



# COMPTROLLER PROPONENCY OFFICE

## Career Program 11/ BC 36 Planner

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

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

*If you want one hundred years  
of prosperity,*

**“GROW PEOPLE”**

-Ancient Chinese Proverb



Assistant Secretary of the Army  
(Financial Management & Comptroller)

# TRAINING OPPORTUNITIES COMPTROLLER PROPONENCY OFFICE

SAFM-PO, 109 ARMY, PENTAGON, WASHINGTON DC 20310-0109

## Army Comptroller Course (ACC)

### ACC DATES

11-I 10 JAN – 03 FEB 11  
11-II 26 APR – 20 MAY 11  
11-III 08 AUG – 26 AUG 11

### ACC SUSPENSE TO PO

10 NOV 10  
24 FEB 11  
16 JUN 11

## Executive Comptroller Course (ECC)

### ECC DATES

11-I 18 OCT – 11 NOV 10  
11-II 28 FEB – 24 MAR 11  
11-III 06 JUN – 30 JUN 11

### ECC SUSPENSE TO PO

09 SEP 10  
06 JAN 11  
28 APR 11

## Defense Financial Management Course (DFMC)

### DFMC DATES

11- A 12 OCT – 05 NOV 10  
11- B 10 JAN – 04 FEB 11  
11-C 11 APR – 06 MAY 11  
11-D 11 JUL – 05 AUG 11

### DFMC SUSPENSE TO PO

02 SEP 10  
18 NOV 10  
10 FEB 11  
26 APR 11

## Defense Decision Support Course (DDSC)

### DDSC DATES

11-A 15 NOV – 19 NOV 10  
11-B 14 FEB – 18 FEB 11  
11-C 16 MAY – 20 MAY 11  
11-D 13 JUN – 17 JUN 11

### DDSC SUSPENSE TO PO

22 SEP 10  
14 DEC 10  
16 MAR 11  
21 APR 11

## Senior Resource Managers Course (SRMC)

### SRMC DATES

11-I 04 APR – 08 APR 11  
11-II 12 SEP – 16 SEP 11

### SRMC SUSPENSE TO PO

02 FEB 11  
06 JUL 11

## COMPTROLLER PROFESSIONAL DEVELOPMENT

### Civilian Academic Degree Training (ADT) University/College Programs

#### ADT DATES

FY11 1ST QTR  
FY11 2ND QTR  
FY11 3RD QTR  
FY11 4TH QTR

#### ADT SUSPENSE TO PO

01 JUN 10  
01 SEP 10  
01 DEC 10  
01 FEB 11

#### PROGRAM

RESOURCE MANAGEMENT MENTORSHIP PROGRAM (RMMP)

MASTERS OF MANAGERIAL LOGISTICS CLASS OF 2012

DEFENSE COMPTROLLERSHIP PROGRAM CLASS OF 2012

DEFENSE MASTERS IN BUSINESS ADMINISTRATION IN FINANCIAL MANAGEMENT PROGRAM CLASS OF 2012

TRAINING WITH INDUSTRY (TWI) PROGRAM

NATIONAL SECURITY STUDIES COURSE

RESOURCE MANAGEMENT AWARDS FY 10

LTG(R) JERRY SINN AWARD FY 10

NEIL R. GINNETTI AWARD FY 10

DEVELOPMENTAL ASSIGNMENTS

#### SUSPENSE TO PO

CIVILIANS /MILITARY- 1 SEP 10

CIVILIANS /MILITARY- 13 OCT 10

CIVILIANS /MILITARY- 14 OCT 10

CIVILIANS/MILITARY – 20 OCT 10

CIVILIANS/MILITARY – 21 OCT 10

CIVILIANS/MILITARY – 27 OCT 10

CIVILIANS/MILITARY – 28 OCT 10

CIVILIANS/MILITARY – 28 OCT 10

CIVILIANS/MILITARY – 28 OCT 10

CIVILIANS – CONTINUOUS

# Planner Color Key

## RED KEY

## *DUE DATES TO THE COMPTROLLER PROPONENCY OFFICE*

### BLACK KEY

### *COMPTROLLER PROPONENCY OFFICE CENTRALLY-FUNDED COURSES/TRAINING:*

ACC	Army Comptroller Course
ADTP	Academic Degree Training Program
DCP	Defense Comptrollership Program
ECC	Executive Comptroller Course
MML	Masters of Managerial Logistics
NSSC	National Securities Studies Course
RM Awards	Resource Management Awards
RM Pub	Resource Management Publication
RMMP	Resource Management Mentorship Program
SRMC	Senior Resource Managers Course
TWI	Training With Industry

### GREEN KEY

### *FINANCIAL MANAGEMENT SCHOOL:*

AFMW	Army Financial Management Workshop
BOLC	Basic Officer Leaders Course
DORMC	Deployed Operations Resource Managers Course
FMCCC-RC	Financial Management Captains' Career Course RC
FMCCC	Financial Management Captains' Career Course
FOBQ (FMTC)	Financial Management Transition Course
PPBE	Planning, Programming, Budgeting & Execution

### PURPLE KEY

### *DEFENSE COURSES*

DDSC	Defense Decision Support Course
DFMC	Defense Financial Management Course
DMBAFMP	Defense Masters in Business Administration Financial Management Program

### BLUE

### *FEDERAL HOLIDAYS*

*All applications must come to the Comptroller Proponency Office through the chain of command. Each command has a Comptroller Junior Executive Council (CJEC) member. All nominations come to the Proponency Office through the CJEC member. A roster of all CJEC members is located on the Comptroller Proponency Office Army Knowledge Online (AKO) page.*

*The roles and responsibilities of the Comptroller Junior Executive Council (CJEC) members are:*

- Serve as the CP 11 Functional Subject Matter Expert and represent the Command on the Comptroller Junior Executive Council.*
- Serve as liaison between the Comptroller Proponency Office and Intern Supervisor, Command Intern Program Manager, Interns, and CP 11 careerists.*
- Assist Interns, Intern Supervisor, Command Intern Program Managers, CP 11 careerists and CP 11 careerists' supervisors.*
- Develop rotational assignment objectives to be accomplished during rotational assignments.*
- Review Intern Individual Development Plan (IDP) and short term training nominations.*
- Prioritize command nominations.*

