This edition of the CP26 Bulletin is devoted to:

TRAINING

What it is; why it is important; and what you, as a CP26 careerist, should know about applying for training opportunities.

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From the CP26 Proponency Office: TRAINING

Consider what training is about. Wikipedia offers a fair definition from our perspective:

“Training is teaching, or developing in oneself or others, any **skills** and **knowledge** that relate to specific **useful competencies**. Training has specific goals of improving one’s **capability**, capacity, **productivity** and **performance**...In addition to the basic training required for a trade, occupation or **profession**, observers of the labor-market recognize as of 2008 the need to **continue training beyond initial qualifications**: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as **professional development**.”

We highlighted the key words in the definition that really make the point on training. Training provides us with skills and knowledge so we can apply our trade smartly. Continued training keeps us professionally “fresh and fit.” Refresher training has value as well. Retaking a course, such as the Manpower and Force Management Course or PPBE, can open us up to changes in our processes and refresh our thinking.

The **CP26 ACTEDS Program** is designed to develop and support the competencies manpower and force management careerists need to enhance performance and prepare for positions of greater responsibility. Functional training can take many forms. Consider these options:

- **On-The-Job (OTJ) Training.** This can be a new position or a developmental assignment. You learn your duties and responsibilities, the organizational structure and pace, and perhaps new regulations or different processes.

- **Formal Classroom Training.** This training is focused on one or more competencies related to our discipline. Have you reviewed the CP26 ACTEDS Plan? We expanded functional training information in the October 2014 update. Review Appendix D: CP26 Master Training Plan (All Occupational Series); it links formal training with technical competencies. Training sources, priorities, grades and eligibility are also included. Appendix F: CP26 Courses, Competencies, and Notes provides course descriptions, school links and any special notes regarding training.
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- **Self-Development.** This form of training is on your own initiative. You could be reading professional development texts or journals, completing online courses, or participating in professional organizations.

Whatever the means of training, it is important to begin applying newly acquired knowledge and skills to our work; in simple terms, putting what you learned to work and demonstrating new competencies.

**Building Competencies**

Cost is a major consideration for any form of training. The most cost-effective means of learning is OJT because you are learning as you work. This is a win-win situation. Formal classroom training however typically comes with a cost be it tuition or travel or per diem or time or all four. Self-development may or may not impose a funding issue but it will likely require investment of personal time. Regardless of the cost, training remains a critical component of professional development.

Now, let’s consider the various options for funding training and professional development:

- The CP26 Competitive Professional Development (CPD) Program
- Your organization
- An Army centrally managed program (e.g. SETM or ETM)
- Your personal investment

**The CP26 CPD Program** enables the CP26 Functional Chief Representative (FCR) to extend training opportunities to CP26 careerists. For FY15, CP26 received a $160,000 allocation to fund training opportunities for 3,200 careerists. With limited funds and a large community, competition is necessary. The competition begins with three eligibility rules or tests:
Careerist must be in a permanent DA position for a minimum of 3 years. The 3-year rule is set by HQDA G-37, manager of the ACTEDS funds.

Careerist must be a GS11 or above. This rule comes directly from AR 690-950, Civilian Personnel Career Management.

Careerist must have completed either the Manpower and Force Management Course (MFMC), or the Functional Area 50 Qualifications (FA50Q) Course. This rule is new. With limited funds, the FCR wants to ensure that we send the best representatives for training. This also means that we want send careerists who are familiar with and conversant on the policies, processes, and products in our discipline.

After the eligibility review, the FCR and his staff consider these factors:

- Logical progression of training. These courses build on each other with the purpose of understanding the integration of all resource management requirements and processes. Refer to the functional training pyramid and/or Appendix D of the CP26 ACTEDS Plan.

- Supervisor's endorsement or utilization plan. The strength of a supervisor’s words carries significant weight.

- Cost. This is clearly a factor with our limited funds as we cannot exceed our budget and we want to extend opportunities to as many CP26 careerists as possible.

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**CP26 Competitive Professional Development**

To encourage you to consider the benefits of functional training for yourself, we invited several of your colleagues to write about their CP26 training experiences.

**Army Comptroller Course (ACC)**

Glenda Smith-Davis  
*Management Analyst, Infantry/Armor Branch, Maneuver Division, U.S. Army Force Management Support Agency*

*Graduated August 2014*

My organization is the U.S. Army Force Management Support Agency (USAFMSA). USAFMSA operates as a HQDA, G3/5/7 field operating agency. I am assigned in the Infantry/Armor Branch, at Fort Leavenworth, Kansas and my primary function is as a document integrator,
CP26 Careerist. The purpose of my organization is to produce, maintain, update and distribute the Army's organizational requirements, authorizations and essential force management documents.

