Department of the Army
Headquarters, United States Army
Cyber Center of Excellence
Fort Gordon, Georgia 30905-5000

USACyber COE&FG Regulation 350-9

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Training

QUALITY ASSURANCE PROGRAM

FOR THE COMMANDER:

OFFICIAL:

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History: This publication is a revision.

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

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

Proponent and exception authority. The proponent of the regulation is the United States Cyber Center of Excellence (USACyber COE) Quality Assurance Office (QAO).

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited unless approved specifically by Commander, United States Army Cyber COE ATTN: ATZH-DCQ, Fort Gordon, Georgia 30905. (USACyber COE&FG)

*** This regulation supersedes USASIGCoE&FG Regulation 350-9, 23 January 2014.**

Improvement

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, or electronically to usarmy.gordon.Cyber CoE.mbx.Cyber CoEg3ops@mail.mil. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program [AIEP] Proposal).

Distribution. This regulation is available at http://www.gordon.army.mil/dhr/fg_regulations_and_forms/index.html.

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Chapter 1
Introduction

1-1. Purpose. This regulation provides the execution of the functional tasks listed in the United States Army Training and Doctrine Command (TRADOC) Regulation 350-70 and TRADOC Pamphlet 350-70-4. As part of the special staff for the command group, Quality Assurance Office (QAO) is responsible for all training evaluation efforts within Cyber Center of Excellence (Cyber CoE).

1-2. References. The appendix lists required and related publications and prescribed and referenced forms.

1-3. Explanation of abbreviations and terms. The glossary explains the abbreviations and special terms used in this regulation.

1-4. Responsibilities

a. The Quality Assurance (QA) Program –

(1) Executes a QA Program that ensures the development of Soldiers and civilian leaders, as well as designs, develops, and integrates capabilities, concepts, and doctrine in order to build a campaign-capable, expeditionary, and versatile Army in support of joint warfighting commanders through Army Force Generation (ARFORGEN).

(2) Ensures implementation of training and training development programs, processes, products, and guidance required in Department of the Army (DA) and TRADOC regulations.

(3) 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).

(4) Assesses the performance deficiencies and successful initiatives (lessons learned) from the collection and analysis of trend data.

(5) Accredits the United States Army Reserve (USAR), The Army School System (TASS) Signal Corps (SC) training institutions, and High Tech Regional Training Site Maintenance (HT-RTSM). Provides assessments for TRADOC accreditation of Regional Training Institutions (RTIs) for the National Guard Bureau (NGB).

(6) Enhances the crosswalk and collaboration across Army Enterprise Accreditation Standards (AEAS).

b. The QAO establishes procedures to accomplish those activities specified in TRADOC Regulation 350-70 and those listed below:

(1) Serves as the focal point and coordinator for all training evaluation, standardization, and accreditation activities within the Cyber CoE. When necessary, the QAO solicits organizations to provide technical support for accomplishing evaluation functions.

(2) Conducts a yearly assessment of the AEAS not associated with an individual course of instruction. 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 training processes. Through yearly reviews/self-assessments of these standards, QAO will ensure the Cyber CoE is prepared for TRADOC's accreditation.

(3) Performs selected evaluations of the Cyber CoE's training programs and products.

(4) Collects and analyzes feedback on Cyber CoE proponent training programs, doctrine, equipment, and organizations.

(5) Provides feedback to Cyber CoE activities on a scheduled basis or upon request whenever practical.

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

(7) Assists Cyber CoE activities to develop evaluations, design surveys, and collect data analysis.

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

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

(10) Maintains a record of actions taken by Cyber CoE activities on evaluation findings.

c. Regimental Noncommissioned Officer Academy (RNCOA), 15th Regimental Signal Brigade (RSB), and organizations external to the QAO function –

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

(2) Provides QA evaluators copies of training materials, programs of instruction (POIs), and tests/test materials during an evaluation or when feedback reveals a potential problem.

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

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

(5) Provides QAO copies of documents that contain feedback data.

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

d. Network Enterprise Center (NEC) –

(1) Provides automation support to QAO in accordance with (IAW) the Command, Control, Communications, Computers, and Information Management (C4IM) List Services.

