



RM **RESOURCE** MANAGEMENT

Information • Education • Professional Development

HIGHLIGHT P. 12-13
DOD FM CERTIFICATION
PROGRAM

Focus on

**Professional
Development**



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:

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A Message from the Assistant Secretary of the Army (Financial Management & Comptroller)

By Honorable Robert M. Speer

I draft my current note to you with both a heavy heart and a warm smile. One of my personal mentors and coaches; as well as many others in the financial management community, Ernie Gregory, passed away on 5 October 2015. I am saddened by his loss and find myself returning to tears and sorrow, to be quickly replaced by a smile and chuckle when recalling a story or talking to fellow Ernie disciples.

Ernie embodied not only the epitome of a public servant; but also that of a leader by example and character. He fully understood he was here to serve and support the war fighter and enable their mission. He regularly emphasized ethical behavior, proper internal controls and individual competency. If you ever had the opportunity to hear him present on these subjects, you will recall Ernie as one of the most gifted motivational speakers you had ever heard.

As the Army Financial Management (FM) community strives towards certification, career development and clearly identifying successful career paths, there is a side of Ernie I recall the most that I find very fitting to highlight in this RM Magazine.

You see, Ernie was an extremely humble individual, who never enjoyed highlighting his own accomplishments. Rather, he gained tremendous comfort and pride in the recognition and furthering of others. His contributions to the financial community were many, but, enduring and deeply rooted were his commitment to the development and to the growth of both the civilian and military FM workforce.

I can best demonstrate his capacity for developing talent, which he saw as his obligation to the Army and others, from just one short period. In the mid-1990s, Ernie was



the Deputy Assistant Secretary of the Army for Financial Operations (DASA-FO). I had recently come out of Battalion Command in the 82d Airborne Division. Ernie said, “Bob, you need to round out your development, learn how Headquarters Department of the Army (HQDA) and DoD operate. Come to work with me in HQDA, learn, contribute, collaborate with others, and better understand your trade. You will not stay forever and we will work together to identify training, education and future assignments.” Initially, I went kicking and screaming; but I learned and valued my time under his guidance.

In that same short timeframe, within an approximately 30-person organization, Ernie led and mentored many future financial management senior leaders. For many, you will recognize who they are and where they served. Mr. James Short, the former Principal Deputy Assistant Secretary of the Air Force for Financial Management and Comptroller; Ms Kathy Miller, current Deputy, G4 of Army and former Director of the Army Budget; Ms Barbara Bonessa former, Deputy Director of the Army Budget; John Argodale, former DASA-FO; Richard Chambers, former Deputy Inspector General, U.S. Postal Service.

There were many more individuals Ernie Gregory mentored, guided, and influenced throughout his career. He truly invested in and grew people. It is Ernie's personal perspective and commitment to others we want to highlight, emulate, and reinvigorate as we

grow the workforce of future. Both leaders and team members need to take time to invest in their success. Identify individual training and development paths to success. Learn your trade, certify as a DoD financial manager, and invest in yourself. **RM**

Ernest J. Gregory “Ernie”

Former Principal Deputy Assistant
Secretary of the Army For Financial
Management and Comptroller

Ernie embodied not only the epitome of a public servant; but also that of a leader by example and character. He fully understood he was here to serve and support the war fighter and enable their mission.



A Message from the Principle Deputy to the Assistant Secretary of the Army (FM&C)

By Ms. Carol Spangler

As you look at the content of this publication, you can see that there are many varied programs to support any educational or professional development goal that you may have. Any of these programs will directly benefit you, but they will also benefit the Army for many years to come, and I would urge you to consider these offerings, and other opportunities as we progress toward professional certification and focus on preparing Individual Development Plans (IDPs).

I believe that IDPs are an aspect of performance evaluations that don't get enough attention. We are often so caught up in the mission that must be accomplished in a compressed time frame and with insufficient resources that we don't always pay enough attention to the development of employees. This perspective is short sighted. Every employee is entitled to further development, whether it's basic skills training to improve job performance or a study of a national security topic to encourage creative, critical thinking and develop leadership potential. The FM certification program provides an outstanding template for career progression that we should all be using in our development and performance discussions. Despite what some may think, certification is not about "checking the box" and clicking through a presentation to get a piece of paper – it's about growing in our knowledge and skills to better perform as stewards of the American taxpayer.

Take a look at the below graph, taken from <https://fmonline.ousdc.osd.mil/Professional/Civilian-Career.aspx>

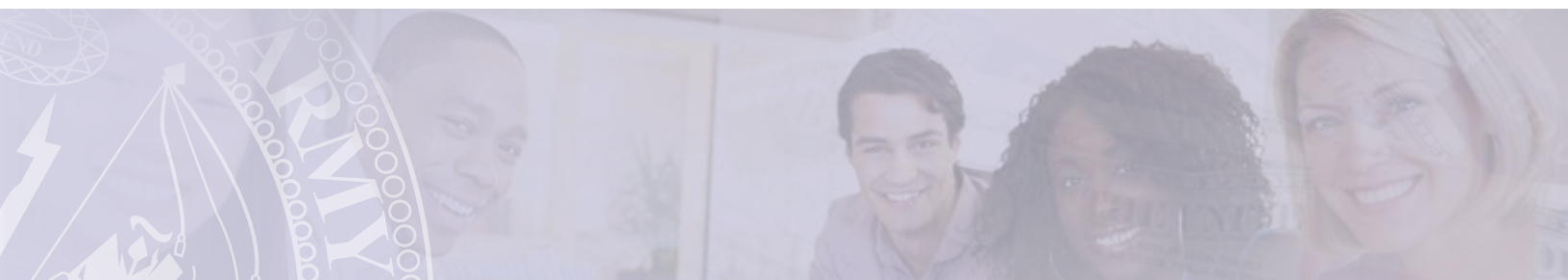
This career map provides an outstanding guideline to be used in supervisor/employee discussions about development, and the maps exist for every occupational series in the 500 band.



We should be using them as they are intended – as a roadmap to career progression. While they certainly can't guarantee promotion to the next level, they do provide a useful framework and can serve as a check on developmental needs. As you work toward certification, I urge you to use these roadmaps and have a healthy discussion with your supervisor about where you want to go, and how you want to get there.

And learning doesn't stop once we achieve certification. Remember that once you attain the milestone, there is a continuing education requirement. Indeed, one of the chief tenets of the program is to make us lifelong learners, constantly striving for self-improvement and seeking new opportunities. Continuous learning takes many forms, from collecting CPEs at our Professional Development Institute, to attending classes, to preparing and delivering speeches, to reading books and articles that foster growth and development.

As you progress on your journey in this career field, I urge you to fully embrace professional development. The opportunities are out there, the roadmap is in place, and the prize is of great benefit to you and to our Army. **RM**



DoD Enterprise-wide FM Civilian Career Path 501 Financial Administration and Program

Developmental GS – 1			Journeyman			Expert (GS 14 & Above) SES			
COMPETENCIES	OCCUPATIONAL COMPETENCIES								
	Financial Management Systems		Decision Support	Financial Stewardship	Financial Management Analysis	Financial Concepts, Policies & Principles		Financial Reporting	
	OTHER REQUIRED COMPETENCIES								
	Fundamentals & Operations of Primary Track		Budget Execution	Accounting Analysis	Fundamentals & Operations of Alternate Track		Budget Formulation, Justification & Presentation	Advanced Financial Management	Concepts, Policies & Principles of Alternate Track
	LEADERSHIP COMPETENCIES								
EXPERIENCE	LEAD SELF			LEAD TEAMS/PROJECTS			LEAD PEOPLE		
	• Flexibility		• Integrity/Honesty	• Interpersonal Skills	• Team Building		• Human Capital Management		• Developing Others
	• Resilience		• Customer Service	• Mission Orientation	• Accountability		• Leveraging Diversity		• DoD Corporate Perspective
	• Continual Learning		• Problem Solving	• Oral Communication	• Decisiveness		• Conflict Management		• National Security Foundation
	• Service Motivation		• Technical Credibility	• Computer Literacy	• Influencing/Negotiating				
LEADERSHIP				• DoD Mission and Culture					
	• Develop technical proficiency			• Build technical depth and seek breadth			• Hone technical expertise and gain further breadth		
	• Gain entry-level experience in primary discipline (finance, financial management, or a related field)			• Seek experience at MAJCOM, MACOM, BSO, COCOM, agency level			• Gain experience in an additional alternate FM discipline		
	• Seek experience at field level			• Explore organizational & geographic mobility			• Seek experience at strategic level (HQ, OSD, Joint Staff, etc.)		
				• Gain experience in alternate FM discipline			• Seek a development assignment		
EDUCATION & TRAINING				• Seek career broadening assignments			• Consider cross-functional career broadening		
				• Gain supervisory experience in primary discipline			• Gain managerial experience in primary discipline		
	Build Tactical Leadership			Develop Operational Leadership Competence			Build Strategic Leadership Skills		
	• Seek mentoring relationships			• Expand mentoring relationships			• Coach and mentor others		
	• Join professional organizations			• Serve/lead professional committees			• Serve/chair professional boards		
	• Establish a professional network			• Expand professional network			• Build and maintain relationships		
	• Basic FM technical schools			• Intermediate FM training (e.g., DFM&CS, Army Comptroller Course - Syracuse)			• Advanced FM training (e.g., DRMI, CFO Academy, NPS, Senior Resource Managers Course - Syracuse)		
	• Primary developmental education (e.g., Acculturation training)			• Intermediate developmental education (e.g., Intermediate Staff College & Fellowships)			• Senior developmental education (e.g., War College, Eisenhower School, Fellowships, Harvard, Capitol Hill Workshop)		
	• Basic leadership training (e.g., DCELP)			• Intermediate leadership training (e.g., ELDP, Supervisory, OPM Management Development Seminar)			• Senior leadership training (e.g., DSLDP, FEI, Center for Creative Leadership)		
	• Acquisition Level I (if applicable)			• Acquisition Level II (if applicable)			• Acquisition Level III (if applicable)		
			• Pursue at least one FM-related test-based certification			• Pursue at least one FM-related test-based certification			
• DFMCP Level 1			• DFMCP Level 2			• DFMCP Level 3			
• FM-related Associate's Degree			• FM-related Bachelor's Degree			• FM-related Master's Degree			

...Learning
Doesn't Stop
Once We
Achieve
Certification.

A Message from the Military Deputy for Budget to the Assistant Secretary of the Army (FM&C)

By LTG Karen Dyson

Opportunities for Professional Development outlined in this edition of RM Magazine are made available to the FM36 multi-compo force/CP11 workforce through the hard work of the Proponency Office, the Financial Management School, the Defense Comptroller Program at Syracuse University, and the many professional, talented leaders across the Army – to you, thank you for promoting professionalism throughout our FM community. Professional development is central to Line of Effort 4, Workforce Development, in the Army Financial Management Optimization plan and is at its core, a personal endeavor revolving around education, training and experience.

Education. Financial Management is complex, technical, and rooted in law, making formal education a cornerstone of foundational knowledge. Education credentials are important, as are certifications such as the DoD FM Certification substantiating education, experience and training.

Training. Training comes in many forms, including exercises, on-line opportunities, and courses such as Cost Management or Business Analytics. Professional development combines your training experiences, your personal reading habits, and your connection to other professionals. Today's online world is rich in training opportunities, often free to the federal workforce, on topics directly and indirectly related to financial management.

Experience. Experience directly underwrites your development throughout your career. Whether deployed or in garrison, experience you gain in successive positions strengthens your core skills (narrow focus and deep



knowledge) and expands your horizons (broad focus, learning, new position). As you grow in your career, your ability to lead is enhanced by a variety of experiences demonstrating core skills and your ability to adapt to different aspects of financial management.

Balance. My experience is that professional development is about 90% up to you -- actions you take to achieve education, to participate in training, to engage in professional reading, and to broaden your experiences. The other 10% comes from opportunities your leaders and mentors make available to you. The key is for you to be professionally ready to take advantage of those opportunities when they come your way.

