

DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY FIELD ARTILLERY CENTER AND FORT SILL  
Fort Sill, Oklahoma 73503-0308

Change No. 2  
USAFACFS Regulation  
No. 690-12

31 October 1984

Civilian Personnel  
CIVILIAN TRAINING POLICIES AND PROCEDURES

USAFACFS Regulation 690-12, 2 November 1982, with Change 1, 5 April 1983, is changed as follows:

1. Make the following pen and ink changes

Page 4, paragraph 10d(1), (2), & (3) CHANGE TO READ:

(1) Priority I. Training required for an employee to perform officially assigned duties; training required by law or regulations; and, training required to support employment agreements for trainees and career interns.

(2) Priority II. Training needed to broaden skills of employees selected for systematic replacement of other employees or employees selected for a competitive training opportunity.

(3) Priority III. Training directly related to officially assigned duties and designed to enhance the performance of an employee who is currently working at a satisfactory level, and training for duties in jobs to which an employee can reasonably be expected to be assigned in the future.

b. Page 4, paragraph 12a: CHANGE TO READ:

a. Supervisory. All first-line military (company grade officers, warrant officers, and noncommissioned officers) and civilian personnel assigned, for the first time, to personally supervise three or more civilian employees are required to complete the Fort Sill Basic Supervisory Course (41-B) no later than 6 months after the date of his/her assignment to supervisory duties.

c. Page 4, paragraph 13, line 2: CHANGE: Group TO READ System

d. Page 5, paragraph 15, line 2: CHANGE: CPR TO READ AR.

e. Page 5, paragraph 18b, line 2: CHANGE seven days after appointment TO READ: 30 days after appointment.

f. Page 7, paragraph 23f(1), line 2: CHANGE: essential for satisfactory performance of currently assigned duties or for a planned future assignment TO READ: related to official duties in the same line of work or other occupations in which future job assignments are specifically planned. ✓

g. Page 7, paragraph 23f(2): DELETE IN ITS ENTIRETY

Page 9, paragraph 26a CHANGE TO READ AR 690-400, chapter 10

Page 9, paragraph 26b: CHANGE TO READ: AR 690-400, chapter 412

j. Page 9, paragraph 26d CHANGE TO READ: AR 690-950-1.

k. Page A-0, title: CHANGE MANAGEMENT DEVELOPMENT TO READ: MANAGEMENT DEVELOPMENT SYSTEM.

l. Page A-0, paragraph A-1, line CHANGE: Program TO READ: System.

m. Page A-0, paragraph A-2, line 2 CHANGE Program TO READ: System.

Page A-0, paragraph A-4a, line CHANGE Group (MDG) TO READ: System (MDS)

o. Page A-0, paragraph A-5a, line 3 CHANGE: MDG TO READ: MDS.

p. Page A-0, paragraph A-5b(5) CHANGE: MDG TO READ: MDS

q. Page A-0, paragraph A-6a, line 2 CHANGE Group TO READ: System.

✓ r. Page A-1, paragraph b: DELETE IN ITS ENTIRETY. CHANGE TO READ: Those high-potential nonmanagers in career programs not identified by MACOM screening panels will be considered for MDS participation upon the careerist's request. A Fort Sill ad hoc committee will convene to determine if eligibility requirements outlined in AR 690-400, chapter 413, have been met for MDS inclusion; to consider any other panel evaluations of performance; and to determine the careerist's expressed interest for consideration for management positions.

s. Page A-1, title A-7: CHANGE: MDG TO READ: MDS. ✓

t. Page A-1, paragraph A-7a, line 1: CHANGE: MDG TO READ: MDS. ✓

u. Page A-1, paragraph A-7b, line 1: CHANGE: MDG TO READ: MDS. ✓

v. Page A-1, paragraph A-8, line 2: CHANGE: MDG TO READ: MDS. ✓

w. Page A-1, paragraph A-8a, line 1: CHANGE: MDG TO READ: MDS. ✓

x. Page A-1, paragraph A-8b, line 2: CHANGE: MDG TO READ: MDS. ✓

y. Page A-1, paragraph A-8c, lines 1 and 2: CHANGE: MDG TO READ: MDS. ✓

z. Page A-1, paragraph A-8d, line 1: CHANGE: MDG TO READ: MDS. ✓

aa. Page A-1, paragraph A-9b, line 5: CHANGE: MDG TO READ: MDS. ✓

ab. Page A-2, paragraph A-9c, lines 1 and 2: CHANGE: Management Office TO READ: Admin Plans Resource Management Division. ✓

2. File this change sheet in front of the publication for reference purposes.

(ATZR-XT)

FOR THE COMMANDER:

OFFICIAL:

HENRY M. HAGWOOD, Jr.  
Colonel, GS  
Chief of Staff



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DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY FIELD ARTILLERY CENTER AND FORT SILL  
Fort Sill, Oklahoma 73503

Change No. 1  
USAFACFS Regulation  
No. 690-12

5 April 1983

Civilian Personnel  
CIVILIAN TRAINING POLICIES AND PROCEDURES

1. USAFACFS Regulation 690-12, 2 November 1982, is changed as follows: Insert Appendix G, FORT SILL CIVILIAN TRAINING COMMITTEE.

2 File this change sheet in front of the publication for references purposes.

(ATZR-XT)

FOR THE COMMANDER:

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GERALD P. STADLER  
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY FIELD ARTILLERY CENTER AND FORT SILL  
Fort Sill, Oklahoma 73503

USAFACFS Regulation  
No. 690-12

2 November 1982

Civilian Personnel  
CIVILIAN TRAINING POLICIES AND PROCEDURES

1. PURPOSE. To establish regulatory policy and procedural guidance for training and development of civilian employees and military supervisors of civilian employees.
2. SCOPE. This regulation applies to all appropriated fund personnel assigned or attached to this installation for civilian personnel administration. It also applies to all military supervisors of civilian employees. Employees of commands other than TRADOC are subject to this regulation unless specific directives or cross-servicing agreements state otherwise. Non-appropriated activities should follow the policies and procedures contained in this regulation.