## Defense Comptrollership Program



### Cooperative endeavor between Syracuse University and Department of the Army since 1952

#### 14 month resident graduate program

- Dual degree program between the Martin J. Whitman School of Management and the Maxwell School of Citizenship and Public Affairs
- Students graduate with both a Master of Business Administration (MBA) and an Executive Masters of Public Administration (EMPA)
- 60 graduate semester hour curriculum
- Combines business with government oriented concepts, theories, and principles and enables participants to understand and improve on Army/DoD resource management processes and practices
- Overview of business diversity, policy development and analysis, activity based costing, global competition, change management, critical thinking, organizational culture and environment, and current public administration theory

- Proficiency required in computers, mathematics, communications, teamwork and managing conflict—all of which skills will be further honed throughout the program
- Proponent: Office of the Assistant Secretary of the Army (Financial Management & Comptroller), OASA (FM&C)

### Participants

#### Approximately 30 students each class

- Active and Reserve Army officers make up about 60%
- Army civilians comprise about 40%
- Civilians from Defense Agencies and other Military Departments may also attend

#### Active and Guard/Reserve Army Officers/Enlisted

- Officers must start the program prior to their 17th year of active commissioned service. Most attendees are Majors or high-potential Captains
- Senior NCOs
- Each class normally includes 13-14 active BC 36 Financial Management, 2-3 reserve component officers plus one or more Chaplain and Medical Service Corps officers
- Military are PCS'd to Syracuse.
- Upon graduation, officers are assigned to positions coded for graduate degrees at Command level
- Selection is based on several major indices:
  - Overall manner of performance and potential
  - Undergraduate academic record
  - Previous financial management training and experience
  - Graduate Management Admission Test (GMAT) score (500 minimum)
  - Letters of recommendation from three persons assessing the applicant

#### Army Civilians

- Resource Management careerists normally in grades GS-9 through GS-12
- Post-DCP operational assignment for Army civilian selectees (announced prior to DCP)
- Tuition, books, travel and modified per diem are centrally funded.
- Selection Board selects students and their post- training operational assignments based upon:

- Performance within the resource management field
- Potential for advancement to multidisciplinary capstone positions
- Undergraduate academic record
- Graduate Management Admission Test (GMAT) score (500 minimum)
- Two letters of recommendation

### Defense Agencies

- See your Agency or Service career representative for internal selection and application procedures. All selections will be validated by Syracuse University

### How to Apply

- Active Army Officers: Annual announcement issued in spring/summer. Applications are due to the BC 36 Assignment Officer by the middle of October for the following academic year
- USAR Officers, mail applications to: Human Resources Command (HRC), Fort Knox, Kentucky
- ARNG Officers, mail applications to: Army National Guard Readiness Center, Arlington, Virginia
- Army Civilians: Annual announcement issued in the spring. Applications due to OASA(FM&C) Comptroller Proponency Office in October for the following academic year
- See the Comptroller Proponency Office web page for announcements and further details
- Individuals are required to use the Government Travel Card for TDY expenses.
- Tuition, books, travel and modified per diem are centrally funded.
- Selection Board selects students and their post- training operational assignments based upon:
  - Performance within the resource management field
  - Potential for advancement to multidisciplinary capstone positions
  - Undergraduate academic record
  - Graduate Management Admission Test (GMAT) score (500 minimum)
  - Two letters of recommendation

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
			FY 11 2nd Qtr ADTP packages due to PO RMMP applications due to PO	DFMC 11-A applications due to PO	DFMC 10-D ends	
5	6	7	8	9	10	11
	<i>Labor Day</i>			ECC 11-I applications due to PO		
12	13	14	15	16	17	18
	DDSC 10-D starts SRMC 10-II starts			4th Qtr RM Pub articles due to PO	DDSC 10-D ends SRMC 10-II ends	
19	20	21	22	23	24	25
			DDSC 11-A applications due to PO			
26	27	28	29	30		
				<i>FY 10 ends</i>		

## Rewarding Army Financial Excellence



### ASA (FM&C) Resource Management (RM) Awards

Annual recognition awards in several financial categories for:

- INDIVIDUAL
- TEAM
- ORGANIZATION
- CAPSTONE “Best of Best”

Guidance published and distributed annually in Spring

**Eligible:**  
**All Army Financial Managers—**  
**Military & Civilian**

*Nominations due end of October each year*

*Send through command channels to:*

*Proponency@hqda.army.mil*

Winners will be awarded a Certificate and Plaque during Army Day at the ASMC National PDI

Say “Thanks for a Job Well Done”

### LTG (RET) Jerry L. Sinn Award

Signifies LTG (RET) Sinn’s significant contributions to the Army financial management community

Recognizes an innovative, and substantive, financial management project or initiative

**Eligible:**  
**Army Financial Managers**

- **Military - Major to General Officer and Senior Enlisted**
- **Civilian - GS-11 and above and SES**

Annual guidance published and distributed in Spring

*Nominations due end of October each year*

*Send through command channels to:*

*Proponency@hqda.army.mil*

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

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

*If you want one hundred years  
of prosperity,*

**“GROW PEOPLE”**

**—Ancient Chinese Proverb**

### Neil R. Ginnetti Award

Commemorates Neil R. Ginnetti, Principal Deputy ASA (FM&C) 1994-2001

Annual award for outstanding achievement in support of financial management professional development, mentoring, and career management

**Eligible:**  
**Army Financial Managers**

- **Military - Lieutenant Colonel to General Officer and Senior Enlisted**
- **Civilian - GS-11 to SES**

Annual guidance published and distributed in Spring

*Nominations due end of October each year*

*Send through command channels to:*

*Proponency@hqda.army.mil*

### Under Secretary of Defense Comptroller (USD(C)) Awards

**Categories:**

**Improvement of Financial Management Internal Controls**  
**Financial Management Initiative**  
**Financial Management Process Improvement**

- Annual awards
- Opportunity to recognize outstanding individuals and teams
- DoD Military members or civilian employees eligible
- Nominations due to OSD mid-Winter
- Awards presented at ASMC National PDI

