

# Comptroller Career Management



## Department of the Army

Assistant Secretary of the Army  
(Financial Management & Comptroller)  
Comptroller Proponency Office  
Washington, DC

Fall 2009

## *Our Mission–What We Do...*

### **Army Financial Management Exists to Resource the Army and to Provide Accountability to the American Public**

The Comptroller Proponency Office is responsible for assisting the Assistant Secretary of the Army (Financial Management & Comptroller) (ASA(FM&C)) and the Military Deputy with proponent oversight and management of the Financial Management Branch Code (BC 36) and the Comptroller Civilian Career Program (CP 11).

## *Vision–Where We Are Going...*

### **To be a value-Creating, Customer-Focused Partner In Army Results**

## *Our Guiding Principles...*

**Professional Development.** Develop a technically competent and confident workforce that is visionary in its approach to resource management issues, concepts, and daily operations, and that is committed to providing responsive, innovative, and professional services and products to the customer.

**Quality.** Recruit a professional workforce focused on providing efficient and effective services and products to the customer.

Retain our workforce by offering them professional, educational and career enhancing opportunities and by providing them with a quality work environment.

# Army Financial Management Career Field

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**The Comptroller Proponency Office** is the focal point within the Office of the ASA(FM&C) for career issues affecting all members of the Army's Financial Management Team. Our goal is that members be well served in regard to education, training, professional development and future advancement.

We coordinate doctrinal development, force structure proposals, professional development and utilization affecting Branch Code (BC 36) Financial Management. For members of the Comptroller Civilian Career Program (CP 11), we ensure that our members' best interests are incorporated into civilian professional development. The Multi-Disciplined Financial Analyst initiative emphasizes performance enhancing job experiences and competitive assignments for journey-level careerists to train in various Army headquarters staff organizations and agencies or field locations for up to a year.

For our military and civilian members, we develop training and education opportunities to enhance professional growth. The Resource Management Mentorship Program (RMMP) has been designed to allow all members an excellent means to enhance their skill competencies.

**Multi-Disciplined and Multi-Functional Professional.** Innovation is key to continuing Army FM community effectiveness in the 21st century. Our approach is to develop FM careerists with multi-functional and multi-dimensional capability to analyze and handle diverse financial situations. Single-skilled positions that require management, program, budget or financial analytical skills are being broadened to encompass all of these competencies. Accounting, auditing and cost analysis positions with unique education requirements remain specialized. Careerists ultimately will become multi-skilled analysts accredited in leadership, management and a wide range of core competencies. The focus is on formal education, functional training, professional development, performance enhancing job experience and accreditation. Training and education build core competencies at basic, intermediate and advanced levels. Job experiences, across financial disciplines and from field to headquarters, strengthen performance. Professional development comes through exchange programs, fellowships and developmental assignments. Accreditation will determine that one meets minimum requirements for a specific level in a career field.

**The Comptroller Accreditation Program** guides professional development of Army civilian and military financial managers. Accreditation assesses comptroller careerists' credentials by identifying required achievement levels in education, functional training, experience and certification. The program formally recognizes an individual's demonstrated performance and capabilities, and it ensures that financial management professionals possess and maintain identified core

competencies in financial stewardship, financial decision support and leadership and organizational management. The Comptroller Accreditation Program is a local program between the careerist and his/her supervisor.

**The 3-Year Individual Development Plan (3yIDP)** identifies professional development, education, training and work assignments to enhance job performance. The 3yIDP process emphasizes discussion and joint decisions by the ratee, the rater or supervisor and BC 36 officer and enlisted personnel, assignments officer or career program manager, and may also involve input from a career member's mentor. Every 3yIDP is tailored to individual and organization needs.

**Reserve Component Integration.** A primary goal of the Comptroller Proponency Office is to ensure that professional development opportunities are available for all comptrollers in the Army. To attain that goal, comptroller professional development policies and programs are coordinated with the National Guard Bureau, and Office, Chief, Army Reserve. Reserve components are included in all Proponency Office actions.

## The Army Team Concept in Action

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We are **your** Comptroller Proponency Office, whether you are active duty military, a civilian careerist, or a member of the U.S. Army Reserve or National Guard.

Our office mission statement is full of "principal functions" and "major activities." Communication is paramount, an inherent responsibility for all. Our audience is the resource management community, and we provide information in many ways. Our complete list of functions and publications is on page 13.

