

# Training Coordinator Handbook

HRDD, SC CPOC, Redstone Arsenal, AL  
as of 13 October 2003

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## 1. INTRODUCTION

This handbook is a product of the South Central Civilian Personnel Operations Center (CPOC) Human Resource Development Division (HRDD) and the Training Advisory Group (TAG). The TAG is composed of human resource development (HRD) professionals from the CPOC and Civilian Personnel Advisory Centers (CPACs) throughout the South Central Region. This handbook has been developed because regionalization of civilian personnel functions changed the structure of HRD roles and responsibilities. As a result of this change in structure, Training Coordinators have been given an expanded role in the implementation of training. This handbook is intended to be a guide and reference tool to assist Training Coordinators in carrying out their duties and responsibilities.

## 2. TRAINING RESPONSIBILITIES

Responsibilities	Tng Coord's	Mgrs/Supv	CPAC	CPOC	MACOM	DA
Advise/assist mgrs in completion of employees' Individual Development Plans (IDPs)	X					
Approve Training Requests		X				
Ascertain that course evaluations are completed for each course taken	X					
Assess individual and organization training needs annually and report these needs during appropriate assessment surveys		X				
Assist with administration of on-site courses	X					
Budget and commit funds and/or resources to meet identified training needs		X	X			
Coordinate course substitutions/cancellations	X					
Coordinate organization space allocations/funds	X					
Coordinate/input Annual Training Needs Assessment (ATNA) with CPAC	X					
Counsel employees on career development		X				

Responsibilities	Tng Coord's	Mgrs/Supv	CPAC	CPOC	MACOM	DA
Delegate and provide training to managers for training approval authority			X			
Develop individual and organizational training plans from training needs		X				
Endorse and route long-term application package to proper destination	X	X	X	X	X	
Ensure mandatory training requirements are met		X				
Evaluate completed training		X				
Initiate/process Training Request DD Form 1556	X					
Utilize knowledge of basic training regulation and laws	X	X	X	X	X	X
Obtain Commander's commitment to fund installation and regional training			X	X		
Prepare and forward Training Plan to CPOC			X			
Prepare and forward Regional Training Plan to CPACs				X		
Process requests for waiver of prerequisites	X					
Produce and forward a consolidated installation training needs survey to CPOC			X			
Produce and disseminate appropriate standard operation procedures						X
Provide employee training completion data to CPOC	X					
Provide employee training data to CPOC	X					
Provide on-the-job orientation for new employees		X				
Receive/distribute student reporting instruction	X					

<b>Responsibilities</b>	<b>Tng Coord's</b>	<b>Mgrs/Supv</b>	<b>CPAC</b>	<b>CPOC</b>	<b>MACOM</b>	<b>DA</b>
Review long-term and leader development application packages and route to proper destination		X				
Serve as organization point of contact for CPAC	X					
Setup/maintain required training documentation/files	X					
Transmit Automated Training Needs Assessment (ATNA) tool and instruction to the CPACs				X		
Transmit Automated Training Needs Assessment (ATNA) tool to managers			X			
Verify credit card charges for training	X					

### 3. TRAINING TIMELINE

#### Training Needs Survey and Annual Training Plan

SOP/BPM # BLOCK#	TASK	SD*	ED*	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
H01/B1 CPOC	Conduct Market Analysis	Mid Nov		▣											
H01/B2 CPOC	Implement Market Strategy	Mid Jan				▣									
H01/B3 CPOC	Activate Training Needs Survey	15 Mar						▣							
H01/B4 CPAC	Task Organizations to Conduct Survey	1 Apr							▣						
H01/B5 Management	Conduct Survey and Forward to CPAC	1 Apr	15 May						▣	▣					
H01/B6 CPAC	Consolidate and Prioritize Needs - Forward to CPOC	15 May	15 Jun							▣	▣				
H01/B7 CPOC	Analyze Tng Needs to Develop Tng Plan	15 Jun	1 Jul								▣	▣			
H02/B1 CPAC	Prepare & Present Funding & Tng Requirements to Commanders	Mid Jun	1 Jul								▣	▣			
H02/B2 CPOC	Submit Copy of the Cmdr Approved Tng and Cost Document to CPOC	1 Jul	Mid Jul									▣			



## 4. INDIVIDUAL DEVELOPMENT PLAN

Managers/supervisors with the assistance of Training Coordinators are to review the training needs of their employees annually. These identified training needs will be recorded on each employee's Individual Development Plan (IDP) during their performance appraisal. This record serves as the annual inventory of training needs under locally developed procedures. This inventory will be used to prepare the activity's fiscal-year training plan and the command-operating budget (COB).

### Intern IDPs

The supervisor will prepare an Individual Development Plan (IDP) within 30 days of an intern's entrance on duty. The intern's supervisor will complete DA Form 5469-R (Cover Sheet for Career Intern Individual Development Plan) and attach it to the IDP. The IDP must be approved by the Activity Career Program Manager (ACPM) and the local civilian personnel training office, and may be used in conjunction with Total Army Performance Evaluation System (TAPES).

<b>INSTRUCTIONS FOR COMPLETING AN INDIVIDUAL DEVELOPMENT PLAN (IDP)</b>	
EMPLOYEE	SUPERVISOR
A. Identify the competencies, skills, and knowledge needed for your current job and list them in the <b>"Competencies Required in Current Job"</b> section. Closely analyze your position description and performance standards to ensure accuracy.	A. Review/modify/approve the employee's assessment of his/her competencies. Be sure to consider <b>Organizational</b> needs (those prescribed by law/regulation/policy and those required by installation-unique mission), <b>Occupational</b> needs (those determined or prescribed by career programs and fields), and <b>Individual</b> needs (those identified by employees and supervisors which are needed to perform assigned or planned duties).
B. Determine the level of your knowledge and skill and indicate in the appropriate column. <b>"Has"</b> means you have mastered the area. <b>"Refresher"</b> indicates a review is needed to strengthen/renew the skills. <b>"Training"</b> indicates a more involved training or development activity should occur (On-the-Job Training (OJT), formal training, college course, etc).	B. Indicate the priority level of each identified training need. <b>Priority I</b> means the training is essential for mission accomplishment or acceptable job performance, is mandated by higher authority, or is an ACTEDS leader development core course. <b>Priority II</b> means the training is needed for effective performance and to improve the quality of mission accomplishment. <b>Priority III</b> means the training is recommended to improve or enhance competencies, skills, and knowledge needed on the job. Show recommended source of the training, if known, and any tuition or Temporary Duty (TDY) cost involved.
C. Identify specific mission-related and/or required courses and list in the <b>"Training Needs"</b> section. Indicate any additional <b>"Career and Self-Development Needs,"</b> e.g., Communication Skills, Writing Skills.	C. In conjunction with the employee, identify and list other "Developmental Goals and Objectives," e.g., college courses, special projects, cross training, OJT, coaching/mentoring, reading program, self-study. Indicate the time period during which these must occur.



DEVELOPMENTAL GOALS & OBJECTIVES	12 MONTH	1-3 YEARS

TRAINING NEEDS

COURSE TITLE	PRIORITY	TYPE	TNG SOURCE	DATE	TUITION

CAREER AND SELF-DEVELOPMENT NEEDS

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CERTIFICATION: I certify that I will support the training & development outlined on this plan.

SIGNATURES:

SUPERVISOR - DATE APPROVING OFFICIAL - DATE EMPLOYEE - DATE

## 5. TRAINING NEEDS ASSESSMENT/SURVEY

Supervisors and managers at all levels assess the training needs of the individuals for which they are responsible. Although the assessment of individual training needs is a continuous process, the performance appraisal is the primary means for determining employee training and development needs for effective performance. This appraisal provides data needed to prepare Individual Development Plans (IDPs), the basis for scheduling training.

### Training Coordinator's Role in Needs Assessment

Training Coordinators assist in the coordination/input of training needs into the Automated Training Needs Survey for their organization. They coordinate these needs with the CPAC Training Representative.

### Automated Training Needs Survey

The Automated Training Needs Assessment Survey assists CPACs in identifying training needs for their employees

- Regional Courses are those contracted, administered and managed by the Civilian Personnel Operations Center (CPOC) Human Resource Development (HRD) staff. Regional course are generally those that have the most needs in the Annual Training Survey. HRD, and the Training Representative in agreement with their CPAC select regional on-site courses.
- Local Courses are contracted for and managed by servicing CPAC or other local organizations and include:

Mandatory Core Leadership Training - training mandated by the Department of Army, i.e. Leadership Education and Development Course (LEAD). These courses are listed in the ACTEDS Training Catalog located at <http://www.cpol.army.mil>; click on Training and select ACTEDS Training Catalog

For assistance or problems with the Training Needs Survey, contact Marsha Samples at 256-841-643 or e-mail [marsha.samples@cpocscr.army.mil](mailto:marsha.samples@cpocscr.army.mil)

### Standing Operating Procedure (SOP) No. H 01, Training Needs Survey, and Business Process Map (BPM) No. H 01, Training Needs Survey

For more information on Training Needs Survey, go to the SOP and BPM at <http://www.cpol.army.mil/library> select Reference, The Library, Army and General Information. Business Process Maps will be the first selection on the list. Go to the bottom of the page and select Human Resource Development, then go to SOP H 01\* and BPM H 01

\*In an effort to meet our customers' needs, SCCPOC HRDD's Training Needs Survey Time-Line varies from SOP H 01

## 6. TRAINING PLAN

### What is a Training Plan?

A Training Plan contains training and development strategies established to accomplish mission and achieve organizational performance goals for the forthcoming year. Using the results of the installation training needs assessment, the CPOC prepares a draft Regional Training Plan. The CPACs, upon receipt of the draft regional plan, develops the draft installation training plan.

### Sample Format for a Training Plan

### Endorsement Memorandum.

Documents support of training plan.  
Regional Plan: CPOC Director/designee signs.  
Installation Plan: Commander/designee signs.

### PART I: Background.

Purpose and objectives of the training plan.  
Methodology used to compile the plan.

Links the training plan to applicable organizations' strategic plan(s), goals and missions.

### PART II: Training Needs Assessment Summary.

Results of training needs assessment.  
Summary of number of training requests received and associated cost.  
Identify regional/installation training priorities.