The course provided me a basic understanding of financial management, with respect to the “color of money,” appropriation and allocation of funds and the financial management aspect of resource management. Additionally, the course provided me an understanding of who the stakeholders are that are involved in the processes and various stages of support to the Army's posture statement. “Over the long-term, the Army will improve its strategic planning, performance assessment and financial auditability, so that commanders can make better informed decisions on the utilization of resources to improve readiness”; my experience combined with what I learned in the ACC is invaluable.

During the course of study, we used various methods of learning, to include role-playing. This, combined with classroom presentations, extended my knowledge of this subject and will have enduring impact that will benefit me as a document integrator and as a CP26 Careerist.

As I returned to my position at USAFMSA, I am more aware of the big picture of how the Army runs and how USAFMSA fits in this process regarding financial and resource management. My knowledge base has increased and my organization has benefited from the information and experience I gained. I have incorporated the use of some terms and thought processes learned in ACC in my work environment. Today, I understand more of the “how” and the “why” behind the financial and resource management decisions impacting actions and documentation I perform as a routine part of my job.

Capabilities Development Course (CDC)

Erick G. Marchan
Management Analyst
Headquarters, U.S. Army Medical Department Center and School
Graduated August 2014

The benefits that I received after attending the Capabilities Development Course (CDC) is that I gained a better working knowledge base which enhanced my understanding of the JCIDS processes that are required to develop well-defined concepts, and conduct more efficient studies. Additionally, this training enhanced my ability to identify and integrate functional areas (DOTMLPF-P) and apply the necessary resources through the analysis that is required to design organizations, develop training, and prepare the required materiel capabilities. As a capabilities developer, it is ultimately our job to identify solutions in order to solve capability gaps.
Currently, my organization, the Army Medical Department Center and School (AMEDDC&S) is undergoing a reorganization to enhance mission command, improve functional alignment, implement the new Army Health Readiness Center of Excellence (HRCoE) and set the conditions for becoming a degree-granting institution. This new organizational design will optimally align with TRADOC and other Army CoE. The knowledge I gained from the CDC has afforded me the opportunity to be selected as a member of the Human Capital sub-Working Group (HCsWG) and the HRCoE Design Team for this reorganization initiative.

**Defense Decision Support Course (DDSC)**

*Barbara Guy*
*Chief, Civilian Career Proponency Division, AG1-CP*
*Graduated September 2008*

I consider my attendance at the Defense Decision Support Course (DDSC) particularly beneficial to my career development. 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. The course provided me with the capability to develop influential information papers and decision briefings for senior leadership consideration. Because of the course, I was able to integrate tools that provided comprehensive analysis and strategically developed alternatives (as recommended courses of action) into my projects. I highly recommend that CP26 professionals attend the course, as they will achieve an improved awareness and appreciation of how to use decision support processes in their respective organizations.

**Defense Resources Management Course (DRMC)**

*Grace R. Epps*
*Management Analyst*
*U.S. Army Training and Doctrine Command*
*Graduated May 2014*

DRMC was much more than I anticipated. The abundance of information was quite overwhelming, in a good way. The knowledge and enthusiasm of the instructors made the experience one I will always remember. It wasn’t just a job for them, they truly enjoyed what they were doing for a living and it showed.

There were daily lectures, presented by instructors/professors who were indeed subject matter experts, followed by classroom exercises. The students were divided into groups, given leadership roles and worked to decide the best course of action to handle a particular situation.

My experience at DRMC has been very beneficial at my organization. It has taught me to not only look at the information before me, but to take into consideration the unknown as well before making any decisions that will effect myself and others. Not to mention Monterey, California is an awesome place to visit.
Executive Comptroller Course (ECC)

Tara Kastanias  
Management Analyst  
U.S. Army Force Management Support Agency  
Graduated June 2013

As a Manpower and Force Management analyst, one of the most important challenges we face is understanding the Financial Management aspects, implications and consequences of what we do. The Executive Comptroller Course is a valuable asset and training opportunity. Not only do students receive formal instruction on the core principles of resourcing and financial management, but CP26 students are able to build lasting relationships and friendships with our CP11 counterparts. Knowledgeable instructors and experienced guest speakers bring the material to life, making it accessible even to those with a more limited financial management background.