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

(3) Executes no services that should be available on a nonreimbursable basis.

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

(5) Follows appropriate Information Technology acquisition and performance review processes IAW TRADOC Regulation 25-1.

1-5. Policy

a. The Commander, USA Cyber CoE&FG has delegated to QAO the authority to conduct the QA program for Cyber CoE proponent training IAW AR 350-1. 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 Cyber CoE 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 Army Training and Education Development (ATED) using the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) process.

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, focus groups, 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 of an evaluation process should be accomplished at the lowest organizational level capable of providing necessary resources to correct the problem.

1-6. Procedures. Specific procedures for evaluation activities of the Cyber CoE are contained in subsequent sections and are IAW the Army Quality Assurance Program Guidance for Implementation of AEAS.

Chapter 2
Reserve Component Accreditation

2-1. Purpose. The purpose of this program is to ensure USA Cyber CoE&FG 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.

2-2. Responsibilities

a. The Reserve Component Schools Division (RCSD) QAO will conduct assistance/ accreditation of USAR/NGB TASS SC training institutions and HT-RTSM.

(1) The USA Cyber CoE&FG QAO conducts regularly scheduled DCOs and accreditation visits to five USAR TASS Signal Battalions, nine NGB Regional Training Institutions, and two High-Tech Regional Training Facilities (Tobyhanna and Sacramento) to evaluate their ongoing training. Assessment and accreditation visits determine the TASS SC Battalion's eligibility to remain accredited. The QA Evaluation Teams are responsible for these actions IAW the mandated AEAS.

(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 Cyber CoE.

(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 USA Cyber CoE&FG training RSB/RNCOA, DOT, 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 USA Cyber CoE&FG training organizations in conducting a self-assessment to ensure TRADOC standards are met.

(2) The self-assessment process is based on the Army Quality Assurance Program Guidance for Implementation of Army Enterprise Accreditation Standards. The USA Cyber CoE&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 accreditation/assistance to TASS training institutions. The USA Cyber CoE&FG Evaluation Team conducts of new and revised courses and training products to ensure products meet the intended purpose both effectively and efficiently. The RC will provide training for Military Occupational Specialty-Training (MOS-T) Soldiers in Signal MOSs. Accreditation/
assistance consists of conduct of training, training products, and TASS administration.

Chapter 3
Internal Evaluation

3-1. Purpose. Internal evaluations focus on the Cyber CoE training conducted at Fort Gordon and are conducted by Resident School Studies Division (RSSD) QAO to ensure training and support of training is IAW AEAS. Self-assessments are part of the internal evaluation to measure student learning and continually improve quality, effective, and relevant training. Evaluations are against all course-related accreditation standards.

3-2. Responsibilities

a. QAO –

(1) Conducts self-assessments.

(2) Assesses one-third of proponent courses annually against course related standards using a three-year cycle so all courses are assessed every three years.

(3) Assesses organization standards annually.

(4) Conducts offsite course assessments such as mobile training team and USA Cyber CoE&FG satellite courses (as resources are available).

(5) Posts the commander-approved USA Cyber CoE&FG master evaluation plan on TRADOC QAO SharePoint site by 1 September each year.

b. The QAO will provide a method of assuring training and training products are correctly developed and implemented IAW the appropriate AEAS of ATED. QAO will ensure –

(1) The ADDIE process is applied to all training and training materials (for example, products and/or programs).

(2) Records/documents that explain the decision process are maintained for audit trail.

(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/programs, such as Combined Army Training Strategy (CATS) and standard drills, are available, developed and will support units/organizations for which they are the proponent.

(7) Staff and faculty personnel receive training relevant to their duty assignment and are certified. Staff and faculty personnel will conduct training in accordance with TRADOC requirements to certify instructors and comply with Army Learning Model (ALM) implementation of educational training strategies.

(8) The instructional base is providing the intended training using the appropriate training products for example, POIs and lesson plans, Training Support Packages (TSPs), and Course Management Plans (CMPs).

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

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

(11) Objectives of the training have been met.

