defense Comptroller Course, that you are the leaders and managers who will successfully meet these challenges. You are the future Jim Watkins, Ken Hubbards and Joe Bentz's.

You and other recent grads have benefited more than you realize. You have gained new perspectives, new skills and expertise as students and now graduates of the Syracuse Defense Comptroller program. In addition, you added to your tool kit a bit more on how to think versus what to think. This will lead to greater agility and understanding of how to solve the difficult challenges we face in the current fiscal environment; as well as how to provide greater value to our Department of Defense and Army.

A final word of advice: the personal and professional friendships you have made here will be important as you continue to serve. Stay in touch with each other and continue to share! I know that most of you will look fondly back on your time here at Syracuse.

To the families and friends of our new graduates, I join them in thanking you for your support that allowed them to complete the past 14 months successfully; this is indicative of the sacrifice and support our families of service members and civilians have made for a Nation that has been at war for nearly 13 years.

Again, Congratulations on your achievement in the completion and graduation from this premier comptrollership program. Thank you for the opportunity to share in your special day of recognition and commencement. I look forward to working with you and we eagerly await your return and significant influence, as you take on key positions of greater responsibility in the Department of Defense. Our Nation depends on you. We know you are up to the challenge. Best wishes and success in all that you do!!! Thank You. **RM**

About the Author:

In October 2009, Mr. Robert M. Speer was designated as the Principal Deputy Assistant Secretary of the Army (Financial Management and Comptroller). On 28 February 2014, Mr. Robert M. Speer became Acting Assistant Secretary of the Army, Financial Management and Comptroller (ASA (FM&C)). Mr. Speer advises the Secretary of the Army and Chief of Staff on all matters related to Army financial management. He oversees the development, formulation, and implementation of policies, procedures, and programs for improving the efficiency and effectiveness of overall resources in the Department of the Army. He is also responsible for the formulation and submission of the Army budget to Congress and the American people.

Defense Comptrollership Program (DCP): May 28, 2013 - August 01, 2014



*Back Row: *LTC Gregory R. Worley, Amanda M. Schmitt, MAJ Molly J. Weaver, CPT Shannon Frazier, Patricia A. Cour, MAJ Theresa M. Bodnar, Tammara A. Buckey, *Joanne L. Zillic, Laura H. Boyle, Janet L. Avery, Daniel K. Fenzau*

Middle Row: CH MAJ Carl Otis, MAJ Kristian D. Mroczko, CPT Timothy J. Hopper, CPT Michael S. Frankel, Paul A. Goodrich, Joan M. Bower, MAJ Milagros J. Delgado-Pacheco, SGM Christopher Cascardo, MAJ Yunsong Han, MAJ Chad A. Pedigo, MAJ James E. Weaver

Seated: Timothy E. Prince, Demetrius R. White, MAJ Wesley J. Kwasney, Jeff M. Ostendorff, Emeline A. Bacani, Adam C. Beem, MAJ (P) Howard G. Hiestand, MAJ Christopher C. Warren

** Class Liaisons*

Defense Comptrollership Program (DCP) Class of 2014: Introduction

Student Biographies



Janet Avery

Janet Avery is a GS-12 Budget Analyst. Before entering the DCP, she was a Supervisory Budget Analyst for the Tactical Execution Branch in US Army Europe G8 located in Heidelberg, Germany.

After graduation she is projected to work in the Army Budget Office. Janet has over six years of civil service, with more than three and a half of them spent working for USAREUR supporting the tactical units in Germany and Italy. She began her career as a Financial Management Analyst DA Intern achieving the Department of the Army FY 2008 RM Individual Award for Outstanding Intern of the Year At or Above Command Level (May 2009) and the ASMC Meritorious Award in the Intern/Trainee Category for Major Command (May 2009). Janet's experience also extends into Programming, where she managed FARC, the \$400M Recruiting and Retention MDEP at U.S. Army Accessions Command located at Ft. Knox, KY. She has earned a Bachelor of Science degree in Finance (2005) from Western Kentucky University, graduating with the highest honor, Summa Cum Laude. It was during a study abroad program at the University of Glasgow in Scotland that Janet's love for traveling was solidified. Janet enjoys traveling and got to make the most of it while living in Germany for over three years, visiting many countries throughout Europe. She also enjoys watching movies, reading, and interior design.



Emeline Bacani

Emeline Bacani is a GS-11 Auditor. Before entering the DCP, she was an auditor for the Energy, Environment, and Civil Works audit division of US Army Audit Agency at San Antonio, TX. After graduation she will continue to work

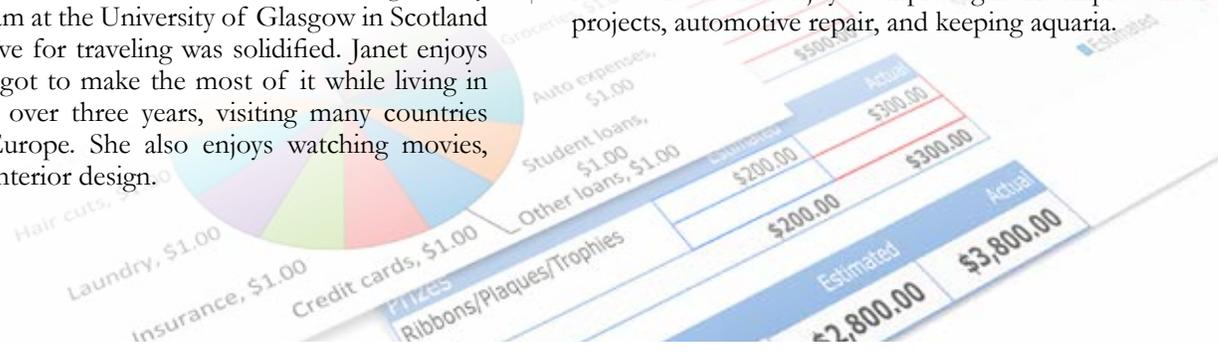
as an auditor for the U.S. Army Audit Agency. Emeline has ten years of civil service; four years with the Army and six years with the Navy. She has earned a Bachelor's degree in Accounting (2009) from the University of Hawaii at Manoa. Emeline enjoys being outdoors participating in hiking, stand up paddle boarding, and snowboarding.



Adam Beem

Adam Beem is a GS-13 Financial Management Analyst. Before entering the DCP, he was the Deputy to the Executive for Budget, PPBC in the Management Controls Directorate of the Army Budget Office. After graduation he will work

as a Program Analyst supporting the Program Objective Memorandum (POM) effort in the Program Branch (J1/8) U.S. Army Africa (AFRICOM). Adam has served more than five years of civil service, with more than three years working for the Army Budget Office. He started his Army career as a manpower and force management intern assigned to HQ IMCOM. He has earned a B.S. in Zoology (2005) and is a Certified Defense Financial Manager. Adam and his wife, Erica, have two cats and love to travel. He enjoys completing home improvement projects, automotive repair, and keeping aquaria.