The Army profession is highly respected in today's world of increasing complexity. The financial management profession is equally as highly respected for its role in enabling an Army building readiness, building partnerships around the world, and operating in a complex world. I encourage you to continue your growth as a financial manager and, if you are a leader, to motivate the growth of your team. Working together we will continue to adapt to technology and enhance financial management support across our Army. **RM**

PROFESSIONAL DEVELOPMENT

is central to Line of Effort 4, Workforce Development, in the Army Financial Management Optimization plan and is at its core, a personal endeavor revolving around education, training and experience.



FCR Corner: A Welcome Message from the (Acting) Functional Chief Representative

By: COL Gregory Sanders

As the Interim Functional Chief Representative (FCR), I will start by saying “Thank You” for allowing me to be a part of the team. My charter is to ensure that financial management careerists are provided the opportunity to receive quality training and developmental opportunities at all levels. Career development and training involves continuously learning, applying new knowledge, and taking advantage of training opportunities.

The Comptroller Proponency office has a long standing history of excellence in financial management professional training and development. I extend you an invitation to apply for competitive financial management education and training opportunities. Our training is grouped in two categories (short and long term training) and is centrally funded. These excellent training opportunities are listed under Army Comptroller Professional Training and Development.

About the Author:

COL Gregory Sanders serves as the Interim Director of the Army Proponency Office. In this position he is responsible for assisting the Assistant Secretary of the Army (Financial Management & Comptroller) (ASA [FM&C]) and the Military Deputy for Budget with proponent oversight and management of the BC36 Financial Management and the Comptroller Civilian Career Program (CP-11). He serves the Army Financial Management community as the CP-11 Functional Chief Representative (FCR), providing guidance on competencies, certification, education, training, and the development of Army careerists at all levels.

Prior to his current role, COL Sanders held various financial management positions in the Department of the Army. From September 2009 to September 2010, COL Sanders served as the Deputy J8, US Forces-Afghanistan (USFOR-A), responsible for Title X funding support in theater to multiple Joint and Coalition Regional Commands throughout the Combined Joint Operations Area funding over \$100M of validated



requirements for the expansion of forces. COL Sanders has also held various Financial Management positions on the Army Staff to include Program Budget Officer and Legislative Liaison Officer in SAFM-BUL where he advised both the House and Senate Defense Appropriations Committees (HAC-D/SAC-D) of the United States Congress and Army Senior Leadership on Congressional Financial Management/ Budget interest and concerns regarding Army programs with a portfolio totaling over \$10 billion.

He completed a Congressional Fellowship in Congressman Norm Dicks (D-WA6) Office, Vice Chair to HAC-D, where he provided and assisted the Congressman, his staff and the HAC-D Committee in the oversight of the Department of Defense \$460.3 Billion Fiscal Year 2008 base budget and Supplemental request in areas of the Global War on Terrorism, Defense Appropriations and Authorizations, Military Construction and Veteran's Affairs. COL Sanders most recently served as Executive Officer to the Director of the Army Budget, MG Phillip McGhee. **RM**

Soldier Support Institute – Financial Management School: Leadership Message to the Community

By: COL Eric Zellars

Teammates, I am truly honored and humbled to serve as the 39th Commandant of the Financial Management School (FMS) and the Chief of the Corps. In this, with my first short message I want to convey three things: First, thank the Soldiers and Civilians for planning and executing an outstanding Change of Commandant Ceremony; second, define the environment we face; and finally, briefly discuss how the FMS will prepare our Corps for an ever changing and “Complex World”.

First, Kathy and I would like to thank our teammates at the Soldier Support Institute and the FMS for executing a professional and classy Change of Commandant Ceremony on July 10, 2015. We were honored by the professionalism of the staff and their commitment to ensuring this was a first rate event. We could not have asked for more.

Secondly, allow me to restate the description of the environment we operate in. This restatement will ensure we start with the same common operating picture, which is essential to assessing, measuring, and making progress toward the appropriate and desired end-state. The TRADOC Commander, GEN Perkins appropriately describes “the environment the Army will operate in [as] unknown. The enemy is unknown, the location is unknown, and the coalitions involved are unknown. The problem we are [facing] is how to ‘Win in a Complex World’.” Therefore, the products, Soldiers, and Civilians the FMS provides to the Operating Force must be adaptive and innovative. Our ability to keep pace in an ever changing and unknown environment will require the FMS to adapt while producing well trained Soldiers and Civilians who are capable of the same; but the ability to adapt is not sufficient for creating



long-term sustainable change. Therefore, we will adapt in the short-term to deliver just-in-time, solutions for immersing problems; however, our focus will remain on innovation. We will endeavor to take a methodical approach to long-term, sustainable change and solutions. We will leverage technological advancements to empower the larger system – people, processes and technology, while maintaining a steadfast focus on business process improvement and reengineering using the DOTMLPF-P (Doctrine, Organization, Materiel, Leadership and Education, Personnel, Facilities and Policy) framework. Moreover, the FMS will develop Soldiers and Civilians – financial managers with strong character. These leaders will be adaptive, agile, resilient, and innovative. They will leverage technology and produce relevant products that enable leaders to make cost-informed decisions and optimize financial management operations. These innovative Soldiers and Civilians will provide the Army with a strategic advantage in the short-term and more importantly in future operations. **RM**

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Finally, the FMS will prepare to “Win in a Complex World” by developing “School House Solutions” consistent with and informed by the DOTMLPF-P model. Tightly coupled with the Army Operating Campaign, the Army Functional Concept for Sustainment, Army Financial Management Optimization, FM Doctrine, and the relevant “lessons learned” from Soldiers (all Components) and Civilians operating in the field, our “School House Solutions” will produce Soldiers and Civilians who epitomize the distinction of our Corps. Our Financial Management Soldiers and Civilians are the starting point and the solution for excellence in training and deployment readiness.

Teammates we are committed to living the Army Values, Warrior Ethos, maintaining strong moral character, and giving 100% each day to ensure our Corps meets the demands of 2020 and beyond.

Thank you for accepting me as the 39th Commandant and the Chief of the Corps – I am honored and look forward to serving you.



About the Author:

Colonel Eric Zellars calls Auburn, Alabama home. After graduating from high school, he enlisted in the United States Army Reserves as a Supply and Storage Specialist (76V). Upon completion of basic training and Advance Individual Training (AIT) he attended Florida A&M where he obtained his commission in April 1989 as a Distinguished Military Graduate with a Bachelors of Science Degree in Computers and Information Systems. Colonel Zellars also holds a Master's of Science Degree in Information Technology Management from the Naval Postgraduate School (NPS) and a Masters in Strategic Studies from the United States Army War College.

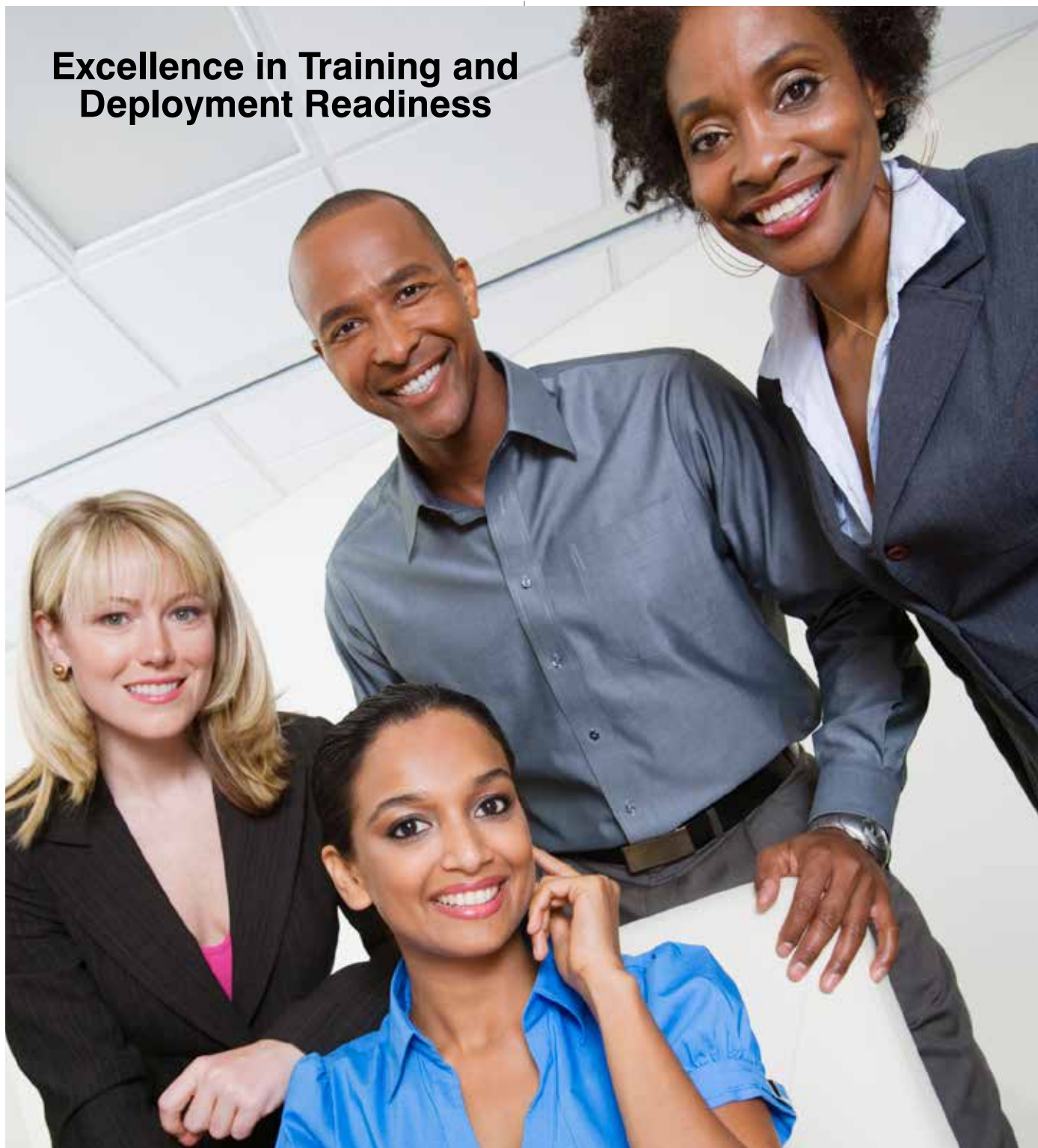
Colonel Zellars is currently assigned as the 39th Commandant of the U.S. Army Financial Management School and the Chief of the Finance Corps, Fort Jackson, SC. Most recently he was as the Assistant Deputy Chief of Staff (ADCoS), G8, United States Army Central Command (USARCENT). He has served in numerous command and staff positions to include: Director, 13th Financial Management Support Center (forward), Arifjan Kuwait; Director, Deployment and Transformation for GFEBS, ASA-(FM&C); Chief Integration Branch, Functional Management Division, Integrated Personnel and Pay System—Army (IPPS-A), Army G1; Commander, 176th Finance Battalion, Seoul, Korea; Chief of the Finance and Accounting Division, United States Army Medical Command, San Antonio, Texas; Support Operations Officer, 3d Soldier Support Battalion (forward), Fort Stewart, Georgia while deployed in support of Operation Iraqi Freedom; Systems Automation Course Director and Instructor, U.S. Army School of Information Technology, Fort Gordon, Georgia; Bravo Detachment Commander, 126th Finance Battalion, Fort Bragg, North Carolina; Operations Officer, 18th Finance Group, Fort Bragg, North Carolina, where he deployed in support of Operation Uphold Democracy (Haiti); Bravo Detachment Commander, 127th Finance Battalion, Shape Belgium; and Disbursing Officer, 11th Finance Support Unit, Rheinburg, Germany.

His military education includes Finance Officers Basic Course, Finance Officers Advanced Course, Airborne School, Combine Arms and Service Staff School, the Command and General Staff College, and the United States Army War College.

His awards include the Bronze Star Medal (w/OLC), Meritorious Service Medal (w/4 OLC), the Army Commendation Medal (w/2 OLC), the Army Achievement Medal (w/2 OLC), National Defense Service Medal (w/1 OLC), Armed Forces Expeditionary Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, and the Parachutist Badge. **RM**



Excellence in Training and Deployment Readiness



Driving Change in the Army Financial Management Enterprise

By: Army Financial Management Optimization Team

What is Army Financial Management Optimization (AFMO)?