(12) The infrastructure (for example, training development, facilities, classrooms, shop areas, learning facilities, billets, training areas, and ranges) adequately supports all phases of the ADDIE process.

c. The QAO monitors classroom instruction/After Action Reviews. Evaluation of the conduct of training is the most critical aspect in determining the effectiveness of Cyber CoE 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.

d. The QAO review Training Requirements Analysis System (TRAS) documentation. The ADDIE process demands training products and materials comply with TRADOC Regulation 350-70. The QAO participates in training meetings hosted by the DOT and reviews TRAS documents during the USA Cyber CoE&FG Training Development Capability (TDC) staffing process.

e. QAO conducts assessments and special higher headquarters studies as required. Provides pertinent higher headquarters with mechanisms to collect data on an unscheduled or as required basis. Analyzes data and report findings.

f. QAO conducts performance measurement of Cyber CoE QAO activities. QAO conducts an annual performance measurement of its ongoing activities to measure how well it has attained its FY goals. The evaluation team will solicit feedback from every resident course and reserve component course assessed for the FY. QAO will conduct a self-assessment of its internal performance against the AEAS. Internal assessment will prepare Cyber CoE for

accreditation visits from lines of operations/major subordinate organizations such as TRADOC, Sergeants Major Academy, Army Accessions Command, and Combined Arms Center QAO who conducts accreditation visits every three years.

g. QAO evaluators will ensure report packages are completed IAW AEAS requirements, which includes executive summary, summary record of ratings, summary of findings, recommendations, and Higher Headquarters issues, if applicable. Report will contain a summary of findings for each applicable standard evaluated.

Appendix
References

Section I
Required Publications
ARs, DA Pamphlets, and DA Forms are available at http://www.apd.army.mil/.
TRADOC publications and forms are available at http://www.tradoc.army.mil/Publications.asp.

AR 350-1
Army Training and Leader Development

TRADOC Pamphlet 350-70-4
Systems Approach to Training: Evaluation

TRADOC Regulation 25-1
Information Resource Management

TRADOC Regulation 350-70
Army Learning Policy and Systems

Section II
Related Publications
A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

Army Quality Assurance Program Guidance for Implementation of Army Enterprise Accreditation Standards, 13 August 2012.

AR 25-1
Army Knowledge Management and Information Technology

Memorandum, HQ TRADOC, Subject: Revised Quality Assurance (QA) Program Army Enterprise Accreditation Standards (AEAS), 01 April 2013.

TRADOC Regulation 350-10
Institutional Leader Training and Education

TRADOC Regulation 350-18
The Army School System

USASC&FG Regulation 350-2
Staff and Faculty Development Training

USASC&FG Regulation 350-5
Academic Practices

Section III
Prescribed Forms

This section contains no entries.

Section IV
Referenced Forms

DA Form 1045
Army Ideas for Excellence Program

DA Form 2028
Recommended Changes to Publications and Blank Forms

Glossary
Acronyms and Abbreviations

AA	Active Army
ADDIE	Analysis, Design, Development, Implementation, Evaluation
AEAS	Army Enterprise Accreditation Standards
AIEP	Army Ideas for Excellence Program
ALM	Army Learning Model
ARFORGEN	Army Force Generation
ATED	Army Training and Education Development
ATTN	attention
C4IM	Command, Control, Communications, Computers, and Information Management
CALL	Center for Army Lessons Learned
CATS	Combined Arms Training Strategy
COL	Colonel
Cyber CoE	Cyber Center of Excellence
DA	Department of the Army
DOT	Directorate of Training
FY	Fiscal Year
G-3	Assistant Chief of Staff for Operations and Plans
GS	general staff
HT-RTSM	High Tech Regional Training Site Maintenance
IAW	in accordance with
LTC	Lieutenant Colonel
MOS-T	Military Occupational Specialty-Training
NEC	Network Enterprise Center
NGB	National Guard Bureau
POI	Program(s) 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
RSSD	Resident School Studies Division
RTI	Regional Training Institutions
SC	Signal Corps
SME	Subject Matter Expert
TADSS	Training aids, devices, simulators, and simulations
TASS	The Army School System
TRADOC	Training and Doctrine Command
TRAS	Training Requirements Analysis System
TSP	Training Support Package
USAR	United States Army Reserve

USA Cyber CoE&FG&FG United States Army Cyber Center of Excellence and Fort Gordon and Fort Gordon