[www.defenselink.mil/comptroller/fmr/01/01\\_06.pdf](http://www.defenselink.mil/comptroller/fmr/01/01_06.pdf)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 <i>FY 11 starts</i> RMMP Partnerships begin	2
3	4	5	6	7	8	9
10	11 <i>Columbus Day</i>	12 DFMC 11-A starts	13 MML applications due to PO	14 DCP Class of 2012 Civilian applications due to PO Military DCP Class of 2012 applications due to HRC	15	16
17	18 ECC 11-I starts DORMC 001-11 starts	19	20 DMBAFMP applications due to PO	21 TWI applications due to PO	22	23
24	25	26	27 NSSC applications due to PO	28 RM, Sinn, Ginnetti Award Nominations due to PO	29 DORMC 001-11 ends	30
31						

October 2010

## Army Comptroller Course



The Army Comptroller Course (ACC) is one of the Army's first professional development courses created in the 21st century. This course provides comptroller careerists with the ability to operate within today's challenging environment and gives them the skills to be more effective and efficient. This course was specifically developed for:

- BC 36 Officers
- Enlisted Personnel MOS 36
- Journey-level Army civilian careerists
- Department of the Army CP 11 interns in their second year of internship; mandatory

The course is divided into four learning objectives:

- Understanding the Financial/Resource Management Environment,
- Understanding Financial Management,
- Understanding Resource Management, and
- Understanding Financial/Resource Management Operations.

### Class Structure

Approximately 35 students per class:

- 10 military
- 25 civilians

### Program

This Department of the Army/Syracuse University cooperative professional development course provides a basic multi-disciplined financial and resource management overview to officers newly assigned to the Comptroller Career Field and to other personnel without a multi-disciplined background.

The course blends current DoD/Army management with the latest in academic management techniques.

- Four week resident program at Syracuse University main campus, Syracuse, NY.
- Three classes held each fiscal year: winter, spring and summer.
  - Combines resident classes and classes at the Martin J. Whitman School of Management.
  - Taught through the use of lectures, practical exercises, discussion groups, group projects and simulations by the faculty of Syracuse University's Martin J. Whitman School of Management, Maxwell School of Citizenship and Public Affairs, and Newhouse School of Public Communications.
  - Guest speakers address real-time application of skills and challenges facing the Army and DOD.
- 120 Continuing Education Units

### Target Audience

#### Military:

- Officer: BC 36 CPT-MAJs
- Enlisted: Military Occupational Specialty 36 Sergeant First Class and above, Staff Sergeant with waiver

#### Civilian:

- Comptroller Civilian Career Program (CP11)
- Journey-level civilian careerists GS 9 and above
- DA Interns
- Manpower and Force Management (CP 26)

# NOVEMBER 2010

### Nomination Process

Submit nominations through Command channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller):

- Letter of endorsement
- Civilians include CP 11 Resume Form
- Military include Officer Record Brief/Enlisted Record Brief

Defense Agencies/Other Services contact:

OASA (FM&C)  
Comptroller Proponency Office  
DSN: 225-7655, COM: (703) 695-7655

### Funding

DA centrally funds tuition, per diem and travel costs for CP 11 Careerists and BC 36s Military.

DA interns use intern ACTEDS funding.

### Simulations And Exercises

*The Army Comptroller Course (ACC) uses Simulations and Exercises to integrate the skills and knowledges presented in the course.*

*The Exercise in Hard Choices helps students understand how Congress makes budget choices each year by playing the role of a member of the Budget Committee of the United States House or Senate. The Exercise deals with all aspects of Federal spending and revenue collection and the difficulties in reaching consensus.*

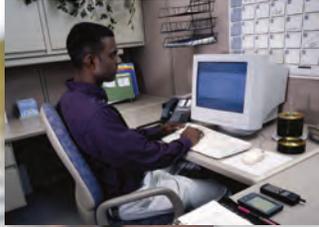
*The Congressional Simulation helps students understand the pressures under which first-term members of Congress operate. Students are placed in the role of a first-term member of the House of Representatives and are required to make various decisions that culminate in either their reelection or defeat in the next election.*

*The Resource Management Simulation helps students understand the budget process at HQDA and the difficulties in reaching consensus by placing them in the role of members of the HQDA staff conducting a major decrement drill.*

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
					DFMC 11-A ends	
7	8	9	10	<i>Veterans Day</i>	11	12
			ACC 11-I applications due to PO	ECC 11-I ends		13
14	15	16	17	18	19	20
	DDSC 11-A starts			DFMC 11-B applications due to PO	DDSC 11-A ends	
21	22	23	24	25	26	27
				<i>Thanksgiving Day</i>		
28	29	30				
	PPBE 001-11 starts					

## Academic Degree Training Program

### University or College



Army Civilian Training, Education, and Development System (ACTEDS) funding allows the CP11 Functional Chief Representative (FCR) to approve and fund training at various colleges and universities and to provide professional development opportunities. Academic Degree Training (ADT) provides a valuable learning experience and competitive edge for future advancement in leadership positions to those attending. It is also a useful means to cultivate equal employment opportunity objectives for minorities, women and disabled employees. Tuition and books are centrally funded.

### Major Highlights

- Cooperative endeavor between universities, colleges, and the Department of the Army

- Full Time and Part Time
- Combines university's or college's business related curriculum with the Army's resource management policies and practices
- Special emphasis on financial management related degrees
- Tuition and book expenses fully funded
- Full spectrum of undergraduate study (Associate, Bachelor) graduate and doctoral levels

### Eligibility Requirements

- CP11 Army civilians (GS -11 or above) and GS 9s in Full Performance Positions
- Assigned to any position with 50 percent or more duties directly supporting resource management
- Fulfill university or college admission requirements
- Potential for leadership position in multidisciplinary areas

### Program Requirements

- Careerists develop their own program of study with local college or university
- Some management related courses desirable for undergraduate and graduate students depending on their background
- Some accounting related courses desirable for careerists with less background in accounting
- Program may lead to an academic degree
- Computer related courses and quantitative analysis courses are also desirable depending on the background of the CP11 careerists