### PART III: Training Programs -- Offerings.

Course announcements for regional/installation training programs. Each announcement should include: target audience, dates, location, cost, course objectives, description, prerequisites, enrollment deadline, payment instructions and course administrator.

### PART IV: Evaluation Strategy.

Procedures and processes to evaluate the forthcoming fiscal year training program.

### PART V: Program Evaluation.

Summary of previous fiscal year training program including: percent of planned training met, summary of training evaluations, significance of training to the Army's mission and performance improvement, cost savings generated through regional training, significant program initiatives.

### **PART VI (OPTIONAL): Guidance or other pertinent human resource development information for users of the training plan, e.g., enrollment procedures, tuition assistance rules or other local policies.**

#### **Standing Operating Procedure (SOP) No. H 02, Develop Annual Training Plans, and Business Process Map (BPM) No. H 02, Develop Annual Training Plans**

For more information on how to develop a training plan, go to the SOP and BPM at <http://www.cpol.army.mil/library> select Reference, The Library, Army and General Information. Business Process Maps will be the first selection on the list. Go to the bottom of the page and select Human Resource Development, then go to SOP H 02 and BPM H 02.

## **7. REGIONAL TRAINING**

### **What is Regional Training?**

The Department of the Army CPOC/CPAC Task List <http://www.cpol.army.mil/library/tasks/index.html> tasks the CPOC to conduct/facilitate/administer region-sponsored installation on-site courses. To determine what is

classified as regional training, HRDD SCCPOC analyzes all installation-training needs generated from the Annual Training Needs Assessment. The courses with the greatest number of requests are sent to vendors requesting course proposals for the upcoming FY. From these course proposals Training Representatives with their CPACs, select the regional courses to be offered at their sites. Based on these selections the regional training process is set into motion.

Regional Training Process Standard Operating Procedure, SOP H03, and Business Process Map, BPM H 03, provide the competitive process used in selecting, purchasing and administering regional courses. At <http://www.cpol.army.mil/> select Reference, The Library, Army and General Information. Business Process Maps will be the first selection on the list. Go to the bottom of the page and select Human Resource Development, then go to SOP H 03 and BPM H 03.

### **Where to Find a List of Regional Training Courses for the Current Fiscal Year?**

All Regional Training Opportunities are listed on the SCCPOC Homepage under Functional Areas, Human Resources Development <http://cpolrhp.belvoir.army.mil/scr/hrdd/courses/schedule.htm>. You may view by date of offering or by course title. It also provides the course location, length, cost and status. By clicking on the course title, you may view the course announcement.

## **8. REQUESTING TRAINING**

Request training using Department of Defense Form 1556, Request, Authorization, Agreement, and Certification of Training and Reimbursement. Both hard copy and electronic versions of the form are authorized.

### **CEFMS**

Corps of Engineers Financial Management System, CEFMS, contains the Corps' electronic version of the DD Form 1556. This system does not document the employee's training into the employee's master training record. Please reference **Documenting Training Section** in this handbook for more information.

### **TIPS**

Training Information Program System, TIPS, is another electronic method for creating the DD Form 1556. Redstone Arsenal employees serviced by the AMCOM CPAC use it. TIPS can be accessed from the subject index (TU) on the AMCOM Intranet home page or by using the following web <http://www.redstone.army.mil/cpo/>. Your computer must have Netscape 4.5 or higher or Microsoft Internet Explorer 4.0 or higher to use TIP Request. If you have questions, call the Training Help Desk at 256-876-6297.

### **MODERN System (MDCPDS) Oracle Training Administration (OTA)**

**Army has not approved OTA for use except for the input of completed training. See US Army memorandum dated 11-29-01 [http://cpol.army.mil/library/train/tld\\_112901.html](http://cpol.army.mil/library/train/tld_112901.html)**

**Go to [http://cpol.army.mil/library/train/tld\\_oracle.html](http://cpol.army.mil/library/train/tld_oracle.html) (dated 9-22-00) for the guidance on use of OTA.**

### **Recordkeeping Requirements for Training Documents**

Information on recordkeeping requirements for training documents is found at <http://www.cpol.army.mil/permis/714a.html>.

## **9. DELEGATED TRAINING AUTHORITY**

### **What is delegated training authority and who can have it?**

Supervisors/managers in many federal agencies have been delegated authority to perform Human Resource (HR) work previously carried out by HR staff. The delegation of training authority to supervisors/managers

changes the duties and responsibilities of many HRD personnel.

The Installation Commander is responsible for delegating training approval authority to supervisors/managers to approve short-term training (120 days or less) from non-government sources. However, supervisors/managers must receive training and certification regarding HRD rules and regulations. Upon completion of the training, the supervisor/manager should receive a letter explaining his or her delegated training authority. For additional information on training approval authority, see <http://www.cpol.army.mil/permis/7b.html>.

The CPAC Delegation of Training Authority certification package is available at <http://cpolrhp.belvoir.army.mil/scr/hrdd/guidance/delegation.htm>

### **What if my organization has not delegated training authority?**

The Installation Commander normally delegates to the CPAC, so check with your CPAC training representative.

### **Training Approval Checklist**

Managers are encouraged to review the following checklist prior to approving training requests. The checklist is designed to help identify areas where regulatory guidance may apply to specific requests prior to certification. The correct decision concerning the approval of training equates to **the proper use of Government funds**.

As approving official for this training, I assure that:

1. All employees are considered fairly and equitably for needed training.
2. Training is approved **prior** to course start date.
3. Training is not taken solely to get an academic degree, license, or certification. In limited cases, academic degrees can be funded when it will aid in the retention or recruitment of employees in occupations, in which the Government has or expects a shortage of qualified personnel. 5 CFR 410.308(b) must be adhered to when implementing this exception.
4. Training is the most timely, economical, and effective to fulfill identified training need.
5. Budget Officer has certified availability of appropriate funds **prior** to start of training.
6. Overtime status will be determined and/or authorized prior to start of training.
7. Only academic direct costs (tuition, registration, laboratory fees) are authorized. Reimbursement for reference materials, items, equipment will be IAW local CPAC policy.
8. A Continued Service Agreement is signed and filed for non-Government training exceeding 80 hours, and Government or non-Government long-term training and education programs exceeding 120 calendar days.
9. This training is not a long-term full-time training program (over 120 days).
10. Training will be conducted within Continental United States (CONUS) unless Headquarters, Department of the Army (HQDA) approved.
11. Employee meets the prerequisites for the training.
12. Expenditure of Federal funds is prohibited for training that is offensive to Federal employees and unnecessary in the execution of their official duties.
13. The training vendor/facility does not discriminate on the basis of race, color, religion, ethnicity, national origin, age, sex, marital or handicapped status, to the best of my knowledge.
14. I will personally verify that employee attends and completes approved training.

15. I will complete and require employee to complete electronic evaluations.

16. My office will maintain all required hardcopy training files.

## **10. PAYMENT FOR TRAINING**

### **Government Credit Card**

Effective October 1, 1998 the method of payment for commercial training up to and including \$25,000 is the government purchase card. Continue to use the Department of Defense (DD) Form 1556 to request, authorize, and certify completion of training. When vendors require purchase card information in writing, annotate it in Block 27 (Accounting Classification) of the DD Form 1556. Annotations should include the purchase card number, cardholder name and expiration date.

To minimize exposure of purchase card account information, organizations may elect to omit this information during the processing of the training request. Once the request is fully approved, a hard copy version of the DD Form 1556 may be provided to the purchase cardholder. The cardholder should annotate the account information in block 37 of the form and forward it directly to the training provider/administrator.

Block 37 (Billing Instructions) on the DD Form 1556 should include contact information for the purchase cardholder. <http://www.cpol.army.mil/permis/7a2.html>

### **Advance Payments**

An agency has the authority to authorize advance payment of expenses (e.g. tuition, per diem, travel, and other expenses essential to training as long as there is some mechanism to protect the Government's interest, such as reimbursement if the training is not completed or passed. [See 31 U.S.C. §3324 \(1997\), \\* 5 U.S.C. §4109\(a\)\(2\) 1997.](#) \* and 41 Comp. Gen. 626 (1962).

There are two ways to authorize and pay for training in advance of receiving the training or service, including student tuition: (1) Authorize it on the DD Form 1556 and (2) Receive a bill for payment from the source provider. <http://www.cpol.army.mil/permis/7a2.html>

### **Reimbursements**

AR 690-400, Chapter 410, Subchapter 6-4b(2): "If an employee fails to complete non-Government training satisfactorily, actions in (a) or (b) below will be taken. Employees will be advised in writing of these requirements before the training starts.

"(a) If the failure to complete training is due to the employee's negligence or willful misconduct, he or she will repay training expenses other than salary costs. If appropriate, disciplinary action will be taken.

"(b) If failure is for reasons beyond the employee's control, no action will be taken."

Reimbursements for expenses from employees failing to complete training satisfactorily will be the responsibility of the approving official, the local Activity Program Coordinator (APC), and financial officer. <http://www.cpol.army.mil/permis/7a2.html>

### **Fees, Services, and Facilities**

The following subsection addresses: catering expenses, meals and refreshments; examinations, licenses and certifications; library and laboratory services; lodging and meals at place of duty; purchase or rental of books, materials and supplies; meals of outside speakers; registration fees to attend training sponsored by an interagency board, council, or commission; and tuition and matriculation fees.