The Army budget is the fuel that keeps the Army engine running. The Army Financial Management (FM) community is responsible for and professionally manages all aspects of the Army Budget, to include Audit Readiness. AFMO is a comprehensive management approach to improving FM support to Commanders by: leveraging increased capabilities of the General Fund Enterprise Business System (GFEBS), the financial element of the Global Combat Support System-Army (GCSS-A) and Logistics Modernization Program (LMP); expanding a two-star command responsible for delivering financial management support across the Army enterprise; and by ensuring combat readiness of soldiers while in garrison. AFMO recognizes the impact of dynamic environmental change on financial support over the last decade, including the Congressional mandate for Audit Readiness by 2017, and seeks to achieve success through standardized, end-to-end business processes, optimized workforce and business system efficiencies and accuracies.

Why is this important to the Army?

AFMO is changing delivery of financial management support to enable the Army's success globally. Commanders benefit from improved analytical FM capability resulting in better information for decision making. Command G8s benefit from more accurate cost information to support real time cost/performance analysis. The Resource Management workforce benefits from enhanced skills and knowledge attained through DoD Financial Management Certification. Ultimately, AFMO is important to the Army's ability to attain and maintain Audit Readiness.

What has the Army done?

The Army fielded GFEBS as its core financial management business system. The United States Army Financial Management Command (USAFMCOM) is transforming to provide enterprise-wide financial services. The Army is piloting the concept of centralized, standardized transactional work processes and enhanced capabilities in the G8/RM organization from workload realignment. A Cost Management Steering Group was established to lead standardization in cost capturing and improve cost-centered analytical capabilities.

What continued efforts are planned for the future?

The Assistant Secretary of the Army (Financial Management & Comptroller) (ASA [FM&C]) developed a Campaign Plan to drive and manage financial management change to achieve strategic objectives. The Campaign Plan integrates elements of DOTML-PF and the full scope of finance functionality across the FM Domain. Pilot programs will inform on how to enhance performance and gain efficiencies by best leveraging the technical capability of our new financial systems combined with standardized business processes. ASA (FM&C) continues to collaborate with the Defense Finance and Accounting Service and other stakeholders, as the FM community works together toward improved effectiveness, greater efficiency, and achieving audit compliance. As the environment continues to challenge financial management, the goal of AFMO is to drive change within a changing Army.

Additional Resources:

GFEBS: (<http://www.gfebs.army.mil/>)

DoD Strategic Management Plan (SMP):

<http://dcmo.defense.gov/Publications/StrategicManagementPlan.aspx>

The U.S. Army Operating Concept:

<http://www.arcic.army.mil/Concepts/operating.aspx>

The U.S. Army Functional Concept for Sustainment:

<http://www.arcic.army.mil/Concepts/functional.aspx>

Global Combat Support System—Army Wave 2:

http://www.army.mil/standto/archive_2015-05-28/ **RM**

DoD Financial Management Certification Program: Catalyst for FM Professional Development

By: DoD FM Certification Team

Professional Development - Continuing Education. We should not think of it simply as hours we must attain to keep our jobs or maintain certification. It is our professional responsibility to ourselves, our profession and the organizations we serve. We must embrace and engage in lifelong learning to maintain and enhance professional competence and performance therefore expanding the depth and breadth of our expertise. Professional development is the means by which we keep abreast of the rapidly expanding body of knowledge related to the Financial Management field. It is absolutely essential in order to provide the highest quality services to our customers and potentially into new and interesting career opportunities.

As you are aware the DoD FM Certification program requires a certain number of hours to achieve certification for your particular level and there are many types of learning activities available to achieve this requirement. In part by achieving the DoD FM Certification you will earn the respect and understanding of your organization by showing the value-added of your financial management expertise. We will all need to be flexible, not only in adjusting to this new requirement, but also in working with our colleagues as significant change is implemented.

Throughout this process, the Proponency Office is available to support you and to listen to you. We're also committed to making sure we keep you informed, in a timely fashion of the changes that affect you and the work you do. We're committed to ensuring that you have the tools and training to succeed. We are counting on all of you in the financial management community to help us meet our objectives and cross the finish line together.

DoD FM Certification Program Resources

FM Online is the starting point for DoD Financial Management Certification Program resources. Available via CAC login (<https://fmonline.ousdc.osd.mil/default.aspx>) FM Online provides a variety of information on the DoD FM Certification Program mission, guidance, and resources for related professional development.

FM MyLearn is designed to be your gateway to professional development opportunities that meet the careerists respective Certification Level requirements. Accessible directly (<https://fmonline.ousdc.osd.mil/fmmylearn/>) or through FM Online, FM MyLearn provides an e-catalog view of Financial Management training and professional development opportunities from across DoD, including Army, Navy and Marine Corps, Air Force, Defense Agencies, and DoD FM schools. Courses can also be accessed via the FM Learning Management System (LMS) for easier recording.

There are over 60 active DoD course offering that have been developed to assist careerists in completing their DoD FM Certification requirements that can be completed via distributed learning. FM Online (<https://fmonline.ousdc.osd.mil/Resources/training-resources.aspx#resource4>).



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ResourceManagement

#	Certification Level	Course Title	Course Hours	Requirement (Course or Competency)
1	1	DoD FM 101 - Accounting	2	DoD FM 101
2	1	DoD FM 101 - Acquisition/Contracting	2	DoD FM 101
3	1	DoD FM 101 - Audit Readiness (FIAR 101)*	3	DoD FM 101
4	1	DoD FM 101 - Auditing	2	DoD FM 101
5	1	DoD FM 101 - Budget	3	DoD FM 101
6	1	DoD FM 101 - Cost Analysis	2	DoD FM 101
7	1	DoD FM 101 - Decision Support	2	DoD FM 101
8	1	DoD FM 101 - Ethics	1	DoD FM 101
9	1	DoD FM 101 - Finance	2	DoD FM 101
10	1	DoD FM 101 - Fiscal Law	2	DoD FM 101
11	1	DoD FM 101 - Introduction to DoD	1	DoD FM 101
12	1	DoD FM 101 - PPBE	2	DoD FM 101
13	1	Fundamentals & Operations of Accounting	5 *	Fundamentals & Operations of Accounting
14	2	Audit Readiness (FIAR 102)	3	Audit Readiness Level 2
15	2	Ethics for Supervisors (Ethics 201)	3	Ethics Level 2
16	2	Fiscal Law 201	3	Fiscal Law Level 2
17	2	Accounting Concepts, Policies and Principles	4	Accounting Concepts, Policies and Principles
18	2	DoD Accounting Analysis Fundamentals	4	Accounting Analysis
19	2	Budget Execution Process	2	Budget Execution
20	2	Manager's Internal Control Program (MICP) Basic Awareness	2	Audit Concepts, Policies, and Principles
21	2	Manager's Internal Control Program (MICP) for Senior Stakeholders	2	Audit Concepts, Policies, and Principles
22	2	Principles of Budgeting	4	Budget Execution
23	2	Principles of Civilian Payroll	4	Payroll Concepts, Policies, and Principles
24	2	Principles of Commercial Pay	4	Commercial Pay Concepts, Policies, and Principles
25	2	Intermediate Decision Support	4	Decision Support
26	2	Intermediate Financial Management Systems	4	Financial Management Systems
38	2	Intermediate Budget Formulation, Justification & Presentation	4	Budget Formulation, Justification & Presentation
27	3	Audit Readiness (FIAR 301)*	3.5	Audit Readiness Level 3
28	3	Ethics for Senior Management (Ethics 301)	3	Ethics Level 3
29	3	Fiscal Law Refresh Course (a DoN course)*	4.5	Fiscal Law Level 3
30	3	Budget Formulation, Justification, and Presentation	4	Budget Formulation, Justification, & Presentation
31	3	Budget Execution for Leaders	4	Budget Execution
32	3	Enterprise Architecture	4	Financial Management Systems
33	3	Principles of DoD Financial Management Analysis	4	Financial Management Analysis
34	3	Principles of DoD Advanced Financial Management	5*	Advanced Financial Management
35	3	Advanced Principles of DoD Budget Execution	4.5*	Budget Execution
36	2	Budget Concepts, Policies, and Principles (anticipated completion-summer 2014)	2.5	Budget Formulation, Justification & Presentation
37	3	Decision Support for Leaders	4	Decision Support
39	2	Intermediate Financial Management Analysis (anticipated completion-fall 2014)	4	Financial Management Analysis

Army Comptroller Professional Training and Development

By: Proponency Office Team

The ASA (FM&C) Proponency Office has a history of excellence in financial management professional training and leader development. Training builds confidence and competence while providing skills and knowledge. Leader development is a deliberate, continuous, sequential and progressive process designed to grow financial managers into confident and competent leaders.

Below lists various training and leader development opportunities designed to improve current performance and prepare the workforce for future career assignments.

We extend to you an invitation to apply for competitive financial management education and training opportunities.

CENTRALLY MANAGED TRAINING COURSE

Army Comptroller Course (ACC) is a three week resident program held at Syracuse University's main campus, Syracuse, NY. ACC focuses on federal budget challenges, strategic planning, Planning, Programming, Budgeting and Execution (PPBE), fiscal law, activity and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process, and installation and Army command resource management. The course also blends current DoD/Army management and the latest in academic management techniques. The targeted audiences are journey-level Civilian CP-11, GS 09-11 (full performance positions) and second year CP-11 ACTEDS interns (mandatory), Officer Branch Code (BC) 36 CPT-MAJ, and Enlisted Military Occupational Specialty (MOS) 36 Sergeant First Class (SFC) and above, and Staff Sergeant with waiver.

Executive Comptroller Course (ECC) is a 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. The targeted audiences are Civilian CP-11, GS 11 and above; mid-level Officer BC 36 MAJ-LTC; Enlisted MOS 36 Master Sergeant (MSG) and above, and SFC with waiver.

Financial Management 101 is a two week resident 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 targeted audiences for FM 101 are Civilians GS 03-08. FM 101 is the resident alternative for the DoD Financial Management Certification Program Level 1 DoD FM 101 modules.

Defense Financial Management Course (DFMC) is a 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. The targeted audiences are Civilian CP-11, GS 11 and above; Officer BC 36 MAJ and above; and Enlisted MOS 36 MSG and above.

Defense Decision Support Course (DDSC) is a four day course taught at the Defense Financial Management & Comptroller School (DFM&CS), Maxwell AFB, Montgomery, AL. DDSC complements the DFMC acquainting mid-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.

continued on pg. 15

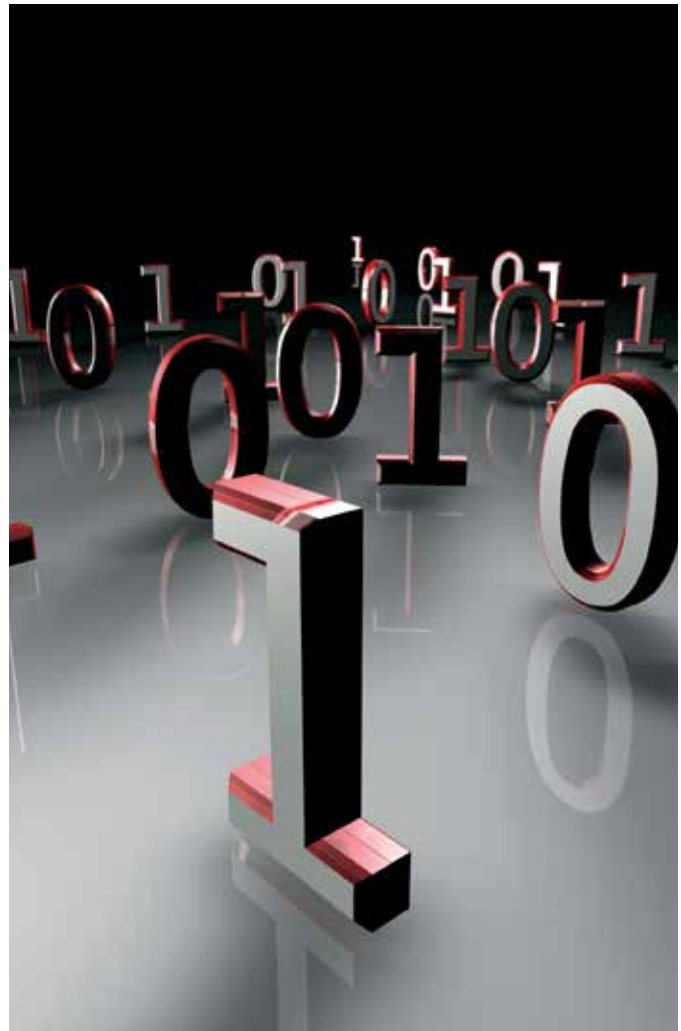
To achieve maximum effectiveness, students selected for this course should possess a broad knowledge of the DoD FM environment, a strategic perspective, and above average critical/creative thinking and oral and written communication skills. The targeted audiences are Civilian CP-11, GS 12 and above; Officer BC 36 MAJ or above; and Enlisted MOS 36 MSG and above.