Functional Area 50 Qualification Course (FA50Q)

Wesley Hicks  
Management Analyst  
U.S. Army Force Management Support Agency  
Graduated April 2014

The FA50Q course has provided a holistic view of the Army, in particular the Strategic Guidance provided in the first week. Although overwhelming at times, this guidance provided insight as to where the Army is today and where it will be in the near future. The interaction with classmates has fostered contacts and friendships that have benefited both parties in the Force Management Community. It is helpful at solving Force Management problems when you have a close contact within the various offices.

Operations Research/Systems Analysis-Military Applications Course (ORSA MAC)

Joshua Krieger  
Financial Systems Analyst, ASA (FM&C), Army Budget Office  
Graduated April 2012

Attending ORSA-MAC was an invaluable experience for me. It gave me a broad overview of several skill-sets that are extremely useful for anyone whose job requires working with and finding meaning in numerical data. The topics covered include modeling, decision
analysis, optimization, cost analysis and some basic programming. The course also puts an emphasis on communicating the results of technical analysis in a clear, concise, and effective manner. These are all critical, in-demand skills throughout the Army and graduates will be able to provide tremendous value to their current and future organizations.

Someone with a reasonably strong numerical background and an interest in the intersection of math, statistics and computer science can gain a lot from attending and I highly recommend it as a career-enhancer.

**Senior Resource Managers Course (SRMC)**

Geoffrey Carpenter  
*Chief, Manpower Allocations Division, Office of the Deputy Chief of Staff, G-1*  
*Graduated December 2014*

SRMC provides great exposure to a number of financial items of interest including systems and processes under development, and most importantly, external usage of Army outputs such as the budget request. Congressional scoring was particularly valuable.

There was lots of exchange between financial types interested in manpower. I felt like I really had a chance to educate them and describe the interchanges between our key processes. For my part, a better understanding of their needs and constraints was beneficial as it adds focus to the manpower work we know will eventually end up in their hands to fund/execute/support.

SRMC had very diverse and knowledgeable speakers. Irma did a great job landing some really great folk from OSD, Army, Congressional staff and other areas. Like the students, the diversity of experience and knowledge was both illuminating and entertaining, the best kind of learning.

The class length was perfect. A full week is long enough to concentrate on the material without being distracted by business at the "home office." It also allowed for very little "fluff" in terms of the material and speakers presented.

**Academic Degree Training (ADT)**

John S. Lanier III  
*Army National Guard Studies and Requirements Section Chief*  
*Graduated December 2013*

I am pleased to express my gratitude for the Army Civilian Training, Education, and Development System (ACTEDS), an Army Civilian Program, which assists with mapping career development from entry level to key positions.
The education-training program supported by CP26 allowed from me to attend evening classes part-time at the University of Maryland. The ADT program allocated 100% funding for my undergraduate and graduate courses to include books. Most of all, the ADT program strengthened my skills sets by assisting with my educational development.

Seeking key positions within Department of Defense organizations requires experience and education. As a graduate student, I have benefited by utilizing my advance skills in critical thinking and strategizing expectations. My current position requires a lot of detailed analysis based on force structure and requirement calculations used to determine authorizations.

Centrally Funded Training

As Department of the Army Civilians, we have the opportunity to attend training centrally funded by the Army. Examples of this are Civilian Education System (CES) courses provided by the Army Management Staff College (AMSC) and the Executive Leadership Development Program. We invited a CES instructor to tell us a little bit about the courses offered by AMSC.

Hey, Force Management Career Professional, have I got a deal for you!

By John Kotzman

John Kotzman is a native of Girard, Kansas who served 22 years in the Active duty Army. During his first tour in the Middle East, he met his future wife, Chris, a business development manager and British Citizen in Qatar. John and Chris reside in Leavenworth with their 11 year old son, Jake. John is an instructor and lesson author at the Army Management Staff College and an Adjunct Assistant Professor for the Army’s Combined Arms Center. His previous assignments include lesson author at the School of Advanced Leadership and Tactics (SALT) and the Command and General Staff College.

PROFESSIONAL EXPERIENCE

Army Management Staff College (AMSC) Instructor/writer 2014-present
Assistant Professor, Lesson Author & Curriculum Developer, School of Advanced Leadership & Tactics (2011-2014)
Adjunct Professor, Lebanese Armed Forces Fouad Shehab War College (2011)
Assistant Professor, Command and General Staff College (CGSC)
Instructor/Writer, (2008-2011)
22 years active duty Army, Lieutenant Colonel Retired, Logistics Branch
Let me ask you a simple question; have you ever felt a little “stagnant” in your career progression? Have you ever wondered if you are doing all that you can to enhance your career opportunities? If your answer is yes to one of these questions, well then colleague, have I got a deal for you! Civilian Education System (CES) leadership courses are required for all Army Civilians, so come spend two or more weeks in beautiful Fort Leavenworth, Kansas for free leader development courses with likeminded Army Civilian professionals. Enhance your career at no cost to your organization; it will be the best career decision you’ve ever made!