### **Catering expenses, meals, and refreshments**

As a general rule, appropriated funds cannot be used for personal expenses such as meals and refreshments, unless specifically authorized by statute. However, two exceptions exist in the *Government Employees Training Act (GETA)*: [5 U.S.C. §4109 \(1997\)](#), \* training expenses, and [5 U.S.C. §4110 \(1997\)](#), \* expenses of meetings and conferences. Costs may be properly charged as training expenses under *5 U.S.C. §4109* or as travel expenses under *5 U.S.C. §4110*. There is no specific limitation on the amount per meal or snack that the agency may incur. (*Comp. Gen. B-244473 (January 13, 1992)*)

Training exception: Food may be provided at Government expense for employees attending authorized training as a necessary expense under *5 U.S.C. §4109 (1997)* when provision of that food is necessary to achieve the training program's objectives (*49 Comp. Gen. 185 (1968)*). However, an agency must determine that the provision of food is necessary for employees to obtain the full benefit of the training. See *Comp. Gen. B-244473 (January 13, 1992)*; and [Comp. Gen. B-270199 \(August 6, 1996\)](#). Three conditions apply:

1. The meal or refreshments must be incidental to the training program;
2. Attendance at the meal or refreshment break must be necessary for full participation in the program; and
3. The employee cannot be free to take the meal or refreshment break elsewhere. (*65 Comp. Gen. 143 (1985), as amended*)

Meeting exception: Food may be provided in connection with the attendance of government employees at meetings and conferences under *5 U.S.C. §4110 (1997)*. The test for applying section 4110, however, is that the food is provided at a formal conference or meeting involving topical matters of general interest to governmental and nongovernmental participants, rather than at a routine business meeting primarily involving day-to-day agency operations and concerns. See *Comp. Gen. 604 (1989)* and <http://www.gpoaccess.gov/gaodecisions/index.html>

Catering expenses: The cost of catering services (luncheons, dinners, and coffee breaks) furnished by a hotel to a training conference held pursuant to *5 U.S.C. §4110 (1997)* is payable as a training expense when these services are necessary to achieve the objectives of the training conference, such as establishing an environment which requires, stimulates, and fosters communication among participants and interaction among participants as often as possible. (*50 Comp. Gen. 610 (1971)*)

Meals covered by registration fees: When meals or coffee breaks are provided for in a registration fee for training, the cost of a meal or the coffee break occurring during the training session may be paid under *5 U.S.C. §4109 (1997)* regardless of whether the training program is held at or away from the employee's duty station.

Meals not covered by registration fees: When a meal or coffee break is not provided for in a training registration fee, the cost of the meal or the break occurring during a training session held at the employee's duty station may be paid when conditions for the exception under [5 U.S.C. §4109 \(1997\)](#) \* are met.

### **Examinations, licenses and certifications**

Subject: Authority to Pay for Credentials/licenses has been approved

The 2002 DOD Federal Authorization Act, signed 12/28/01, included the provision below which amends Title 5. It also appears in PL 107-107. This authority applies to all Title 5 agencies.  
Public Law 107-107 Sec. 5757. Payment of expenses to obtain professional credentials

(a) An agency may use appropriated funds or funds otherwise available to the agency to pay for--

(1) expenses for employees to obtain professional credentials, including expenses for professional accreditation, State-imposed and professional licenses, and professional certification; and

(2) examinations to obtain such credentials.

(b) The authority under subsection (a) may not be exercised on behalf of any employee occupying or seeking to qualify for appointment to any position that is excepted from the competitive service because of the confidential, policy-determining, policy-making, or policy-advocating character of the position.'

### ***Library and laboratory services***

The necessary cost of library and laboratory services is payable under 5 U.S.C. §4109 (1997) when the services are an integral part of the course or program of study or are required by the academic institution as part of the tuition and matriculation fees.

### ***Lodging and meals at place of duty***

The head of an agency is authorized to cover all expenses *necessary* for a training event under 5 U.S.C. §4109 (1997).

If the agency requires all participants of a training course to stay in a local hotel while in training, headquarters may authorize a per diem allowance as a *necessary training expense*. In 39 Comp. Gen. 119 (1959), an employee assigned to take a two-week training course at the employee's place of duty was allowed to receive reimbursement or advance payment for expenses connected with the use of a local hotel while in training.

### ***Purchase or rental of books, materials, and supplies***

Agencies may pay for a magazine subscription used in a training course or program of study under 5 U.S.C. §4109(a)(2)(E) (1997). Magazines are covered under the periodical purchase limitation in an agency's appropriation, and the cost must be charged to that limitation. See 39 Comp. Gen. 320 (1959).

### ***Meals of outside speakers***

A coordinator of a training seminar who pays the cost of meals for non-Government guest speakers may be reimbursed for that expense upon agency determination that the cost of the meals is a training expense authorized under [5 U.S.C. §4109 \(1997\)](#). \* See 48 Comp. Gen. 185 (1968).

### ***Registration fees to attend training sponsored by an interagency board, council, or commission***

The payment of a registration fee for a training seminar sponsored by an interagency board, council, or commission, such as a Federal Executive Board, is permissible when:

1. The payment directly benefits the agency making the payment, and
2. The fee does not include elements designed to capture more than the direct costs of sponsoring the seminar.

Under the above circumstances, payment of the registration fee does not violate the general prohibition against interagency financing of boards or commissions. See 71 Comp. Gen. 120 (1991).

### ***Tuition and matriculation fees***

Tuition and matriculation fees are payable under 5 U.S.C. §4109(a)(2)(C) (1997). However, tuition for a bar review or a law school course is a personal expense because it helps a person qualify for a legal position. Like a bar admission fee, it is **not** payable from appropriated funds. See 61 Comp. Gen. 357 (1982).

In limited cases, an agency may pay for a member of its legal staff to take a bar review course when the agency

determines that the review course is relevant to the performance of official duties. In *55 Comp. Gen. B-187525 (October 15, 1976)*, an agency paid the cost of a bar review course for an employee who was already qualified as a Federal attorney, but needed a review course to prepare for admission to the bar of another State in order to perform his duties.

### **Per Diem**

*5 U.S.C. §4109(a)(2) (1997)* provides that an agency may pay, or reimburse an employee, for all or a part of per diem expenses. The U.S. General Services Administration Federal Travel Regulations determine per diem rates. Therefore, an agency may not make any payment above the applicable full per diem rate specified in those regulations. *41 C.F.R. §301-7 and §301-8 (1997)*.

An agency may pay a reduced per diem rate or a standardized payment to employees in temporary duty training assignments. [See 5 C.F.R. §410.403\(b\) \(1997\)](#). If a reduced or standardized per diem rate is *not* authorized in advance of the travel and the fees paid to a training institution include lodging or meal costs, the agency must make an appropriate deduction from the total per diem rate payable to the employee. *41 C.F.R. §301-7.12 (1997)*.

In *Comp. Gen. B-185374 (July 29, 1976)*, an employee was not authorized per diem during a period of training prior to reporting to the employee's first official duty station. The denial resulted from an agreement between agency personnel and finance officers not to pay per diem to any employee whose residence was less than 50 miles from the training site. The employee resided 18 miles from the training location. The decision was a proper exercise of agency discretion.

### **Transportation**

#### ***Transportation payment at agency discretion***

Under *5 U.S.C. §4109(A)(2)(B)(1997)*, an agency may permit an employee selected for long-term training to choose to transport his or her dependents and household goods to the training site rather than receive per diem. This authority recognizes the occasional need for a Federal employee assigned for training at a temporary duty station to relocate his or her family to the site.

#### ***Limitation on transportation expenses***

The maximum allowance for the transportation of dependents and household goods to an employee under *5 U.S.C. §4109(a)(2)(B) (1997)* is based on the total per diem allowance the employee forgoes to receive the transportation benefits for his or her immediate family and effects. *39 Comp. Gen. 140 (1959) and 40 Comp. Gen. 714 (1961)*.

The employee may receive either per diem or a transportation allowance, but not both.

The U.S. General Services Administration regulations allows an agency to pay a limited set of relocation allowances in connection with a temporary change of station for a period of not less than 6, nor more than 30, months. The regulations do not apply to employees assigned to training under *5 U.S.C. chapter 41. 41 C.F.R. Part 302-1 (1997)*.

### **Travel Costs**

*5 U.S.C. §4109(a)(2) (1997)* provides that an employee may be reimbursed for all or part of the necessary expenses of training, including travel costs. The GSA Federal Travel Regulations determine what specific travel costs may be paid.

#### ***Expenses for privately owned vehicle***

Agencies may authorize and pay expenses of employees using privately owned vehicles to travel to and from

training.

The authority contained in *5 U.S.C. §4109(a)(2)(A) (1997)* to pay or reimburse employees for the necessary expenses of training includes costs of using privately owned vehicles when such use is for the good of the Government. [See 5 U.S.C. §5704\(d\) \(1997\).](#) \*

*36 Comp. Gen. 795 (1957)* found that, when an employee is properly authorized to use a privately owned vehicle for official business, it is within the administrative discretion of the agency to pay the employee the cost of mileage from whatever point the journey is begun. There is *no* requirement that the distance the employee would normally travel between home and headquarters be deducted from the computation. This applies irrespective of whether the employee performs duty on that day within or without the corporate limits of the headquarter's city or at the headquarter's office.

When travel by a privately owned vehicle is to the advantage of the United States and a parking fee is required at the training site, the parking fee is an allowable expense. [See 5 U.S.C. §5704\(b\) \(1997\).](#) \*

\*This link is to the 1996 version of the document. To search for more recent updates, select "Update" after following the link.

## 11. DOCUMENTING TRAINING/EDUCATION

The U.S. Office of Personnel Management (OPM) issue personnel recordkeeping guidance prescribing how and where to file documentation of civilian training, planning, procurement, program development, completions and evaluations.

**The requirement to file training documents in the OPF (long-term, right side) was [rescinded \(Army Memo, Training & Leader Development, Sep 13, 1996, subject: Change to Record-keeping Requirements for Training Documents\)](#) effective October 1, 1996** by Update 1, March 15, 1996, to the OPM Operating Manual, The Guide to Personnel Recordkeeping (Chapter 3, Table 3-1). The following training documents may **no longer** be placed on file in the employee's OPF:

- Training Certificates
- DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement
- OPM Form 1398, Model Veterans Readjustment Appointment Plan
- OF 37 (discontinued), Nomination for Interagency Training and the Presidential Appointee, Record of Training, and
- Computer-generated lists of completed training.

**Training documents already on file in the OPF will remain on file (long term, right side) until the employee leaves Army employment. At that time, training documents will be removed from the OPF and returned to the employee.**

Whenever documentation of training is required to be maintained by Chapter 41 of Title 5 CFR, §410 and Army regulations, it must be accomplished in accordance with [AR 25-400-2, The Modern Army Recordkeeping System \(MARKS\)](#). Managers and supervisors should establish organizational case files in accordance with MARKS procedures to accommodate the following training records:

- a. Delegation of authority to approve training
- b. The purchase of training

- c. Training for placement
- d. Academic degree training
- e. Continued service agreements
- f. Recovery and waiver of training expenses
- g. Acceptance of contribution, award, or payment
- h. Annual training plan evaluation.