EXPLANATION OF TERMS

- a. Manager. An employee (GS-13 or above) who has substantial operational management responsibility. The executive directs the work of subordinate supervisors; provides overall direction of a multiple-function organization; is held responsible for the success of specific operating programs and establishes overall policies and goals and monitors progress toward goals by periodic evaluation and follow-up.
- b. Government Training Facility. Any facility owned, leased or operated by the Department of the Army or any other federal Government agency for the purpose of training civilian employees.
- c. Non-Government Training Facility. Any facility owned and operated by private industry, or by a state or private educational institution
- d. Official Duties. Those authorized duties which an employee is currently performing or those duties which an employee will be assigned to perform following the completion of an approved training program, e.g., career intern, apprentice or trainee positions.
- e. Off-post Training Facility. Any Government or non-Government training facility located from the installation where the civilian is employed.
- f. Off-the-job Training. Training given during duty hours away from the employee's worksite, either on or off-post.
- g. On-the-job Training. Training given during duty hours at the employee's worksite
- h. Supervisors. Supervisors are classified normally as those persons who oversee the work of three or more civilian employees and perform all of the following functions:
  - (1) Assign work, determining what other employees are to do and the order in which they are to do it, selecting employees for particular work assignments, determining priority of work activities or accomplishment, providing necessary instructions and advice on work operation, explaining new procedures and changes in work methods, and answering questions about the work.
  - (2) Review work, determining the adequacy and propriety of work results of others in light of established policies, objectives, and work methods.
  - (3) Evaluate employee performance, establishing work performance standards, observing workers' performance, periodically evaluating employee performance in light of predetermined requirements, identifying training needs of workers, giving or seeing that training is given, following up and evaluating training, stimulating employees to self-improvement, and recommending recognition and appropriate personnel actions.

An employee should have only one supervisor. Two or more people cannot be the immediate supervisor of the same individual.

i. Trainee Position. A position which is normally filled at the entry-level of the occupation, leading to noncompetitive promotion to a specified higher grade. Promotion is based on meeting official qualification standards, demonstration of satisfactory performance, completion of training requirements and adherence to current average grade control policy.

j. Training Need. A skill, knowledge or ability required for the performance of official or planned future duties.

#### 4. GENERAL

a. It is the policy of USAFACFS to plan and provide for the individual growth of civilian employees through training and development opportunities. The objectives are to assure maximum efficiency in the performance of employees' official duties and to encourage their participation in self-development activities. However, it is management, not the employee, who determines whether the particular training will be beneficial in terms of such performance. Whether or not training will be provided depends on an assessment with the employee's official duties, and the availability of funds to support such training. This training may be full-time, part-time, on or off-the-job, and may be conducted in Government or non-Government training facilities.

b. Identification and provision of training is an integral part of the personnel management responsibility of supervisors and managers at all levels and will be planned and budgeted for in the same manner as space, material and manpower.

c. Selection of employees for training will be made without regard to race, color, religion, sex, age, national origin, or other factors unrelated to the need for improvement.

d. Training will be given only in response to an existing or foreseeable need related to the performance of the employee's official duties.

e. When training, through either Government or non-Government facilities, is to be given to some, but not all, employees in a given occupational or organizational group or level, all such employees will be advised of the proposed training and will be given an opportunity to compete in the selection process. Factors to be considered in selecting from among those who might be trained are:

- (1) The relative degree of employee's need for training.
- (2) The relative potential of employees for advancement
- (3) The relative extent to which employee's knowledge, skill, attitudes, or performance are likely to be improved by training.
- (4) The relative ability of employees to pass the training on to others upon returning to the job.
- (5) The relative length of time and degree to which the organization expects to benefit from the employee's improved knowledge, skill, attitudes, and performance.
- (6) Training opportunities previously afforded employees in the given occupational or organizational group or level.
- (7) The employee's own interest in and efforts to improve their work.

5. CIVILIAN PERSONNEL OFFICER. Acting for the Installation Commander as technical advisor on civilian training matters, the Civilian Personnel Officer will:

a. Work with management at all levels to ensure that an effective training program is maintained. As a minimum, this includes civilian employee and military supervisor orientations and technical, supervisory development, managerial, familiarization, mobilization, and career and self-development training.

b. Provide individual or group counseling services regarding personal self-development and career programs.

c. Provide, coordinate, and arrange for classroom facilities, instructors, and training materials

d. Coordinate off-post training requirements with management officials

e. Make final approval of off-post training in non-Government facilities

Keep management informed on new developments and opportunities in training

- g Conduct activity surveys to determine training needs and adequacy of training given
- h Evaluate the overall effectiveness of the installation training program

MANAGEMENT Supervisors and managers at all levels are responsible for

a. Determining the training needs of employees and providing training which will ensure employee competence to accomplish the present and foreseeable missions of their activities.

- b Budgeting for necessary funds to cover expenses of training requirements

Keeping abreast of local policies and training opportunities

d. Evaluating training progress and reporting completed training to the Training and Development Branch, CPO.

e. Assuring that all mandatory training, i.e. supervisory, career program, apprenticeship and upward mobility, is completed on a timely basis.

f. Assure that additional skills and knowledges acquired by employees through assigned are used upon return to their jobs.

g. Evaluating the effectiveness of training in terms of increased job competence, monetary savings efficiency of operations, safety and advancement of employees toward career goals.

- h Encouraging employees in their self-development effort

Scheduling work so that necessary time may be devoted to on and off-the-job training

j. Assuring attendance of all newly appointed career conditional employees at the "New Employee Orientation" conducted by CPO.

