

**DEPARTMENT OF THE ARMY  
HEADQUARTERS, U.S. ARMY SIGNAL CENTER OF EXCELLENCE  
AND FORT GORDON  
Fort Gordon, Georgia 30905-5000**

**USASIGCoE&FG Regulation 350-9**

**23 August 2010**

**Training  
QUALITY ASSURANCE PROGRAM**

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**Summary.** This regulation provides policy governing the Quality Assurance Program. It covers evaluation/quality assurance of the training, products, and institutions presenting training. Also covered is accreditation of training institutions and training product/material validation.

**Supplementation.** Supplementation of this regulation is prohibited unless approved specifically by Commander, United States Army Signal Center of Excellence and Fort Gordon (USASIGCoE&FG) (ATTN: ATZH-DCQ).

**Applicability.** This regulation applies to all elements in any aspect of evaluating the efficiency and effectiveness of training, training development, training products, and training support functions.

**Suggested Improvement.** The proponent of this regulation is the Signal Center Quality Assurance Office (QAO). Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Signal Center Quality Assurance Office, ATTN: ATZH-DCQ, Fort Gordon, Georgia 30905-5074 and/or submit DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) to installation AIEP coordinator.

**Availability.** This publication is available on the USASIGCoE&FG publications web site at <http://www.gordon.army.mil/dhr/DocMgt/docmgt.htm>.

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**\* This regulation supersedes USASC&FG Regulation 350-9, 17 January 1997.**

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## General Policies

### 1. Purpose. The Quality Assurance (QA) Program –

- a. Ensures implementation of training and training development programs, processes, products, and guidance required in DA and United States Army Training and Doctrine Command (TRADOC) regulations.
- b. Provides support to decision makers at all levels through the collection, analysis, and distribution of user feedback concerning: quality of training and training products; training of current doctrine; assessment of student learning; training impact and effectiveness analysis of emerging/new/displaced equipment/systems, as well as, training aids, devices, simulators, and simulations (TADSS).
- c. Assess performance deficiencies and successful initiatives (lessons learned) from the collection and analysis of trend data.
- d. Includes standards and guidance for accrediting Army training institutions, certifying instructors, and qualifying training developers and evaluators.
- e. Enhances the crosswalk and collaboration across Doctrinal, Organizational, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) domains.

### 2. References.

- a. AR 25-1, *Army Knowledge Management and Information Technology*
- b. AR 350-1, *Army Training and Leader Development*
- c. Army Doctrine and Training Digital Library <http://www.adtdl.army.mil>
- d. Center for Army Lessons Learned (CALL) <http://call.army.mil>
- e. Quality Assurance TRADOC Accreditation Standards and Guide, 22 August 2008
- f. TRADOC Pamphlet 350-70-4, *Systems Approach to Training: Evaluation*
- g. TRADOC publications website <http://www.tradoc.army.mil/tpubs/index.htm>
- h. TRADOC QAO website <http://www.tradoc.army.mil/qao/index.htm>
- i. TRADOC Regulation 350-10, *Institutional Leader Training and Education*
- j. TRADOC Regulation 350-18, *The Army School System (TASS)*.

k. TRADOC Regulation 350-70, *Systems Approach to Training Management, Processes, and Products*

l. USASC&FG Regulation 350-2, *Staff and Faculty Development Training*

m. USASC&FG Regulation 350-5, *Academic Practices*

### 3. Policy.

a. The Commander, USASIGCoE&FG has delegated to the QAO the authority to conduct the QA program for Signal proponent training in accordance with (IAW) the Total Army School System (TASS). The QAO interacts with other training-related components to serve as evaluator of the Army's training development process, conduct of training, training support functions, and training products. The QAO at the Signal School will provide centralized support to all TASS training institutions with priority given to TASS training institutions undergoing accreditation.