Theresa Bodnar

Major (MAJ) Theresa Bodnar is an Active Guard Reserve (AGR) Operational Research Analyst (ORSA) with the US Army Reserve. Before entering the DCP, she worked on the Army Staff as a Logistics and Manpower

Analyst for the Office of the Chief, Army Reserve's Plans, Analysis, and Evaluation Directorate (PAED). MAJ Bodnar has 12 years of active federal service in the Army. She spent four years on Active Duty as a Logistics Officer, mobilized in support of the Global War on Terrorism (GWOT) for two years with First Army as Headquarters Company Commander, served one year active duty operational support (ADOS) assignment at US Army Cadet Command, and currently on 5th year as an AGR Officer. She has earned a Bachelor's degree (B.A.) in Elementary Education (2001) and a Master's degree (M.S.) in Organizational Leadership (2010). Military awards and decorations include four Meritorious Service Medals (MSMs), one Army Commendation Medal (ARCOM), two Army Achievement Medals (AAMs), the National Defense Service Medal, Army Service Ribbon, Overseas Service Ribbon, and Meritorious Unit Award. MAJ Bodnar is originally from Ashtabula, OH. She is single and enjoys traveling, playing sports, dancing, and spending time with friends and family.



Joan Bower

Joan Bower is a GS-12 Auditor. Before entering the DCP, she was an auditor for U.S. Army Audit Agency at the Hawaii Field Office on Fort Shafter, Hawaii. After graduation she will work as an auditor at Army Audit's Fort Belvoir

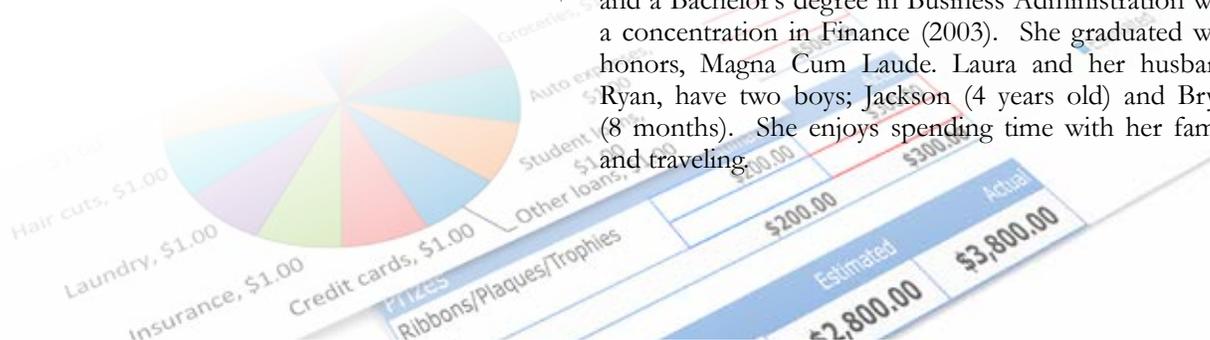
Field Office in Alexandria, Virginia. Joan has served ten years in the Army Reserve and six years of civil service as an auditor with U.S. Army Audit Agency. She has earned a Bachelor of Science Degree in Accounting with a minor in Legal Environment of Business from Pennsylvania State University (2007). She graduated with highest distinction. Joan has two grown children and one grandchild. She enjoys reading and hiking.



Laura Boyle

Laura Boyle is a GS-13 Supervisory Budget Analyst. Before entering the DCP, she was the Branch Chief of the Headquarters Activities Branch in the Budget Branch, Comptroller Division, Resources Directorate (J1/8) at US Africa Command

(AFRICOM) in Stuttgart, Germany. After graduation she will work as a Program Analyst for ACSIM, Programs Integration Division. Laura has worked as a civilian for the Army for nine years. Six of the nine years were with the US Army Corps of Engineers (USACE) and the last three years have been with AFRICOM. Laura earned an Associate's degree in Business Administration (2001) and a Bachelor's degree in Business Administration with a concentration in Finance (2003). She graduated with honors, Magna Cum Laude. Laura and her husband, Ryan, have two boys; Jackson (4 years old) and Bryce (8 months). She enjoys spending time with her family and traveling.





Tammara Buckey

Ms. Tammara Buckey is a GS-11 Accountant at U.S. Army Security Assistance Command (USASAC). Before entering the DCP, she served as the FMS Case Closure Accountant for U.S. Army Europe Command (EUCOM) and U.S. Army

Africa Command (AFRICOM) regional directorates at USASAC's Financial Operations Division. After graduation she will return to Redstone Arsenal to work in the G8, Resource Management Division at USASAC. Ms. Buckey started as a GS-3 with Defense Commissary Agency; working through the ranks, she transitioned to the Medical Command for four years as a Budget Analyst, arriving to her current position, with US Army Security Assistance Command. She represented Weed Army Community Hospital on a five-member team in the 2011 Business Operations Bowl to win 3rd place. She received an Associate's Degree of Accounting (2006) and a Bachelor's Degree in Management Studies (2009). She earned her Lean Six Sigma Black Belt (2011) and became a Certified Defense Financial Manager (2012). Tammara likes to hike with her black Labrador, loves to dance, and play tennis. She recently started doing stand-up comedy for fun.



Christopher Cascardo

Sergeant Major (SGM) Chris Cascardo is a SGM Financial Manager. Before entering the DCP, he was the Resource Manager for the Inter-American Defense

College, Ft McNair, Washington D.C. Chris Cascardo has served 20 years of active military duty, and four years as a financial consultant to the Defense Intelligence Agency. He has earned an Associate's degree in General Studies (2000), CDFM-A (2009), BBA in Business Management (2012), and the Army Cost Management certificate from the Naval Postgraduate School (2012). Chris Cascardo has a daughter, 20, and a son, 14. He enjoys fishing and riding motorcycle.



Patricia Cour

Patricia A. Cour (Patty) is a GS-14 Budget Analyst. Before entering DCP, she was the Chief of Command Analysis at Installation Management Command (IMCOM), San Antonio, Texas. After graduation, she will return to

IMCOM HQs and work as a Budget Analyst for Plans, Analysis and Evaluations. Patty has over 15 years of civil service in the US Army with assignments in Europe, Texas and Washington DC. She has earned a Bachelor of Science Degree in Business (2004). She graduated with honors, Magna cum Laude. Patty and her husband, Ken, have two grown children, one Son-in-Law, one granddaughter and one grandchild on the way. She enjoys the outdoors, reading and watching science fiction/fantasy (i.e. Game of Thrones/JRR Tolkien), and watching cooking shows. She also likes to eat.



Milagros Delgado

Captain (CPT) Milagros J. Delgado is a Financial Manager. Before entering the DCP, she was the Executive Officer at the U.S. Army Special Operations Command (USASOC) Financial Management Support Unit, Fort Bragg,

North Carolina. After graduation, she will attend the Intermediate Level Education at the Command & Staff College, Fort Leavenworth, Kansas. CPT Delgado has served five years in the reserve and nine years of active military duty in the Finance Corps. In 2003, she earned a Bachelor's Degree in Business Administration with a major in Accounting. CPT Delgado has an eight year old daughter, Natalie Millan. They enjoy traveling and spending quality time as a family.