- k Appointing key employees to serve as Training Coordinators

7. EMPLOYEES. Employees are responsible for their own development. While assistance, recognition and opportunities for improvement and advancement are available, the physical and mental effort to improve knowledge, skill and ability rests with the individual.

8. TRAINING COORDINATORS. Appointed by operating officials, Training Coordinators are responsible for administrative support duties and pertinent budget and program support functions. They do not perform professional employee development specialist-type duties, such as determining eligibility for training, determining training methodology, etc. Specific duties and responsibilities are:

Coordinating submission of training requests and informati CPO

Assisting management in identifying training needs

Acting as activity liaison representative on all training matters with the CPO

9. IDENTIFICATION AND REPORTING OF TRAINING NEEDS. All employees are expected to be qualified to perform their assigned duties effectively. Therefore, valid identification of training needs in terms of skills, knowledges, and abilities is essential to a well-planned, productive training program. Although assessment of individual training needs is a continuous process, the performance appraisal is the primary method for determining employee training and development needs in relation to skill, knowledge, and ability requirements essential to effective performance. This evaluation results in the preparation of individual development plans.

#### TRAINING NEEDS SURVEY

a. Frequency of Review. Army training policy requires that training be given only in response to an existing or foreseeable need. In this regard, a systematic planned review of needs will be completed by all supervisors for their subordinates once each year. The schedule will be established by the Civilian Training Committee.

b. Reporting Needs. Training needs identified during the performance evaluation will be recorded on the Individual Development Plan (IDP) prepared for each employee under the General Performance Appraisal System (GPAS). This will serve as the basis for needs reported during the Annual Training Needs Survey. Training needs may also be generated by advances in technology or changes in procedures, new equipment or reorganization, or mandated by law or regulation. Such training needs must relate to improvement in knowledges, skills, and abilities on present job and to career development as reflected in established career program training plans; effective performance and support to mission accomplishment; goals and objectives of Federal programs such as equal employment opportunity and upward mobility; and supervisory, managerial and executive development.

c. Training needs reported during the annual Training Needs Survey will include needs reported at an earlier date for the ensuing fiscal year for various Army Service School Courses, the Defense Management Education Training Program, and other training needs previously reported in response to specific course announcements.

d. Training Needs Priorities. All needs will be assigned one of the following priorities

(1) Priority I. Training absolutely required for an employee to perform officially assigned duties; training required by law or regulation; or training required to support employment agreements for trainees and career interns. (To defer this training will have a direct adverse impact on organizational mission accomplishment.)

(2) Priority II. Training needed to broaden skills of employees selected for systematic replacement of other skilled personnel, as required by career management programs, or employees selected for a competitive training opportunity. (Deferment will have an adverse effect on mission or program accomplishment.)

(3) Priority III. Training directly related to officially assigned duties and designed to increase the efficiency and productivity of an employee who is currently working at a satisfactory level. (This will not include the expenditure of TDY and travel funds for MEDDAC personnel.)

11. ANNUAL INSTALLATION TRAINING PLAN. This document will be compiled from the results of the Annual Training Needs Survey. The plan will reflect the training that is expected to be accomplished during the next fiscal year. The plan will be reviewed and modified as necessary by the Civilian Training Committee and forwarded to the Commander for approval. The approved plan will be distributed to concerned activities and will represent the training goals for the identified fiscal year.

a. The approved plan does not represent nominations nor quotas. An appropriate request must be submitted for each individual training course.

b. Requests submitted for training which are not included in the approved Annual Install Training Plan must indicate (in addition to required justification) whether the request is an to or a substitute for the requirements stated in the plan.

## 12 MANDATORY TRAINING REQUIREMENTS

a. Supervisory. All first-line military (company grade officers, warrant officers and noncommissioned officers) and civilian personnel assigned, for the first time, to personally supervise three or more civilian employees will complete the installation Basic Supervisory Development Course (41-B) within two years after such assignment. Forty hours of this training will be completed no later than six months after the date of his/her assignment to supervisory duties.

(1) Civilian supervisors will be identified by a review of Civilian Personnel Office records

(2) Company grade officers, warrant officers and noncommissioned officers who supervise civilian employees (see paragraph 3h) will be reported to the Training & Development Branch, Civilian Personnel Office, immediately upon assignment to the supervisory position. FS Form 618, CPO Record of Training - Military Supervisors of Civilian Employees will be used to promptly identify and report the assignment of the new supervisor. Based on information received, the T&D Branch, CPO will schedule newly appointed "first time" supervisors for basic supervisory training.

b. Operating officials will make every effort to assure all supervisors attend 41-B as scheduled, on a full-time basis.

13. MANAGEMENT DEVELOPMENT GROUP. The provisions of Appendix A will be followed for the identification of training of members of the Management Development Group.

14. CAREER PROGRAM. Employees covered by established career programs will receive training in accordance with provisions of the ~~CPR~~ 950 series publication, or other directives, issued for their particular program. Generally there is no required training above the career intern level. Where mandatory training requirements have been established, supervisors and career program managers will assure that such requirements are budgeted for and met on a timely basis.

CAREER INTERNS. Career interns (assigned to MACOM or local TDA spaces) will be trained in accordance with USAFACFS Regulation 690-11 and CPR 950 series publications pertaining to career interns

16. APPRENTICES. Those employees appointed to established apprentice positions will be trained in accordance with provisions of Appendix B.

VETERAN READJUSTMENT APPOINTEES (VRA). Employees who are appointed as VRA's whether on trainee or trainee positions will be trained in accordance with provisions of Appendix C.

#### ORIENTATION

a. Supervisory. Newly appointed supervisors will attend supervisory orientation sessions (group or individual) as scheduled and announced by the Civilian Personnel Office. These orientations will contain significant personnel management material to enable the supervisors to satisfactorily exercise his/her responsibilities until 41-B is completed.