Senior Resource Managers Course (SRMC) is a five day course taught at Syracuse University's Minnowbrook Conference Center in the Adirondack Mountains. SRMC focuses on current issues in the management of resource management. Careerists gain better understandings of the changing resource management environment of the Army and DoD; experiences a venue for senior resource managers to discuss issues and share solutions; and develops solutions for administration of resource management issues. The targeted audiences are Civilian CP-11 and CP-26 (Manpower and Force Management), GS 14-15; Officer BC 36 Lieutenant Colonel (LTC) and Colonel (COL); and Senior Enlisted MOS 36.

Nomination Procedures: Nominations for the above Short Term Training (STT) should identify the class and date of the requested course. The following document consists of the application packet: Letter of Endorsement, CP-11 Resume, and the SF 181 – Ethnicity and Race Identification. Nomination packages are then submitted through the candidate's respective Command Junior Executive Council (CJEC) and must be provided to ASA (FM&C) Proponency Office by the respective Suspension date. STT Program Manager will notify the candidates and CJEC member of accepted candidates. Attendees must upload the application packet into the GoArmyEd System (www.goarmyed.com) and initiate the SF 182 Authorization, Agreement and Certification of Training request for G-3/5/7 central and command-funded training and professional development classes 60 days prior to the class start date. Upon course acceptance, applicants will receive official notification from the School Quota Manager.

Additional Information: Travel, per diem and tuition costs for STT sessions for Civilian CP-11, Officer BC 36, and Enlisted MOS 36 are Centrally Funded. When applicable, cancellation notifications must be

made through ASA (FM&C) Proponency Office and Command's Comptroller Junior Executive Council (CJEC) Member. All STT courses align with DoD FM Certification competencies; please visit FM Online for more information on course alignments. For further information on STT opportunities, please call (703) 695-7655 (DSN 225-7655), email usarmy.pentagon.hqda-asa-fm.mbx.proponency@mail.mil, ATTN: Short Term Training, or visit <http://www.asafm.army.mil/offices/office.aspx?officecode=1800>.



FY2016 CENTRALLY FUNDED COMPETITIVE TRAINING CALENDAR				
			Suspense Dates	
Location: Syracuse, New York	Session	Course Dates	Nomination Packages to Proponency	Training Application in GoArmyEd
Army Comptroller Course (ACC)	16-I*	2-20 November 2015	23-Sep-15	25-Sep-15
	16-II	8-26 February 2016	30-Oct-15	2-Nov-15
	16-III	18 April -6 May 2016	19-Jan-16	25-Jan-16
	16-IV	8-26 August 2016	9-May-16	16-May-16
Executive Comptroller Course (ECC)	16-I	11-29 January 2016	5-Oct-15	13-Oct-15
	16-II	7-25 March 2016	7-Dec-15	14-Dec-15
	16-III	6-24 June 2016	7-Mar-16	14-Mar-16
Senior Resource Manager Course (SRMC)	16-I	4-8 April 2016	4-Jan-16	11-Jan-16
Financial Management (FM) 101	16-I	7-16 December 2015	1-Oct-15	8-Oct-15
	16-II-T*	6-15 September 2016	6-Jun-16	13-Jun-16
Location: Maxwell AFB, Alabama	Session	Course Dates	Nomination Packages to Proponency	Training Application in GoArmyEd
Defense Financial Manager Course (DFMC)	16A	11-29 January 2016	5-Oct-15	13-Oct-15
	16B	11 February - 4 March 2016	30-Oct-15	2-Nov-15
	16C	25 April - 12 May 2016	19-Jan-16	25-Jan-16
	16D	8-25 August 2016	9-May-16	16-May-16
Defense Decision Support Course (DDSC)	16A	16-19 November 2015	23-Sep-15	9/25/2015
	16B	13-16 September 2016	6-Jun-16	13-Jun-16
Location: Various (Mobile Training)	Session	Course Dates	Nomination Packages to Proponency	Training Application in GoArmyEd
Defense Decision Support Course (DDSC)	San Antonio, TX	1-4 December 2015	1-Oct-15	8-Oct-15
	Ft. Bragg, NC	29 March - 1 April 2016	7-Dec-15	14-Dec-15
	NCR	4-7 April 2016	4-Jan-16	11-Jan-16
	Seattle, WA	7-10 June 2016	7-Mar-16	14-Mar-16
	Seoul, Korea	13-16 June 2016	7-Mar-16	14-Mar-16
	Tinker AFB, OK	12-15 June 2016	7-Mar-16	14-Mar-16

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 is provided by the Department of Defense, and licensed and copyrighted by the American Society of Military Comptrollers (ASMC). EDFMT is offered at a variety of locations (including overseas locations) throughout the year to make it easier for personnel to attend while minimizing travel expenses. EDFMT aligns with DoD FM Certification competencies, and awards 40 continuing professional education units. Tuition is centrally funded. Local Travel costs are not supported by central funds. The targeted audiences are Civilian CP-11, GS 09 and above; Officer BC 36 MAJ and above; and Enlisted MOS 36 MSG and above, and SFC with waiver. ACTEDS Interns within two months of graduation and in good standing are eligible to attend. Attendance is limited to one session only; applicants that

have previously attended the course will be declined seat reservation.

Nomination Procedures: Applicants must submit an electronic nominations for supervisory approval through the ATRRS EDFMT Portal <https://atrrs.army.mil/edfmt/main.asp>

1. On the menu (left side of screen), select "Register for EDFMT"
2. Select the "Army" EDFMT class
3. Fill out electronic EDFMT Student Application
4. Submit Application

If selected, an email notification with reporting instructions will be sent.

CENTRALLY MANAGED TRAINING PROGRAMS

Academic Degree Training (ADT) is university education and training obtained with the objective of achieving an academic degree. The ADT must relate to the employee's official duties, and consist of a planned, systematic, and coordinated program of professional development endorsed by the Army. The training should link identified organizational training needs, resolve an identified staffing problem, or accomplish organizational goals in the strategic plan. The employee simultaneously develops full-time or part-time course of studies with nationally recognized, accredited colleges or universities for the purpose to obtain a degree.

This CP-11 competitive professional development program emphasizes distribution of limited ACTEDS program funds to the maximum number of qualified nominees. Although part-time academic programs are encouraged, full-time applications are considered for acceptance. All degree programs, whether funded by ACTEDS or Commands, must be approved by the Assistant Secretary of the Army (Manpower & Reserve Affairs) (ASA [M&RA]). The targeted audiences are all employees with three years of permanent, full-time employment. Individuals occupying or seeking to qualify for appointment to positions excepted from competitive service or non-career appointment in the Senior Executive Service (SES) are ineligible.

Nominees must complete the documents provided in the Academic Degree Training (ADT) Application Checklist (http://cpol.army.mil/library/train/catalog/pkt_adt.html). CP-11 requires the following information as Career Program unique requirements: last three performance appraisals identifying good standing, academic program curriculum or degree audit documentation reflecting required coursework, and tuition estimates for current and future years. Candidates must submit applications through the appropriate chain of command respective to the approvals notated in their Application Form. CP-11 ADT Centrally funded requests process through the ASA (FM&C) Proponency Office to the CP-11 FCR. Command funded requests must have command endorsement from the Commander or designated Command Point of Contact (POC) stating funds are available.

All applications for Competitive Professional Development Training Programs are due to the CP-11 Program Manager NLT 90 days prior to the start of initial classes. The entire process will require about 120 days contacting the college, assemble applications, obtain chain of command endorsements, finalize staffing, and approval. Check with your CP-11 ACOM, Army Service Component Command (ASCC) or Direct Reporting Unit (DRU) career program manager for internal deadlines.

Upon receipt of FCR approval, nominees must access GoArmyEd (GAE) (www.goarmyed.com) to initiate the electronic application for ASA (M&RA) approval. Once ASA (M&RA) approval is received the candidate is officially enrolled in the ADT program. Execution of program requirements will be processed through GAE. SF-182 training requests must be submitted for approval no later than 60 days prior to the class start date. Previously executed training cannot be reimbursed by ACTEDS funds.

Employees who work for an Army Staff Principal, Headquarters Department of the Army, the Army Staff, or a Program Executive office must obtain endorsement from the Administrative Assistant to the Secretary of the Army (AASA).

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), senior enlisted non-commissioned officers and Resource Management careerists in grades GS 09 and above 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. NOTE: Applicants must have 5 years of service at time of application.

For more information regarding CP-11 Long Term Training (LTT) programs, please contact the ASA (FM&C) Proponency Office (usarmy.pentagon.hqda-asafm.mbx.proponency@mail.mil), ATTN: CP-11 LTT.

CAREER BROADENING OPPORTUNITIES

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 offered to Army Civilians based on their current General Schedule (GS) 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.

Registration Procedures for CES is via The Civilian Human Resources Training Application System (CHRTAS), the online method for submitting your application. CHRTAS is an automated management system that allows you to develop and record your completed training. Registration is completed at <https://www.atrrs.army.mil/channels/chrtas>.

Defense Civilian Emerging Leader Program (DCELP) is a centrally funded program designed to

develop the next generation of innovative leaders with technical competence to meet the future leadership needs of the Department of Defense (DoD).


The program focuses on developing emerging leaders in the Acquisition, Financial Management, and Human Resources communities. ASA (FM&C) Proponency Office is responsible for monitoring and managing progress of Department of Army participants within the Financial Management community in coordination with G-3/5/7 and OUSD(C).

The DCELP is offered annually and consists of residential and online course instruction. All DCELP resident sessions are taught at the DoD Executive Management Training Center in Southbridge, MA.

Program curriculum focuses on Leadership Assessment and Team Development, Effective Writing in the Federal Government, Leadership Theories and Principles, Conflict Resolution, and Emotional Intelligence. 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.

Senior Enterprise Talent Management (SETM) / Enterprise Talent Management (ETM) are governed by Army Directive 2015-24, designed to afford selected GS-13/15s or equivalent Army Senior Civilians a senior-level educational or experiential learning opportunity and prepared them to assume those duty positions of greatest responsibility across the Department. The SETM/ETM programs consist of the following nine modules: Enterprise Placement Program (EPP), SETM-TDY, Senior Service College (SSC), Defense Senior Leader Development Program (DSLDP), Army Senior Civilian Fellowship (ASCF), ETM Shadowing Assignments, ETM TDY, ETM CGSOC and ETM ELDP. For information on the SETM/ETM programs, please visit: <http://www.civiliantraining.army.mil/professional/Pages/SETM.aspx> or <https://www.csldo.army.mil/>.

The SETM/ETM programs operates under the overall supervision and oversight of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and will be executed by the Civilian Senior Leader Management Office (CSLMO).



Training With Industry (TWI) is a competitive opportunity in which BC 36 officers and CP-11 careerists in the grades GS-12 through GS-14 seeking further professional growth are selected for and assigned to a TWI assignment. The Army's continued partnership with four corporations offers participants assignments to, and rotations through, positions within a private sector corporation for one year. This is a unique opportunity for participants to be immersed within the industry, and understand the internal workings of the industry partners. Participants are exposed to the industry partner's broad financial management operations; they are not interns nor are they observers. This program benefits the assigned participant, and the government and industry by expanding the participant's exposure to the private sector's decision-making processes, financial management operations, and strategic objectives, while also exposing industry to practices of how the government's financial management operates.

Selectees start in the summer and rotate through hands-on, multi-functional corporate learning experiences actively participating and contributing. 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. The goal of the TWI program is to grow participants into top Army financial management leaders by applying lessons of corporations' successes and challenges to improve Army performance. For additional information visit the Proponency website: <http://www.asafm.army.mil/offices/office.aspx?officecode=1800>.