### Application Procedures

- Consult the Army Civilian Training, Education and Professional Development System Catalog (ACTEDS) to obtain forms for submission (<http://www.cpol.army.mil/library/train/catalog>)
- Complete application packet consisting of the following forms:

# DECEMBER 2010

- Endorsement from the Commander of the appropriate Army Command (FORSCOM, TRADOC, AMC), Army Service Component Command, or Direct Reporting Unit. Employees who work for Headquarters Department of the Army, (the Army Staff or Secretariat) or a Program Executive
- Academic Degree Training Application Form
- Academic Degree Training Applicant Statement
- Letter of Acceptance from Accredited Institution
- Continued Service Agreement
- CP 11 Resume
- Academic Degree Plan Form
- Validation of Requirement/Utilization Plan from the Employee's Supervisor
- Career Program Functional Review Form
- Request for Central Resource Support Form
- Last 3 Performance Appraisals
- Submit an original application packet through appropriate chain of command to the Comptroller Proponency Office:
  - OASA (FM&C)
  - 109 Army Pentagon
  - Washington DC 20310-0109
- Completed packet will be forward through G-3/57/ TRV (Civilian Training and Leader Development Division) to Assistant Secretary, Manpower and Reserve Affairs (ASA(M&RA)). Process time is about 140 days.

### Evaluation Criteria

- Careerists nominated for long term training will be evaluated competitively based on their experience, education, government-related training, awards and motivation and timeliness of requesting training
- First priority is part-time training with full-time training having second priority
- Full time training is for one year

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 FY11 3rd Qtr ADTP packages due to PO	2	3	4
5	6	7	8	9	10 PPBE 001-11 ends	11
12	13 DDSC 11-B applications due to PO	14	15	16	17	18
19	20	21	22	23	24 Christmas Holiday	25 Christmas Day
26	27	28	29	30	31 New Year's Holiday	



Today's resource and financial management environment is demanding, constantly changing and complex. Successful resource and financial managers must possess the tools to effectively and efficiently manage in today's environment and assist senior leaders in making and implementing decisions.

The abilities to reach consensus, manage the process and influence are keys to success. This course at Syracuse University is designed to provide these tools. This unique professional development experience enhances interpersonal communications. This experience also improves analytical skills, conflict resolution and team and consensus-building skills in the resource and financial management environments.

Through simulations, the program critically examines all aspects of PPBE from Planning to Prior-Year Funds management. Innovative approaches to reducing costs are also examined. It is an exemplary professional development experience at one of America's finest universities.

### Class Structure

Approximately 35 students per class

- 25% active & reserve military
- 75% Department of Army civilians.

### Program

- Department of the Army/Syracuse University cooperative professional development Course provides mid-level military and civilian financial managers a broad perspective of the core competencies of Defense Financial Management and the application of those competencies in the U.S. Army covers core competencies required for the Certified Defense Financial Manager (CDFM).
- 3 1/2 week resident program at Syracuse University main campus, Syracuse, NY.
- Three classes held each fiscal year: fall, winter and spring.
- Combines lodging and Crest Hill Suites and classes at the Martin J. Whitman School of Management.
- Taught through lectures, discussion groups, group projects, case studies, and simulations by the faculty of Syracuse University's Martin J. Whitman School of Management & Maxwell School of Citizenship and Public Affairs.
- Guest speakers address real-time Application of skills and challenges facing the Army.
- Students completing ECC receive 120 CPE credits.

### Funding

DA centrally funds tuition, per diem and travel costs for CP 11 and BC 36 careerist

Individuals are required to use the Government Travel Card for TDY expenses.

### TARGET AUDIENCE

#### Military:

- Officer: BC 36 Majors and Lieutenant Colonels
- Enlisted: Military Occupational Specialty 36 Master Sergeant & above  
Sergeant First Class with waiver

#### Civilian:

- Comptroller Civilian Career Program (CP 11) and Manpower & Force Management (CP 26)
- GS 9 (Full Performance Positions) and 11-13

NOTE: Waiver requests are required for the next lower rank candidates (CPT/SFC). Lowest civilian grade is GS-9

### Nomination Process

Submit nominations through COMMAND channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller):

- Letter of Endorsement
- Civilians include CP 11 Resume Form
- Military include Officer Record Brief or Enlisted Record Brief

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1 <i>New Year's Day</i>
2	3 BOLC B 001-11 starts	4	5	6 ECC 11-II applications due to PO	7	8
9	10 ACC 11-I starts DFMC 11-B starts DORMC 002-11 starts	11 FMCCC 001-11 starts	12	13	14	15
16	17 <i>Martin Luther King, Jr. Birthday</i>	18	19	20	21 DORMC 002-11 ends	22
23	24	25	26	27	28	29
30	31					

January 2011



The purpose of the SRMC is to examine the role of the resource manager in today's rapidly changing environment – both peace and war.

- Is the historic role and function of the resource manager changing and do the basic functions need to be reexamined?
- What is the role of the resource manager in a joint environment? Do current resource managers have the correct skill sets to perform in the new joint Army?
- Do we need resource managers?

### Course Length

Four and one half days resident program at Syracuse University, Minnowbrook Conference Center

Two classes held each fiscal year: spring and summer.

### Method of Instruction

The method of instruction encompasses group discussion, case studies and guest speakers.

### Class Structure

30 students per class

- 10 Military
- 20 Civilian

### Program

SRMC focuses on current issues in the administration of resource management. The purpose is to gain a better understanding of the changing resource management environment of the Army and DoD. It also provides a venue for senior resource managers to discuss and develop solutions to resource management issues.

# FEBRUARY 2011

### Target Audience

#### Military:

- Officer: Branch Code (BC) 36; Lieutenant Colonel and Colonel.
- Senior Enlisted

#### Civilian:

- Comptroller Civilian Career Program (CP 11) GS 14 and 15
- Manpower and Force Management (CP 26)
- GS 14 and 15
- Students completing DDSC receive 30 CPE credits.

### Nomination Process

Submit nominations through Command channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller):

- Civilians include CP 11 Resume Form
- Military include Officer Record Brief or Enlisted Record Brief
- Letter of Endorsement

### Funding

DA centrally funds tuition, per diem, and travel costs for CP 11 careerists and BC 36 officers.