<sup>30</sup> b. New Employees. All newly appointed employees will attend the "New Employee Orientation" within seven days after appointment. This orientation sponsored by CPO, familiarizes new employees with their rights, obligations, and privileges; informs them of the Department of the Army and installation policies, rules and regulations; and provides general information concerning employment.

19. SELECTION OF TRAINING FACILITIES. All sources of training will be considered in determining the training which will satisfy the identified training need. However, employees will be assigned to training in keeping with the following priorities:

Government training

Non-Government training

20. TRAINING IN GOVERNMENT FACILITIES. The majority of training needs can be met by assignment of employees to training in Government facilities, both on and off-post. The training may be accomplished in any one of a variety of ways.

a. Army Correspondence Courses. Numerous courses are available at no cost covering such areas as Effective Army Writing, Files Management, Mathematics, Electricity, Carpentry, Accounting, Budgeting, Supply, etc. The only requirement for enrollment is that the course be related to the employee's official duties. DA Pamphlet 351-20, Announcement of Army Correspondence Courses, contains information on eligibility, enrollment, and available courses. Requests for enrollment in Army Correspondence Courses will be prepared by the employee on DA Form 145, Army Correspondence Course Enrollment Application, and submitted through supervisory channels to the Training & Development Branch, Civilian Personnel Office, for approval and mailing. The Training and Development Branch is available for enrollment counseling and assistance.

b. On-Post Courses. Numerous on-post courses are available to civilian employees on a regular or "as needed" basis. There include Military Correspondence, Army Functional Files System, and SIDPERS courses conducted by the Adjutant General Division, DPCA. Supervisory and Management courses are conducted by the Organizational Effectiveness Office, DPCA. Various occupational oriented courses, such as budget, medicine, data processing, etc. are also available. The Education Services Office, DPCA, has a multitude of courses available to civilian employees. These courses are announced periodically and nominations are to be submitted in accordance with instructions contained in Appendix D (DD Form 1556) Training and technical training provided by organizations for their employees will normally be given during duty hours. Supervisors/instructors who conduct formal training will provide data regarding completion of on-post training to the Training & Development Branch, CPO, in accordance with instructions, Appendix D.

c. Off-Post (Government) Training. Hundreds of courses are offered by the Department of the Army, Department of Defense, Office of Personnel Management and other Government agencies. Catalogs and periodic course announcements prescribe course contents, eligibility criteria, and fees, if any. These announcements are given the widest possible distribution depending upon the number of copies received at the installation. Activities who desire to assign an employee to such training must submit nominations in accordance with Appendix D through supervisory and budget channels to the Training and

Development Branch, CPO for approval and submission to the training source. These requests must be submitted to the CPO at least two weeks in advance of suspense dates shown in the particular course announcements. Personnel from the Training & Development Branch, CPO will make all telephonic space reservations/nominations for OPM courses. As stated in paragraph 4, all training must be related to the performance of official duties.

d. Approval. Operating officials are authorized to approve requests for training in Government facilities. Delegation of this authority may be made to appropriate levels within organizations.

21. TRAINING IN NON-GOVERNMENT FACILITIES. Some training needs may not be satisfied through training in Government facilities. Should non-Government facilities be considered, the following instructions apply.

a. Approving Authority. The commander has delegated authority to the Civilian Personnel Officer to approve training in non-Government facilities. This authority has been further delegated to the Chief, Training and Development Branch, CPO. No other official has the authority to approve training in non-Government facilities, unless specified in a cross-servicing agreement or other governing document. No employee will be assigned to training in a non-Government facility prior to granting of approval by the appropriate official. Therefore, all non-Government training, reimbursable by the Department of the Army, must be approved by the Chief, T&D Branch, prior to an employee's participation in or attendance of the training course. Organizations should submit DD Form 1556 and FS Form 844 at least two weeks before the start of non-Government training.

b. Before authorizing training at a non-Government facility, the approving official will determine that no adequate and reasonably available resource or facility exists within DoD or another federal agency.

c. Government resources may be considered not reasonably adequate or available to meet training needs if

- (1) DoD and DA lack the facilities and resources to provide its own training
- (2) A program cannot be developed in time to meet the need
- (3) It would be more expensive in terms of time, distance, and other factors to use Government resources

d. Prohibited Use of Non-Government Facilities

(1) Training for Promotion. The training of an employee through non-Government facilities for the purpose of filling a position by promotion is prohibited if there is available another employee of equal ability and suitability who is fully qualified and is available to perform the duties of the position.

(2) Solely to Provide Opportunity to Obtain Degree. The assignment of an employee to training through a non-Government facility must be for the purpose of developing skills, knowledges, and abilities needed in the performance of official duties or to support a planned career assignment. Citing "job relatedness" as a general justification for such training does not warrant approval. The Chief, Training and Development, will review career appraisal and training records of employees for whom non-Government training has been requested. If the review of employee training records reveals a pattern of repeated approvals of non-Government training, the Chief, Training and Development, will determine if the training is, in part, leading to a degree. If so, the supervisor will be informed of the prohibition against such training and must fully justify the training as being essential to meeting job performance requirements or planned career assignments. Otherwise, the training must be disapproved.

22. COORDINATION OF TRAINING. The Training and Development Branch should be contacted prior to the beginning of scheduled on or off-post training. This coordination serves to:

- (1) Insure each employee's participation is properly documented and credited
- (2) Allow the T&D Branch the opportunity to ascertain if other installation personnel could also benefit from the projected training.

23 PAYMENT OF TRAINING EXPENSES

a. Policy. To the extent possible, payment of expenses for assigned training will result in neither financial gain nor loss to the employee, except in those instances in which the payment of expenses is deliberately limited under the circumstances described in paragraph 23e.

b. Prohibition on Premium Pay. Normally, premium pay for overtime, night, holiday, or Sunday work may not be paid while assigned for training under the law. The Training and Development Branch, CPO, should be contacted for details concerning possible exceptions to this policy.