### **How does training get documented?**

Oracle Training Administration, OTA, has been modified to allow personnelists as well as activity training coordinators, training monitors, and managers to input completed training data directly into the employee's electronic training record in the Modern Defense Civilian Personnel Data System (MDCPDS). Memo authorizing the use of OTA for input of completed training is located at [http://cpol.army.mil/library/train/tld\\_112901.html](http://cpol.army.mil/library/train/tld_112901.html)

If the SC CPOC is to input completed training, one of the following should be provided:

1. Hard Copy 1556. Organizations may forward a completed hard copy DD Form 1556 (Request and Authorization for Training) to SC CPOC upon employee's successful completion of training.
2. Organizations may print, complete and return the Training Update Sheet to the SC CPOC via fax mail or E-mail. The Training Update Sheet (single course entry or multiple course entry) is located on SCCPOC HRDD's Homepage at <http://cpolrhp.belvoir.army.mil/scr/hrdd/update/Update.htm>

### **How do I update my education?**

The South Central Civilian Personnel Operations Center (SC CPOC), Human Resource Development Division (HRDD) is responsible for updating education levels in the Modern Defense Civilian Personnel Data System (MDCPDS). Employees wanting to update their educational accomplishments should submit the Education Update Sheet located on SC CPOC HRDDs' Homepage at <http://cpolrhp.belvoir.army.mil/scr/hrdd/update/Update.htm>

## **12. CONDUCTING ON-SITE TRAINING**

The SC CPOC will host an on-site training session for your organization. For assistance please contact the Employee Development Specialist assigned to your CPAC. If you are not sure who services your CPAC, call 256-842-6545 for assistance.

If you prefer to host your on-site session, the following sample obligation letter to the vendor and checklist are provided

### **SAMPLE OBLIGATION LETTER**

XYZ Corporation  
410 Elm Street  
Anywhere, USA 20000

Dear Mr. Doe:

This letter will confirm our intent to have your company conduct the course, Grammar and Proofreading on-site at Redstone Arsenal, AL. The course will be conducted on 6 Feb 2002 at Building 5304. The training will be conducted from 8:00 a.m. to 4:00 p.m.

The cost of the course will be \$110.00 per student. The minimum class size will be 20 students and the maximum class size will be 30 students. If the minimum number of students do not register by 11 January 2002, the class will be cancelled at no cost to the government.

Ms. Carol Brigance is our POC at Redstone Arsenal. Her telephone number is 502-798-0000, FAX 502-708-0000. She will be able to assist you with directions, maps, etc. Course materials may be shipped to Mr. Brigance at this address:

South Central CPOC  
ATTN: SAMR-CP-SC-T (Ms Carol Brigance)  
Sparkman Center, Bldg 0X0X  
Redstone Arsenal, AL 01010-0101

**NOTE: Make sure you put the Building #, if you ship FED-EX**

The students' organizations will pay by VISA Government IMPAC credit card.

If you need additional information or assistance, please contact Heidi Collier 256-111-1111.

Sincerely,

Heidi Collier  
Employee Development Specialist  
SC-CPOC, HRDD

### ON-SITE TRAINING CHECKLIST

Course Title:

Course Date:

Vendor Name: Address: Phone:

Instructor Name: Address: Phone:

Course Location: \_\_\_\_\_ Facility Reserved \_\_\_\_\_

Course Hours: Total \_\_\_\_\_ Daily \_\_\_\_\_

Class Size: Minimum \_\_\_\_\_ Maximum \_\_\_\_\_

Cost (course fee, instructor travel / lodging, rental car, books, shipping):

Verification for use of DD Form 1556:

/ Training is offered to the public (verified via copy of course announcement).

/ Training is "off-the-shelf" (not designed specifically for the organization).

/ Price is same or less than what is charged to other users (verified via standard price list, signed statement from vendor, or copies of quotes to other users).

/ Price does not exceed \$25,000.

/ Advised vendor of restriction on use of government employees as instructors.

Classroom Setup (standard lecture style, cluster groups, U-shape, etc.):

Audiovisual Equipment Needed (overhead projector, 35mm, TV/VCR, easels, chalkboard dry-erase board, screen):

Billing Address:

Shipping Address:

Course Prerequisites:

\_\_\_\_\_  
Signature of verifier  
Name and telephone number

\_\_\_\_ Course Announcement distributed

\_\_\_\_ Suspense date for allocations \_\_\_\_\_

\_\_\_\_ Funds certified on DD Form 1556.

\_\_\_\_ Obligation letter mailed (include copy of DD Form 1556, map, directions)

\_\_\_\_ Space allocation memo distributed

\_\_\_\_ Space utilization confirmed

\_\_\_\_ Roster prepared

\_\_\_\_ Course materials received

\_\_\_\_ Setup Classroom (need roster, keys, materials, equipment)

\_\_\_\_ Open class (check attendance & make any special announcements/introductions)

\_\_\_\_ Evaluations - distribute DD Form 1556 evaluation copy or get copy of vendor form

\_\_\_\_ Last day of class - collect roster, keys, evaluations, return/secure equipment

Make sure roster clearly shows who completed training.

\*\*\*\*\*

#### COURSE CLOSEOUT

Check DD Form 1556's against roster, to ensure you have all of them.

Make sure critical information is correct and legible on 1556s (course title, vendor name and address, location, course date, total course hours, course costs)

Check block 36; if not signed by instructor, complete this item based on information on roster

Send legible copy of DD Form 1556 to employee

Send legible copy of DD Form 1556 to CPOC to enter in automated personnel record

File original 1556 with a copy of the roster

## 13. TRAINING EVALUATIONS

There is a growing mandate throughout the public sector to ensure that learning and development activities are evaluated for effectiveness. Every Federal agency is required to submit plans to congress that contain performance measures. Training shall be evaluated to determine its effectiveness. Evaluation plans are a major component of training programs.

### Reasons to evaluate training are:

- To determine achievement of training objectives
- To gain information on how to improve the training
- To decide whether to continue, expand, or eliminate the training
- To assess training and learning activities as they relate to improved performance and organizational requirements
- To provide information for the annual training program evaluation

Individuals responsible for training include:

Supervisors/Managers - Evaluate training and take action needed to improve results. Assist in the selection/development of evaluation instruments.

Employees - Participate in evaluation processes.

Human Resource Development Personnel - Develop and administer evaluation processes to determine training effectiveness and take action as needed to improve training.

Commonly used evaluation processes are modeled after **Donald L. Kirkpatrick's four levels for evaluating training:**

<b>FOUR LEVELS OF TRAINING EVALUATION</b>			
<b>LEVEL</b>	<b>DEFINITION</b>	<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
<b>1 - Reaction</b>	Measures participants' opinions about the training. This is the most common type of evaluation and provides a measure of customer satisfaction.	Low cost; easy to administer. Provides insights into participants' opinions. Provides quick feedback regarding successes and failures.	Reflects a quick reading of participants' opinions while they are still in training. Results may not be a solid basis for changing an educational strategy.
<b>2 - Learning</b>	Measures how well participants have mastered the training objectives. Can include pre- and posttests or questionnaires.	Compared to reactions, this provides more compelling evidence of whether training "works."	Compared to Level 1, requires more time, resources, and expertise to develop and implement valid measures of learning.
<b>3 - Transfer of Learning to the Job</b>	Measures how the knowledge, skills, and values from training are used on the job. Typically measured 3 to 6 months after	Provides stronger evidence that training has the desired impact on improved performance.	Compared to Levels 1 and 2, requires more time, resources, and expertise to develop and implement valid measures of transfer.

	training.		
<b>4 - Organizational Impact</b>	Measures performance improvement and impact on organizational effectiveness.	Provides the strongest possible evidence that training has the desired impact on an organization.	Substantial levels of resources and expertise are required to implement this level of evaluation successfully.

Levels can be combined to provide thorough evaluations to improve the effectiveness of training. Additional information on evaluation of completed training may be found at <http://www.cpol.army.mil/permis/713.html>.

## **14. TRAINING ISSUES**

### **Academic Degree Training**

**For the latest guidance on Academic Degree Training (dated Oct 20, 2001) go to [http://cpol.army.mil/library/train/tld\\_102601.html](http://cpol.army.mil/library/train/tld_102601.html)**

**5 CFR Part 410** permits agencies to authorize and pay for training leading to an academic degree when necessary to assist in the recruitment or retention of employees in shortage occupations, especially those with critical skills. This flexibility, known as the Academic Degree Program, is being effectively employed to enhance the knowledge and skills of employees in areas such as the Acquisition workforce.

This program is an exception to a continuing statutory prohibition of training civilians for the sole purpose of obtaining a degree. The responsibility for determining recruitment or retention problems and critical shortage occupations has been delegated to Installation commanders who have personnel appointment authority. The detailed documentation requirements that must be satisfied before approving training which will lead to a degree under this exception are contained in **5 CFR Part 410**. For more information go to:

<http://www.cpol.army.mil/permis/734.htm>

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa1.htm>

### **Acceptance of Contribution, Award or Payment to Attend Training**

*31 U.S.C. &sect; 1353 (1997) and 5 U.S.C. &sect; 4111 (1997)* restrict travel payments and contributions toward training expenses which may be accepted by a Federal agency or employee, respectively. Prior approval from a designated high-level agency official is required, often following a consultation with, or review by, the designated agency ethics official. Federal employees should consult their agency ethics official to determine whether a considered action would be permissible under Federal ethics standards. For more information go to:

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa7.htm>

### **Conferences as Training**

Meetings and conferences often provide an important opportunity for learning information relevant to improving the conduct and/or management of agency programs. A Federal agency may pay an employee's expenses for attending a meeting or conference as a training expense authorized by *chapter 41 of title 5, U.S.C.* when:

1. The purpose of the conference is educational;

2. The content is germane to improving the employee's performance;
3. Most of the conference consists of planned, organized exchanges of information between presenters and audience; and
4. The employee will derive developmental benefits through attending. [See 5 C.F.R &sect;410.404 \(1997\)](#). For more information go to:  
<http://www.cpol.army.mil/permis/78.html>  
<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa9.htm>

### **Continued Service Agreements**

[Title 5, U. S Code \(USC\), Section 4108](#) requires each employee to sign an agreement with the Government before assignment to training that exceeds his/her agency's prescribed minimum period. The employee will agree to (1) continue in the service of his agency at least three times the length of the training period, commencing upon completion of the training, and (2) pay back expenses if he/she voluntarily separates from his agency prior to completion of the service obligation period.