Daniel Fenzau

Dan Fenzau is a GS-11 Auditor. Before entering the DCP, he worked for Army Audit Agency (AAA) at their Fort Belvoir Field Office in Virginia. After graduation he will continue to work for AAA on the Strategic Planning or IT Audit team.

Dan has worked for Army Audit since he graduated from Longwood University (2009). While attending Longwood he earned a B.S. in Business Administration with a concentration in Accounting. Dan is happily married and enjoys reading, card games, building computers, and following e-sports.



Michael Frankel

Captain (CPT) Michael Frankel is a Health Services Comptroller in the Army's Medical Service Corps. Before entering the DCP, he served as the Deputy Chief of Resource Management at Landstuhl Regional Medical Center, Landstuhl, Germany.

After graduating he is projected to serve as the Chief of Resource Management at one of the Army Medical Command's Medical Treatment Facilities. Mike has served eight years on active duty in the Army. He began as a Platoon Leader/Executive Officer at Fort Lewis, WA with the 3rd BDE, 2nd ID. He then completed a Company Command with A Co, 121st Combat Support Hospital (CSH) at Yongsan, Seoul, South Korea. He was then selected for a Health Services Comptroller Internship at Landstuhl, Germany, prior to beginning his most recent assignment as the Deputy Chief, Resource Management Division. Mike completed a B.S. in Urban, Rural, and Environmental Planning from Brigham Young University (2005), and a M.S. in Environmental Management from the University of Maryland (2012). Mike earned the CDFM (2011) and a Lean Six Sigma Black Belt from the Army's Medical Command (2013). Mike enjoys spending time with his wife Shay and four children, Avary (8), Sam (6), Will (4), and Jakob (1), as well as traveling, and doing anything outdoors.



Shannon Frazier

Captain (CPT) Shannon Frazier is a financial manager. Before entering DCP, she was the chief of financial management for Army Special Operations Command (USASOC) in Fort Bragg, North Carolina. Shannon has a total of 16 years of Army active duty service.

She enlisted in 1996 as a logistician before attending the Army Green to Gold Program (2005). She also received her commission from the University of Texas El Paso (2007). She has earned a Bachelor's degree in Business Management (2007) from Park University, Missouri. Shannon has two children, Dondre, 15 and Brielle, 8. She enjoys spending time with her family and working out.



Paul Goodrich

Paul Goodrich is a GS-13 Staff Accountant. Before entering the DCP, he was a Staff Accountant for U.S. Army North (ARNORTH), Ft Sam Houston, TX. After graduation he will continue to work as an Accountant for the ARNORTH.

Paul has 12 years of civil service; eight years with DFAS and four years with the Army. He is also a retired Army Master Sergeant with 23 years of active service. He earned his Bachelor's degree in Business/Public Management (1999) from the State University of New York, Utica/Rome. Paul is married with three children. He enjoys running or any type of outdoor activity. He also enjoys traveling and visiting different parts of the world with his wife of 33 years.



Yunsong Han

Major (MAJ) Yunsong (Kevin) Han is a finance officer in US Army. Before entering the DCP, he was a budget analyst at G8, US Army Pacific, Hawaii. His next assignment after DCP has not been decided.

MAJ Han was commissioned in Jan 2004, and he served as a logistics officer for eight years before transferring to the Army Finance Corps in 2012. He has received two Bronze Star Medals from two deployments to Iraq in 2006 and 2011. MAJ Han has earned his BS degree in Economics from University of Virginia (2004). Currently, MAJ Han is single, and enjoys reading and traveling.



Howard Hiestand

Before entering the DCP, Major (MAJ) Howard Hiestand was the Army Reserve Assignment Officer at Human Resources Command, Fort Knox, Kentucky. Following graduation from DCP, he will likely work at the Office of the Chief of

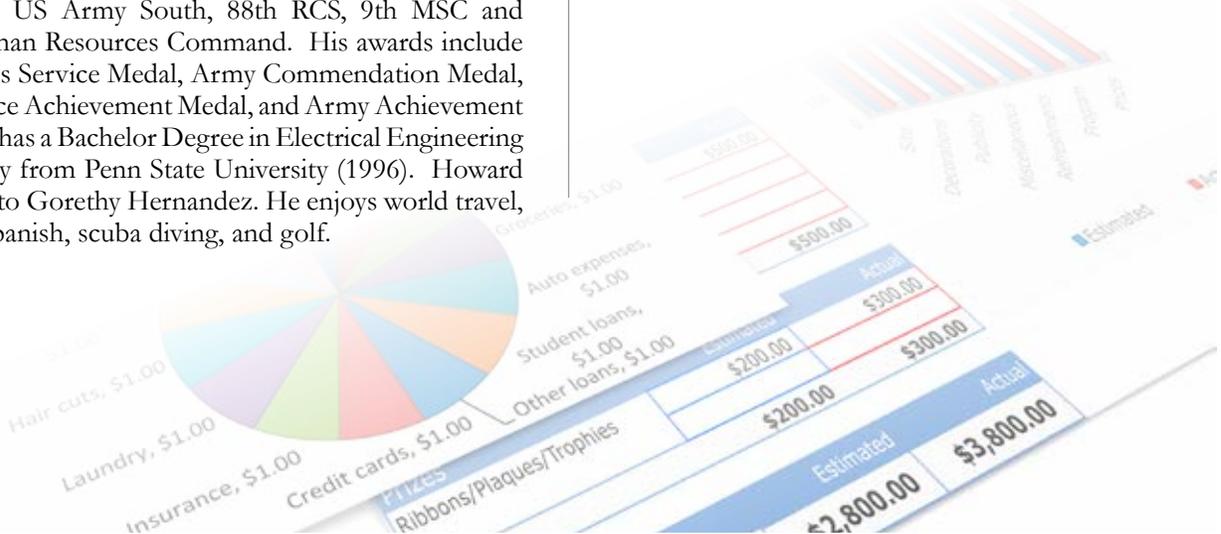
the Army Reserve Fort Belvoir, Virginia. Howard has served 22 years in the Army including seven years enlisted and 15 years AGR. He has worked in the 79 ARCOM, 99th RSC, US Army South, 88th RCS, 9th MSC and Army Human Resources Command. His awards include Meritorious Service Medal, Army Commendation Medal, Joint Service Achievement Medal, and Army Achievement Medal. He has a Bachelor Degree in Electrical Engineering Technology from Penn State University (1996). Howard is married to Gorethy Hernandez. He enjoys world travel, learning Spanish, scuba diving, and golf.



Timothy Hopper

Captain (CPT) Timothy Hopper serves in the Medical Services Corps as a junior level healthcare administrator. Before entering the DCP, he was the Company Commander for Alpha Company at the 86th Combat Support

Hospital out of Fort Campbell, KY. After graduation he will conduct his internship at an Army Medical Center followed by a utilization tour. Captain Hopper has served on active duty for five years after receiving his commission through the Reserve Officer Training Corps (ROTC) Program (2008). He has a Bachelor of Science in Behavioral Neuroscience from Northeastern University in Boston, MA. CPT Hopper's awards and decorations include the Bronze Star Medal, Purple Heart, Army Commendation Medal for Valor, Army Commendation Medal (1OLC), Army Achievement Medal (1OLC), Valorous Unit Award, National Defense Service Medal, Afghanistan Campaign Medal (1BSS), Global War on Terrorism Service Medal, Korean Defense Service Medal, Army Service Ribbon, Overseas Service Ribbon, NATO Medal, Air Assault Badge, Combat Medic Badge, Expert Field Medical Badge, the Parachutist Badge, and the German Armed Forces Badge for Military Proficiency (Gold). Captain Hopper and his wife, Jenny, have one child, Liam, who is nine months old. He enjoys brewing beer, playing golf, and working out.