Developmental Assignments is under construction. In the future, anticipate opportunities for the competitive professional development of CP-11 Financial Managers. Department of Army personnel are provided opportunities to work in field organizations and/or activities and vice versa. Assignments include duties and responsibilities designed to broaden the careerists' perspectives on issues pertinent to Army financial management policies and practices. Assignments vary in length from three to twelve months with reporting dates determined on a case-by-case basis. Funding for

salary and benefits are the responsibility of the parent organization. Subject to the availability of funds, travel and per diem are centrally funded with CP-11 Army Civilian training, Education and Development System (ACTEDS).

In support of the newly mandated DoD Financial Management Certification Program (FMCP) requirements for Level 3 (FMC3) and recommended for Level 2 (FMC2), the Comptroller Proponency office is currently working to ensure there are ample opportunities for careerists to capitalize on. Please stay on the lookout for policy and process instructions that will be disseminated via our Civilian Junior Executive Council (CJEC) members early FY15.

OTHER PROFESSIONAL DEVELOPMENT OPPORTUNITIES

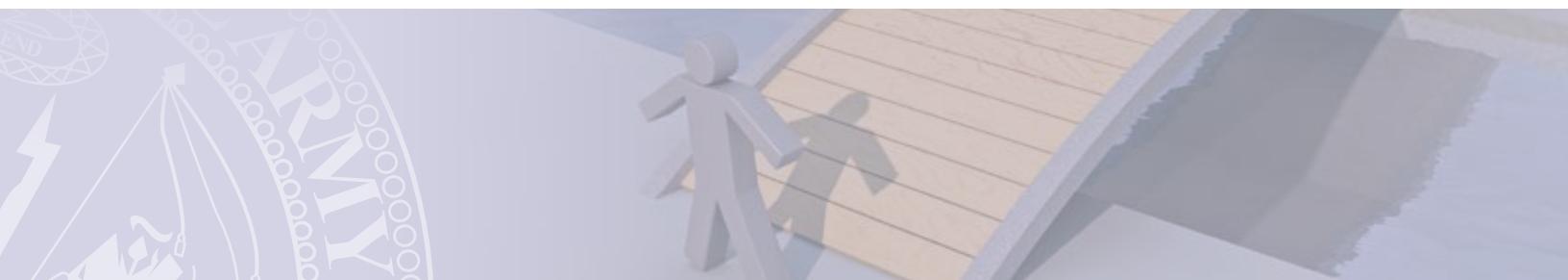
Army Civilian Training, Education, and Development System (ACTEDS) Intern Program is a full-time, 24 month entry-level professional development experience.

ACTEDS Interns are allocated throughout 23 Career Programs (CP) within the Department of Army, with each CP holding specific functional capabilities and training requirements. ASA (FM&C) Proponency Office is the proponent for Comptroller Career Program (CP-11).

ACTEDS Intern training, travel, and payroll are Centrally Funded by ACTEDS through the duration of their program.

At the end of their program, ACTEDS Interns graduate and are placed non-competitively within Department of Army. All ACTEDS Interns are subject to a Mobility Agreement as a condition of employment.

CP-11 (Comptroller) ACTEDS Interns are recruited as GS-07 (target GS-11) within CP-11 Mission Critical Occupations (MCO): Financial Management Analyst (0501), Budget Analyst (0560), Accountant (0510), Auditor (0511), and Operational Research and System Analyst (1515).



Through their 24 months, CP-11 ACTEDS Interns complete developmental assignments and on-the-job training to enhance their professional development and understanding of Resource Management within their Command and the Department of Army. CP-11 ACTEDS Intern mandatory coursework directly aligns with the DoD Financial Management Certification Program (DoD FMCP) Level 1 and Level 2 requirements.

ACTEDS Intern program vacancies announcements post on USAJobs (<https://www.usajobs.gov/>). For available ACTEDS positions, please visit the ACTEDS Recruitment

website (<https://ncweb.ria.army.mil/dainterns/default.htm>). Alternately, CP-11 specific opportunities can be found within USAJobs by conducting an Advanced Search, and filtering by Pay Grade (GS-07) and Occupational Series or Job Category, and selecting the applicable CP-11 MCO listed above.





Army Congressional Fellowship Program (ACFP)

is governed by Army Regulation (AR) 1-202, designed to educate and train selected Army Officers and Department of Army Civilians (DAC) in all aspects of the congressional activities, emphasizing those matters regarding the Department of Defense (DoD). The program provides an understanding of the dimensions and complexities of congressional responsibilities and their relationship to the total process of the government that is of future value to the Army. It is an 18-month career broadening experience that affords selectees the opportunity to: receive a Masters in Legislative Affairs from the George Washington University (GWU), expand their understanding by fulfilling a utilization tour and the experience of working on Capitol Hill.

The following criteria must be met for ACFP eligibility:

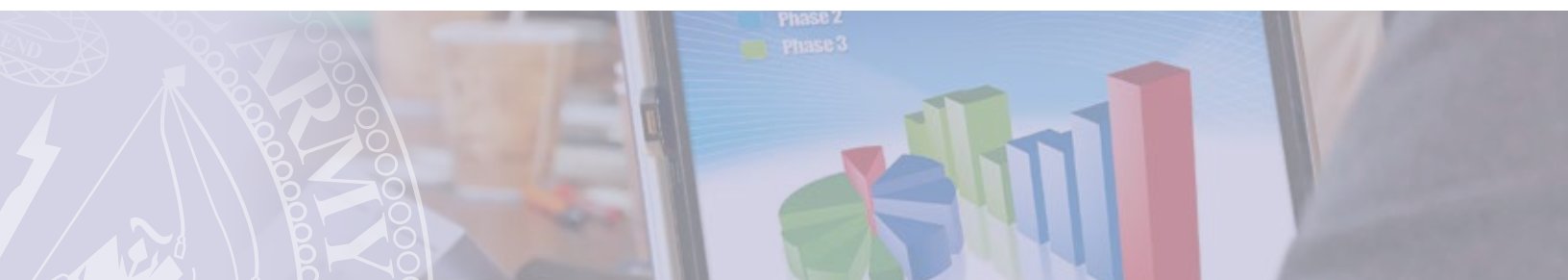
Military:

- Must be Majors or Lieutenant Colonel,
- Military education of level-4 or higher,
- Active Duty candidates may not have more than 17 years of active Federal commissioned service (AFCS).

Civilians:

- Must be between the grades of GS-11 and GS-15 with HQDA staff level experience or equivalent, whose current or prospective position may require working knowledge of the operations of congress,
- Have completed or received credit for the appropriate level of Civilian Education System (CES) Civilian Leaders Development training,
- Possess a minimum of a Bachelor's degree (GPA must be 3.0 unless applicant has previously earned a Master's degree,
- Be able to complete the full fellowship program, including 8 months preparation, one-year duty in Congress, and 12-month utilization.
- Sign a Continued Service Agreement for a minimum of three times the length of the 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)

Long-Term Training is targeted to permanent Department of Army Civilians (DAC) in the grade of GS-12 through GS-15 (must have 5 years of service, 3 within the Department of Army) 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 for this program are individuals in Budget, Policy or related fields or 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.

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 designed to build executive skills in political and public management, negotiation, human resource management, policy-making, organization strategy, communication, ethics and leadership. This program provides participants with a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills and to interact across agency and executive-legislative branch boundaries.

Applicants for the SEF program must: be between the grades of GS-14 to GS-15 in a permanent appointment with a minimum of 3 years of full-time Army Civilian service; to include non-appropriated funded (NAF) employees and have successfully passed the CES Advanced Course.

Leadership for a Democratic Society (LDS)

is a four-week program designed to develop career executive competencies, linking individual development to improved agency performance. The program focuses on four themes: 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. The target audience is GS-15 or equivalent pay band level. It is held at the Office of Personnel Management (OPM) Federal Executive Institute (FEI) in Charlottesville, VA.

Additional Resources:

Army Civilian Training & Leadership Development Training Catalog. Retrieved August, 19, from <http://www.civiliantraining.army.mil/Pages/Homepage.aspx>

Senior Enterprise Talent Management. (n.d.). Retrieved August 25, 2014, from <https://www.csldo.army.mil/>

The ACTEDS Training Catalog. (n.d.). Retrieved August 20, 2014, from <http://cpol.army.mil/library/train/catalog/cb03cp11.html> **RM**



RM Perspectives: My First Year in the CP-11 ACTEDS Internship Program

By: Hairo Ortiz

The internship experience during my tenure has been a valuable and rewarding exposure. After a year into my internship program at the Army Budget Office, Headquarters Department of Army (HQDA), I was involved in the budgeting phase of the PPBE (Planning, Programming, Budgeting and Execution) process. I geared more towards on the job training (OJT) and longer rotations for a better intellectual capacity of the PPBE concept. Spending more time into the day to day operations allowed me to build a better understanding of the big picture while building the relationships necessary to provided our senior leaders with precise and timely analysis.

Traditional classroom training with direct correlation to the PPBE process are very important. Aside from the training, meeting the requirements to finish the program, it will show you that the process is unique to the Department of Defense. Along with OJT, classroom training is another way to get a better understanding of the practice. Everyone has a different approach in gaining comprehension. Some people prefer traditional classroom first; however, I prefer OJT followed by traditional classroom training, but there is guidance to assist you in the course of the program.

As I attended some of the classroom training, I got the pleasure to meet other interns from around the world. Depending on where you are, you will learn different aspects within the financial management career field. Meeting other interns and keeping in touch with my peers pose as a great way to network globally. Those relationships will become even more important as I grow within my career field.

During my first rotation I was part of the Operations and Maintenance, Army (OMA) formulation team for the Budget Estimation (BES) and President's Budget



(PB), which are two essential parts of the PPBE broader spectrum. I had the opportunity to worked with systems unique to the formulation process and understand the importance of OMA's business practices. I also had the chance to self reflect in order to ensure that I possess the qualities necessary to effectively carry out effective work. The senior leaders were able to guide personnel by delegating authority and providing the support necessary for personnel to succeed. This experience was well planned and the activities supported the overall goal of the learning experience.

The proficiency expectation is the engine to continuously expand your learning curve. Thinking outside the box and understanding the importance of relationships throughout the Army staff was key focus when decision-making discussions arose. Senior financial analysts, programmers and the functional were always opened to answer questions, provide mentorship and guide me in the right path towards a successful career.

Mentorship was another key component in the first year of the program. I made an effort to reach out and ask for advice from other senior analysts that are well established in their careers. I had the pleasure to have some really good mentors that took the time out of their

busy schedule to make sure I was doing those things that were most important for both my professional career and personal life. One is dependent of the other, and as a person and intern I understood the importance of accepting constructive criticism.

I had the pleasure to attend some of senior leader forums, which were very rewarding and informative. Observing appropriation sponsors, program analysts and leaders come together to make the best decision possible for the organization's future gave me a different perspective about our corporate level of strategic thinking. It is important to learn how to exhibit professional but courteous behavior at all times. I got a glimpse of what it is to make the difficult decisions for the good of the organization and how to stand firm on the final decision.

I stayed abreast of current events. Knowing the events that affect the current fiscal environment is vital in understanding decision making, especially in times of uncertainty and challenges. It helps build the language necessary to support those decisions and keep leadership informed. Interns are the next generation of leaders. How can we support our country if we aren't aware of what is happening?

As interns and future leaders, we should be aware of threats within the organization, as well as, externally. In the intern program you get out what you put in. You have to consign your best efforts forward and continuously seek to learn something new every day. Never be afraid to ask questions.

As dense as you think the question is, you are an intern and you might never have this opportunity again. Never short change yourself and strive to become well rounded. You might have a pretty good idea of where you'll be placed after the program but don't focus on a single scope.

The opportunity to serve as a financial management analyst intern enhanced my professional and personal experiences throughout my time in the Army Budget Office. Professionally, I reaffirmed my desire to work in financial management, build relationships, and proved to myself I could indeed envision being in this career field for the long term. Finally, with this internship I was able to ground my personal experience how I envisioned it to best fit the career goals I have established. I am grateful for the value of this internship, and I plan to continue a career within the US Department of Defense.