## Financial Management Education and Training

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The Comptroller Proponency Office sets criteria and manages the military and civilian student nominations and selections for these competitive financial management education and training programs:

### SHORT TERM TRAINING

**Army Comptroller Course (ACC)** is a comprehensive 4-week experience presented three times a year at Syracuse University to journey-level Army civilian careerists (Pay Bands 1 & 2) and Officers newly designated BC 36 (Financial Management) on a centrally funded basis. It is mandatory for second year Army interns, whose attendance is funded by their commands' Intern ACTEDS dollars. ACC focuses on Army financial management and comptrollership, to include Planning, Programming and Budgeting Execution System (PPBES), fiscal law, federal budget process, contracting, activity- and service-based costing, Internal/management controls, manpower, strategic planning, competitive sourcing and

privatization, cost & economic analysis, challenges in financial operations, the legislative process, and installation and command-level resource management.

**Executive Comptroller Course (ECC)** is a three and one half week resident program, held three times a year at Syracuse University main campus, Syracuse, New York. The course provides mid-level Military and Civilian financial managers a broad perspective of the core competencies of Defense Financial Management and the application of those competencies in the U.S. The course also covers the core competencies required for the Certified Defense Financial Manager (CDFM). ECC is taught through lectures, discussion groups, group projects, case studies, and simulations by the faculty of Syracuse University's Martin J. Whitman School of Management & Maxwell School of Citizenship and Public Affairs.

**Defense Financial Management Course (DFMC)** is a four-week, centrally funded professional development education course offered five times a year for mid-career and senior resource managers in the Department of Defense (DoD). The course is conducted at the Defense Financial Management & Comptroller School, Maxwell Air Force Base, Alabama. DFMC develops Individual's decision support skill sets to include critical thinking, analysis, advisory responsibilities, strategic orientation, leadership, and conflict resolution. Civilian: Comptroller Civilian Career Program (CP 11) or Manpower & Force Management (CP 26), GS 11 and higher and Pay Bands 1, 2 & 3 and Military Officers: BC 36 Majors or higher, Enlisted: MOS 36 and Master Sergeant and above, Sergeant First Class with waiver. (GS-9s with waiver), and military officers are usually Majors and Lieutenant Colonels (Captains with waiver).

**Defense Decision Support Course (DDSC)** is a one-week centrally funded professional development education course held four times a year at the Defense Financial Management & Comptroller School, Maxwell AFB, AL. The target student population is CP 11 Civilian: GS-13 and higher/Pay Bands 2 and 3 and Military: Officer: BC 36 Majors or higher, Enlisted: MOS 36. The concept is to provide these senior leaders with an understanding of Decision Support, show them how it is different from what currently is displayed in most offices, introduce them to quantitative and qualitative tools that make it possible and allow them to experience Decision Support first hand through interactive lessons, case studies and practical exercises.

**Enhanced Defense Financial Management Training (EDFMT)** is a five day, intensive financial management review course taught in three modules: resource management environment, budgeting and cost analysis and accounting and finance. The course assists in preparation for a stringent examination, the Certified Defense Financial Manager. The course is offered at a variety of locations (including overseas locations) throughout the year to make it easier for personnel to attend

and minimize travel expenses.

**Senior Executive Service (SES) Executive Core Qualification (ECQ)**

**Statement Training.** Training is a one-day centrally funded professional development education course that provides training in crafting the Executive Core Qualifications statements that describe the leadership values, knowledge and skills needed to succeed in the Senior Executive Service. Contact the Comptroller Proponency Office for scheduling.

**Senior Resource Managers Course (SRMC)** is a four and one half days, centrally funded resident program at Syracuse University's Minnowbrook Conference Center. Two classes held each fiscal year: spring and summer. Target audience for SRMC is Military: Officer: BC 36 Lieutenant Colonel and Colonels, and Senior Enlisted and Civilian: Comptroller Civilian Career Program (CP 11) GS 14 and 15 and Pay Band 3 and Manpower and Force Management (CP 26) GS 14 and 15 and Pay Band 3. SRMC is open to all services. SRMC focuses on current issues in resource management.