b. The QAO is involved in all phases of Signal Center training as an independent evaluation, standardization, and accreditation agency for Signal proponent training. The QAO has an important role in the overall training development process as evaluation is a continuous and cyclic phase of the Systems Approach to Training (SAT) model. **(NOTE: SAT will be changed to Army Training and Education Development with the publication of the revised TRADOC Regulation 350-70.)**

c. The QAO provides support to decision makers at all levels through the collection, analysis, and distribution of user feedback concerning effectiveness of the product development process, quality of training, and appropriateness of training products. Methods used to obtain feedback include use of survey instruments, critiques/questionnaires, interviews, internal evaluations, sensing sessions, external evaluations, observation of classroom and field training, and test data analysis.

d. Evaluations are a cooperative effort between the QAO, School Commanders, Commandants, training managers, and training developers to solve problems confronting the school. The resolution required as a result of an evaluation process should be accomplished at the lowest organizational level capable of providing necessary resources to correct the problem.

e. This regulation provides the execution of the functional tasks listed in TRADOC Regulation 350-70. As the focal point for all training evaluation efforts within the Signal Center, the QAO is responsible for overall coordination of evaluation efforts.

#### 4. Responsibilities.

a. The QAO will establish procedures to effectively accomplish those activities specified in TRADOC Regulation 350-70 and those listed below:

(1) Serve as the focal point and coordinator for all training evaluation, standardization, and accreditation activities within the Signal Center. When necessary, QAO will solicit organizations to provide technical support for accomplishment of evaluation functions.

(2) Perform selected evaluations of Signal Center training programs and products.

(3) Collect and analyze feedback on Signal Center proponent training programs, doctrine, equipment, and organizations.

(4) Provide feedback to Signal Center activities on a scheduled basis or upon request whenever practical.

(5) Analyze data from feedback sources such as interviews, questionnaires, surveys, visits, and other sources.

(6) Assist Signal Center activities with evaluations, survey designs, and data analysis.

(7) Monitor the leader/graduate survey program for proponent training programs.

(8) Submit evaluation reports to the appropriate training managers.

(9) Follow up on evaluation results to ensure identified deficiencies are corrected.

(10) Maintain a record of actions taken by Signal Center activities on evaluation findings.

b. Leader College for Information Technology (LCIT), Regimental Noncommissioned Officer Academy (RNCOA), 15<sup>th</sup> Regimental Signal Brigade (RSB), and organizations external to the QAO function will:

(1) Establish points of contact and alternates for all activities involved with evaluation/accreditation and associated activities.

(2) Provide evaluation personnel copies of training materials, programs of instruction, tests/test materials, etc. during an evaluation or when feedback reveals a potential problem.

(3) Provide subject matter experts (SMEs) to assist in evaluations and to respond to field questions and requests.

(4) Act upon QAO evaluation findings and provide QAO with a written response outlining corrective actions taken.

(5) Provide QAO copies of documents that contain feedback data, e.g., letters, reports, etc.

(6) When requested, provide technical expertise in support of evaluation functions to QAO.

c. Network Enterprise Center will:

(1) Provide automation support to QAO IAW TRADOC Regulation 25-1, Information Resources Management.

(2) Conduct sufficient measures to protect unclassified, sensitive, and classified information stored, processed, and transmitted, by information systems.

(3) Execute no services that should be available on a non-reimbursable basis.

(4) Comply with Records Management requirements, Freedom of Information Act, and Privacy Act.

(5) Follow appropriate Information Technology acquisition and performance review processes in accordance with TRADOC Regulation 25-1.

**5. Procedures.** Specific procedures for evaluation activities of the Signal Center are contained in subsequent sections.

### **Accreditation/Assessment/Assistance**

**6. Purpose.** The purpose of this program is to ensure US Army Signal Center of Excellence and Fort Gordon students (Active Army/Reserve Component [AA/RC]) are learning current/relevant critical tasks to the appropriate standards; from qualified/certified instructors and mentors; with the necessary equipment, supplies, support personnel, and facilities; in an atmosphere conducive to learning and supportive of an appropriate quality of life.

### **7. Responsibilities.**

a. The QAO will conduct assistance/accreditation of United States Army Reserve (USAR)/National Guard Bureau (NGB) TASS Signal Corps (SC) training institutions and High Tech Regional Training Site Maintenance (HT-RTSM).