#### Protection of the Government's Interests

(1) Managers at all levels have an obligation to ensure that additional skills and knowledges acquired by employees through Army-sponsored training are used upon return to their jobs.

(2) In cases where employees fail to complete Government training satisfactorily, the following actions will be taken:

(a) If failure is due to negligence or willful misconduct on the part of the employee, appropriate disciplinary action will be taken.

(b) If failure is for reasons beyond the control of the individual (such as illness or recall by proper authority), no action will be taken.

(3) When an employee fails to complete non-Government training satisfactorily, the following actions will be taken:

(a) If failure is due to negligence or willful misconduct on the part of the employee, expenses incident to training other than salary costs will be refunded by the employee. Where appropriate, disciplinary action will be initiated.

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

d. Providing Funds for Training Expenses. In carrying out responsibilities for development of an effective civilian workforce, managers and operating officials at all levels will take positive action to ensure that adequate manpower and funds are planned, programed, and allotted for civilian training. The preparation of employees to perform their work effectively is considered to be as important as the provision of facilities in which they work and the equipment they use.

e. Training in Government Facilities. To the maximum extent permitted by pay and travel regulations all costs incident to training conducted by, in, or through Government facilities will be borne by the Department of the Army. Detailed information concerning premium pay prohibitions may be obtained from Training and Development Branch, CPO. Volume 2 of the Joint Travel Regulations governs the payment of travel, per diem, and transportation costs of employees assigned to training.

#### Training in Non-Government Facilities

(1) To the extent permitted by pay and travel regulations, all costs of training in non-Government facilities may be borne by the Department of the Army when the training is ~~essential for satisfactory performance of currently assigned duties or for a planned future assignment.~~ *essential for the Army's interest to warrant contribution to help meet training costs.*

(2) ~~Circumstances arise under which training in non-Government facilities is not primarily for the benefit of either the Army or the employee, but is sufficiently in the Army's interest to warrant contribution to help meet training costs.~~ When training in non-Government facilities is related to the employee's present job and will enhance the employee's job performance, but is not essential for satisfactory job performance, the Army may reimburse 50 percent of the tuition costs incident to the training. In such instances, the employee is responsible for paying all other training costs.

#### g. Payment of Training Costs.

(1) Government Training. Payment of training costs for Government training will be in accordance with normal procurement and travel payment practices. In most instances, there is no tuition or registration costs for DoD training courses. Courses conducted by other Government agencies, e.g., Office of Personnel Management, General Services Administration, generally have a tuition fee. These are generally paid on a reimbursement basis after the training is completed.

(2) Non-Government Training. Payment of non-Government training costs (whether all or any portion) is accomplished on a reimbursable basis. The only exceptions to this policy are those employees who are assigned to approved training plans, such as Career Interns, Apprentices, Upward Mobility employees, etc. In these instances, the organization may elect to pre-pay the training costs. The employees are to be apprised of the provisions of paragraph 23c(3) pertaining to actions to be taken when employees fail to complete non-Government training.

24. SELF-DEVELOPMENT. Individuals will be encouraged to participate in useful training activities and supported in their own efforts for self-development in their line of work. USAFACFS Regulations 690-5 and 690-6 provide guidance and authority to modify hours of duty or grant leave, including leave without pay to enable employees to pursue courses of instruction available only during duty hours for self-development purposes. For those employees who wish to pursue a course of self-development on their own initiative, a number of opportunities are available. Examples of these are:

a. Correspondence Courses. Correspondence courses offered by the non-resident division of the various Army Service Schools are available to civil service employees who meet the enrollment criteria. A complete listing of courses is contained in DA Pamphlet 351-20, Announcement of Army Correspondence Courses. There is no charge for any course; however, reasonable progress is required of all enrollees. All applications for correspondence courses are to be prepared by the individual on DA Form 145, Army Correspondence Course Enrollment Application, forwarded in two copies through the organization to which he or she is assigned, to the Training and Development Branch, CPO, for endorsement and mailing. The Employee Development Specialist is available to counsel and assist employees in enrollment.

#### College Courses

(1) A variety of off-duty college courses, both at undergraduate and graduate level, are offered by an educational institution through facilities of the Army Education Center. Guidance counselors are available at the Education Center prior to registration each semester. Announcement of course offerings, semester dates, hours of credit to be earned, and registration information is made prior to beginning of each semester by the Education Center.

(2) Employees are not limited to courses offered through the Education Center. Courses may be taken at any college or university wherein the capability to attend exists. Counselors at the Army Education Center are available for assistance.

#### Other

(1) Programs are offered through the Lawton Public School System whereby adults may earn a High School Diploma.

(2) Correspondence courses are available through Extension Divisions of universities and from commercial schools. Care should be exercised and determination made that the school offering such courses is accredited. The Army Education Center has information concerning these courses.

(3) Membership and participation in organizations such as Toastmaster or Toastmistress clubs, civic organizations, or any other group activity that contributes to learning and understanding is encouraged.

(4) The Army Education Center makes available a variety of vocational-technical courses, e.g., welding, refrigeration, and body and fender repair. Information concerning this type of training may be obtained from the Army Education Center.

(5) Several state-operated Vocational-Technical schools are located in the area. These institutions offer a variety of courses for improvement of skills and knowledges. Contact the schools for details. Announcements are normally made in the newspaper pertaining to class schedules.

## 25 ATTENDANCE AT MEETINGS

a. Definition. The term "professional meetings" as used herein includes any meetings or conferences which are concerned with the function or activities of the Department of the Army or which will contribute to improved conduct, supervision, or management of those functions or activities.