**Department of the Army policy requires civilian employees selected for non-Government training in excess of 80 hours, and, Government or non-Government long-term training and education programs in excess of 120 calendar days, to complete a continued service agreement before assignment to the training.** Approving officials will retain a copy of each signed agreement (see Section E, DD Form 1556) and monitor execution of the obligation period. For more information go to:

<http://www.cpol.army.mil/permis/7b2.html>

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa3.htm>

### **EEO Concerns and Merit Principles**

Federal organizations are required to include in their equal employment opportunity plans provisions for training and education programs designed to provide opportunities for employees to advance and perform at their highest potential. This provision does not change existing, or provide new, training authority for organizations, but does influence the direction of training. *See 42 U.S.C. &sect; 2000e-16(b) (1997)*. For more information go to:

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa5.asp>

### **Employees with Disabilities**

*Section 504 of the Rehabilitation Act of 1973* states that each agency has a responsibility to ensure that an individual who has a disability has equal access to the agency's programs and activities. This includes making available auxiliary aids such as computer text readers, Braille materials, audio recordings, amplified telephones, telecommunication devices for the hearing impaired, and others as are appropriate and reasonable. The regulations that require agencies to make reasonable accommodations to the known physical or mental limitations of an employee with a disability are located in *29 C.F.R. &sect; 1614 (1996)*.

For more information go to <http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa6.htm>

### **Membership in Professional Organizations**

Under *5 U.S.C. &sect; 4109(b) (1997)*, the expenses of training do **not** include membership fees except to the extent that:

1. The fee is a necessary cost directly related to the training, or
2. Payment of the fee is a condition precedent to undergoing the training, as is the case with Toastmaster's International. *Comp. Gen. B-223447 (October 10, 1986)*

For more information go to <http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa10.htm>

### **Military Participation in Civilian Training**

Military members may participate in training intended for civilians; however, the cost of the training, if any, must be reimbursed from the proper military account.

### **New Employee Orientation**

All new Army employees should complete a new employee orientation program that is designed to assist them in adjusting to their jobs and work environment and to instill a positive work attitude and motivation at the onset. The Army's standard new employee orientation program consists of the following elements:

- [DA New Employee Orientation Guide](#)
- [Videotape: "The Total Army-Civilian Component"](#)
- [Booklet: "Your Oath..."](#).

For more information go to <http://www.cpol.army.mil/permis/74.html>

### **Pay of an Employee while Attending Training**

Overtime is not applicable when time spent in training or preparing for training outside the employee's regular working hours is for the following purposes:

- Training to improve a nonexempt employee's (**29 CFR 785.27-785.32**) performance in his or her current position above a fully successful, or equivalent level. (Such training must be undertaken with the knowledge that the employee's performance or continued retention in the position will not be adversely affected by nonenrollment in the training program; or,
- Training to provide a nonexempt employee with additional knowledge or skills for reassignment to another position or advancement to a higher grade in another position, even if management directs such training.

Overtime Payment for Work in Addition to 40 Hours (41 [Comp. Gen. 477 \(1962\)](#)). The prohibition on payment of overtime does not prohibit overtime pay for work in addition to the 40 hours of training performed in the workweek.

Compensatory Time (39 [Comp. Gen. 453 \(1959\)](#)) Instead of Overtime. The prohibition on payment of overtime pay, other than when treated as hours of work under Fair Labor Standard Act (FLSA), applies as well to the granting of compensatory time instead of overtime. For more information go to:

<http://www.cpol.army.mil/permis/77.html>

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa11.htm>

### **Purchasing Guidelines for Training**

Commanders, supervisors and other management officials who have been designated in writing to exercise [delegated authority to approve training](#) may use several methods to purchase training:

TRAINING VALUED UP TO AND INCLUDING \$25,000

As a general rule, the process of requesting, selecting, approving, and purchasing training valued up to and including \$25,000 as a single purchase is exempt from formal contracting and acquisition procedures if it meets the definitions of "**commercial**" and "**off-the-shelf**" (5 USC 4105, AR 690-400, Chapter 410, Subchapter 3-11i).

**[DD Form 1556 \(Request, Authorization, Agreement, Certification of Training and Reimbursement\)](#)** remains the authorized and required source document to purchase training not subject to contracting procedures, and to initiate requests to establish Education Service Agreements. For more information go to:

<http://www.cpol.army.mil/permis/7a.html>

### **Records of Plans, Activities and Expenditures**

Training law and regulations require agencies to maintain information concerning the general conduct of agency training activities for internal management purposes and for the President and Congress to discharge effectively their respective responsibilities for supervision, control, and review of these training activities.

Agencies should maintain, in the form and manner that the agency head considers appropriate, records of the following:

1. agency training plans ([5 C.F.R. &sect;410.302\(d\)](#));
2. training activities funded and individual employees trained (including training of Presidential appointees, academic degree training to relieve retention and recruitment problems, training to place an employee in another agency, and employees subject to continued service agreements) ([5 C.F.R. &sect;410.311](#));
3. payments made for travel, tuition, fees and other necessary training expenses ([5 C.F.R. &sect;410.406](#));
4. each contribution, award, or payment made and accepted by a Federal employee from a non-government source ([5 C.F.R. &sect;410.503](#)); and

<http://www.cpol.army.mil/permis/714a.html>

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa13.htm>

### **Requesting Training**

Request training using DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement). Both hard copy and electronic versions of the form are authorized.

Officials within the organization who have been [delegated training approval authority](#) may approve training requests. Contact your training coordinator or local Civilian Personnel Advisory Center (CPAC) for local procedures/guidance

<http://www.cpol.army.mil/permis/76.html>

### **Restricted Training Contained in Public Law 104-208**

Expenditures of Federal funds on training that is offensive to Federal employees and unnecessary in the execution of their official duties are prohibited. It is not intended to prohibit training that is necessary for Federal workers to effectively complete their assigned duties. Funds will not be expended for employee training that:

- Contains elements likely to induce high levels of emotional response or psychological stress in some participants.
- Does not require prior employee notification of the content and methods to be used in the training and written end-of-course evaluations.
- Contains any methods of content associated with religious or quasi-religious belief systems or "new age" belief systems.
- Is offensive to, or designed to change, participants' personal values or lifestyle outside the workplace.
- Includes content related to human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) other than that necessary to make employees more aware of the medical ramifications of HIV/AIDS and the workplace rights of HIV-positive employees.

<http://www.cpol.army.mil/permis/7a1.html>

## **Retraining**

### Training Employees for Promotion

U.S. Office of Personnel Management defines retraining as training and other developmental activities that are:

1. provided to an employee to address obsolescent skills in the current position, such as in the area of technology, or
2. designed to equip an individual with knowledge and skills leading to another agency occupation or position. [See 5 C.F.R. &sect;410.101\(e\) \(1997\)](#)

In the following, retraining is specific to situations where an employee is preparing for another position at agency expense. For employees affected by downsizing, see *5 C.F.R. &sect; 330.601(1997)* for information about agency Career Transitions Assistance Plans.

### Tax Implications

Training law requires that appropriated funds and other funds available to an agency be used for training to improve individual and organizational performance and assist in achieving an agency's mission and performance goals. [See 5 U.S.C. &sect;4101 and 5 U.S.C. &sect;4112\(a\) \(1997\)](#).<sup>\*</sup> In situations where agency funds are used to train an employee to perform duties in a new or different mission-related occupation, authorizing officials need to consult with appropriate agency officials to determine if the training has tax implications for the agency and the employee. *26 U.S.C. &sect; 127 (1997)*.

### Training for Placement Within the Same Agency

*Exec. Order No. 11348 &sect; 303 (1967)*, as amended, states that the head of each agency shall plan training for both short and long-range program needs by occupations and organizations. This permits agencies to train employees for other occupations based on organizational need and when vacancies exist. However, if new jobs offer more promotion potential to employees, the employees must compete to enter the training programs. These competitive processes must be consistent with merit principles and equal employment opportunity considerations.

### Training for Placement in Another Government Agency

*5 U.S.C. &sect; 4103(b)(1) (1996)* states that an agency may train any employee of the agency for placement in a position in another agency if the head of the employing agency determines that such

training is in the interest of the Government.

### Training for Placement Outside of Government

*The Government Employees Training Act* only authorizes training expenses for placement within the Federal Government. *The Job Training Partnership Act (JTPA) (Chapter 19 of title 29 U.S.C. &sect; 1501 (1996))* is the mechanism for retraining outplaced or soon- to-be outplaced employees for jobs in the private sector. The U.S. Department of Labor administers the JTPA, but state governments use Federal funds to develop and implement these retraining programs. See applicable reduction in force regulations in [5 C.F.R. &sect;351.803\(a\) \(1997\)](#).

\*This link is to the 1996 version of the document. To search for more recent updates select "Update" after following the link. <http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa15.htm>

### **Student Education Employment Program**

The Student Educational Employment Program combines all student hiring authorities into two components and two appointing authorities. It has two major programs:

1. the Student Career Experience Program, and
2. the Student Temporary Employment Program.

[See 5 C.F.R. &sect;213.3202\(a\) and \(b\) \(1997\)](#).