Civilian and military financial managers from the Office, Secretary of Defense, other defense agencies, Defense Finance and Accounting Service, Department of the Air Force and Department of the Navy may also attend. Each agency is responsible for tuition, per diem and travel expenses.

Individuals are required to use the Government Travel Card for TDY expenses.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 FY 11 4th Qtr ADTP packages due to PO	2 SMRC 11-I applications due to PO	3 ACC 11-I ends	4 DFMC 11-B ends	5
6	7	8 1st Qtr RM Pub articles due to PO	9	10 DFMC 11-C applications due to PO	11	12
13 DDSC 11-B starts	14	15	16	17	18 DDSC 11-B ends	19
20	21 <i>Presidents' Day</i>	22	23	24 ACC 11-II applications due to PO	25	26
27	28 ECC 11-II starts PPBE 002-11 ends					

February 2011



make recommendations in a concise, actionable, and timely manner to decision makers who may or may not be subject matter experts.

## Major topic areas

### Introduction to Decision Support

What is it? Why is it important? How does it fit into the decision making model? What are the benefits and limitations?

### Qualitative Skills

Creative and Critical thinking; Brainstorming; Understanding the Boss' intent; Communicating your recommendation

### Quantitative Skills / Tools

What is available? When is a certain tool or technique appropriate? What are its limitations? How do you understand and mitigate the risk associated with analysis?

### Practical Exercises and Case Studies

Students work together to identify issues, develop alternatives, compare those alternatives and recommend a course of action for resolving the scenario. They compare their analysis to that of other teams or to the "real world" results to gain insight into the complexity of decision making.

## What to expect

Students will start the week off with a practical exercise requiring teambuilding, understanding group dynamics, forming an "informed" consensus, and providing recommendations based on that consensus. This exercise provides a common experience to relate back to throughout the workshop.

The exercise is followed by an introduction to the concepts of Decision Support followed by a Senior Leader's perspective regarding the importance of implementing decision support concepts at all levels and what he / she expects from advisors.

The course then incrementally walks through the decision-support model illustrating the steps or areas that can be positively affected utilizing various qualitative and quantitative skills. Students explore "real world" scenarios submitted by fellow students on Day 4, integrating the concepts discussed with their work environments. They spend the last day working through an in-depth exercise requiring the use of all the tools and techniques previously discussed, preparing them to better support informed decisions in the future.

This course is designed to complement the Decision Support instruction embedded in the four-week Defense Financial Management Course also taught at the DFM&CS. The purpose is to acquaint mid- to senior-level personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates.

DFM&CS defines Decision Support as enabling decision makers to make informed decisions that better utilize resources and improve mission effectiveness.

The school views decision support as a two-phased process providing leaders with viable alternatives, financial and non-financial impacts of choosing an alternative, and a well supported recommendation.

In phase one, advisors combine data, tools and techniques to understand the environment and analyze how and why things happened.

In phase two, advisors use their analysis to develop and clearly communicate projections, alternatives and impacts and

## DFM&CS Decision Support Model

To positively affect decision making you have to do your part before the decisions are made! You must be involved up front—proactive—looking ahead for ways to improve processes or determine the best use of the organization's resources. This requires you to translate the financial aspects of decision making into operational impacts. With ever diminishing resources you can not afford to be merely reactive.

- Identify the Issue
- Analyze the Issue
- Develop Alternatives
- Evaluate Alternatives
- Make a Recommendation

## Target Audience

### Military:

- Officer: BC 36 Majors or Higher
- Enlisted Personnel MOS 36

### Civilian:

- Comptroller Civilian Career Program (CP 11).
- GS 13 and higher
- Students completing DDSC receive 26.7 CPE credits.

## Nomination Process

Submit nominations through Command channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller):

- Letter of Endorsement
- Civilians include CP 11 Resume Form
- Military include Officer Record Brief or Enlisted Record Brief
- Individuals are required to use the Government Travel Card for TDY expenses.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11 PPBE 002-11 ends	12
13	14	15	16 DDSC 11-C applications due to PO	17	18	19
20	21	22	23	24 ECC 11-II ends	25	26
27	28 BOLC B 002-11 starts	29 BOLC B 001-11 ends	30 2nd Qtr RM Pub articles due to PO	31		

March 2011



This course is designed to complement the Decision Support instruction embedded in the four-week Defense Financial Management Course also taught at the DFM&CS. The purpose is to acquaint mid- to senior-level personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates.

DFM&CS defines Decision Support as enabling decision makers to make informed decisions that better utilize resources and improve mission effectiveness.

The school views decision support as a two-phased process providing leaders with viable alternatives, financial and non-financial impacts of choosing an alternative, and a well supported recommendation.

In phase one, advisors combine data, tools and techniques to understand the environment and analyze how and why things happened.

In phase two, advisors use their analysis to develop and clearly communicate projections, alternatives and impacts and make recommendations in a concise, actionable, and timely manner to decision makers who may or may not be subject matter experts.

## Major topic areas

### Introduction to Decision Support

What is it? Why is it important? How does it fit into the decision making model? What are the benefits and limitations?

### Qualitative Skills

Creative and Critical thinking; Brainstorming; Understanding the Boss' intent; Communicating your recommendation

### Quantitative Skills / Tools

What is available? When is a certain tool or technique appropriate? What are its limitations? How do you understand and mitigate the risk associated with analysis?

### Practical Exercises and Case Studies

Students work together to identify issues, develop alternatives, compare those alternatives and recommend a course of action for resolving the scenario. They compare their analysis to that of other teams or to the "real world" results to gain insight into the complexity of decision making.

## What to expect

Students will start the week off with a practical exercise requiring teambuilding, understanding group dynamics, forming an "informed" consensus, and providing recommendations based on that consensus. This exercise provides a common experience to relate back to throughout the workshop.

The exercise is followed by an introduction to the concepts of Decision Support followed by a Senior Leader's perspective regarding the importance of implementing decision support concepts at all levels and what he/she expects from advisors.