About the Author:

Hairo Ortiz is a CP-11 ACTEDS Financial Management Analyst intern with SAFM-BUC-I, Army Budget Office. He provides management with financial information including financial reports on the status of funds and rates of expenditures, trend analyses and projections of quarterly and year-end status and comparison of actual performance to appropriations. Conducts special studies, analyzes data trends, develops projections of program funding requirements, and recommends financial strategies and actions for meeting program objectives.

Hairo formerly served in the US Army on active duty for almost 7 years with a tour of 15 months to Iraq. He is a member of the American Society of Military Comptrollers (ASMC) and holds a Certified Defense Financial Manager (CDFM) and Lean Six Sigma Black Belt (LSSBB) designation. RM



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 1,900 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 2015:

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 3.680.

Students achieved the Certified Defense Financial Manager certification.

Michael T. Hernandez and Christopher W. Richelderfer earned Certificates of Advanced Study in Health Services Management and Policy from the Maxwell School of Citizenship and Public Affairs. Herman Asberry III, Randall P. Curry, Brian S. Desvignes, Matthew J. Garvin, Michelle A. Hurt, Kevin C. Kenny, Christopher



J. Ronald, Kevin L. Smith, Brian J. Surowiec, Anthony J. Weilbacher and Ryan A. Werner earned Certificates of Advanced Study in Leadership of International and Non-Governmental Organizations from the Maxwell School of Citizenship and Public Affairs.

Herman Asberry III received the 8th 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.

Christopher W. Richelderfer received the LTC Thomas P. Belkofer Award for Academic Excellence for achieving the highest academic standing.

Anthony J. Weilbacher was recognized by the class with the Laychak/Rasmussen Award for Spirit for demonstrating high standards, selflessness, and teamwork.

Lee W. Doggett, Michelle A. Hurt, Christopher W. Richelderfer, Brian J. Surowiec, and Ryan A. Werner 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.

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 "Army Comptroller Professional Training and Development".**RM**

Defense Comptrollership Program 2015 Curriculum

First Quarter – Summer: 12 Credits

- MBC 601 – Economic Foundations 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 – Opportunity Recognition and Ideation (1½ credits)
- SCM 656 – Project Management (3 credits)
- PAI 895 – Mid-Career Seminar: Managerial Leadership (3 credits) or PAI elective choice

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)



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Whitman SCHOOL of MANAGEMENT SYRACUSE UNIVERSITY



DCP Graduating Class of 2015 May 27, 2014 - August 07, 2015

***Class Liaisons**

Back Row: MAJ Christopher W. Richelderfer, Brian S. Desvignes, Brian J. Surowiec, CPT Matthew J. Garvin, CPT Patrick J. Nelson, MAJ Kevin L. Smith*, MAJ Anthony J. Weilbacher, MAJ Jason A. Allen, Kevin C. Kenny

Middle Row: MAJ Lee W. Doggett, MAJ Christopher J. Ronald, MAJ Randall P. Curry, Rennie E. Rechel, CPT James E. Short, MAJ Yasmeen A. Neal, Julie L. Johns, Ryan A. Werner, Gregory P. Walker

Front Row: John T. Johns, Marcel D. Dixon, CPT Daniella M. Fitzhugh, CPT Michael T. Hernandez, Kristina M. Moore, MSG Michelle A. Hurt, MAJ Geoffrey G. Mosley, Herman Asberry III*

DCP Class of 2015 Commencement Address: “What Will You Do To Help Keep America Strong?”

By: MG Thomas Horlander



Good morning how is everyone doing today? Graduates, family, and friends – you all look great.

Ms Finochiarro, thank you so much for the warm welcome and your introduction. I would also like to extend a special word of thanks to the Syracuse University leadership, not just for inviting me to be a part of this ceremony and to be your guest speaker; but really, for your contribution to the past, present, and future of America. You are truly the guardians of America’s future as you help educate and

shape the minds of those who will lead our great country in the future. Thank you.

I know we already recognized the family members, but nobody does this alone – and so, to the family, the friends and everyone here today that have supported these graduates over the last 14 months - I extend to you my sincerest thanks. Our graduates’ accomplishments are your accomplishments, so you should feel honored. And of course, I must say “thank you and congratulations” to the amazing graduates. I don’t know if you realize just what an incredible 14 months this has been; but I am confident you will realize it at various stages in your life. Thank you for doing this and enduring so much sacrifice and hardship. This is really an amazing feat that you have accomplished.

All of us have been to different graduation ceremonies: high school, college; but most of us don’t remember who the guest speaker was and most of us don’t remember what the individual even said so I’m going to make this very short and very simple.

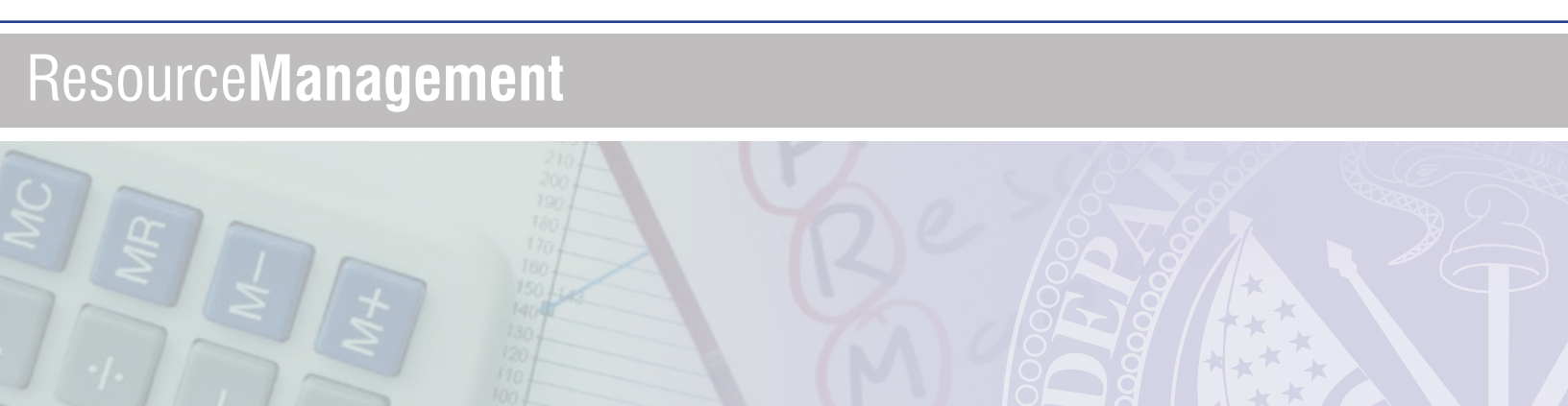
I am going to pose to you just one question that you will take with you that I hope will make you think and perhaps generate some follow-on thoughts and discussion as you depart today and go about your daily lives. pause “What makes America great?” What makes that place on earth that we love, that we call home, and ultimately, that many of us would lay down our lives for, great? ...What makes America great?

Is it because it’s the land of opportunity? -- the fact that we know that no matter where we came from, if we work hard, we can make a better life for ourselves and for our loved ones.

Is it the amazingly resilient economy that we have? It has some flaws; but on average, it is an economy that manages to sustain positive, upward growth.

Is it the rule of law, the legal system that we have? Although imperfect, that allows one to right a wrong. Or is it our political system: a government by the people, for the people?

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Singularly, I don't think it is any of these things, but an amalgam of all of them – a system that is truly greater than the sum of its parts. America is an ideal that embodies and is innate to the human spirit. America is where the human spirit cannot just survive but thrive.

I purposely left one thing out as I described to you a couple of the components of America. Because I wanted to isolate for you what I think is so fundamental, not only to us as professionals, but is what all the other threads of the fabric of America depend on. America is a home where we feel safe and secure and I think this is going to be one of your greatest contributions throughout your lifetime to the American people, to the future of the world, and to all those people that are in pursuit of the American dream. We give the world a country of hope and dreams. Think about it. America gives the world a country of hope and dreams. Without the guardians of freedom like yourself, America and the American dream can fade away. There is no guarantee that America will endure into eternity. No guarantees here.

And I know this a sobering thought for many of you; but in my simple mind, providing for a safe and a secure home is an absolute. It is non-negotiable and if you want to put it into budget speak, it is a “must fund.” I believe it is tantamount to the future of America - an America where we feel safe and where our countrymen feel safe. And a large reason for that is because of you and your fellow service members and the families that support them.

So the world is changing, and I will tell you it's changing very fast. America turned the corner into the 21st century and it is a very, very different 21st century than what we knew just a decade and a half ago. I would characterize it as an era of unprecedented uncertainty. Virtually every component of American security is changing at an increasingly accelerated velocity. For those of you who were fond of your statistics class, I would say the “mode has become the mean.” laughter Today's global security environment has evolved into a world of unknowns. I don't have to tell you that. You can read the paper or go out there on Google or any media stream and see that the world has evolved into a world of unknowns and daily surprises. For America, it is no longer good enough to have friendly neighbors to the north and south and deep blue bodies of the water to the east and west. These vast borders once protected us from the threats we knew but today they don't.

The threat, once a monolithic, unilateral threat of communism sponsored by state actors in the 20th Century is today much different. Today, it is transnational. It is some violent extremist organizations (VEOs) and it is some nation states that have been long standing adversaries to the United States. It's nuclear proliferation. And what I find really odd is that its cyber. So the threats out there are multiple. Unlike yesterday, many of our enemies don't wear a uniform and we don't even know where they live or where they operate from. There are people out there that want to hurt the US and our way of life. And the nature of warfare has changed at an accelerated rate making both kinetic and non-kinetic weapons equally destructive. It is a warfare where “beans and bullets” are replaced by “ones and zeroes.”

Additionally, today's fiscal environment poses a direct challenge to our national security as the federal debt and interest to fund it continues to rise. When I was two years old, (I don't remember this but have studied this), when I was two years old—half of the federal budget was spent on defense. Today, it's 18% and by 2020, we forecast it to be 16%. We are paying 7% of our federal budget on interest on the debt. If things don't change, it is estimated to be 11% in the next 5 years. So think about that—there is a vast challenge before us in just the fiscal realm, not to mention the other threats I've talked about.

Therefore, I don't want you to underestimate your importance. I really believe that this is where you have a huge role and responsibility as “Professionals.” You are a trusted steward of the nation's resources – the resources that are intended to protect our national security interests and keep our home safe and secure.

The talents and skills of a Defense Financial Manager and Comptroller have always been instrumental in providing for the defense of our country; but I would offer to you that they have never been more important to the United States of America than they are today. And you may think to yourself that I am just one person. The defense budget is \$500 billion, give or take another \$100 billion in Overseas Contingency Operation funds; but I would tell you that even if your budget is only \$100 million, how well you manage it is critical to the security of our country. When everybody embraces being good stewards of their resources, it will take us a long way in contributing to safeguarding our freedoms.



As the Director of the Army Budget and some of the other positions I've held here over the last 20 years, I would tell you that I have witnessed a lot of individuals that have singularly made an incredible impact on our country. As individuals, and they weren't all commanders, some of them made invaluable and watershed contributions to their commands or organizations by their singular efforts and leadership. You can too.

And so the saying goes... "To whom much is given, much is expected in return." You worked hard. You sacrificed. Your families sacrificed. You earned it, not one but two masters degrees and that should be a source of great pride for you.

I for one will tell you that I am proud, humbled and envious because I never got to do what you got to do and after 14 months - to walk off the stage with not just two masters degrees, but an incredible wealth of education and experience and friendships.

This past year will undoubtedly prove to be a turning point or a tipping point for many of you in your professional lives. Someday, you will look back on this experience and be able to have a full appreciation of what it meant to you, your families, and the future of our country. Some of you will rise to the pinnacle of your profession. Some of you will go on after your military service to serve in the private sector and earn a handsome salary. Others may have found your niche here in the program and have decided to pursue a life of academia and shape the minds of America's future. Whichever road you choose to travel, I assure it beholds many more opportunities than the one you were on 14 months ago.

You have likely heard the saying: The best investment you can ever make is in yourself. What I am asking you is to not allow this priceless investment and invaluable experience be just another entry on your resume. Make it a stepping stone to a life of meaningful contributions to your country and great successes for you and your family.