Wesley Kwasney

Major (MAJ) Wesley Kwasney is a 36A, Financial Manager, in the U.S. Army. Before entering the DCP, he was stationed at Campbell Barracks, Heidelberg, Germany at U.S. Army Europe in the G8 as a Deputy Financial Officer. During

his three years in Germany, Major Kwasney was deployed to Afghanistan for one year as the Comptroller for the Deputy Commanding General for Support of NATO Training Mission – Afghanistan/Combined Security Transition Command - Afghanistan. Wes has served 14 years of active military service, eight as an Armor Officer and six as a Financial Management Officer. He has earned a B.S. in Exercise and Movement Science from the University of Oregon (1999) and a B.S. in Business from Pennsylvania State University (2012) Major Kwasney and his wife, Susan, have one daughter, Maja, five. They enjoy traveling and hope to return to Europe upon graduation.



Kristian Mroczo

Captain (CPT) Kristian Mroczo is an Aeromedical Evacuation Officer and MEDEVAC pilot in the United States Army. Before entering the DCP, he deployed on combat tours in Iraq and Afghanistan, and also served two years stationed in South

Korea. Kristian has served nine years of active military duty, with the most recent of his positions as the aviation Brigade Medical Operations officer. He was charged with the overall training, management, and operation of the unit's medical personnel and MEDEVAC assets. He has earned a Bachelor's degree in Business Administration (2004), and also graduated the Army Aviation Flight School and earned his pilot wings (2005). In the military, he has earned two Bronze Star Medals, two Army Commendation Medals, and the Air Medal. Kristian enjoys working around his house as a new home owner, tinkering with cars, and likes to ski and golf in his spare time.



Jeff Ostendorff

Jeff M. Ostendorff is a Command Budget Analyst in the HQ Army Contracting Command (ACC), Deputy Chief of Staff for Resource Management, Redstone Arsenal, AL. Mr. Ostendorff is also the subject matter expert (SME) for the command's Defense Travel

System (DTS) and Government Travel Card Programs (GOTC). Upon completion of the DCP program, Mr. Ostendorff will work as a Budget Analyst at the ACC-New Jersey Contracting Center, Picatinny Arsenal, NJ. Mr. Ostendorff has worked for HQ ACC since its inception in 2008. Prior to that, Mr. Ostendorff worked in the private sector. He earned his Bachelor's Degree in History and Fine Art from York College of Pennsylvania (1998). Mr. Ostendorff and his wife, Heather, have two young children, ages five and four. He enjoys drawing, painting, playing sports, reading, and spending time with family.



Carl Otis

Chaplain (Major) Carl W. Otis is a native of Chicago, Illinois. He graduated with a Bachelors of Business Administration in Accounting from Eastern Kentucky University, in Richmond, Kentucky (1993). He also holds a Masters in Divinity from Gordon-Conwell Theological Seminary in Charlotte,

North Carolina. He served active duty in the Air Force from 1986-1990 as an enlisted Airman and was commissioned in the U.S. Army in 2004. He has 13 years of active duty service. Chaplain Otis comes to Syracuse University from the Garrison Chaplain's Office, Fort Bragg, NC where he functioned as the Resource Manager. His previous assignments include serving as Battalion Chaplain for 203D Brigade Support Battalion OIF (2009-2010), 2-58 Infantry, 198 ITB and 1-67 Armor, 4th Infantry Division OIF (2005-2006). Carl is an ordained minister of the Advent Christian General Conference. He has enjoyed serving in various churches and chapels over the last couple decades, and has hobbies in photography and racquetball. He is married to the former Stormy Gillespie of War, West Virginia. They have one daughter, Katie (12).

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Chad Pedigo

Chad Pedigo is a Major in the U.S Army. Before entering DCP, he served as a budget officer for Combined Arms Center in Fort Leavenworth, Kansas after completing Command and General Staff College (CGSC). After graduation, he may be reassigned to the Pentagon or an Army command. Chad has served 13 years on active military duty and has spent the previous five years in the Finance Corps. He has earned a Bachelor of Science (1999) and two Master's degrees. Chad and his wife, Melissa, enjoy spending time with their three year old son, Wyatt.



Timothy Prince

Tim Prince is a GS-13 Resource Manager. Before entering the DCP, he was a Resource Manager for the 58th Signal Battalion in Okinawa, Japan. After graduation he will assume the duties of the Resource Manager for the 516th Signal brigade at Fort Shafter, Hawaii. Tim has 21 years of civil service, 12 as a CP-11. He has had assignments in Germany, Korea, and Japan as well as Hawaii and other CONUS areas. He earned his Bachelor's degree in Business Management (1992) from Kennesaw State University in Kennesaw, Georgia. Tim and his wife have Yong Cha, have been married for 28 years with three grown daughters and enjoy traveling and golf.



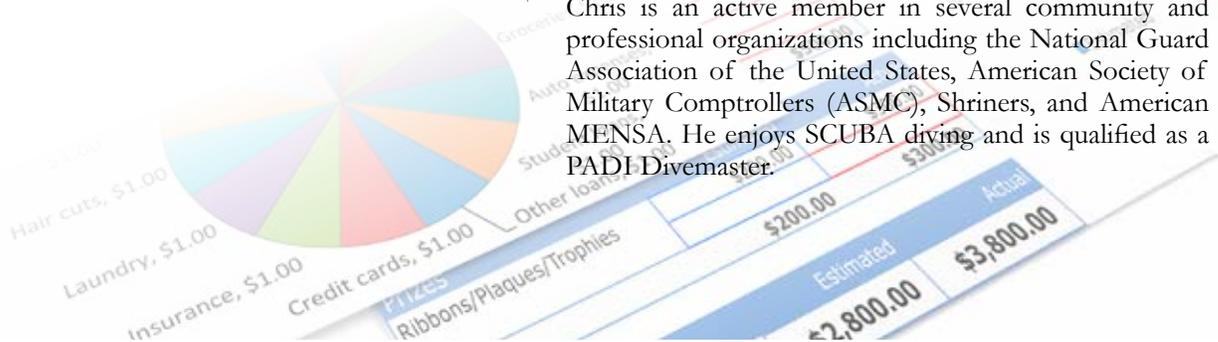
Amanda Schmitt

Amanda Schmitt is a GS-12 auditor with the Army Audit Agency (AAA). She has been with the agency for four years. Before entering the DCP, she worked at Ft. Shafter in Hawaii. After the DCP she will work at Ft. Eustis, VA on acquisition audits. She previously received a Bachelor's degree in Accounting from Syracuse University.