The course then incrementally walks through the decision-support model illustrating the steps or areas that can be positively affected utilizing various qualitative and quantitative skills. Students explore "real world" scenarios submitted by fellow students on Day 4, integrating the concepts discussed with their work environments. They spend the last day working through an in-depth exercise requiring the use of all the tools and techniques previously discussed, preparing them to better support informed decisions in the future.

## DFM&CS Decision Support Model

To positively affect decision making you have to do your part before the decisions are made! You must be involved up front—proactive—looking ahead for ways to improve processes or determine the best use of the organization's resources. This

requires you to translate the financial aspects of decision making into operational impacts. With ever diminishing resources you can not afford to be merely reactive.

- Identify the Issue
- Analyze the Issue
- Develop Alternatives
- Evaluate Alternatives
- Make a Recommendation

## Target Audience

### Military:

- Officer: BC 36 Majors or Higher;
- Enlisted: Military Occupational Specialty 36 Master Sergeant and above

### Civilian:

- Comptroller Civilian Career Program (CP 11) and Manpower & Force Management (CP 26)
- GS 11 and higher
- Students completing DFMC receive 160 CPE credits.

## Nomination Process

Submit nominations through Command channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller):

- Letter of Endorsement
- Civilians include CP 11 Resume Form
- Military include Officer Record Brief or Enlisted Record Brief
- Individuals are required to use the Government Travel Card for TDY expenses.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4 SRMC 11-I starts	5	6	7	8	9
10	11 DFMC 11-C starts	12	13	14	15	16
17	18	19	20	21 DDSC 11-D applications due to PO	22	23
24	25 NSSC starts	26 ACC 11-II starts DFMC 11-D applications due to PO	27	28 ECC 11-III applications due to PO	29	30

April 2011

## National Security Studies Course

**MAY 2011**

National Security Studies provides senior managers and leaders with an academic setting for developing their management leadership and decision-making competencies.

### Course Length

Two week resident program at Syracuse University at the Maxwell School of Citizenship and Public Affairs  
One class each fiscal year:

- Mid-Spring
- Late April – early May

### Method of Instruction

The method of instruction encompasses group discussion, lectures, case studies, guest speakers and simulations by the faculty of Syracuse University's Martin J. Whitman School of Management & Maxwell School of Citizenship and Public Affairs.

- Guest speakers address real-time application of skills and challenges facing the Army.

### Funding

DA centrally funds tuition, per diem and travel costs for CP 11 and BC 36 financial management professional.

Civilian and military financial managers from the Office, Secretary of Defense, other defense agencies, Defense Finance and Accounting Service, Department of the Air Force and Department of the Navy may also attend. Each agency is responsible for tuition, per diem and travel expenses.

### Reference:

Visit the National Security Studies Course (NSSC) Web site at: [www.nsu.edu](http://www.nsu.edu)

### Target Audience:

#### Military:

- BC/MOS 36:
- Lieutenant Colonel and Colonel
- Senior Enlisted

#### Civilian:

- Comptroller Civilian Career Program (CP 11) and Manpower and Force Management (CP 26)
- GS 14 and 15

### Nomination Process

Submit nominations through COMMAND channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller):

- Letter of Endorsement
- Civilians include CP 11 Resume Form
- Military include Officer Record Brief or
- Enlisted Record Brief

### Course Content

#### Lectures

Participants have many opportunities to hear the views of, and interact with, Maxwell faculty members and distinguished guest speakers, all of whom have extensive experience in government, private industry, journalism, or other professions related to national security.

### Case Studies and Small Group Decision

Given the complexities of the problems and processes that exist in the world of national security, both inside the government and beyond its formal boundaries, the ability to lead small, multidisciplinary strategy and decision-making teams is critical. Small group case-study discussions and assignments create opportunities to consider and practice sophisticated analytical, management, and leadership skills.

#### Simulations

Designed to challenge National Security Studies course participants to think beyond the convention of their current work environment, forcing them to examine the decision-making process in deliberate planning and crisis management. Many simulations are designed to integrate all of the various analytical and managerial techniques discussed in the course and focus on the inter-organizational and institutional dynamics that shape strategic plans and long-range resource considerations.

National Security Studies (NSSC) is a premier professional development and training program at Syracuse University's Maxwell School of Citizenship and Public Affairs.

The National Security Studies Course (NSSC) offers executive education courses for senior civilian and military leaders who are responsible for the national security interests of their respective organizations or agencies.

Delivering top-quality courses tailored to meet emerging issues and ever changing demands, National Security Studies is committed to satisfying the requests and requirements of professionals who want to be better prepared to deal with strategic and operational matters associated with national security.



SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
	FMLP C starts	AFMW starts			FMLP C ends NSSC ends DFMC 11-C ends	AFMW ends
8	9	10	11	12	13	14
15	16	17	18	19	20	21
	DDSC 11-C starts	DORMC 003-11 starts			ACC 11-II ends DDSC 11-C ends	
22	23	24	25	26	27	28
						DORMC 003-11 ends
29	30	31				
	Memorial Day					

## Enhanced Defense Financial Management Training



The Enhanced Defense Financial Management Training Course 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 is licensed and copyrighted by the American Society of Military Comptrollers (ASMC). The course is offered at a variety of locations (including overseas locations) throughout the year to make it easier for personnel to attend and minimize travel expenses.

The training is provided for a variety of reasons. First, the departmental leadership is interested in improving the overall technical and managerial capabilities of the financial management workforce. Secondly, the program is designed to broaden the perspective of financial managers by introducing them to areas of expertise outside their daily responsibilities. Finally, the course assists in preparation for a stringent examination, the Certified Defense Financial Manager (CDFM). However, the course is only partial preparation, and you should undertake a considerable amount of additional study prior to registering for the CDFM examination.

### Funding

Tuition is centrally funded for all classes. Travel, lodging and other per diem costs are typically not required since students are in the local area of the classes. However, if there is a requirement to send a student to a class outside of the local area, the student's organization is responsible for funding these costs.

### TARGET AUDIENCE

#### Military:

- BC 36 Active Duty Officer (Major & Above)
- BC 70 C Active Duty Officer (Major & Above)
- Military Occupational Specialty 36 (Master Sergeant & Above; Sergeant 1st Class with waiver)

#### Civilian:

- GS-9 or higher
- In one of these occupational series: 343, 501, 505, 510, 511, 560 and 1515.
- At least 160 duty hours of FM training or professional development
- At least an Associate's degree or at least five years of FM experience.