(1) The USASIGCoE&FG QAO conducts regularly scheduled assistance visits to six USAR/NGB TASS Signal Battalions, two High Tech Regional Training Facilities (Tobyhanna and Sacramento), and one Multifunctional Brigade (Puerto Rico) to evaluate their ongoing training. Assessment and accreditation visits determine the USAR TASS SC Battalion's eligibility to remain accredited. The QA Evaluation Teams are responsible for these actions IAW the mandated TRADOC DOTMLPF Accreditation Standards.

(2) The Signal school QAO will provide centralized support to all TASS training institutions, with priority given to TASS training institutions undergoing accreditation during a specified fiscal year (FY). All TASS institution Commanders have been briefed and concur with this plan. Additional support will come as needed and in conjunction with the Deputy Assistant Commandant, United States Army Reserve and Deputy Assistant Commandant, US, Army National Guard training organizations from the Signal Center.

(3) In addition to the assistance visits QAO will conduct unannounced inspections in the regions not in the accreditation window as well as review the training institution self-assessments for accreditation conducted during a specified FY.

b. Assist USASIGCoE&FG training RSB/RNCOA/LCIT and Garrison in preparing for TRADOC's pre-accreditation assistance visit and/or accreditation visits.

(1) The Assistance/Assessment/Accreditation process furnishes the chain of command with confidence that the TRADOC mission is being achieved according to TRADOC Regulation 350-70. This process serves to increase training and organizational effectiveness, efficiency, and economy. Using assistance visits as the forum, the QA Evaluation Team aids the USASIGCoE&FG training organizations in conducting a self-assessment to ensure TRADOC standards are met.

(2) The self-assessment process is based on the Accreditation Standards and Guide and the Tool for Accreditation Rating. Beginning in FY 08 the evaluating standards expanded across all DOTMLPF domains. The expansion requires an annual review of some of the individual standards; while other standards will be looked at during each course's self-assessment. The USASIGCoE&FG QAO will use the individual units' self-assessment and annual reviews to compile a comprehensive report in preparation for TRADOC's accreditation visit which occurs on a three-year cycle.

c. Conduct relooks of course self assessment standards rated "NOT MET" or "MET WITH COMMENT". The relook process allows for each course already self-assessed, the opportunity to demonstrate how it changed its instruction, documentation, processes, and/or procedures. This process allows for QA and training management to maintain a continual dialogue on performance improvements.

d. Provide assessment of TASS training institutions. The USASIGCoE&FG Evaluation Team conducts assessment of new and revised courses and training products to ensure products meet the intended purposes both effectively and efficiently. The RC will provide training for MOS-T Soldiers in Signal MOSs. Assessment consists of conduct of training, training products, and TASS Administration.

e. Conduct DOTMLPF standards self assessment for standards under a yearly review. The assessment of DOTMLPF standards on a yearly review is for standards not associated with an individual course of instruction. As schools transition to Centers of Excellence, there is a requirement to assess all associated activities impacting training. This review will look at a

number of Garrison activities as well as safety, doctrine, and a number of Directorate of Training processes. Through yearly review/self assessment of these standards QAO will ensure the Signal Center of Excellence is prepared for TRADOC's pre-accreditation assistance visit and accreditation.

### **Internal Evaluation**

**8. Purpose.** Internal evaluations focus on the training development process and the measurement of learning that was gained from the training program in an effort to continually improve instructional quality and effectiveness.

**9. Responsibilities.**

a. The QAO will provide school/decision-makers with a method of assuring training and training products are correctly developed and implemented IAW the appropriate standards of SAT. QAO will ensure that:

(1) A systems approach is being appropriately applied to the analysis, design, development, implementation, and evaluation of all training and training materials (e.g., products and/or programs).

(2) Records/documents, that clearly explain the decision process, are maintained.

(3) Analysts have interacted with school/center personnel charged to conduct the evaluation function, to ensure that feedback data required for analysis are identified in evaluation plans.

(4) Training development and training functions are effective and efficient.

(5) Task inventories from new or modified equipment development processes have been provided to the appropriate office.

(6) Access to information from analysis of collective training requirements, such as Combined Army Training Strategy (CATS) and standard drills, are available.