### Student Career Experience Program

In the Student Career Experience Program students are hired to work in their academic field such as computer programming. They are eligible for a noncompetitive conversion to a permanent Federal position upon completion of their academic course work. Agencies may use *5 U.S.C. Chapter 41 and 5 C.F.R. part 410* authorities to pay for all or part of the following expenses:

1. Tuition and matriculation fees,
2. Library and laboratory services,
3. Materials and supplies,
4. Books (purchase or rental), and
5. Other services directly related to training, including travel and transportation expenses from duty stations and schools and between work experiences and study. [See 5 U.S.C. &sect;4109 \(a\)\(2\)\(B\) \(1997\)](#).\*

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa16.htm>

### **Training Approval Authority**

Installation and activity commanders (to whom the Secretary of Army has delegated appointment authority (AR 690-200, chapter 250, subchapter 1)) may redelegate the authority to approve short-term (120 calendar days or less) training for employees under their command jurisdiction to line managers. Line managers who are involved in the approval process must be [trained on the proper procedures \(see Army Training policy memos dated 7/26/93 and 10/15/93\)](#) and their responsibilities **before** exercising such authority.

Employees **may not** be assigned to training or permitted to enroll in a course, regardless of course length, before formal approval has been granted by the management official delegated authority to approve training. Such approval is documented by signature on the manual DD Form 1556 or

electronically authenticated on electronically generated DD Form 1556. Requests for approvals after employees have enrolled or actually begun the training must be disapproved. Employees who enroll in a non-Government training course without written prior approval are personally responsible for the total training cost.

<http://www.cpol.army.mil/permis/7b.html>

### **Training of Non-government Employees**

**Contractors** may only be trained in skills they are not required to bring to the job since they are selected for their expertise in a subject-area. Contractors may be trained in rules, practices, procedures and/or systems that are unique to the employing agency and essential to the performance of their assigned duties.

**Contractors** can be admitted to government training if:

1. the training will be of benefit to the government;
2. attendance is incidental to the necessary and authorized training of government employees; and
3. the tuition fee covering that person's attendance is **deposited in the Treasury (31 U.S.C 3302(b) (1983 & supp. 1995)** as miscellaneous receipts.

**State and Local Employees [see Intergovernmental Personnel Act of 1970, 42 U. S. C. 4742 (1983)]** can be admitted to government training programs and payments for the training may be accepted. They may also enter into intergovernmental exchange programs covering movement to and from State and local governments, nonprofit organizations, and academia for developmental purposes.

**Volunteers** may only be trained in procedures and/or systems that are unique to their assigned agency and essential to conducting assigned responsibilities. Training in these areas is usually part of a volunteer's orientation into the organization.

<http://www.cpol.army.mil/permis/78b.html>

<http://www.opm.gov/hrd/lead/pubs/handbook/lrbsa18.htm>

### **Training Sponsored by a Foreign Government or Organization**

Any training conducted by a foreign government, international organization, foreign instrumentality, or facilities outside the continental United States must be forwarded to HQDA, Office of the Secretary of the Army (Manpower & Reserve Affairs) (OASA (M&RA)), ATTN: SAMR-CPP-PD, 200 Stovall Street, Alexandria, VA 22332-0300, for approval. Fully justified requests for this type of training must be received at least 60 days before training/travel is scheduled to commence.

<http://www.cpol.army.mil/permis/7a1.html>

## **15. CAREER INTERN PROGRAM**

The Career Intern Program is competitive, and designed to prepare employees in various occupations for subsequent advancement in professional, administrative, and technological career fields. All career programs have established Career Intern Programs. The Career Intern Program forms the feeder group for future leaders in the Army's professional occupations. (For additional information, see <http://www.cpol.army.mil/permis/794.html>.)

AR 690-950 sets the policies and program requirements for the intake, training and development, evaluation, promotion and placement of Army interns. It also covers the manpower forecasting, resource allocations, and funding for ACTEDS interns. **The main objectives of the Army intern program are to:**

- Establish planned intake of personnel with high potential to meet Army-wide Career Program (CP) staffing needs.
- Give these employees the knowledge, skills, and abilities required to advance to and successfully perform in target level positions.

#### Master Intern Training Plan

The Master Intern Training Plan (MITP) will be published in individual CP ACTEDS plans. They specify the length and type of training needed to qualify the intern, regardless of funding source, for the target position. Except in the case of positive education requirements, academic courses relevant to the target positions, which have the approval of the supervisor and endorsement of the Activity Career Program Manager (ACPM) and approval of either the Civilian Personnel Office (CPO), CPOC, or CPAC, may be taken during or after working hours at government expense. Master Training Plan

The Master Training Plan (MTP) shows the proper blend of formal training, work assignments and self-development activities needed at each level to acquire required capabilities. For career program occupations, MTPs start with MITPs, which apply to all career program interns. MTPs also include the civilian leadership common core training (see <http://www.cpol.army.mil/permiss/75.html> for common core training information).

See AR 690-950 at <http://www.usapa.army.mil/cpol/ar690-950/ar690-950.html> for additional information on the Career Intern Program.

## **16. ACTEDS (Army Civilian Training, Education and Development System)**

The Army Civilian Training, Education, and Development System (ACTEDS) is a requirements-based system that ensures planned development of civilian members of the force through a blending of progressive and sequential work assignments, formal training, and self-development for individuals as they progress from entry level to key positions. ACTEDS seeks to assure the systematic development and sustainment of Army's civilian workforce, and the development of technically competent and confident civilian leaders so essential to Army readiness.

The Army's goals for ACTEDS are:

- Provide a holistic approach to [civilian leader development](#) through a planned combination of [leadership courses](#), professional and technical training, progressively more responsible job assignments, and [self-development](#).
- Develop broad gauged, multi-disciplinary civilian executive talent in complex fields such as acquisition, logistics, installation and information management, and research and development.
- Ensure consistent quality across occupations through planned career development of civilian employees from entry to senior executive levels.
- Ensure technical proficiency at each progression level and offer an opportunity for growth and development for those individuals with high potential for advancement.

[ACTEDS plans](#) are developed for career programs (see AR 690-950, Career Management, Sep 88) and career fields (see AR 600-3, The Army Personnel Proponent System, Nov 97) through a process which uses formal or

informal job analysis techniques to identify required competencies (knowledge, skills and abilities) at the five major stages of career advancement (intern, specialist, supervisor, manager, and executive). These competency requirements serve as the basis for building a viable ACTEDS plan which includes: the identification of key positions; career ladders showing vertical and horizontal progression paths to key positions; and a Master Training Plan (MTP).

An (MTP) shows the proper blend of formal and on-the-job training, work assignments and self-development needed at each level to acquire required competencies. For career program occupations, MTPs start with Master Intern Training Plans (MITPs) which apply to all [career program interns](#) regardless of funding. MTPs also include the [civilian leadership training core curriculum](#).

Career programs / Functional Chief Representatives (FCRs) (see AR 690-950) sponsor and fund a number of [competitive professional development](#) opportunities which may include university training, developmental assignments, Training-With-Industry assignments, and selected short and long term career development courses.

CAREER PROGRAM	DESCRIPTION
10	Civilian Personnel Administration
11	Comptroller
12	Safety Management
13	Supply Management
14	Contracting & Acquisition
15	Quality and Reliability Assurance
16	Engineers & Scientists (Non-Construction)
17	Materiel Maintenance Management
18	Engineers and Scientists (R&C)
19	Physical Security and Law Enforcement
20	Quality Assurance Specialist (Ammo Surv)
22	Public Affairs and Communication Media
24	Transportation Management
26	Manpower & Force Management
27	Housing Management
28	Equal Employment Opportunity

31	Education Services
32	Training
33	Ammunition Management
34	Information Management
35	Intelligence (General)
50	Military Personnel Management

CAREER FIELD	DESCRIPTION
29	Executive Assistant (Base Operations)
51	Morale, Welfare, and Recreation (MWR)
53	Medical
61	Historian
SPECIALIZED PLAN	DESCRIPTION
WG	Wage Grade Model

## 17. LEADERSHIP DEVELOPMENT TRAINING

The Army Civilian Leadership Common Core Training consists of progressive and sequential leadership training at four levels (intern, supervisor, manager, and executive). Click on the link next to the course title for complete course information and registration procedures.

### Intern

*Intern Leadership Development Course (ILDC) (40 hours):* Completion of ILDC is mandatory for all central and local interns prior to graduation from the intern program. Provides interns with an understanding of the structure of the U.S. Army, the Army's leadership competencies, and a familiarization with their emerging roles as tomorrow's leaders.

<http://cpol.army.mil/train/catalog/ch01ildc.html>

*Action Officer Development Course (131-F41):* This correspondence course is mandatory for all interns and must be completed prior to graduation. All employees promoted/appointed to journey-level positions must enroll within 30 days of appointment/promotion to the position and successfully complete the course within six months of enrollment. Any employees can take this course as a development opportunity. <http://cpol.army.mil/train/catalog/ch01aodc.html>

### Supervisor

*Supervisor Development Course (SDC) (131-F21):* This correspondence course is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD) within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within six months, but NLT 12 months of appointment to supervisory positions. NOTE: SDC must be completed PRIOR to attending LEAD.

<http://cpol.army.mil/train/catalog/ch01sdc.html>

*Leadership Education and Development (LEAD) Course (40 hours):* This course constitutes Phase II of the mandatory supervisory training courses. The target audience is new military and civilian supervisors of civilian employees. New civilian supervisors of civilians must complete both Phase I (SDC) and Phase II within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within six months, but NLT 12 months of appointment to supervisory positions. NOTE: SDC must be completed PRIOR to attending LEAD.

<http://cpol.army.mil/train/catalog/ch01lead.html>

## Manager and Executive

Manager Development Course (MDC) (131-F31): This correspondence course is mandatory for all newly appointed civilian and military managers (supervisors of supervisors or managers of programs, resources and/or policy). This training must be completed within six months of the appointment.

<http://www.cpol.army.mil/library/train/catalog/ch01mdc.html>

Organizational Leadership for Executives (OLE) (80 hours): Priority II for managers (supervisor of supervisors or managers of programs, resources and/or policy), regardless of grade. Lieutenant Colonel/Colonel equivalents filling manager positions are also eligible. First priority is given to those employees appointed to a managerial position within the preceding 12-18 months.

<http://www.cpol.army.mil/library/train/catalog/ch01ole.html>

Personnel Management for Executives I (PME I) (80 hours): Priority II training. Federal employees, GS13/14, and equivalent wage grade and field grade military personnel are eligible to attend on a space-available basis. GS-12s and 15s are accepted on an exception basis. Primary audience is managers and second-level supervisors. First line supervisors and team leaders with responsibility for providing leadership, guidance, and direction over the work of others will also be considered.