Christopher Warren

Christopher Warren is a Major in the Army National Guard ARNG. Prior to entering the DCP, he was assigned as a Budget Officer for the ARNG Comptroller, working as the team lead for the Operations and Maintenance appropriation. Following graduation, he will be assigned to positions in the United States Property & Fiscal Office for the Oregon Army National Guard. Chris has served 15 years in the Army National Guard (ARNG); 11 of which are active federal service, including overseas deployments to Iraq and Afghanistan and one stateside mobilization. He has been awarded the Bronze Star Medal and Meritorious Service Medal, and has been inducted into the Honorable Order of Saint Barbara. His academic accomplishments include an Associate of Science in General Studies from Vincennes University (2002), and a Bachelor of Science in Liberal Arts with focus on Admin/Business Management from Excelsior College (2005). Additionally, he earned his Certified Defense Financial Manager designation (2013). Chris is an active member in several community and professional organizations including the National Guard Association of the United States, American Society of Military Comptrollers (ASMC), Shriners, and American MENSA. He enjoys SCUBA diving and is qualified as a PADI Divemaster.





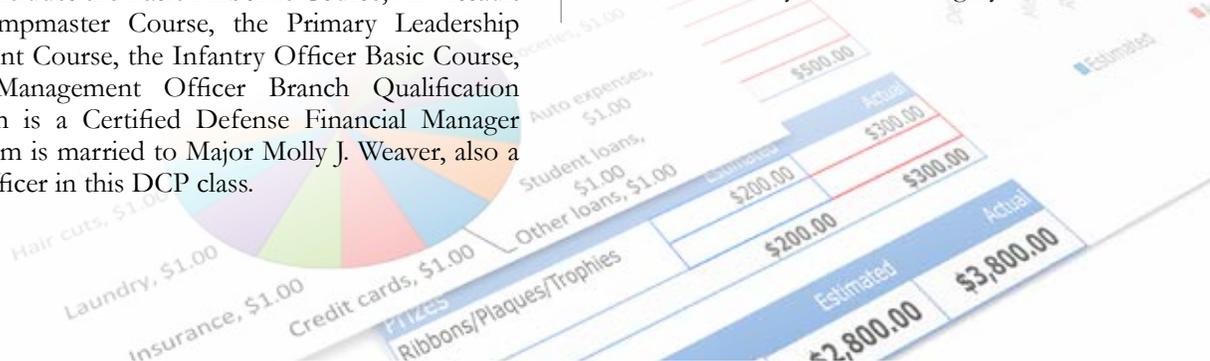
James Weaver

James (Jim) Weaver is a Major in the Finance Corps completing his key developmental assignment as Commander of the 82nd Financial Management Support Unit (FMSU) at Fort Bragg, NC. His most recent position was the 82nd Sustainment Brigade Deputy Support Operations Officer (SPO). As the Deputy SPO, Jim was given the opportunity to broaden his skill set by coordinating and synchronizing logistics assets across Fort Bragg. Jim and his wife, Molly, expect to move to the National Capitol Region (NCR) upon completion of DCP where he plans to join the Army Budget Office (ABO). He currently has over 16 years of active military duty and served in the Pennsylvania ARNG for four years. Jim's awards and decorations include the Bronze Star Medal, Meritorious Service Medal (2 OLC), Army Commendation Medal for Valor, Army Commendation Medal (2 OLC), Army Achievement Medal (7 OLC), Army Good Conduct Medal, Army Reserve Components Achievement Medal, National Defense Service Medal, Iraq Campaign Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, NCO Professional Development Ribbon, Army Service Ribbon, Overseas Service Ribbon, and the Army Reserve Component Overseas Training Ribbon. His unit awards are the Army Valorous Unit Award, Meritorious Unit Commendation, and Army Superior Unit Award. His badges include the Combat Infantryman's Badge, Expert Infantryman's Badge, Master Parachutist Badge, Air Assault Badge, and numerous foreign Parachutist Badges. Graduating in 2002 from Pennsylvania State University, Altoona, Jim earned his Bachelor of Science in Criminal Justice. His military education includes the Basic Airborne Course, Air Assault Course, Jumpmaster Course, the Primary Leadership Development Course, the Infantry Officer Basic Course, Financial Management Officer Branch Qualification Course, Jim is a Certified Defense Financial Manager (CDFM). Jim is married to Major Molly J. Weaver, also a Finance Officer in this DCP class.



Molly Weaver

Molly Weaver is a Major in the Finance Corps completing her key developmental assignment as the BDE Comptroller for the 528th Sustainment Brigade (Special Operations) (Airborne), United States Army Special Operations Command (USASOC), Fort Bragg, NC. She worked with both Major Funded Programs (MFP) 11 and MFP 2 funding in a high operating tempo environment. Molly and her husband, Jim, expect to move to the National Capital Region upon completion of DCP where she plans to work on the OSD-Comptroller Staff. Molly graduated from Gonzaga University (2000) with a Bachelor in Business Administration. She was commissioned as a Field Artillery Officer. Her military education includes the Field Artillery Basic Course, Finance Officer Qualification Course, Finance Officer Advance Course, and the Basic Airborne Course. She has served at all levels of the Finance Corps from cash control officer, detachment commander, and executive officer to the Director of Army Budget at the Pentagon. Molly's awards and decorations include the Meritorious Service Medal (1 OLC), Army Commendation Medal (5 OLC), Army Achievement Medal, (3 OLC), National Defense Service Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Army Service Ribbon, and the Overseas Service Ribbon. Her unit award is the Meritorious Unit Commendation. Her badges include the Parachutist Badge, Army Staff Badge and the Uruguay Parachutist Badge. Molly is married to Major Jim Weaver, also a Finance Officer in DCP. They enjoy skiing, vacationing to the Caribbean, and driving their 1975 Chevy Corvette Stingray.





Demetrius White

Mr. Demetrius R. White is a GS-12 Budget Analyst. Prior to entering the DCP, he was a Senior Budget Analyst for the 202D Military Police Group (Criminal Investigation Command) located in Kaiserslautern, Germany. He

worked budget execution, General Fund Enterprise Business Systems (GFEBs), Human Resources, Manpower, and Internal Controls earning the Commander's Award For Civilian Service and Achievement Medal For Civilian Service. Mr. White is a native of Coldwater, Mississippi. He received his BS in Industrial Technology from Mississippi State University (1997), and received his MA in Management from Webster University (2001). Mr. White is an 11 year veteran of the US Army serving six years as an active duty Air Defense Artillery Officer and five years in the Army Reserves as an enlisted Combat Engineer earning multiple awards to include the Army Commendation Medal, Army Achievement Medal (2 OLC), and the Army Reserve Component Achievement Medal. Mr. White and his wife, La'Shonia, have one child - Desmond (20). While in Germany, he and his family enjoyed their number one hobby of traveling which included castle hopping and going from fest to fest. He most recently returned to reading and working out.