(7) Collective training programs, including the appropriate CATS, and standard drills are developed and will support units/organizations for which they are the proponent.

(8) Staff and faculty personnel receive training relevant to their duty assignment. At a minimum, staff and faculty training will consist of an introduction to automated systems approach to training and, when required, courses where instructional/facilitation techniques are certified.

(9) The instructional base is providing the appropriate/intended training using the appropriate training products (e.g., Programs of Instruction (POIs) and lesson plans, Training Support Packages, and Course Management Plans.

(10) The instructional system is producing a qualified graduate into the most effective and efficient way.

(11) Quality control mechanisms are in place for developing and implementing training and training products.

(12) Objectives of the training have been met.

(13) The infrastructure (e.g., training development, facilities, classrooms, shop areas, learning facilities, billets, training areas, and ranges) adequately supports all phases of the SAT.

b. Monitor classroom instruction/After Action Reviews. Evaluation of the conduct of training is the most critical aspect in determining the effectiveness of Signal POIs. An independent determination of the quality of training and testing concentrates on the actual presentation of instruction; competency of instructors and test examiners; adherence of course content to the training objectives, currency and relevancy of training; management and usability of distributed learning training/training products; and how training transfer will be accomplished. Results are provided to applicable Brigade Commander, Commandant, or Director and trainers, to include Division Chiefs, Course Managers, and Instructors.

c. Review Training Requirements Analysis System (TRAS) documentation. The SAT process demands training products and materials are developed in compliance with TRADOC Regulation 350-70 for analysis, design, development, format, submission, and fielding. The QAO participates in bi-weekly training meetings hosted by the Directorate of Training and reviews TRAS documents during the USASIGCoE&FG staffing process.

d. Conduct assessments and special higher headquarters studies as required. Provide pertinent higher headquarters with mechanisms to collect data on an unscheduled or as required basis. Analyze data and report findings.

e. Conduct performance measurement of USASIGCoE&FG QAO activities. QA has to begin at home. QAO will assess how well our organization has attained its FY goals through conducting an annual performance measurement of our ongoing activities. The evaluation team will solicit feedback from every resident course and reserve component course assessed. QAO will conduct a self-assessment of our internal performance against the TRADOC standard. Accreditation visits from outside agencies such as TRADOC, Sergeant Major Academy Army Accessions Command, and Combined Arms Center QAO will be conducted every three years.

### **External Evaluation**

**10. Purpose.** The evaluation process provides the means to determine if the training received meets the needs of the operational Army. This evaluation ensures the system continues to effectively and cost-efficiently produce graduates who meet established job performance requirements. External evaluations are considered a quality improvement operation, ensuring Soldiers and training products continue to meet established job performance requirements, as well as, continually improve system quality. External evaluations gather data from the field to

assess Soldiers' on-the-job performance. External evaluations are conducted with Soldiers and/or supervisors after the individual has graduated from a course and is performing their job/duty in the unit.

**11. Objectives.** External evaluations assist in learning how well graduates meet job performance requirements. When conducting external evaluations, QAO looks for strengths and weaknesses of the training system. External evaluations help determine:

- How well the graduates are meeting job performance requirements.
- If training is being provided that is not needed.
- If needed training is not being provided.
- Ways to improve the graduate's performance, as well as, the training system.

**12. Responsibilities.**

a. The QAO will conduct external evaluations using the Automatic Survey Generator (AUTOGEN) to gather, analyze, and apply lessons learned from graduates and their supervisors surveyed out in the field units six-to-twelve months after graduation. The AUTOGEN is a cost effective, user-friendly, automated survey development program to give each school their own survey development, data collection, and analysis capability.

(1) Conduct Resident Leader/Graduate Survey Program of courses assessed each FY. The USASIGCoE&FG QA Evaluation Team surveys Supervisors of the Soldiers, leaders, and units to measure the satisfaction of the Supervisor on the Soldier's ability to perform trained tasks. The surveys are conducted six months after completion of training. The QAO develops and conducts Leader Surveys to the maximum extent including courses being self-assessed during the FY.