**LONG TERM TRAINING (LTT)**

**Defense Comptrollership Program (DCP)** is a 14-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. Army active component and Active Guard and Reserve (AGR) officers (Majors or high-potential Captains) and Resource Management careerists in grades GS 09-12 and Pay Bands 1 and 2 with GMAT scores of 500 and above are eligible to compete. Army civilian selectees transfer to new operational assignments before starting school in May. Military are normally assigned to comptroller positions upon graduation. DCP is open to civilians and military in other Defense agencies and Services. 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. In addition to the academic program, all students will receive training and take the Certified Defense Financial Manager examination.

**Defense Master in Business Administration in Financial Management Program (DMBAFMP)** is an 18-month long-term training opportunity at the Naval Postgraduate School at Monterey, California. DMBAFMP course of study is delivered in six quarter sessions addressing Defense/Army Financial Management educational needs. The 96 hour graduate curriculum combines financial management and business administration theories, principles and concepts with Defense and Army resource and financial management processes and practices. DMBAFMP is open to Army civilians GS 11-13 and Pay Band 2 in the financial management career field, military resource managers (BC 36) Captain - Major, and to civilians in other career programs whose positions include significant resource and financial management duties. GS-9s and Pay Band 1 in full performance positions may also be considered.

**Competitive Professional Development Program.** Army Civilian Training, Education and Development System (ACTEDS) funding allows the CP 11 Functional Chief Representative (FCR) to approve and fund training at various colleges and universities and to provide professional development opportunities. Academic Degree Training (ADT) gives students valuable learning experience and a competitive edge for advancement. Tuition, books and occasional travel are funded centrally. Careerists develop their own full-time or part-time course of study with a local college or university. Priority is given to the part time program.

**Army Civilian Training, Education and Development System (ACTEDS) Plan.** The Comptroller ACTEDS Plan provides for systematic training and development of careerists from intern to senior managerial and executive levels. It outlines sequential and progressive training in multi-functional and specialized areas, leadership, supervision and managerial development. It includes Master Intern Training Plans and Master Training Plans for all CP 11 careerists. Also included is a cross-reference key between course content and financial management core competencies. To read the ACTEDS CP 11 plan on-line, visit [http://cpol.army.mil/library/train/acteds/CP\\_11/](http://cpol.army.mil/library/train/acteds/CP_11/).

## Leader Development

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### ARMY-WIDE COMPETITIVE PROFESSIONAL DEVELOPMENT

Civilian applicants for these courses may visit the civilian personnel homepage <http://cpol.army.mil/>; military should contact Colonels Management Office or their branch/functional area assignment officer.

**Army-Wide Civilian Long-Term Training Programs.** These centrally funded programs include attendance at three senior service colleges (SSC): the Industrial College of the Armed Forces and the National and Army War Colleges. They are

open to GS-14/15 and Pay Band 3 and LTC/COL. An Army board makes selection recommendations to the colleges. The Army Congressional Fellowship Program (ACFP), for GS-12 to GS 15 and Pay Bands 1 - 3, is board-selected and tuition may be funded by career programs.

**Civilian Education System (CES)** is a new progressive and sequential leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers. Army civilians will become multi-skilled leaders civilian leaders of the 21st Century who personify the warrior ethos in all aspects, from war-fighting support to statesmanship, to business management. The CES leader development program includes four courses that replace the previous inventory of legacy courses offered for Army Civilians-- Foundation, Basic, Intermediate, and Advanced.

**National Security Studies Course (NSSC)** is a premier professional development and training program for senior civilian and military leaders who are responsible for the national security interests of their respective organizations or agencies. This program concentrates on developing the participants management, leadership and decision-making competencies. This is a two-week management course conducted each spring at the Maxwell School of Citizenship and Public Affairs, Syracuse, N.Y. The course is for mid-level and senior-level managers, GS-14 and 15 and Pay Band 3 and Lieutenant Colonel and Colonel and Senior Enlisted.

#### **CP 11 / BC 36 COMPETITIVE PROFESSIONAL DEVELOPMENT**

**Defense Senior Leadership Development Program** is DoD's program to develop civilian leaders in the 21st century. It is the senior-level component of the Department's overall leader development strategy. DSLDP uses a competency-based approach for the deliberate development of senior civilian leaders from an enterprise perspective to lead organizations and achieve results in the joint, interagency and multi-national environment.

#### **Developmental Assignments/Performance Enhancing Job Experiences.**

These are opportunities for CP 11 civilian careerists to develop professionally and broaden their perspectives of financial management policy and practice by going temporarily to other jobs. Assignments vary in length from 3 to 12 months. Participants remain on their organizational rolls while serving in the assignments. CP 11 ACTEDS centrally funds any associated travel and modified per diem costs.