#### Department of the Army Policy

(1) It is the Department of the Army policy that employees be afforded the time and opportunity to attend and participate in professional meetings as provided in Volume 2, Joint Travel Regulations. The basic criterion is that the purpose and subject of the meeting be related to the primary duties of such employees. Attendance at Government expense may be approved for any employee whose primary purpose for attendance is one or more of the following:

(a) To acquire information needed in the performance of official duties or which will contribute to improved conduct, supervision, or management of assigned functions.

(b) To provide information concerning the Army's work or functions to the meeting group in fulfillment of a public-interest obligation.

(c) To contribute to the pool of scientific and professional knowledge from which the Government draws

(2) Activities will assure that opportunities for attendance at such meetings will be on a fair and equitable basis.

#### Approval Requirements

(1) For attendance at meetings and conferences within the Continental United States conducted by or on behalf of the Government, written approval, or the issuance of travel orders constitutes the necessary approval.

(2) Attendance at meetings and conferences within the Continental United States convened or sponsored by a technical, scientific, professional, or other similar private membership organization requires the personal approval of the commander or an individual in the rank of colonel (O6) or civilian grade GS-15 or above designated for that purpose. The approval may be indicated by actual signing of the travel orders or by attaching the original of an authenticated copy of the written authorization or approval to DD Form 1610, Request and Authorization for TDY Travel of DoD Personnel (Civilian).

#### d Payment of Expenses

(1) When attendance at a meeting or conference is authorized under provisions of paragraph 25c, travel and transportation will be authorized and reimbursable expenses will be allowed in accordance with Volume 2, Joint Travel Regulations.

(2) While it is desirable for professional, scientific, technical, and managerial personnel to maintain relationships with recognized organizations in their field of work, it is not possible to authorize the attendance at Government expense of all such personnel at meetings of organizations with which they may be associated. When attendance is not authorized at Government expense, personnel may be excused to attend such meetings without loss of pay or charge to leave. However, circumstances may not warrant either attendance at Government expenses or absence without charge to leave. In such cases, employees may request leave for such purposes.

e. Use of Authority. The determination as to whether to use the "meeting" or the "training" authority in any individual situation will be made by the approving officials listed in paragraph 21. The primary criterion for determining whether attendance at conferences, seminars and meetings is for the purpose of "training" is the existence of an organized, instructional program of study with stated learning objectives to be reached by the participants. Whenever a determination is made that the meeting is for the purpose of training, requests for attendance will be processed as a training nomination.

f. Nonparticipation in Segregated Meetings or Conferences. Army employees will not be authorized to participate in conferences or meetings held in facilities which discriminate on the basis of sex, religion, national origin, or race.

#### 26 REFERENCES

- ~~CPR~~ 400, Chapter 410
- b <sup>AR 630-</sup>~~CPR~~ 400, Chapter 412
- CPR 900, Chapter 971
- ~~CPR~~ 950-1
- FPM 307.
- FPM 308
- g FPM 410
- PM 411
- FPM 412
- DA Pamphlet 351-20

(ATZR-XT)

## APPENDIX A

## MANAGEMENT DEVELOPMENT

A-1. GENERAL. The Management Development Program is established to provide a structured i of civilian managers and high-potential non-managers, and resource support of management tr these key officials.

A-2. PURPOSE. This appendix establishes policies and requirements for the Department of the Army Management Development Program. The program is designed to develop managers to perform more effectively in their current positions and to prepare managers and high potential non-managers for future management assignments.

A-3 POLICY It is the Army policy

a. That incumbent managers and other selected employees will be provided opportunities for training and developmental activities which will enhance their personal and organizational effectiveness;

b. That non-managers who have high potential for managerial positions will be identified and helped to develop in anticipation of assignment to such positions;

That resources will be provided to support management training and development;

d. That the spirit and intent of affirmative action will be observed in all aspects of managerial development.

A-4. DEFINITIONS. The following definitions apply in this regulation:

a. Management Develop <sup>Supervisor (MDS)</sup> Group (MDC). The group of individuals who have been specifically identified as managers or high-potential non-managers.

Incumbent Manager An employee currently assigned to a position so identified

c. High-Potential Non-manager. An employee (non-manager) who has been specifically identified as highly qualified for promotion to manager position or for a lateral assignment to such a position.

A-5 RESPONSIBILITIES

a. Managers/operating officials are responsible for effective participation in performance appraisals career appraisals, and training needs surveys; counseling MDC members; and preparing individual development plans for MDC members.

b. MDC members are expected to effectively participate in this program, to pursue relevant self-development activities, and to obtain needed knowledges, skills and abilities in support of high-quality performance and lateral promotional or developmental assignments.

The Civilian Personnel Officer is responsible for

Serving as Program Manager

Assuring that each managerial position is appropriately designated under this regulation

(3) Monitoring assignments to managerial positions to assure that changes in incumbents are identified that appropriate management is undertaken for new managers and that reasonable individual development plans are prepared.

Maintaining appropriate records and preparing necessary reports

Approving all expenditure of MDC funds

A-6 IDENTIFICATION OF MANAGERIAL POSITIONS AND HIGH-POTENTIAL NON-MANAGERS

a. Managerial positions are identified by the Position Management and Classification staff, CPO. Incumbents of these positions are included in the Management Development Group. Positions are identified as managerial, based on the following criteria. Key positions (normally GS-13 or above) which have substantial operational management responsibilities. Incumbents direct the work of subordinate supervisors,

provide overall direction of an organization, are held accountable for the success of specific programs/ activities, and establish overall goals and monitor progress toward goals by periodic evaluation and follow-up. Instructions from DA Functional Chiefs may also identify other positions as managerial.

b. High-potential non-managers in career programs are identified by DA/MACOM screening panels. These employees must be highly qualified for promotion, or qualified for lateral reassignment to managerial positions.

c. High-potential non-managers outside DA career programs must also be highly qualified for promotion to managerial positions. Procedures for identifying these individuals are to be published by HQDA.