First eligibility will be for those personnel in the local area of the class location. If the local ACOM, agency, or unit can not fill the seats, the seats will be open on a first come basis. EDFMT is not for interns.

### Submitting An Application

- In most instances, ACOM, ASCC, DRU CP 11 coordinators will facilitate this process.
- The CP 11 coordinator will distribute the Army allocations to the subordinate and tenant commands in the geographic area where the course is being held.
- CP 11 coordinators will collect, rank order the applications, and forward them to the Comptroller Proponency Office.

The Comptroller Proponency Office will coordinate the seats for the classes held in Washington, DC. These seats will be made available to personnel within HQDA, and also the various ACOMs, ASCCs and DRUs within the National Capital Region. The process will remain the same for organizations

# JUNE 2011

with CP 11 coordinators; however, for those organizations without coordinators, those personnel will forward their applications directly to the Comptroller Proponency Office.

Contact the Comptroller Proponency Office for more details.

### Hosting a Course

Prior to the start of the fiscal year (FY), ACOMs will be asked to submit the locations and the number of seats per location they require for the following FY. The ACOM will also indicate if they would host a class at any of the locations. Each class will have 32 seats. Host typically receives the majority of seats.

ACOM, ASCC, and DRU input will be coordinated with ASMC and the other services, and a list of classes, hosts, and seats per class will be distributed to the ACOMs in June preceding the start of the FY.

The following is a list of requirements for the hosting organization. Information must be forwarded to the Comptroller Proponency Office POC 90 days prior to the class start date:

- Point of contact's name and phone number at each training location.
- Student roster and instructor name provided to building guard to allow easy access to classroom.
- Computer with CD-ROM drive and LCD with PowerPoint 97 software loaded.
- Overhead projector and screen as backup.
- List of hotel recommendations at each training location in a Word file.
- Training location address, including classroom number for delivery of materials (please do not use Post Office Box #s)
- Directions, including a map for each training location in a Word file.
- All course materials should be distributed on tables before course starts, if possible.
- Classroom set up based on prescribed room configuration provided by the Graduate School.
- Two flip charts and stands (including markers) in each classroom.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 <i>Army Day 2011</i> FMCCC 001-11	2	3	4
5	6 ECC 11-III starts FMCCC-RC Phase IV starts	7	8 BOLC B 003-11 starts	9	10	11
12	13 DDSC 11-D starts	14 <i>Army Birthday</i>	15	16 ACC 11-III applications due to PO	17 FMCCC-RC Phase IV ends DDSC 11-D ends	18
19	20 BOLC B 002-11 ends FMCCC-RC Phase II starts FOBQ (FMTC) 001-11 starts	21	22	23	24	25
26	27	28	29 ECC 11-III ends	30		



Provide professional growth of our BC 36 officers and CP11 careerists

Share Army business practices with industry partners.

Gain partnership and involvement of industry leaders in national defense

**Program Overview**

Five competitively selected BC 36 officers and up to four CP11 careerists will participate each year

TWI assignments will run 12 months usually beginning in July and ending the next June.

Post-TWI utilization assignment at ACOM or above

Required DA service three times the length of training assignment

**Application Process**

- BC 36 officer selection will be made IAW AR 621-1\*
- On-line and hard copy documents for CP11 careerists found at <http://www.cpol.army.mil>.
- CP11 careerists' application packages will be submitted through career program manager and Command channels
- Selection criteria
  - MAJ or LTC and GS12 to GS14
  - Minimum three years of consecutive DA service for CP11 careerists; one or more previous BC 36 officer positions

\* Working with HRC, OCAR and NGB to include Reserve and National Guard Officers to ensure all components are eligible

**Training with Industry Partners**

- **Boeing**
- **General Electric**
- **Global eXchange**
- **Motorola**

BC 36 officers and CP11 careerists will immerse themselves with an industry partner corporation. They are placed in, or rotated through, positions where they are exposed to the industry partner's broad financial management operations. The BC 36/CP11 TWI participants are not interns nor are they observers. They will actively participate and contribute to the industry partner corporation and learn through hands-on experiences.

**TWI Goals**

Develop BC 36 officers and CP11 careerists who:

- Will bring better business practices back from industry leaders for Army use
- Can benchmark Army performance against industry standards and identify areas needing improvement
- Understand the workings of industry partners involved in the defense infrastructure
- Can think critically and challenge paradigms

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
					FMCCC-RC Phase II ends FOBQ (FMTC) 001-11 ends	
3	4	5	6	7	8	9
	<i>Independence Day</i>		SRMC 11-II applications due to PO	BOLC B 004-11 starts		
10	11	12	13	14	15	16
	DFMC 11-D starts			3rd Qtr RM Pub articles due to PO		
17	18	19	20	21	22	23
	FMCCC 002-11 starts					
24	25	26	27	28	29	30
31						

July 2011



## What is the RMMP

There are three distinct, but interrelated approaches to mentoring: (1) formal, (2) supervisory/managerial, and (3) informal mentoring. The goal of the RMMP is to incorporate and improve upon these approaches interchangeably to assist in training, developing, and retaining a professional workforce.

The RMMP is a formal mentoring program with an emphasis on career interests, goals, and needs. Civilian and military eligibility requirements include: CP 11 careerists in grades GS-9 to SES and BC 36 Financial Management Officers and enlisted personnel in ranks CPT to GO. GS-5s and 7s are considered on an individual basis. Interns are not eligible. Length of the formal partnership is normally one year. Participation in this program is on a voluntary basis. Applications are submitted in accordance with the annual RMMP announcement.

The mentoring process requires the mentor and associate to work together to reach specific goals and to provide each other with sufficient feedback to ensure goals are reached. Together the mentor and associate share experiences that can build a successful and enriching partnership. The success of the partnership depends on both parties wanting the partnership to work. Understanding the expectations of each other ensures expectations will be met.

## What is Mentoring

Mentoring is a developmental process designed to help and guide a less experienced employee, an associate, with someone with more experience, a mentor. A mentor facilitates the associate's personal and professional growth by sharing knowledge and insights that have been learned through the years.