**Resource Management Mentorship Program (RMMP)** is a military and civilian career development opportunity using a formal mentoring approach, along with supervisory and informal mentoring. The program emphasizes acquiring skills, enhancing competencies and increasing awareness of financial management training and career opportunities. Mentoring partnerships transcend command and



geographic boundaries. Participants evaluate the program every May and October and may submit program refinement recommendations. Certificates are presented to recognize those completing the program, both the mentors and associates. New RMMP participants receive a computer-based training compact disk on the program's goals, objectives and mentoring methods.

**Training With Industry (TWI)** program competitively selects and assigns BC 36 officers and CP 11 careerists for a year with private sector companies. Selectees start in the summer and rotate through hands-on, multi-functional corporate learning experiences. AR 621-1, Training of Military Personnel at civilian Institutions and the Commissioned Officer Development and Career Guide governs the program. TWI officers are assigned to a Ft. Jackson student detachment and serve 2-year obligations in key BC 36 jobs. Army civilian participants return to their home duty stations upon completion of their TWI assignments. TWI goal is to grow participants into top Army financial management leaders by applying lessons of corporations' successes and challenges to improve Army performance.

## The Army Intern Program

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By providing a pool of future civilian leaders, the intern program lets the Army train, develop and place highly qualified, motivated careerists into journey-level positions. The program is a critical source of talented, dedicated professionals and provides formal training and progressively more difficult rotational job assignments under close supervision. This mix affords interns the knowledge, skills and abilities necessary to perform effectively in any CP 11 journey-level position.

The Army considers training and developing its careerists vital to continued operational success. The Comptroller Proponency Office is the liaison among Comptroller intern careerists, command CP 11 intern program managers and Army's central intern program manager in HQDA, OASA (M&RA). Intern vacancies are recruited by North Central Civilian Personnel Operations Center and filled by a CP 11 central selection board. Information on how to apply is listed on the Civilian Personnel Web site at [www.cpol.army.mil](http://www.cpol.army.mil).

## Communication

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**BC 36 / CP 11 ListServ.** An electronic mailing list which provides comptroller careerists, civilian and military, with a tool to help enhance their careers so that they can realize their full potential. Register through the Comptroller Proponency Office Web site.

**Executive Councils.** Effective communication includes Executive Council and Comptroller Junior Executive Council meetings. The Executive Council meets four times a year and includes senior leaders from Army Commands, Army Service Component Commands, and Direct Reporting Units. The Comptroller Junior Executive Council of action-level civilian and military representatives from all Army organizations meet semi-annually or more often as needed. Additionally, as requested, personnel from the Comptroller Proponency Office provide briefings and workshops covering a variety of career-related topics.

**Resource Management.** This publication is a quarterly official professional bulletin edited by the Comptroller Proponency Office for RM careerists at all levels. Its purpose is to provide a forum for the exchange of information and ideas to enhance the professional development of its readers. Articles are written by resource management personnel throughout the Army, some at the request of the OASA (FM&C), others as unsolicited manuscripts. *Resource Management* is the only Army publication covering all aspects of financial and resource management. Each quarterly issue is posted at the ASA(FM&C) Web site and Comptroller Proponency Office AKO page, and about 6,600 printed copies are currently distributed. To receive the issues in hard copy, please contact the Comptroller Proponency Office.

## Career Development

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**Resumix.** The Department of the Army uses the Resumix system to facilitate job searches for career program positions and generate CP 11 career referral lists for positions at the mandatory career referral levels (GS 12-15) and Pay Bands 2 and 3. Resumix is the recognized referral system and serves as the Merit Promotion Plan for CP 11. In order to receive consideration for jobs, financial management careerists must have a resume on file in the Central Resumix database and they must apply for specific vacancy announcements. The Army Civilian Resume Builder may be accessed at <http://cpol.army.mil>. If you require assistance registering in Resumix, contact your local Civilian Personnel Operating Center.

## Recognition

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**Resource Management Awards Program** recognizes outstanding efforts of individuals, teams and organizations at all levels of command. Eligible for nominations are active duty and reserve component officers (BC 36/49/70C), enlisted (MOS 36) and all CP 11 careerists (to include foreign nationals) performing resource management functions, regardless of the organizational structure to which they may be assigned.