My parting message to each and every one of you is nothing less than a challenge.

I challenge you to ask yourself each and every day:



"What are you doing to keep America strong?"

"What are you doing to safeguard the future of our children?"

"And what are you doing to safeguard these ideals that we are willing to lay down our lives for?"

Graduates, America needs you and needs your leadership. We need you to take what you've learned over the 14 months and put it to action. So, my parting question to you is:

What will you do to make America great?

Don't just answer it - take that answer and put it into action.

I am proud of you. I'm humbled by you and I hope I will be able to serve with each of you one day. It's been great to be with you this morning and once again, I congratulate you on this monumental achievement. **RM**

DCP Class of 2015: Student Biographies

Jason Allen



Major Jason A. Allen is an Army Comptroller. Before entering the DCP he completed the Command and General Staff College at Fort Leavenworth, Kansas. Immediately prior to that assignment, he served as the Chief Comptroller for the 57th Presidential Inauguration.

Major Allen has served 12 years of active military duty, including four years in the Infantry and the remaining eight as a Finance Officer. As a Finance Officer, he has experience in Commercial Vendor Services, Classified Cash Operations, Military Pay and Entitlements, Travel, and Budget/Comptroller realms.

He has earned a Bachelor of Science in Business Administration from the University of Toledo (2002). He enjoys cycling, reading, and spending time with family.

Herman Asberry



Herman Asberry III is a GS-14 Financial Management Analyst. Before entering the Defense Comptrollership Program, he was assigned to the Assistant Secretary of the Army (Financial Management and Comptroller), Office of Deputy Assistant Secretary (Financial Operations); The Pentagon, Washington, District of Columbia. After graduation

he will return to the Assistant Secretary of the Army (Financial Management and Comptroller) in the Office of Accountability and Audit Readiness.

Herman has served 22 years of active military duty and retired from active service in June 2008. He has been in the civil service since February 2009.

He has earned a Bachelor of Science in Engineering (1985). He enjoys time with family and friends and listening to music.

Randy Curry



Chaplain (Major) Randy Curry is an Army chaplain. Before entering the DCP, Randy was the 18th Fires Brigade (Airborne) Chaplain, FT Bragg, North Carolina. After graduation he will work as a chaplain installation resource manager.

Randy has served 10 years of active military duty, 4 years in the Individual Ready Reserve and 15 years in television production.

He has earned a Bachelor of Science in Radio-Television-Film Production (1989), and a Master of Divinity in Theology (2003). He enjoys travel, culture and ministry.

Brian Desvignes



Brian Desvignes is a GS-12 Auditor. Before entering the DCP he was an Auditor with the Army Audit Agency in the Installation, Environment, and Energy directorate. After graduation he will work for the Army Audit Agency. Brian Desvignes has 5 years of civil service with the Army Audit Agency. He has earned a Bachelor's degree in Accounting

from the University of Baltimore (2007). He enjoys video games and weight lifting.

Marcel Dixon



Marcel Dixon is a GS-12 Staff Accountant. Before entering the DCP he was a Staff Accountant for Headquarters, U.S. Army Corps of Engineers, Washington, D.C. After graduation he will work as a Staff Accountant for Headquarters, U.S. Army Corps of Engineers, Washington, D.C.

Marcel has 5 years of civilian service; he served 2 years as an ACTEDS Intern and 3 years as a full-time Staff Accountant for the U.S. Army Corps of Engineers.

He has earned a Bachelor's degree in Finance and Accounting (2008) and has received several scholarships for character and academic achievement. He is a proud member of Kappa Alpha Psi Fraternity, Inc.

Lee Doggett



Major Lee Doggett is a career U.S. Army Financial Management Officer with extensive experience in both Finance Operations and Resource Management, with a focus on Sustainment Integration, Special Operations Resourcing, and Enterprise Cost Culture. Before entering the DCP he was the Financial Management Support

Operations Officer for Ft. Carson, Colorado, recently returning from a deployment to Afghanistan as Director of Contracted Ground Transportation. After graduation he intends to pursue assignment in the Army Budget Office, Pentagon.

Major Doggett has served 11 years of active military duty, commissioned through Texas A&M ROTC, with primary assignments at Fort Hood, Fort Jackson, Fort Bragg, and Fort Carson. He holds a Bachelor of Arts in Political Science (2000) and is currently attending the Command and General Staff Officer School, Ft. Lee, Virginia.

Daniella Fitzhugh



CPT Daniella (Dani) Fitzhugh enlisted in the Army Reserves November 11, 1999 and received her commission in the Finance Corps from Weber State University December 11, 2003. CPT Fitzhugh served in the 395th Finance Battalion from November 1999 through July 2006. While serving as an officer in the 395th Finance Battalion she filled the positions

of S1, Detachment Commander and as the Mobilization Officer. CPT Fitzhugh accepted an AGR tour in July of 2006 and has since served as a Finance Officer, RPA Budget Analyst and as the Comptroller.

CPT Fitzhugh military education includes: U.S. Army Finance Officer Basic and Captains Career Course, Operational Contract Support Course, Planning, Programming, Budgeting and Execution course, and the Intermediate Cost Accounting and Management Course.

Matthew Garvin

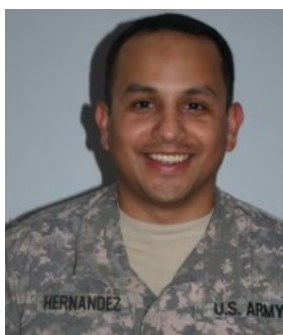


Before entering the DCP, Matthew Garvin served as the Battalion Operations Officer for the 16th Special Troops Battalion in Baumholder, Germany. He has served a variety of positions in the FM community to include Disbursing Officer, Detachment Commander, and Budget Officer at the Corps and Joint Command levels.

Matthew Garvin has served 12 years of active military duty, including 4 years as an enlisted member of the intelligence community and 8 years as an officer in the Finance Corps.

Matt earned a Bachelor's degree in Finance (2005) from the Pennsylvania State University and has held Certified Defense Financial Manager (CDFM) certification since 2009. He enjoys swimming, golfing, travelling, and spending time with family.

Michael Hernandez



Michael T. Hernandez is a Financial Management officer and Captain in the United States Army Reserves Active Guard Reserve (AGR) program. Before arriving at the Defense Comptroller Program, CPT Hernandez served as the Commander/ Executive Officer for the 368th Financial Management Support Unit in Wichita, KS.

CPT Hernandez received his commissioning through Texas A&M University in December 2004. In his 9 years of service, CPT Hernandez has deployed in support of Operation Iraqi Freedom 2006 – 2007 (Qatar/Kuwait) and Operation Enduring Freedom 2011 – 2012. His assignments include: Commander/ Executive Officer, 368th Financial Management Support Unit (FMSU), Wichita, KS, Detachment Commander, 4/395th FMSU, Salt Lake City, UT, Financial Management Systems Training Officer, United States Army Financial Management Command, Indianapolis, IN, and Team Leader/Instructor, Total Force Integrator, United States Army Financial Management School, Fort Jackson, SC.

CPT Hernandez has a Bachelor of Business Administration in Finance (2004) from Texas A&M University, College Station, Texas. His awards include, Bronze Star Medal, Meritorious Service Medal (2 Oak Leaf Clusters), Afghanistan Campaign Medal, and the Global War on Terrorism Expeditionary Medal. CPT Hernandez enjoys spending time with family and friends.

Michelle Hurt



MSG Michelle A. Hurt is a battalion operations sergeant at Fort Hood, Texas. After graduation she will be working as a budget analyst for the U.S. Army.

MSG Hurt has served a total of 21 years of active military duty. She has deployed to Afghanistan, Iraq and Bosnia.

Her assignments include First Sergeant and Army Recruiter. MSG Hurt's military awards include the Bronze Star Medal and two Meritorious Service Medals.

She has earned a Bachelor of Science from Carnegie Mellon University in Pittsburgh, PA (1994). MSG Hurt hobbies include art, literature and investing.

Julie Johns



Julie Johns is a GS-12 Budget Analyst. Before entering the DCP she was the Budget Analyst for 12th CAB in Wiesbaden Germany. Prior to that, she has been the Budget analyst for various Staff Sections within the USAREUR Headquarters, in Wiesbaden and Heidelberg, Germany. After graduation she will work at HQDA, ASA (FM&C) Investments.

Julie Johns has 13+ years of federal civil service, 3 ½ years with the Veterans Administration, 4 years in the medical command, between Landstuhl and Heidelberg, and the remainder of her service time is with HQUSAREUR.

She earned a Bachelor of Science in Microbiology (1991). She completed the DA Financial Internship Program in April of 2010. She enjoys traveling, spending time with family and friends, and reading.

Todd Johns



Todd Johns is a GS-13 Program Management Analyst. Before entering the DCP he was the Deputy Chief, Requirement Definition Division of the USAREUR G3, Wiesbaden, Germany. After graduation he will work for the Assistance Chief of Staff for Installation Management.

Todd will complete 20 years of civil service in July 2014. He has worked as an auditor, operations specialists, budget analyst and program analyst.

He has served over 26 years combined in the US Army Reserves (19 years) and the National Guard (7 years).

He earned a Bachelor of Science in Business Administration (1991) with an emphasis in Financial Management. He enjoys golfing, mountain biking, fishing and hunting.

Kevin Kenny



Kevin Kenny is a Financial Management Analyst in the Joint Staff, J6 C4/Cyber Directorate. Before entering the DCP, his focus was program budget formulation, budget execution, cost analysis and IT program acquisition in support of the Joint Staff J6, Information Technology Services (ITS) mission; which supports the entire Joint Staff. After graduation, he will return to the J6 Directorate in a similar capacity with increased responsibilities.

Kevin has served 4 years as a federal civilian with both The Joint Staff and United States Joint Forces Command (USJFCOM). Prior to civil service, he served 5 years on active duty in the Navy as an Avionics Technician while stationed in Florida, Virginia, and California.

He has earned a Bachelor's degree in Finance and Economics from Old Dominion University, and is a Certified Defense Financial Manager (CDFM). He enjoys following Syracuse University sports teams.

Kristina Moore



Kristina Moore is a GS-13 Financial Manager. Before entering the DCP she was the Chief of Program Analysts at Europe District, Wiesbaden, Germany. After graduation she will work as a Program Analyst for the office of the North Atlantic Division, Resource Management Division, Ft. Hamilton, NY.

She has earned a Bachelor's degree in Financial Management/Financial Planning (2006) and a Master in Business Administration (2009). Kristina enjoys travelling, reading, and spending time outdoors.

Geoffery Mosley



CPT Geoff Mosley is currently assigned to USARPAC. Before entering the DCP he completed command of A Det, 125th FMCo and served in several lead budget analyst positions spanning FM execution, operations and during an Iraq deployment. After graduation, he will attend resident ILE.

CPT Mosley has served 9 years of active military duty as a financial management in Korea, Iraq and Hawaii.

He earned a Bachelor's degree in Applied Economics from The Florida State University (2004) with a minor in Business and a minor in Psychology. He enjoys most athletic sports, is an avid wrestler and enjoys learning to golf.



Yasmeen Neal



Yasmeen Neal is a MAJ with the Army National Guard. Before entering the DCP she was a Financial Analyst with the Accounting Branch, ARNG Comptroller Division. After graduation she plans to work as a Team Lead for the Budget Formulation Branch, ARNG Comptroller.

She has served 16 years with the military; 11 years as a commissioned officer (Finance Officer), and 4 years as an enlisted soldier (Transportation). Her assignments include a 2 year tour with SOUTHCOM as a TCA Coordinator for the Eastern Caribbean, one tour in Kuwait supporting Operation New Dawn and Operation Enduring Freedom; as well as company command for initial entry soldiers at the National Guard Patriot Academy.

She has a Bachelor's degree in Business Administration from the University of Florida (2002) and is also a Certified Defense Financial Manager (CDFM-2008). She has also completed the Operations Systems/Research Analysis – Military Applications Course (ORSA-MAC-2013). She enjoys being a puppy raiser for service dogs and attending live concerts.

Patrick Nelson



CPT Pat Nelson is Financial Management Officer for the United States Army. Before entering the DCP he worked in the Army Budget Office as a Current Year Operations, OMA Budget Analyst. After graduation he intends to attend the Intermediate-Level Education (ILE) course at Fort Leavenworth, KS.