## Who are Mentors and Associates

A mentor can have many roles: counselor, guide, teacher, coach, motivator, sponsor, advisor, referral agent, role model, and door opener. The role is dependent on the needs of the associate. A mentor is a person who has a sincere desire to enhance the success of others. A mentor is supportive, patient, honest, trustworthy, people-oriented, motivated, and an effective communicator.

An associate has the roles of student and trainer. An associate is an achiever, eager to learn, a team player, patient, a risk taker, and has a positive attitude. They are bright and motivated individuals who seize opportunities to grow and excel. Associates take responsibility for their own career growth and development by being honest, open, and receptive to the mentor's guidance.

## Is Mentoring for Me

The mentoring process promotes career planning, job enrichment, and potential for advancement. It is not a promotion guarantee. The mentoring relationship is one of mutual benefit. The associate gets help from "someone who has been there" and the mentor gains the satisfaction of helping develop resource management talent.

## Do I Need a Mentor

Benjamin Franklin perhaps said it best: "He that can't be counseled can't be helped." Mentoring relationships have been significant factors in career development, organizational success, and career satisfaction. Having a mentor can be a key to opening doors for your professional and personal growth.

Changes in the Defense environment have had many effects on mission, priorities, and personnel. Base realignments, closures, restructuring, and transformation have all caused personnel changes throughout the civilian and military ranks. The RMMP is designed to meet the Army's transformation objectives, to enhance diversity, and to reemphasize supervisory and managerial responsibility through commitment to employee development.

## Finding a Mentor

There is nothing mysterious or magical about finding a mentor. The important thing is to first determine what your needs are in relation to where you are in your career and then determine the type of partnership you need. There are numerous self-assessment instruments, from inexpensive self-scoring ones to elaborate assessment center activity analyses, to help you determine your strengths and weaknesses in skills and interpersonal relations.

Formal mentoring programs focus on skills development. In a formal partnership, like the RMMP, you will be paired with a mentor who matches the needs and goals you identify. Informal mentoring programs usually focus on interpersonal development and are built on common interests and shared experiences. The key is to determine what you need, and then identify the kind of mentoring program that best meets your needs.

## RMMP Background

The RMMP provides Army military and civilian careerists an increased awareness of training, education and career developmental opportunities. To date, over 2000 participants have taken part in this opportunity. Every Army command (CONUS and OCONUS) and HQDA have been represented.

## RMMP Benefits

- Increase confidence, personally and professionally, in accomplishing goals.
- Provide motivation and focus.
- Enhance competitiveness in the work place.
- Improve competencies and skills.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2 <i>DORMC 004-11 starts</i>	3	4	5 <i>DCP Class of 2011 Graduation</i> <i>DFMC 11-D ends</i>	6
7	8 <i>ACC 11-III starts</i>	9	10	11	12	13 <i>DORMC 004-11 ends</i>
14	15	16	17	18	19	20
21	22	23	24	25	26 <i>ACC 11-III ends</i>	27
28	29	30 <i>BOLC B 003-11 ends</i>	31			

August 2011

## Informational Web sites:

**Assistant Secretary of the Army (Financial Management and Comptroller):** <http://www.asafm.army.mil/>

**Assistant Secretary of the Army (Financial Management and Comptroller), Comptroller Proponency Office:**

<http://www.asafm.army.mil/offices/office.aspx?officecode=1800> (From this site you can link to the Comptroller Proponency Office AKO page.)

**U.S. Army Financial Management School:** <http://www.finance.army.mil/>

**Army Management Staff College, Civilian Leadership Training:** <http://www.amsc.belvoir.army.mil/>

**National Defense University, Information Resources Management College, Chief Financial Officer Program:**

[http://www.ndu.edu/irmc/pcs/pcs\\_cfo.html](http://www.ndu.edu/irmc/pcs/pcs_cfo.html)

**U.S. Army Judge Advocate General Fiscal Law On-Line Course:** <https://jag.ellc.learn.army.mil/webapps/portal/frameset.jsp>

**Enhanced Defense Financial Management Training information:**

<http://asafm.army.mil/offices/PO/WebBasedTool.aspx>; <http://www.atrrs.army.mil/edfmt>

**Cost Management Certificate Course:** [www.nps.edu/DRMI](http://www.nps.edu/DRMI); <https://www.us.army.mil/suite/portal/index.jsp>

**The Army Civilian Training, Education and Development System (ACTEDS) Home Page:**

<https://nccpoc.ria.army.mil/Apps/ACTEDS/index.asp>

**Civilian Human Resources Training Application System (CHRTAS):**

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

**Civilian Personnel On-Line:** <http://acpol.army.mil/>

**U.S. Department of Defense:** <http://www.defense.gov/>

**The Early Bird:** <http://ebird.osd.mil/> (The Early Bird is prepared by the Current News Service of the Office of the Assistant Secretary of Defense for Public Affairs.)

**Office of the Under Secretary of Defense (Comptroller):** <http://comptroller.defense.gov/fmr/>

**“How The Army Runs”:** <http://www.carlisle.army.mil/usawc/dclm/htar2007.htm>

**Headquarters Department of the Army (from A-Z):** <http://www.hqda.army.mil/hqda/main/agencyList.asp>

**U.S. Office of Personnel Management:** <http://www.opm.gov/>

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5 <i>Labor Day</i>	6	7	8	9	10
11	12 SRMC 11-II starts PBE 003-11 starts	13	14	15	16 SRMC 11-II ends	17
18	19	20	21	22	23 PPBE 003-11 ends	24
25	26	27	28	29 BOLC B 004-11 ends	30 FY 11 ends	

September 2011







**Comptroller Propensity Office**  
**ATTN: SAFM-PO, Rm. 3E341**  
**109 Army Pentagon**  
**Washington, DC 20310-0109**

**DSN 225-7655/COM 703-695-7655**  
**Fax COM 703-614-2832**  
**Email: [propensity@hqda.army.mil](mailto:propensity@hqda.army.mil)**  
**Website: <http://asaftm.army.mil>**  
**AKO: Comptroller Propensity Office**