RM Award categories are as follows:

- Capstone Individual Awards
  - Assistant Secretary of the Army (Financial Management and Comptroller) Civilian Award
  - Assistant Secretary of the Army (Financial Management and Comptroller) Military Award
  - Functional Chief Representative Special Award
- Organization, Team, Intern, Educator and Author Awards
  - Resource Management Educator of the Year
  - Resource Management Author of the Year
  - Resource Management Intern of the Year
  - Outstanding Resource Management Organization
  - Outstanding Resource Management Team
- Civilian and Military Individual Awards
  - Accounting and Finance
  - Analysis and Evaluation
  - Auditing
  - Budgeting

- Cost Analysis
- Comptroller/Deputy Comptroller
- Education, Training and Career Development
- Multi-Disciplined Financial Analysis
- Resource Management
- Resource Management in an Acquisition Environment

**LTG (RET) Jerry L. Sinn Award** signifies LTG (RET) Sinn's significant contributions to the Army financial management community. Recognizes an innovative and substantive, financial management project or initiative.

**Neil R. Ginnetti Award USD(C) Financial Management Awards Program** recognizes individual and team contributors toward improving financial management. Nominations are accepted for 1) financial management system improvement, 2) financial management initiative and 3) innovative use of technology to improve financial management. Accomplishments score in terms of cost reduction (human or dollar resources), timeliness and accuracy of information, enhanced customer service, and streamlined or standardized policies, procedures and systems.

**USD(C) Financial Management Awards Program** recognizes individual and team contributors toward improving financial management. Nominations are accepted for 1) financial management system improvement, 2) financial management initiative and 3) innovative use of technology to improve financial management. Accomplishments score in terms of cost reduction (human or dollar resources), timeliness and accuracy of information, enhanced customer service, and streamlined or standardized policies, procedures and systems.

# Comptroller Proponency Office Functions and Publications

Accreditation and Certification in Financial Analysis  
Army Civilian Training Education Development System (ACTEDS) Plan  
ACTEDS Funding  
Affirmative Action Initiatives  
Army Educational Requirements System  
Awards Programs  
Career Field Proponency  
Comptroller Accreditation Program Handbook  
Comptroller Web Based Tool  
CP 11 Acquisition Issues  
CP 11 Executive Council  
CP 11 Comptroller Junior Executive Council  
Core Competencies  
Defense Comptrollership Program  
Developmental Assignments/Performance Enhancing Job Experiences  
Enhanced Defense Financial Management Training  
Financial Management Education and Training  
Intern Programs  
Long-Term Training  
Multi-Disciplined Financial Analyst  
Occupational Surveys  
Operational Assignments  
Placement Assistance  
Professional Development  
“Proponency” section of ASA (FM&C) Web site  
Reserve Component Issues  
Resource Management Mentorship Program (RMMP)  
Resource Management, the official professional publication for resource management careerists within Department of the Army  
Short-Term Training  
Strategic Plan Support  
Training With Industry

## Abbreviations

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AGR – Active Guard and Reserve  
ACTEDS – Army Civilian Training, Education, Development System  
ACC – Army Comptroller Course  
ASA (FM&C) – Assistant Secretary of the Army  
(Financial Management and Comptroller)  
ASA (M&RA) – Assistant Secretary of the Army (Manpower and Reserve Affairs)  
BC – Branch Code  
CP – Career Program  
CDFM – Certified Defense Financial Manager  
CES – Civilian Education System  
DCP – Defense Comptrollership Program  
DDSC – Defense Decision Support Course  
DFMC – Defense Financial Management Course  
DMBAFMP – Defense Master Business Administration Financial  
Management Program  
DSN – Defense Switched Network  
DoD – Department of Defense  
DA – Department of the Army  
EDFMT – Enhanced Defense Financial Management Training  
FCR – Functional Chief Representative  
HQDA – Headquarters, Department of the Army  
LTT – Long Term Training  
MOS – Military Occupational Specialty  
PPBES – Planning, Programming, Budgeting, and Execution System  
RM – Resource Management  
RMMP – Resource Management Mentorship Program  
SRMC – Senior Resource Managers Course  
TWI – Training With Industry  
3yIDP – 3- Year Individual Development Plan

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*If you want one year of prosperity,  
grow grain.*

*If you want ten years of prosperity,  
grow trees.*

*If you want one hundred years of prosperity,  
“Grow People”*

*Ancient Chinese Proverb*