#### A-7. TRAINING NEEDS OF ~~MDS~~ MEMBERS.

a. Individual Development Plans (IDP) will be developed for each ~~MDS~~ member in accordance with instructions for the preparation of performance appraisals under the General Performance Appraisal System or the Merit Pay Appraisal System. IDP's so developed will be used for providing projected management training needs during the Annual Training Needs Survey and at other times during the year. The Training and Development staff will use this input for budget projections and planning training efforts for future fiscal years. It is important, therefore, that IDP's reflect all identified formal training and developmental assignments that can reasonably be accomplished during the forecasted period.

b. Training needs of ~~MDS~~ members will be prioritized for funding purposes in the following order: incumbent managers, first; high-potential non-managers, second.

c. Many training needs can be met through continued on-the-job experience or through short-term details or other special developmental assignments on the job. This further work experience and productive temporary assignments may serve to offset a need for a formal management course.

A-8. FORMAL EDUCATION AND TRAINING. Off-the-job training courses, of a short duration (less than 120 workdays) generally can meet almost any formal training need for ~~MDS~~ members. These training programs are best absorbed and applied if the training is immediately followed by related work experience involving use of the knowledges, skills, and abilities obtained from the training.

a. Short-term training courses appropriate for ~~MDS~~ members are found in a variety of sources including, but not limited to:

(1) The US Army Management Engineering Training Activity (AMETA) conducts a variety of general management courses.

(2) The Personnel Management for Executives (PME) course is conducted by the Army at several locations within the Southwest region during the year.

(3) The Office of Personnel Management (OPM) offers a variety of management training courses with the Southwest Region, particularly at Bandara, Texas.

(4) Several colleges and universities within the area offer courses in various aspects of management

b. The prohibition on certain training activities contained in paragraph 21d of this regulation fully applicable to ~~MDS~~ training.

c. ~~MDS~~ development funds will not be used for technical, professional, or specialized training within an ~~MDS~~ member's functional field. However, attendance at a training conference or course on management of operations or functions in the career field is chargeable to such funds.

d. ~~MDS~~ funds may not be used for rent-a-car purposes unless the use of a rental car would be less expensive than other forms of travel.

#### A-9 REQUESTING AND ATTENDING MANAGEMENT TRAINING

a. DD Form 1556 will be used for nominations for all training courses. See Appendix D for preparation instructions.

b. The completed DD Form 1556 will be sent through DPCA, ATTN: Management Office, for funds certification, to CPO, ATTN: Training & Development Branch, for necessary approvals. The T&D Branch will forward copies of the DD 1556 to Governmental training sources (through DPT when quotas are involved). Employees are responsible for presenting non-Governmental sources with copies of the DD 1556 for acceptance and certification of completion. Upon return from training, ~~MDS~~ members are

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responsible for assuring receipt of DD 1556 by the Training and Development Branch, Civilian Personnel Office, showing certification of training completed.

c. Upon selection by the training source travel orders must be submitted to DPCA, <sup>Admission &</sup> Management ~~Office~~, for fund certification. <sub>Regulation</sub>

d. In the event the training cannot be completed, e.g., course is cancelled, personal emergency precludes attendance, etc., the MDG member is responsible for promptly notifying the Training and Development Branch, so that funds can be reprogrammed.

## APPENDIX B

## FACILITIES ENGINEER APPRENTICE PROGRAM

B-1. PURPOSE. The Department of the Army Facilities Engineer Apprentice Program (FEAP) is intended to assure the use of up-to-date training concepts and the establishment of high standards of selection and performance for employees entering skilled blue collar trades in Facilities Engineer organizations. It is a part of an overall Army effort to improve technical skills and to encourage pertinent training for all levels of trades personnel.

## B-2 SCOPE

a. Funds and spaces are provided by the Office of the Chief of Engineers, HQDA, with staffing established on a separate OCE Table of Distribution and Allowances (TDA).

b. The Director of Engineering and Housing may use this plan to expand beyond the scope of OCE resources by using local resources. Other engineering trades beyond those shown below must be approved by OCE and the Department of Labor.

c. Approved apprentice programs are in the following trades: Boiler Plant Equipment Mechanic; Heating Equipment Mechanic; Heavy Mobile Equipment Mechanic; Sheet Metal Mechanic; Electrician - High Voltage; Locksmith; Sewage Disposal Plant Operator; Water Treatment Plant Operator; Boiler Plant Operator; Utility Systems Operator; Air Conditioning Equipment Mechanic; Electrician; Pipefitter - Plumber; and Carpenter.

## ORGANIZATION AND RESPONSIBILITIES

a. Apprentice Committee. The Director of Engineering and Housing will appoint an Apprentice Committee to provide technical staff supervision and advice on apprentice training. The committee will comprise three journeyman workers and three management representatives, plus an apprentice supervisor who will serve as advisor and recorder. The journeymen will possess a substantial working knowledge of the apprenticed trades, while the management representative will possess a practical knowledge of the trade duties. The committee will serve as liaison between the commander and the shops and will be generally responsible for the successful operation of the program.

b. Apprentice Supervisor. The apprentice supervisor will have direct responsibility for the coordination of apprentice training activities on-the-job and in the classroom, advising apprentices on performance requirements, preparing training schedules and coordinating them among the shops, providing assistance and guidance to instructors, arranging for classrooms, and on-duty training time, maintaining progress records, evaluating progress, and preparing performance ratings.

c. Shop Supervisor. The appointed supervisor of the shop where an apprentice is assigned for on-the-job training will be responsible for the quality and applicability of the apprentice's assigned work experience. The supervisor will monitor the apprentice's work and will evaluate performance and progress on a continuing basis.

d. Apprentice Instructor. Apprentice instructors, formally assigned in each trade or work area, will conduct on-the-job instruction of apprentices. Instructors (journeymen, working leaders, or work supervisors) are responsible within their work area for instruction on current work practices and work habits and attitudes, and for jointly evaluating progress with the apprentice supervisor.

e. Apprentices. Apprentices are responsible for meeting standards of Federal employment in their work performance, personal work conduct, and cooperation, reliability, and initiative on the job. Each apprentice agrees by signing the apprentice agreement to serve the time and perform the on-the-job training and classroom job-related instruction the Apprentice Committee considers necessary to satisfy the requirement of full performance in the apprenticed trade.

f. Civilian Personnel Officer. The Civilian Personnel Officer, through his staff, is responsible for civilian personnel aspects of the program. This includes recruiting activities, preparing apprentice agreements, contacting training vendors, liaison with DA/MACOM, and making periodic reports concerning the program.