Greg Worley

Major (MAJ) Gregory Worley was born in Ypsilanti, Michigan but lived most of his life in Monticello, Kentucky. Greg joined the Army in 1990 as an enlisted Infantryman. He served in the 82nd and 101st Airborne Divisions from 1991 to

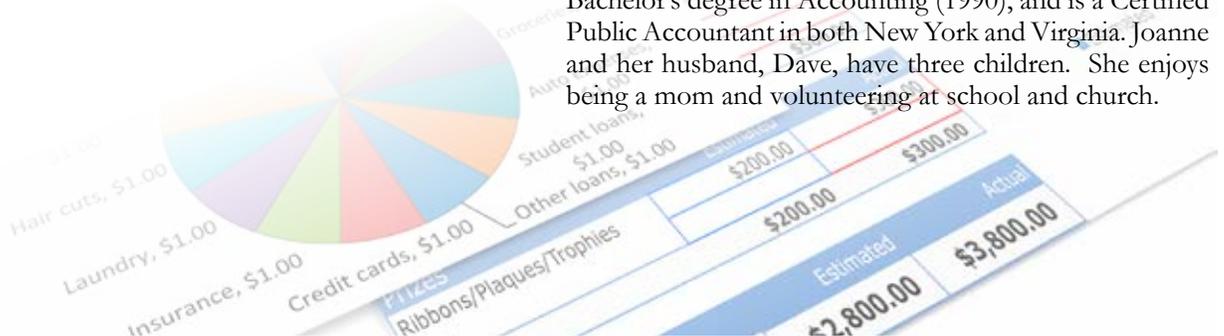
1997. In 1997, he attended the Officer Candidate School, and was commissioned as a Field Artillery Officer. MAJ Gregory graduated from the University of Oklahoma with a B.B.A. (2000). His duty assignments included 2nd Infantry Division, 101st Airborne Division, 160th SOAR, USASOC, and the 75th Ranger Regiment. MAJ Worley is married to the former Lori Ramsey, and has one six year old son, Greg.



Joanne Zillic

Joanne Zillic Is a GS-14 Systems Accountant. Before entering the DCP, she was the Systems Accountant for ASA (FM&C) DASA-Financial Operations, Financial Reporting Directorate in Arlington VA focused on General

Fund financial reporting and improvement. After graduation, she will return to same location to continue improving the Army's posture for auditability and audit readiness within the Enterprise Resource Planning (ERP) environment. Joanne has served seven years of civil service in preparing the Army and the Defense Information Systems Agency for audit. She has earned a Bachelor's degree in Accounting (1990), and is a Certified Public Accountant in both New York and Virginia. Joanne and her husband, Dave, have three children. She enjoys being a mom and volunteering at school and church.





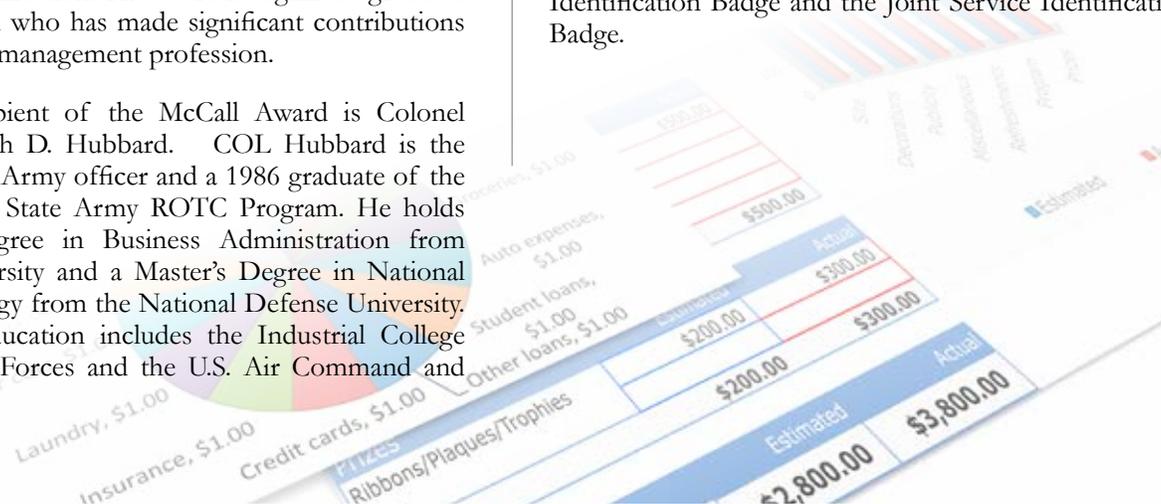
2014 Lieutenant General James F. McCall Award Recipient

The McCall Award for outstanding ACP/DCP military alumni honors LTG James F. McCall, former Comptroller of the Army and a 1970 graduate of the Army Comptrollership Program. General McCall was a strong advocate of financial management professional development, which carried after his retirement from active duty. As the Executive Director for the American Society of Military Comptrollers he continued to work with the Department of Defense providing training opportunities and CDFM certification. The award recognizes a graduate of the program who has made significant contributions to the resource management profession.

The 2014 recipient of the McCall Award is Colonel (COL) Kenneth D. Hubbard. COL Hubbard is the son of a career Army officer and a 1986 graduate of the South Carolina State Army ROTC Program. He holds a Master's Degree in Business Administration from Syracuse University and a Master's Degree in National Resource Strategy from the National Defense University. His military education includes the Industrial College of the Armed Forces and the U.S. Air Command and Staff College.

Prior to becoming the Director of the Army Budget's Operations and Support Directorate, COL Hubbard served as the USFOR-A J8 while assigned as the V Corps G8. Other previous assignments include 3d Infantry Division, Ft. Stewart, GA; NATO assignments as Joint Plans Officer in Croatia/Bosnia; Contingency Operations Budget Analyst, Army Budget Office; Joint Chief of Staffs, Pentagon; Division G8 Comptroller for 1st Infantry Division. COL Hubbard's deployments include participation in Operation Just Cause 1990 Panama; Stabilization Force 1998, Bosnia-Herzegovina; Operation Iraqi Freedom 2009-2010, Iraq; and Operation Enduring Freedom 2012-2013 Afghanistan.

His awards and decorations include the Bronze Star Medal, Defense Meritorious Service Medal, Joint Services Commendation Medal, Army Commendation Medal, Army Joint Meritorious Unit Award, Army Achievement Medal, National Defense Service Medal, Armed Forces Expeditionary Iraq Campaign Medal with the Campaign Star, Global War of Terrorism Medal, Overseas Service Ribbon, NATO Medal, Path Finder Badge, Master parachutist Badge, the Department of the Army Staff Identification Badge and the Joint Service Identification Badge.



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2014 Leonard F. Keenan Award Recipient



The Leonard F. Keenan Memorial Award was established in memory of Leonard F. Keenan, former Deputy Comptroller of the Army and a 1967 graduate of the Army Comptrollership Program. This honor recognizes a graduate of the Whitman School of Management and is

an acknowledgment of the emphasis Larry Keenan placed on ensuring that advanced education opportunities were made available to the civilian members of the Army's Comptroller Career Field. The award is presented in recognition of demonstrated achievements which have made significant contributions to the Department of Defense Resource Management.