<http://www.cpol.army.mil/train/catalog/ch01pme1.html>

Personnel Management for Executives II (PME II) (40 hours): Priority III training. Completion of PME I at least two years prior to attending PME II is a prerequisite. Nominees must be GS-13/14, WS-16, equivalent Nonappropriated Fund (NAF) personnel, and military. Majors and above, GS-12, GS-15, and WS-15 personnel will be considered on an exception basis. First priority for attending PME II will be given to individuals who currently have leadership responsibility and must give guidance/direction to the work of others. <http://www.cpol.army.mil/train/catalog/ch01pme2.html>

Sustaining Base Leadership and Management (SBLM) (formerly Army Management Staff College (AMSC)) Resident (12 weeks) and non-resident (1 year): Nominees must be GS12-14 (GS-11s and 15s by exception) or equivalent Non-Appropriated Fund (NAF) grade personnel who are, or are destined to be, in sustaining base leadership positions. Participation in the non-resident program is limited to those who have long-term personal hardships or critical mission requirements, which preclude their participation in the resident course. <http://www.cpol.army.mil/train/catalog/ch01sblm.html>

## 18. MANDATORY TRAINING

The following outlines mandatory training for Federal employees. Each agency also has the authority to mandate additional training for its employees.

### Antiterrorism

Each agency shall provide pre-deployment antiterrorism training to all personnel, military and civilian, traveling to overseas locations.

### Computer Security

The importance of computer security to the agency, employee roles and responsibilities in computer security, and basic agency computer security policies and procedures are all parts of the periodic computer security training.

The head of each agency is required to provide initial, continuing, and refresher training at the awareness level, policy level, implementation level, and performance level training for executives, program and functional managers, information resources managers, security and audit personnel, automated data processing management, operations, and programming staff and end users.

### Equal Opportunity Training for Senior Executives

All new General/Flag Officers and members of the Senior Executive Service are required to complete a

two-day course in equal opportunity organized by the Defense Equal Opportunity Management Institute. This training should be completed within one year of the date of selection.

### Ethics

Each **new** agency employee must be provided, **within 90 days** of the date of his or her entrance on duty, the ethics materials. Agencies must also provide new employees with a minimum of one hour of duty time to either review these materials or receive ethics training.

### Executives, Managers, and Supervisors

Organizations are required to systematically develop executives, managers, supervisors, and candidates for these positions. Agency programs must provide for:

- initial training for incumbents based on the results of needs assessments;
- continuing learning experiences, so that the individual may achieve the mastery level of proficiency for his or her current management level and position;
- attendance at Army Civilian Leadership Common Core Training, and
- systematic development of candidates for higher management levels, including any OPM-approved formal Senior Executive Service candidate development programs.

### Prevention of Sexual Harassment (POSH)

Each agency shall provide training programs to teach employees at all levels how to identify and prevent sexual harassment.

## **19. Senior Service College (SSC) Programs**

### [General Information](#)

### [Responsibilities](#)

### [Administrative Procedures - Post Selection](#)

### [SSC Operational Assignments Program](#)

### [Army War College \(AWC\)](#)

The Army War College (AWC) studies the role of land power, as part of a joint or combined force, in support of the US national military strategy. The curriculum emphasizes theory, concepts, systems, and the national security decision-making process. It teaches through numerous case studies, exercises, and war games of which the student seminar group is the fundamental learning vehicle

### [Army War College - Distance Education Course \(AWCDE\)](#)

The AWC-DE demands considerable dedication to study, conduct of critical analyses, and preparation of numerous papers on complex national security and defense issues. The course curriculum closely parallels the AWC Resident course and graduates are awarded the same diploma. AWC-DE participants meet course requirements through personal initiative and commitment, on their own time, except for the 22 resident academic days required at midcourse and end-of-course periods. The AWC-DE students' academic requirements are integrated with regular civilian professional requirements.

### [Industrial College of the Armed Forces \(ICAF\)](#)

The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than

training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

### [National War College \(NWC\)](#)

As the Nation's premier educational institution concerned with the development and implementation of national security strategy and national military strategy, the National War College's academic program is specifically designed for a student body already highly experienced and successful in military and civilian professions devoted to the design and application of different facets of national security. The college program, therefore, is focused on broadening the students' understanding of national security policy and strategy, including national military strategy and operations, particularly on principles and concepts they can apply as they progress in their chosen professions. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decision-making process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations.

## **20. Government/Non-Government Training**

### **Government Programs**

#### [Commerce Science & Technology Fellowship Program \(ComSci\)](#)

An intensive work assignment in an Executive or Legislative Branch office, to provide policy-making and program management experience. Assignments are allied to the participant's specialty or competence, with the specific intent of defining opportunities for collaborative efforts. Provides hands-on experience and increases understanding of:

Technology innovation as a source of national and international economic growth;

The relationship of science and technology to Government policies on economics, trade, education, and fiscal matters;

The organization of scientific and technological activities in the Federal Government;

The technical activities which exist in other executive, legislative and judicial agencies of the Government, thereby motivating and encouraging the development of cooperative endeavors and programs.

#### [Defense Leadership and Management Program \(DLAMP\)](#)

DLAMP is a developmental program for those who want to enhance their qualifications to compete for key leadership positions. The developmental program consists of four elements:

A rotational assignment of at least 12 months;

A course of professional military education (either three months or the 10-month program of instruction) taught by the National Defense University Colleges or one of the component Senior Service Colleges;

A minimum of ten graduate-level courses in leadership and management subjects relevant to the Department of Defense;

Component and occupation-specific developmental courses that complement DLAMP. For Army participants, these comprise the leader development core curriculum, to include the Sustaining Base Leadership and Management (SBLM) Program at AMSC, and occupational training requirements documented in Army Civilian Training, Education, and Development System (ACTEDS) plans.

DLAMP leadership positions comprise up to 10 percent of component-managed positions in GS-14, 15, and the Senior Executive Service (or equivalent) across the Department of Defense. These are positions that require a Department-wide perspective; have responsibility for people, policy, programs, and other resources of broad significance; or that dedicate a preponderance of duties to supporting joint warfighting capability. Specific DLAMP leadership positions have not yet been designated by the components. Incumbents of designated positions will not be adversely affected. Each participant will continue to officially occupy his/her position of record during the period of training. Completion of the program may take an average of six to ten years, incrementally. It is expected that the previous education and experience of some participants may fulfill some of the requirements of the DLAMP developmental program. Development will be guided by an individual development plan. DLAMP includes a formal mentoring program.

### [DOD Executive Leadership Development Program \(DELDP\)](#)

#### **Phase I: READINGS (Non-resident: 6-10 weeks)**

This is a non-resident phase designed to prepare the participant for Phase III. It consists of extensive reading assignments, which participants have approximately two months to complete. The goal of this phase is to ensure that all participants have a uniform base of DOD knowledge. Evaluation at the end of this phase will consist of a comprehensive open examination.

#### **Phase II: ADMINISTRATION OF DIAGNOSTIC TESTS/REFINEMENT OF INDIVIDUAL DEVELOPMENT PLANS (Resident: 5 days)**

During this phase, there are two separate sessions. Selected diagnostic instruments are used to assess participants' management potential and to determine the scope of experience and training required to prepare them for future success as managers and executives. This also provides a uniform frame of reference to describe, define, evaluate, and compare managerial results to expectations. An individual program for each participant is developed or revised, based upon the results obtained from the instruments.

Session 1 (Resident: 2 1/2 days): Participants receive an overview of goals, objectives, and methodology. Math and English diagnostic tests are administered, with results provided to participants in Phase III. The Myers-Briggs Type Indicator (MBTI) and the Management Excellence Inventory (MEI) are also administered to participants by OPM. Supervisors of participants are mailed the MEI for completion.

Session 2 (Resident: 2 1/2 days): OPM presents the Public Managers' Workshop. The MBTI results are interpreted and integrated with the MEI. This is an intense workshop that explores managerial roles vis-à-vis the elements of the MEI (the 12 management functions and the 10 effectiveness characteristics necessary for success as a manager). The workshop provides an opportunity to revise Individual Development Plans (IDPs) based upon results of the assessments. Each IDP focuses on the objectives to be attained during the program and indicates how objectives are to be accomplished. IDPs are reviewed and revised periodically, as appropriate, throughout the program.

#### **Phase III: CORE CURRICULUM (Resident: 12 days)**

This phase is the focal point of the program. The class is organized into seven or eight person teams, each led by a trained leader. This interactive, hands-on course emphasizes problem analysis and solution development and coordination, with a focus on team building. Each participant takes part in structured exercises to develop team cohesion and a sense of responsibility for his/her own learning. Some of the topics covered are team building, time management, meeting management, problem solving, decision making, preparation of written documents, communication - written and oral, productivity enhancement and management, quantitative skills, management techniques, resource management, and decision support systems. Methods of delivery include role-playing, case studies, gamesmanship, physical activities, video taping and viewing, and guided discussions.

The goals of this phase are to improve ability to analyze and solve problems, to interact and coordinate as a member of a staff, to communicate, and to understand the DOD organization, operations, and

procedures. Each participant must demonstrate an ability to communicate effectively, both orally and in writing, and to be a productive, involved team player.

The evaluation process in this phase is based upon a comprehensive system that uses multiple performance criteria. Everyone is evaluated daily by the team leader and by the other team participants. Additionally, each participant receives two detailed formal evaluations. The goals are to improve performance rather than assign a numerical or letter grade and to increase the participant's awareness of his/her managerial strengths and weaknesses.

#### **Phase IV: OPERATIONS AND MISSIONS (Resident: 5 days, 4-6 sessions throughout the year)**

This phase includes a series of sessions that will be conducted at appropriate sites. At the beginning of each session, the course content, goals, and objectives are presented and discussed with the participants.