As an instructor at the Army Management Staff College, I would love to see more CP26 careerists take advantage of the CES courses. First, your organization pays nothing for you to attend! The CES is funded by HQDA G-37/ Training Directorate for most permanent Army Civilians, this includes (but not limited to) general schedule (GS), non-appropriated fund (NAF), local national (LN), and wage grade (WG) employees.

Did you know that CES leadership courses are required for all Army Civilians? All CP26 careerists should include attendance at the CES course for which they are eligible in their Individual Development Plans (IDP). Army Civilians are eligible to attend the CES courses at target grade levels:

- GS-01 through GS-09, CES Basic Course
- GS-10 through GS-12, CES Intermediate Course
- GS-13 through GS-15, CES Advanced Course

All Army Civilians hired after September 30, 2006, are required to take the Distance Learning Foundation Course prior to enrolling in either of the other CES courses.

So what are you waiting for? Your career beckons you to distinguish yourself as an Army leader! Enhance your career-long professional and leader development today! CES leadership courses are required for all Army Civilians so come join us in beautiful Fort Leavenworth, Kansas. There is no cost to your organization and the education you receive is awe-inspiring! ☑️
Executive Leadership Development Program

The Executive Leadership Development Program (ELDP) is an opportunity for GS12-14 Civilians to learn about team building, decision-making, attend defense seminars, and more. The training cycle is 10 months to include scheduled training deployments and other travel.

A prerequisite at any of the accepted GS levels are the applicable CES course(s). Like the CES courses, ELDP is centrally funded and a great opportunity for leadership development.

For more information, application deadlines, and a full list of eligibility requirements, visit http://www.civiliantraining.army.mil/leader/Pages/ELDP.aspx.

Have We Piqued Your Interest in Training?

For other training opportunities such as centrally funded, organizationally funded, or self-funded training, it is important to know the specific requirements for each. The Civilian Human Resources Training Application System (CHRTAS) (https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx) will allow each careerist to view CES course requirements and register for courses. Referring to course websites is the best way to keep abreast of any changes to course requirements and schedules.

Once the requirements are met, the application process can begin. There are different processes based on the type of training and who will ultimately be funding the training.

For CP26, the application process begins with an email to the Proponency Inbox or a phone call to discuss what options are available to each careerist with a member of the Proponency Office staff. Once this is completed, the application process can begin. We have laid out the CPD process for CP26 to help guide you through the application process.
## CPD Process for CP26

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<tr>
<th>Steps</th>
<th>Employee</th>
<th>Supervisor</th>
<th>Career Program</th>
<th>G37</th>
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<tbody>
<tr>
<td>1</td>
<td>Review CP26 ACTEDS plan; research course schedules; discuss options with supervisor.</td>
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<td>2</td>
<td>Ensure IDP and supervisor information is updated in ACT.</td>
<td>Accept supervisor request in ACT.</td>
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<td>3</td>
<td>Create GoArmyEd account.</td>
<td>Create GoArmyEd supervisor account.</td>
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<tr>
<td>4</td>
<td>Contact CP26 Proponency Office to discuss training/development options available under CPD.</td>
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<td>5</td>
<td>Advise on FY CP26 CPD training and development options, and application requirements.</td>
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<td>6</td>
<td>Discuss with supervisor, training/development opportunities available through (1) organization and (2) CP26 CPD.</td>
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### REQUEST CP26 CPD FUNDING SUPPORT (90-20 DAY WINDOW)