The 2014 recipient of the Leonard F. Keenan Award is Mr. Joseph Bentz. Mr. Bentz is the principal advisor to The Auditor General, U.S. Army, on all matters relating to the Agency's audit mission. His responsibilities include developing and overseeing the execution of the Army's Internal Audit Plan to ensure it meets the needs of the Army leadership and overall management of audit operations to include prioritizing audit workload, allocating audit resources and optimizing audit processes. In addition, Mr. Bentz directs the planning, execution and reporting of the Army's most sensitive and significant efforts. He collaborates with other accountability organizations such as the Office of the Inspector General, DOD and Government Accountability Office on issues concerning the Agency's audit plans, projects and results.

Bentz was selected for the Senior Executive Service in May 2009. From January 2012 until June 2013, he served as Deputy Auditor General, Acquisition, Logistics and Technology Audits. In this position, Bentz advised The Auditor General on all matters concerning Agency programs for auditing the Army's major functional areas of acquisition, contracting, weapon system requirements and development, logistics, sustainment, maintenance,

transportation, logistics systems, asset visibility and accountability, ammunition, the industrial base and the Agency's European operations.

2014 Belkofer Award Recipient

The Belkofer Award was named in honor of Lieutenant Colonel Tom Belkofer, killed in Afghanistan in 2010. This award is presented to the student with the highest grade point average (GPA).



The 2014 recipient of the Belkofer Award is Ms. Joanne Zillic. Ms. Zillic is

a GS-14 Systems Accountant. Before entering the DCP she was the Systems Accountant for ASA(FM&C) DASA-Financial Operations, Financial Reporting Directorate in Arlington VA focused on General Fund financial reporting and improvement. After graduation, she will return to same location to continue improving the Army's posture for auditability and audit readiness within the ERP environment.

2014 David Laychak and Rhonda Rasmussen Award



The David Laychak and Rhonda Rasmussen Award for a student demonstrating high standards, selflessness, compassion, and teamwork. David and Rhonda were 1992 graduates of Army Comptrollership Program (ACP), which is now known as DCP, killed at the Pentagon on 9/11.

The 2014 recipient of the David Laychak and Rhonda Rasmussen Award is Captain (CPT) Michael Frankel. CPT Frankel is a Health Services Comptroller in the Army's Medical Service Corps. Before entering the DCP he served as the Deputy Chief of Resource Management at Landstuhl Regional Medical Center, Landstuhl, Germany. After graduating he is projected to serve as the Chief of Resource Management at one of the Army Medical Command's Medical Treatment Facilities.

2014 Beta Gamma Sigma Inductions

Since its founding in 1913, the International Honor Society Beta Gamma Sigma (BGS) has recognized the outstanding academic achievements of collegiate business and management scholars. Membership in Beta Gamma Sigma is the highest recognition a business student anywhere in the world can receive in a business program accredited by The Association to Advance Collegiate Schools of Business (AACSB) International. To be eligible for invitation at the master's level, students must be in the upper 20 percent of master's classes.

The 2014 BGS Inductees were: Mr. Adam Beem, Ms. Joan Bower, MAJ Yunsong (Kevin) Han, MAJ Wesley Kwasney, LTC Gregory Worley, and Ms. Joanne Zillic.

Mr. Adam Beem will work as a Program Analyst in the Program Branch (J1/8) at U.S. Army Africa (AFRICOM).

Ms. Joan Bower will work as an auditor at Army Audit's Fort Belvoir Field Office in Alexandria, Virginia. Major Yunsong (Kevin) Han is a Finance Officer (36A) in the U.S. Army. Before entering the DCP, he was a budget analyst at G8, US Army Pacific, Hawaii. His next assignment after DCP has not been decided.

MAJ Wesley Kwasney is a Finance Officer (36A) in the U.S. Army. Before entering the DCP, he was stationed at Campbell Barracks, Heidelberg, Germany at U.S. Army Europe in the G8 as a Deputy Financial Officer. His next assignment after DCP has not been decided.

LTC Gregory Worley joined the Army in 1990 as an enlisted Infantryman. He served in the 82nd and 101st Airborne Divisions from 1991 to 1997. In 1997, he attended the Officer Candidate School (OCS) and was commissioned as a Field Artillery officer. His duty assignments included 2nd Infantry Division, 101st Airborne Division, 160th SOAR, USASOC, and the 75th Ranger Regiment. His next assignment after DCP has not been decided.

Ms. Joanne Zillic will work as a Systems Accountant for the Assistant Secretary of the Army ASA(FM&C) DASA-Financial Operations, Financial Reporting Directorate in Arlington, VA. Her focus is on General Fund financial reporting and improvement, ensuring auditability and audit readiness within the ERP environment. **RM**



Pictured Left to Right: Ms. Joan Bower, Ms. Joanne Zillic, MAJ Wesley Kwasney, Mr. Adam Beem LTC Gregory Worley and Not pictured MAJ Yunsong (Kevin) Han

DCP 2014: My Syracuse Experience

By Ms. Joanne Zillic

Braving 14 months of full-time graduate work may seem like a daunting endeavor, but it is well worth your time and effort to complete, as the benefits you will reap down the road are difficult to obtain otherwise. The Syracuse University Defense Comptrollership Program (DCP) offers an invaluable opportunity for those willing to make the long-term commitment to their professional development. The program results in two Masters Degrees: a Master's in Business Administration (MBA) and an Executive Master's in Public Administration (EMPA). This educational program is well respected throughout the Department of Defense (DoD), as approximately 30 candidates from across the DoD are selected annually for this opportunity.

As we move forward into an era of fiscal constraints and severe budget cuts, those who have invested in their own professional development and education will have greater potential for career advancement. This program offers not only the two degrees, but also requires candidates to obtain at least one certification – generally the Certified Defense Financial Manager, or the Acquisition extension, or even the Certified Fraud Examiner. All of these serve to differentiate



you from among your peers. Furthermore, this is a significant opportunity to build your network of contacts and increase your visibility to influential decision makers.

The program itself is challenging, especially for those who have been out of school for some time.

Nevertheless, within just a few weeks, you quickly recall the tools you learned in your undergraduate program about writing for academia. Additionally, your time management skills, your ability to work with diverse personalities, and your team building/teamwork tools you use in your daily work life prove to be critically important in this environment. Graduate work is highly group centric and though these 30 candidates all likely have a strong work ethic, within each group you will have those who are extreme “over achievers,” as well as those who do “just enough.” As in daily life, you will find that balancing the entire amount of work to be completed with the time available to complete it drives the amount of effort into each work product.





The MBA portion exposes the candidate to all facets of the business cycle, enabling him or her to relate to people in those other fields in their language (i.e. you can understand what the accountants mean when they speak in debits and credits). The topics covered include accounting, banking, corporate and competitive strategy, economics, finance, marketing, project management, supply chain management, and statistics among others. This program lays a relevant foundation, certainly in today's fiscal environment, for understanding and managing costs, marketing programs, and grasping the big picture with all of its moving parts for organizational and financial success. The MBA program concludes with a comprehensive business strategy course which ties the concepts nicely together for the candidate.