(2) Conduct RC Leader/Graduate Survey Program courses assessed during the FY. The QAO will conduct Leader/Graduate surveys of USAR/NGB TASS SC Battalions and training institutions based on the Training Year accreditation schedule.

b. QAO collects the data, analyzes the results, and produces appropriate reports that are distributed to the Training Division Chiefs/Course Managers and Training Developer Chiefs.

c. Monitor use of the Center for Army Lessons Learned (CALL) Program.

The QAO will monitor the Lessons Learned Integration activities to ensure lessons learned coming from CALL receive quick analysis and are disseminated to training departments for inclusion in curricula and for updating doctrine. Data elements will be collected from trainers and training developers concerning how lessons learned were incorporated into training material.

### **Total Army School System (TASS)**

**13. Purpose.** RC Training Brigades are functionally aligned under the 80<sup>th</sup> Training Command with the corresponding proponent schools regions. The NGB Regional Training Institutions are aligned with corresponding proponent schools within regions. The QAO certifies all training follows the correct training methodology and lesson sequences, and certifies resources are IAW course requirements. QAO certifies, with the assistance of SC proponent SME, the institution is conducting phase/modules of training IAW the appropriate training/training development proponent's guidance.

### **14. Responsibilities.**

- a. The QAO will accredit functionally aligned USAR/NGB training institutions every three years.
- b. Schedule accreditation visits to both Inactive Duty Training (if being scheduled by the training site) and Annual Training sites of functionally aligned TASS School training institutions.
- c. Serve as accreditation authority team chief/evaluator to determine the effectiveness of courses of instruction for which the school has proponency.
- d. Determine team requirement for assessment/accreditation evaluations.
- e. Supervise evaluation duties of new evaluators until they are fully qualified to represent the proponent as accreditation evaluators.
- f. Attempt to resolve differences, issues, and problems noted during accreditation evaluations.
- g. Conduct assistance visits of USAR/NGB TASS SC training institutions the FY prior to actual assessment.
- h. Recommend accreditation rating and forward completed accreditation report through appropriate channels IAW TRADOC Reg 350-70 to TRADOC.
- i. Using the TRADOC DOTMLPF Accreditation Guidelines and Checklist, QAO will complete the assessment and make a final recommendation of accreditation status to the Commanding General, USASIGCoE&FG.

## Glossary

### Acronyms

AA	Active Army
AAR	After Action Review
AC	Active Component
AIEP	Army Ideas for Excellence Program
AT	Annual Training
ATED	Army Training and Education Development
ATTN	Attention
AUTOGEN	Automatic Survey Generator
CAC	Combined Arms Center
CALL	Center for Army Lessons Learned
CATS	Combined Arms Training Strategy
DA	Department of the Army
dL	distributed Learning
DOIM	Directorate of Information Technology
DOT	Directorate of Training
DOTMLPF	Doctrinal, Organizational, Training, Materiel, Leadership and Education, Personnel, and Facilities
e.g.	for example
etc.	et cetera
FY	Fiscal Year
HT/RTSM	High Tech Regional Training Site Maintenance
IAW	in accordance with
IDT	Inactive Duty Training
L2I	Lessons Learned Integration
LCIT	Leader College for Information Technology
MOS-T	Military Occupational Specialty-Training
NEC	Network Enterprise Center
NGB	National Guard Bureau
POI	Program of Instruction
QA	Quality Assurance
QAO	Quality Assurance Office
RC	Reserve Component
RCSD	Reserve Component Schools Division
RNCOA	Regimental Noncommissioned Officer Academy
RSB	Regimental Signal Brigade
SAT	Systems Approach to Training
SC	Signal Corps
SME	Subject Matter Expert
TADSS	Training aids, devices, simulators, and simulations
TASS	Total Army School System
TRADOC	United States Army Training and Doctrine Command
TRAS	Training Requirements Analysis System

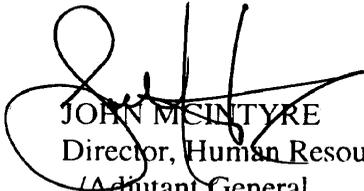
TSP	Training Support Package
US	United States of America
USAR	United States Army Reserve
USASIGCoE&FG	United States Army Signal Center of Excellence and Fort Gordon

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