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<th>Steps</th>
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<th>Supervisor</th>
<th>Career Program</th>
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<tr>
<td>7</td>
<td>Initiate application package; assemble application package; ensure resume includes all functional training.</td>
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<td>8</td>
<td>Send application to supervisor.</td>
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<td>9</td>
<td>Review package; prepare and sign supervisor endorsement memorandum; approve package.</td>
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<td>10</td>
<td>Return package to Employee.</td>
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<th>Steps</th>
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<th>Supervisor</th>
<th>Career Program</th>
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<td>11</td>
<td>Forward application to CP26 mailbox.</td>
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<td>12</td>
<td>Acknowledge receipt of application via email.</td>
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<td>13</td>
<td>Review application; if incomplete, return without action.</td>
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<td>14</td>
<td>Compete package for funding.</td>
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<td>15</td>
<td>Notify employee on approval; advise employee to create GAE application and upload package.</td>
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<tr>
<td>16</td>
<td>Create GAE application; upload CP26 application package in GAEI notify supervisor (90-20 day window applies).</td>
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<td>17</td>
<td>Approve application in GAE.</td>
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<td>18</td>
<td>Approve application in GAE.</td>
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<td>19</td>
<td>Review GAE application; approve.</td>
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<td>20</td>
<td>Notify career program of approval.</td>
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<td>21</td>
<td>Notify employee to initiate an SF182.</td>
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<td>22</td>
<td>Create the SF182 in GAE; notify supervisor.</td>
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<td>23</td>
<td>Approve SF182.</td>
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<td>24</td>
<td>Approve SF182.</td>
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<td>25</td>
<td>Approve SF182.</td>
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<td>Apply LOA to SF182.</td>
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<td>26</td>
<td>If applicable, notify employee to create TDY order (at least 20 days in advance of training).</td>
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<td>27</td>
<td>If applicable, create travel order in DTS; <strong>do not sign travel order.</strong></td>
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<td>28</td>
<td>Apply LOA to Travel Order.</td>
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<td>29</td>
<td>Sign Travel Order.</td>
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<td>30</td>
<td>Approve Travel Order.</td>
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<td>31</td>
<td>Forward a copy of the Travel Order to the CP26 mailbox.</td>
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## ATTEND TRAINING

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<th>Prepare Travel Voucher.</th>
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<tr>
<th></th>
<th>Forward Travel Voucher to Supervisor.</th>
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<tr>
<th></th>
<th>Review Travel Voucher.</th>
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<tr>
<th></th>
<th>Approve/Disapprove Travel Voucher.</th>
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<tr>
<th></th>
<th>Email a copy of travel voucher to CP26 Proponency Office.</th>
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<tr>
<th></th>
<th>Reconcile travel voucher with signed travel order.</th>
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<tr>
<th></th>
<th>Email a copy of certificate and/or grades to the CP26 Proponency Office.</th>
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<tr>
<th></th>
<th>Email an article to the CP26 Proponency Office.</th>
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**Expanding our Communications Portfolio with:**

![DVIDS Logo]

**Introducing: DVIDS!**

*By: The CP26 Proponency Office*

Manpower and Force Management (CP26) has launched a Defense Video and Imagery Distribution System (DVIDS) page as another avenue to share their information.

“CP26’s DVIDS page will allow the CP26 Proponency Office to release material that is of direct importance and interest to our interns and careerists,” said Beryl Hancock, chief of Manpower,
CP26 provides a professional cadre of manpower and force management professionals to design, develop and resource the Army’s operating and generating forces in support of the National Military Strategy. It is one of the Army’s centrally managed civilian career programs, is composed primarily of Management Analysts who work in one or more of the nine manpower and force management functional areas.

Because of this functional diversity, CP26 analysts work in a variety of organizations such as resource management, plans and training, documentation, and management engineering at installations and major commands across the Army.

DVIDS is a state-of-the-art, 24/7 operation that provides a timely, accurate and reliable connection between the media around the world and the military. It also links local, national, and international media to military units around the world, provides a variety of newswire services for media, and facilitates interviews with military personnel and subject matter experts engaged in fast-breaking news.

“CP26’s DVIDS page will work in conjunction with our Facebook page and website,” said Hancock. “I encourage everyone to like our page and see the great information we have to offer.”
Facebook, Army Career Tracker, CP26 Website, and Road Shows

Stay up to date with the latest CP26 news, photos, and webcasts by joining CP26 Facebook page. The page is another way to connect with CP26. The Proponency office invites all members of the CP26 community, friends and family to like to the page and learn more about Army Manpower and Force Management and the role it plays in shaping the Army of tomorrow.

Army Career Tracker is continually being updated with the latest competency and training options.
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CP26 Website

The CP26 webpage is currently under-going an overhaul in order to bring the most up to date information and better meet the needs of the Army’s Manpower and Force Managers.

CP26 Road Shows

The CP26 Road Show is available upon request. Road Shows were recently held at:

Fort Knox, Kentucky (http://bit.ly/1PaBkNO)
Fort Eustis, Virginia (http://bit.ly/1JpULOV)

From the CP26 Proponenty Office:

TRAINING will build and strengthen your competencies, expand your perspective and knowledge base, and enable you to remain fresh and ready for future challenges.
Bulletin Articles
Careerists, supervisors and managers in the Manpower and Force Management Career Program and Career Field are invited to submit articles for publication or to suggest articles or features you would like to see in this Bulletin.

Submit articles, comments or suggestions to: CP26 Proponency Office
Deputy Chief of Staff, G1
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