The EMPA program provides the candidate with an introduction to public policy making and the impact of supply and demand on public policy, as well as exposure to leadership in the government environment (cannot forget the politics!). The curriculum includes a course on strategies for negotiating and resolving conflict to result in not only compromise, but to a larger degree collaboration to accomplish the mission, which in today's political environment is an essential skill. The EMPA program

culminates with the candidate proposing and evaluating various policy changes relevant in the present day setting.

Though the program itself does not automatically result in a promotion, once you have completed the graduate work, you will have earned great respect from your peers, you will have expanded your network, and you will find yourself well positioned for new endeavors. This program serves as a discriminator among your peers, ceteris paribus. Whether you attend with or without your family, you will receive significant personal gratification from this noteworthy accomplishment of completing two graduate degrees in 14 months and enduring 130 plus inches of snow, just knowing you CAN do it. About the Author:

*Joanne Zillic Is a GS-14 Systems Accountant. Before entering the DCP, she was the Systems Accountant for ASA (FM&C) DASA-Financial Operations, Financial Reporting Directorate in Arlington, VA focused on General Fund financial reporting and improvement. After graduation, she will return to same location to continue improving the Army's posture for auditability and audit readiness within the Enterprise Resource Planning (ERP) environment. Joanne has served seven years of civil service in preparing the Army and the Defense Information Systems Agency for audit. **RM***

Resource Management Publication: Guidelines for Authors

Previously Published in the 1st QTR 2001 Edition of the RM Publication

Audience: Professional Resource Managers (RM) within the Department of the Army. Articles target RM careerist at all levels within the community. Readers include generalist and specialists (from battalion commanders to budget analysts, as well as military and civilians staff working with industry).

Content: All aspects of Resource Management that influence the way the Army accomplishes its mission and for which Resource Managers and comptrollers have direct responsibility.

Articles should stimulate thinking about matters of importance to managers and encourage participation in a forum for subjecting Army doctrine to continuous critical analysis, leading to better understanding and improvement.

New ideas and techniques are of particular interest. RM covers a variety of topics, including fiscal policies relating to management of manpower, facilities, information, time and material. Any currently significant subject related to RM is appropriate.

Historical articles must draw a parallel or illustrate a lesson for current and future use. If you intend your article to coincide with an anniversary or event, it must be submitted no less than four months in advance. We attempt to work 90 days in advance of publication – if you have an article for the 1st Quarter (spring) issue, we should have it before December. Articles of general interest and features such as book reviews are not normally published.

Style: We prefer concise, direct language; in other words, write clearly and precisely. Address the specific rather than the general. Use the active voice; avoid passive verbs and construction. In accordance to DoD and Army guidance and regulations, RM style is drawn from the pages of the Associated Press (AP) Stylebook, with some variation for local style.

Articles should have a beginning (a lead) written to catch the reader's interest and introduce the main thought or the piece. After the lead comes the body, in which the major points are dealt with logically. The article should close with a gracefully crafted conclusion.

Write with enthusiasm! Be natural. Write as you speak, not as if you were writing regulations or official correspondence. Don't adopt a style of writing that's foreign to your normal patterns of thinking and speaking. Readers want to see your article presented in natural, unstilted language, written with style, wit and personality – and they will more readily read articles written in a personal tone rather than those that are overly formal, official or didactic.

Ensure that you properly attribute all references, paraphrases or quotes. Take care that quotes are not taken out of context. Use full names (first, middle initial and last), full ranks, job titles and location for the first reference within the article. Afterward, use only the last name unless there might be a conflict with a similar name.

Generally speaking, avoid using acronyms or jargon. Write plainly and directly. Remember that many of your readers may not understand the alphabet soup you feel comfortable with and take for granted. If you use acronyms, explain them. If necessary, add a glossary at the end of your article to identify the acronyms and jargon you use. Likewise, if you use foreign terms, explain them.

We must edit any manuscript submitted as necessary for publication. Some articles require a certain amount of rewriting, mostly to conform to style. Substantive changes, however, will be made only with the author's consent. We retain the right to make final determination on appropriateness and applicability. Manuscript articles of five to ten pages of (double spaced) are most suitable. Longer or shorter articles may be published if appropriate. The best guidance is to treat the subject adequately, develop your thoughts to conclusion and stop.

Artwork: Send any illustrations or graphics that complement your work. High quality artwork, photos, maps, charts or graphs can increase understanding and enhance reader interest. Electronic submission of these items should be in a standard computer graphics format or in MS PowerPoint.

We cannot prepare finished work from suggestions or rough sketches. We can work with crisp, well-composed color or black and white photos. If you don't have suitable artwork, but know where we can get it, let us know. Be sure to give appropriate credit for any artwork or graphics you may use. Be sure the artwork or photos you select are not under copyright that would prevent our using it.

About the Author: We require a brief biography from each author. Include present position, previous experience (that relates to the article) and any other information that strengthens your credibility or ethos.

Acceptance: We accept or reject manuscripts after careful consideration and review. We assume that all manuscripts are original, previously unpublished works not under consideration by any other publication at the time of receipt

(unless discussed prior to submission). Contributors will be informed of acceptance or rejection as soon as possible.

RM is a professional development bulletin and, as such, is not copyrighted. Individual author copyright can be protected by special arrangements.

We accept and encourage articles in PC based MS Word for Windows (all versions) or ASCII text. We can use graphics in TIP, WMF, CGM, GIF, JPG or BMP format.

Deadline: Deadline for submission is 90 days before publication. RM is published four times each year. For more information, contact the RM Publication Managing Editor at 703.692.6237 or usarmy.pentagon.hqda-asafm.mbx.proponency-mailbox@mail.mil **RM**

SRMC 14-II



August 8th – 12th, 2014 (left to right)

Back Row: Fred Young, Doris Wilson, Carol Artis, Jeffrey Gatch, Tonja DeMar, Thomas Rabe, Geoffrey Carpenter, David Paugh, Barbara Glaser, Julian David, Michael Green, Wesley Miller

Middle Row: Irma Finocchiaro, Jean Danckaert, Paula Barfield-Hughes, Wilhelmena Priest, Tara Cook, Patrice Peters, David Lyon, Sandra Haasl, Pamla Smith, Susan Williams, Michele Akjol, Rosalind Thomas, Monica Benton, Debra McKoy

Front Row: Karen Van De Car, Robin White, Erinn Smart, Carrie Keye, Sherylyn Strong, Michele Davis

ACC IV



DORMC 702-14 (Fort Campbell, KY.)





PPBE 707-14 (JBLM, WA.)



GFEBs Cost Management Course (Fort Pickett, VA – NGB)



Professional Reading Recommendation from the Chief of Staff of the Army

The Chief of Staff of the Army – GEN. Ray Odierno has provided reading recommendations for the Army community, which is divided into four SUBLISTs: The Army Profession, The Force of Decisive Action, Broadening Leaders, and the Strategic Environment.

The Comptroller Proponency Office has chosen to spotlight SUBLIST 3 “Broadening Leaders” – We invite you to take advantage of this opportunity to Grow!

SUBLIST 3 (Broadening Leaders)

Cables from Kabul. Sherard Cowper-Coles. London: Harper Press, 2011.

A Choice of Enemies: America Confronts the Middle East. Lawrence Freeman. New York: Public Affairs, 2008.

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