One session concentrates on ethics, self-projection, and organizational systems. Subjects covered include professional ethics, conflicts of interest, personal image projection and management systems that operate in large operations. Also discussed are internal barriers, goal setting, risk taking, team building, networking, and the ethics of power. Another session presents "the Department of Defense: A national perspective." Included is information concerning the roles and missions, organization, geographic locations, staffing, and any challenges previously encountered or currently faced by the Military Department or Defense Agency being reviewed. Time is devoted to depicting and understanding the relationship of the Department of Defense to the Congress and to the Office of the President. There is also an exchange of information through questions and answers. A presentation is given on policy development and the manner in which each DOD Component operates as a meaningful activity of the overall Department of Defense.

Field visits are conducted at appropriate military sites. There the participants can gain first-hand knowledge about their mission and accomplishments, necessary resources, and operational environment.

Some sessions conclude with the identification of a problem (or problems) highlighted in the readings and facing (or having been faced by) the Defense Component. Participants have the opportunity to discuss problem issues with appropriate Component personnel.

Within two weeks following this session, participants must prepare and submit a two-page analysis and proposed solution to the assigned problem(s). These papers are first reviewed and critiqued by program staff and then provided to the DOD Component for consideration.

Also, following the completion of a session, each participant prepares and submits an after-action review of this portion of the program. Program staff critiques these. The content is used to strengthen future iterations of the program, as appropriate.

Phase IV is conducted over a period of approximately six months. Sessions are generally scheduled four to six weeks apart. All Phase IV sessions require five working days for completion. Personal time may be required for read-ahead preparation, problem analysis, after-action reviews and travel.

#### **[OPM Federal Executive Institute Leadership for a Democratic Society \(FEI\)](#)**

A four-week program covering personal leadership in government, transforming public organizations, policy in a constitutional system, global perspectives and public action.

#### **[Office of the Secretary of Defense \(OSD\) Energy Management Professional Enhancement Program \(EMPEP\)](#)**

The program involves one, minimum six-month, assignment to the Directorate for Energy Policy, Office of the Assistant Secretary of Defense, Production and Logistics, Pentagon, and no less than three months in other organizations involved in defense energy management. During their tenure in the program, participants can expect to be involved in a wide range of defense, national, and international energy policy matters. Assignments

will be tailored to individual's background and projects outside his/her area of expertise may also be assigned for career broadening.

### **Non-Government Programs**

#### [Harvard University Program for Senior Executive Fellows \(SEF\)](#)

Participants are expected to contribute their professional expertise to complement the program's learning experience, and are selected to reflect a broad cross-section of functional and operational responsibilities. The program is a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills and to acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.

#### [National Security Management Course \(NSMC\)](#)

Individuals who operate at the first rung of DOD's leadership structure must effectively manage precious resources - dollars, people, time, technology, information, systems - in DOD's exceedingly complex and constrained policy-formulation and decision-making environment. Possessing general managerial and analytical skills are not enough to provide managers and leaders an opportunity to effectively influence this environment. Officials at this level must also manage the complex institutional and organizational interrelationships that exist with other national security actors, both inside the Department (for example, between OSD and the Joint Staff, the Military Departments, and Defense agencies), and beyond its formal boundaries: the White House, the State Department, Central Intelligence Agency, National Security Council, Congress.

## **21. Long-Term Training Programs**

Supervisors/managers may not approve long-term, full-time training programs (over 120 calendar days). Long-term training/educational opportunities are competitive and DA Headquarters administers and announces them. Specific enrollment instructions for these programs are contained in the Annual ACTEDS Catalog under Training located at <http://cpol.army.mil/train/catalog/index.html>

#### [FY2004 Calendar of Professional and Long-Term Training \(LTT\) Opportunities](#)

#### [Long-Term Training \(LTT\) Guide](#)

## **22. Army Acquisition Workforce/Army Acquisition Corps (AAW/AAC)**

In accordance with the guidelines and certifications standards set forth in the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990, all individuals occupying acquisition designated positions are required to:

- (1) Complete an Acquisition Civilian Record Brief (ACRB)
- (2) Complete a five-year IDP
- (3) Become certified within 18 months of assignment to the acquisition position

Also included is a listing of points of contact throughout the Army that can provide assistance to you <http://asc.rdaisa.army.mil/regional/so/default.cfm> regarding the ASC. The ASC population is regionalized similar to the CPAC/CPOC offices. The Southern Region has Acquisition Workforce Support Specialists (AWSSs) to assist you with any questions regarding the ASC, DAWIA, Defense Acquisition University (DAU)

courses, certification, etc. <http://southernregion.redstone.army.mil/southernpocs.htm>

Before an employee can identify his/her training requirements, the supervisor is required to use the web address and identify all the acquisition workforce employees that he/she supervises. Once the supervisor has completed this process, the employee can then access the web address and identify acquisition training requirements. Upon completion, an email message is automatically sent to the supervisor alerting him/her that their employee has completed the IDP. The supervisor must again access the web address and approve the IDP.

This process will establish the five-year IDP records and will be used in connection with the on-line registration for the mandatory DAU courses. An employee will not be permitted to self-register for a DAU course unless he/she has an approved five-year IDP.

## 23. HELPFUL LINKS

**South Central Civilian Personnel Operating Center (SC CPOC) Human Resources Development**  
<http://cpolrhp.belvoir.army.mil/scr/hrdd/hrdd-front.html>

HRD's homepage will have other helpful links and information to assist you.

**Army Civilian Personnel Online** <http://www.cpol.army.mil/>

**Defense Acquisition Continuous Learning Center** [http://clc.dau.mil/kc/no\\_login/portal.asp](http://clc.dau.mil/kc/no_login/portal.asp)

**Per Diem Rates** <http://www.dtic.mil/perdiem/pdrates.html>

**PROSPECT** <http://pdsc.usace.army.mil/Downloads.asp>

**USDA Graduate School** <http://www.grad.usda.gov>

## APPENDIX A - Acronyms

AAC Army Acquisition Corps

AAW Army Acquisition Workforce

ACPM Activity Career Program Manager

ACRB Acquisition Civilian Record Brief

ACTEDS Army Civilian Training, Education, and Development System

AIDS Acquired Immune Deficiency Syndrome

AMCOM Aviation and Missile Command

AMSC Army Management Staff College

AODC Action Officer Development Course

APC Agency Program Coordinator

AR Army Regulation

ATNA Automated Training Needs Assessment  
ATRRS Army Training Requirements and Resources System  
AWC Army War College  
AWCDE Army War College Distance Education  
AWSS Acquisition Workforce Support Specialists  
BPM Business Process Map  
CEFMS Corps of Engineers Financial Management System  
CFR Code of Federal Regulation  
COB Command Operating Budget  
CONUS Continental United States  
CP Career Program  
CPAC Civilian Personnel Advisory Center  
CPM Civilian Personnel Manual  
CPO Civilian Personnel Office  
CPOC Civilian Personnel Operations Center  
CPOL Civilian Personnel On-line  
DA Department of the Army  
DAU Defense Acquisition University  
DAWIA Defense Acquisition Workforce Improvement Act  
DCPDS Defense Civilian Personnel Data System  
DELDP DoD Executive Leadership Development Program  
DLAMP Defense Leadership and Management Program  
DoD Department of Defense  
EDS Employee Development Specialist  
EEO Equal Employment Opportunity  
EMPEP Energy Management Professional Enhancement Program  
EO Executive Order  
FEI Federal Executive Institute  
FLSA Fair Labor Standards Act  
FPI Functional Process Improvement

GETA Government Employees Training Act  
GS General Schedule  
GSA General Services Administration  
HIV Human Immunodeficiency Virus  
HQDA Headquarters, Department of the Army  
HR Human Resource  
HRD Human Resource Development  
HRDD Human Resource Development Division  
ICAF Industrial College of the Armed Forces  
IDP Individual Development Plan  
ILDC Intern Leadership Development Course  
IPA Intergovernmental Personnel Act  
JTPA Job Training Partnership Act  
KSA Knowledge, Skill, Ability  
LEAD Leadership Education and Development Course  
LTT Long-term Training  
MACOM Major Army Command  
MARKS Modern Army Recordkeeping System  
MBTT Myers Briggs Type Indicator  
MDCPDS Modern Defense Civilian Personnel Data System  
MDC Manager Development Course  
MEI Management Excellent Inventory  
MITP Master Intern Training Plan  
MTP Master Training Plan  
MWR Morale, Welfare and Recreation  
NAF Non-Appropriated Fund  
NLT No Later Than  
NSMC National Security Management Course  
NWC National War College  
OASA (M&RA) Office of the Secretary of the Army (Manpower & Reserve Affairs)

OJT On-the-Job Training

OLE Organizational Leadership for Executives

OPF Official Personnel File

OPM Office of Personnel Management

OSD Office of the Secretary of Defense

OTA Oracle Training Administration

PERMISS Personnel Management Information & Support System

PME Personnel Management for Executives

POC Point of Contact

POSH Prevention of Sexual Harassment

PPI Personnel Processing Improvement

SBLM Sustaining Base Leadership and Management

SC CPOC South Central Civilian Personnel Operations Center

SDC Supervisor Development Course

SEF Senior Executive Fellows

SME Subject Matter Expert

SOP Standing Operating Procedure

SSC Senior Service College

SSN Social Security Number

TACITS Total Army Centralized Individual Training Solicitation

TAG Training Advisory Group

TAPES Total Army Performance Evaluation System

TIPS Training Information Program System

TDY Temporary Duty

U.S.C. United States Code

VRA Veterans Readjustment Act

WWW World Wide Web

**APPENDIX B**

**HRDD STAFF**

**TAG REPRESENTATIVES, CPO IDS, and ASSIGNED SC CPOC EDS POC**

<p><b>Anniston Army Depot</b></p> <p>Sherry Schlerf <a href="mailto:schlerfsl@anad.army.mil">schlerfsl@anad.army.mil</a> 256-235-6745/DSN 571-6745</p>	<p><b>Assigned SC CPOC EDSes</b></p> <p>Marsha Samples 256-842-6543/DSN 788-6543 <a href="mailto:marsha.samples@cpocscr.army.mil">marsha.samples@cpocscr.army.mil</a></p> <p>Louise Olszewski 256-842-6540/DSN 788-6540 <a href="mailto:louise.olszewski@cpocscr.army.mil">louise.olszewski@cpocscr.army.mil</a></p>
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