CPT Nelson has served 10 years of active military duty; four years as an Air Defense Artillery Officer and six as a Financial Manager.

He has earned a Bachelor of Science in Psychology (2001) and a Master in Economics (2009). He enjoys golfing and playing guitar.

Rennie Rechel



Rennie Rechel is a GS-12 Budget Analyst. Before entering DCP she was the Operations Team Lead at the IMCOM Resource Management Office of Joint Base Lewis McChord at Joint Base Lewis McChord, Washington. After graduation she will work as a Budget Analyst for HQDA, Office of the Assistant Secretary of the Army, Financial Management

and Comptroller.

Ms. Rechel served six years in the US Army Active duty as a Correctional Specialist (95C) and four years of Civil Service in the Installation Management Command. She was also a federal contractor for seven years working on various transformational projects at JBLM.

She has earned an Associate in Office Management (1995), and Bachelor of Science in Business Administration (2007). Ms. Rechel and her family enjoy road trips and discovering new locations to include lighthouses and anything historical.

Christopher Richelderfer



CPT(P) Chris Richelderfer is a 70C, AMEDD Comptroller. Before entering DCP, he served as a Program Analyst at Womack army Medical Center. After graduation, he will serve as a Comptroller Intern.

After earning a BS in Biology from Mount Saint Mary's University in 2005, Chris has spent nine years on active duty and has held various staff and leadership positions. He has deployed twice in support of Operation Enduring Freedom.

His awards and decorations include the Bronze Star (2nd Award), the Meritorious Service Medal, the Army Commendation Medal (2nd Award), the Army Achievement Medal, the Parachutist Badge, the Expert Field Medical Badge, and the Combat Medical Badge. He

enjoys golf, CrossFit, riding his motorcycle, and spending time with his family.

Christopher Ronald



Chris Ronald is a Financial Manager. Prior to entering the DCP, he completed the Command and General Staff College at Fort Leavenworth, Kansas. Immediately preceding that assignment, he served as the Financial Management Branch Company Grade Assignment Officer at Human Resources Command.

He has served 12 years of active military duty, including 3 years as an Infantry Officer, and the remainder, as a Financial Manager. He served as an Infantry Platoon Leader, Disbursing Officer, Commander of Bravo Company, Warrior Transition Company Alaska, 101st Airborne Divisions Budget Officer, and FM Assignment officer.

In 2002 he earned two Bachelors of Science, one in Accounting Information Systems and the other in Psychology, from Virginia Tech. He enjoys fishing, golfing, barbecuing and spending time with family.

James Short



James E. Short currently serves as a Captain in the Army finance branch. Before entering the DCP he was a Brigade S8 for the 43rd Sustainment Brigade at Fort Carson, Colorado. After graduation he will seek a Division level budget job and work as a deputy director in the J8.

James has served 9 years on active military service. He entered into the Army as an armor officer and later transitioned to a finance officer. He has done one tour in Iraq and two tours in Afghanistan. His jobs included Platoon Leader, Plans officer, Budget officer, Detachment Commander and Brigade S8.

He has earned a Bachelor of Arts in Economics at the University of Washington (2005). He enjoys downhill skiing and baseball.

Kevin Smith



MAJ Kevin Smith is a native of Chicago, Illinois and a graduate of the University of Illinois, Urbana where he earned a BS in Actuary Science. Upon graduation Kevin joined the Army in Aug 2000 as a Finance Officer and branched detailed Air Defense Artillery.

Kevin's career as a financial manager includes assignments in all aspects of finance from Disbursing, MILPay, Travel, Vendor Pay and Resource Management. Kevin is Lean Six Sigma Black Belt, Certified Defense Financial Manager, and a graduate of Cost Management Certificate Course. He has served in Mannheim, Germany, Fort McPherson, GA, Fort Bragg, NC, and has multiple deployments to Iraq, Afghanistan, and Kuwait. Most recently he was assigned as the 3rd Special Forces Group Comptroller, Fort Bragg NC.



Brian Surowiec



Mr. Brian Surowiec is a GS-12 Auditor. Before entering the DCP, he was an auditor at the U.S. Army Audit Agency's Aberdeen Proving Ground Field Office. After graduation, he will continue to work for the U.S. Army Audit Agency.

Mr. Surowiec has seven years of civil service with the U.S. Army Audit Agency. He spent four years at Fort Belvoir, VA; two years at Fort Shafter, HI; and one year at Aberdeen Proving Ground, MD.

He earned his Bachelor of Science in Accounting (2006) from Pennsylvania State University with a minor in the Legal Environment of Business.

Brian enjoys playing ice hockey, snowboarding, working on cars in his free time, and spending time with his family and their Great Dane named Lucy.

Gregory Walker



Prior to entering DCP Mr. Gregory Walker served as a Budget Analyst for USAREUR G8 in Wiesbaden Germany. Mr. Walker's primary duty was the G2 Headquarters Execution Branch Analyst; however he covered many other roles due to extreme manpower shortages. After graduation he will serve as a Budget Analyst for IMCOM in Colorado Springs, Colorado.

Mr. Walker has a total of 9 years of government service including 5 in civil service and 4 as a US Air Force Pararescueman. Mr. Walker has earned numerous accommodations throughout his career to include being awarded the 1998 Pararescueman of the Year while serving at the 21st Special Tactics Squadron at Kadena Air Base Okinawa, Japan.

Mr. Walker enjoys swimming, running, and reading as well as spending time with his family.

Anthony Weilbacher



Anthony "Tony" J. Weilbacher is a Major in the Army's Finance Corps. Before entering the DCP, he was the Commander of the 15th Financial Management Support Unit at Fort Hood, TX. After graduation, he aspires to work as a Program Budget Officer in the OASA (FM&C). Tony has served 11 years of active military duty, 1 year as an Armor (Tank) Officer, and 10 years as a Finance Officer under various MACOMs.

He earned a Bachelor of Business Administration in Finance and Economics from the University of Guam (2003) and is a Certified Defense Financial Manager. He enjoys singing, playing the guitar, and ministering at church.

Ryan Werner



Ryan Werner is a GS-12 Auditor. Before entering the DCP he has worked as an Auditor for U.S. Army Audit Agency in their Colorado, Alaska, and Afghanistan Field Offices. After graduation, he will work as an Auditor in Army Audit Agency's Headquarters at Fort Belvoir. Ryan has served 5 years of civil service with U.S. Army Audit Agency. In 2009, he was the

recipient of the Commander's Award for Civilian Service for his contributions in opening U.S. Army Audit Agency's first office in Alaska.

He has earned a Bachelor's degree in Accounting (2008) from Colorado State University, Pueblo. In his free time, Ryan enjoys the outdoors through hiking, golfing, and attending sporting events.

DCP Class of 2015: Awards and Recognition



2015 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 2015 recipient of the McCall Award is COL Donald M. (Mike) Cook. COL Mike Cook is a 1987 Distinguished Military Graduate of the Florida State University, where he received a Bachelor of Science degree in business management. He also holds a Master of Business Administration degree from Syracuse University and a Master of National Resource Strategy degree from the Industrial College of the Armed Forces (ICAF) where he was a distinguished graduate. He is a graduate of the Armor Officer Basic and Advanced courses, and the Army Command & General Staff College.

COL Cook has served in a wide variety of armor and financial management assignments. His armor assignments include duty as a tank, scout, and support-platoon leader; cavalry troop executive officer and commander; and a tour as the senior advisor to a Kuwaiti armor brigade. His financial management service includes assignments as: Comptroller, 20th Engineer BDE (ABN); Comptroller, U.S. Army War Reserve, Qatar; Program Analyst, XVIII Corps (ABN); Comptroller,



3/160 Special Operations Aviation Regiment (SOAR); Executive Officer to the Director, Army Budget, Army Budget Office (ABO); Deputy Division Chief, OMA Current-Year Execution, ABO; G8, 1st Cavalry Division; Director, Resource Management, Joint Special Operations Command (JSOC), and Executive Officer to the Military Deputy to the Assistant Secretary of the Army, Financial Management & Comptroller (ASA(FM&C)).

COL Cook began his current assignment as the G8, Army Space and Missile Defense Command (SMDC)/Army Strategic Forces (ARSTRAT) in August 2013.

COL Cook's awards and decorations include the Defense Superior Service Medal, the Legion of Merit, the Bronze Star with one Oak Leaf Cluster, the Meritorious Service Medal with five Oak Leaf Clusters, the Army Commendation Medal with two Oak Leaf Clusters, the Army Achievement Medal with one Oak Leaf cluster, the Parachutist Badge, the Ranger Tab, and the Army Space Badge. He is a Certified Defense Financial Manager, with Acquisition specialty (CDFM-A) and has achieved Level 3 DoD Financial Management Certification.

2015 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 2015 recipient of the Leonard F. Keenan Award is Mr. Stephen E. Allenbach. Mr. Allenbach is the Chief of Revolving Fund Division Operations and Support Directorate at ASA(FM&C). Mr. Allenbach's key responsibility is the managerial oversight of the Army Working Capital Fund's (AWCF) \$9 billion budget which includes employment of more than 22,000 civilian personnel. His major duties include formulating, presenting, defending and analyzing execution of the budget to OSD, OMB, and Congress; establishing AWCF policy; and providing advice to Army senior leaders. The AWCF is comprised of two business groups. The Supply Management business group buys and manages assigned stocks of spare and repair parts for sale to its customers, primarily Army operating units. The Industrial Operations business group is comprised of 13 installation activities, which includes maintenance depots, arsenals, munitions production facilities, and storage sites. Additionally, the division formulates, presents, defends and analyzes execution of the \$204 million Foreign Military Sales – Administrative budget which directly supports the Army's portion of DOD's equipment and weapons system sales to U.S. allies.

Mr. Allenbach's past education includes receiving an MBA from Syracuse in 2002. Prior to this, he attended the Command & General Staff College (1998) and received his BA in Political Science from the University of Alabama (Mobile) in 1971.

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 2015 recipient of the Belkofer Award is CPT(P) Christopher W. Richelderfer. CPT(P) Richelderfer is a 70C, AMEDD Comptroller. Before entering DCP, he served as a Program Analyst at Womack Army Medical Center. After graduation, he will serve as a Comptroller Intern.

2015 David Laychak and Rhonda Rasmussen Award



The David Laychak and Rhonda Rasmussen Award is to recognize a student demonstrating high standards, selflessness, compassion, and teamwork. David and Rhonda were 1992 graduates of Army Comptrollership Program (ACP), now known as DCP, who perished at the Pentagon during the September 11th attack.

The 2015 recipient of the David Laychak and Rhonda Rasmussen Award is MAJ Anthony "Tony" J. Weilbacher. MAJ Weilbacher is a member of the Army's Finance Corps. Before entering the DCP, he was the Commander of the 15th Financial Management Support Unit at Fort Hood, TX. After graduation, he aspires to work as a Program Budget Officer in the OASA (FM&C).



2015 Beta Gamma Sigma Inductions

Founded in 1913, Beta Gamma Sigma (BGS) is an International Honor Society which encourages and honors academic achievement in the study of business. BGS has established over 500 collegiate chapters in all 50 U.S. states and 22 countries and territories at schools accredited by the American Assembly of Collegiate Schools of Business AACSB International. In order to gain acceptance, a student must be in the top 20 percent grade point average (GPA) of their respective graduating class.

The 2015 BGS Inductees were: MAJ Lee W. Doggett, MSG Michelle A. Hurt, CPT Christopher W. Richelderfer, Mr. Brian J. Surowiec and Mr. Ryan A. Werner



Award Ceremony Photo from SU



Resource Management Publication: Guidelines for Authors

Have a great idea for an article? We'd love to hear from you! ASA (FM&C) Proponency encourages members of the Army Comptroller community to get involved with its Publication. The RM Publication affords a great opportunity for military and civilian careerists, and interns, to contribute their ideas and thoughts on the current and developing trends in the RM field. The following provides some Guidelines for Authors for those interested in being published in upcoming editions 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. Graphics in TIF, WMF, CGM, GIF, JPG or BMP format

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. At your comfort and

convenience we encourage authors to provide a photo of themselves. Please refer to previous paragraph for format.

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