## PROVISIONS OF APPRENTICESHIP

a. Qualifications. Candidates must meet qualifications established by OPM and local requirements. Selection of employees who already possess substantial qualifications in a trades or craft occupation or in other skilled, technical, or specialized fields is not appropriate.

b. Term of Apprenticeship. The term of apprenticeship is related to the trade as set forth in respective training standards. The total term will be divided into progress periods of six-months (approximately 1,020 hours) each of on-the-job and related instruction.

c. Pay of Apprentices.

(1) A progressive rate of pay will be established for each six month increment of apprenticeship. The pay schedule is established by the Position Management and Classification Branch, CPO, in accordance with FPM Supplement 532-1, S 11-8, Federal Wage System, Special Pay Plan for Apprentices and Shop Trainees

(2) Program funding does not provide for overtime

(3) Funds for hazard pay of apprentices are not provided from the OCE Assignment of apprentices in hazardous work situations will be avoided whenever practicable.

d. Employment and Tenure.

(1) Employment Status. Except as provided herein, all rules, regulations, and practices applying to Federal employees equally apply to the appointment, recruitment, placement, and probationary periods of apprentices.

(2) Advanced Placement. All apprentices will be initially placed at the beginning level of apprenticeship. The Apprentice Committee will evaluate the previous experience and current performance of apprentices at the end of the initial six-month phase of apprenticeship and determine if advancement to higher levels within the program is appropriate.

(3) Journeyman Status. Individuals successfully completing apprenticeship will be placed in full-performance positions at Step 2 of the established journeyman grade, within the Directorate of Engineering and Housing.

B-5. TRAINING.

a. Training Schedules. Training schedules for the several Facilities Engineer trades are set forth in Appendices to CPR 971.1.

b. Sequence of Assignments. The sequence of work/training assignments will be determined by the Apprentice Instructor/Shop Supervisor to introduce processes at the basic level and advance progressively to more complex tasks. The level of skills possessed by apprentices will be evaluated as an aid to scheduling work training. Complexity of work assignments should be related not only to the tasks required by the training schedule, but also to the degree of skill and ability shown by the apprentice.

c. Related Study. The training of apprentices includes academic studies in addition to on-the-job training. The program provides for approximately 144 hours of related study to be conducted on duty time. The Apprentice Committee will determine the appropriate time for this study period. The committee will also determine the appropriate training source. The Apprentice Committee Chairman and the Chief, Training and Development Branch, will coordinate the purchase of training materials.

## APPENDIX C

## VETERAN READJUSTMENT APPOINTMENT TRAINING

C-1. PURPOSE. This appendix describes the requirements and procedures for establishing training goals reporting training, and evaluating training of employees appointed as Veteran's Readjustment Appointees (VRA's).

C-2. GENERAL. One of the conditions of employment for a VRA is the requirement for the employee to undertake a suitable program of education or training while he/she is serving under the appointment. The program must be meaningful to the veteran and attainable within the two years of service allowed under the Veterans Readjustment Appointment. The program objectives toward which the veteran is directed should always be consistent with and reflect both career aspirations and an ability to achieve realistic objectives which will contribute to personal development or help lead him/her to a successful career in the public or private sector.

## C-3 EDUCATION AND TRAINING OBJECTIVES

a. Prior to the VRA appointment, the veteran will consult with members of the Training and Development Branch, CPO, and jointly establish an education or training objective. This objective, and activities to accomplish it, will be documented on FS Form 1018, Veteran's Readjustment Appointment Employment and Individual Development Agreement.

The developmental activities identified to accomplish the objective may include

Planned on-the-job training

- (2) Rotational job assignments
- (3) Off-job classroom training
- (4) Community, volunteer projects
- (5) Remedial education
- (6) Vocational education.
- (7) Scientific or technical education
- (8) High school or high school equivalency
- (9) College education.

The completed FS 1018 is forwarded to the immediate supervisor for concurrence

(1) If the VRA's training plan involves on-the-job training in the position to which assigned, a master on-the-job training plan is submitted to the immediate supervisor. The supervisor is then required to return an IDP to the T&D Branch, CPO, depicting additions or deletions to the master plan

(2) If the VRA's plan is unrelated to his/her official duties, e.g., high school courses, college courses, etc., the supervisor is responsible for encouraging and supporting the achievement of the VRA's objectives. This includes changing tours of duty, liberal granting of leave, counseling, etc.

C-4. EVALUATION AND REPORTING. Supervisors are to prepare and submit periodic reports to the T&D Branch, CPO, depicting the VRA's progress toward attaining the objective. These reports, using TRADOC Form 391-R, Career Intern Progress Report, will be submitted at the end of each six month period until the employee has completed his/her objective. Completion of college classes, correspondence courses, etc., should be shown on the report.

C-5. CONVERSIONS. A VRA shall be converted to a career or career-conditional appointment within 30 days after the employee has completed two years of substantially continuous service under a VRA appointment, provided that his/her performance has been satisfactory. Satisfactory performance includes completion of the required portion of the established training or educational program. An employee who does not meet these conditions must be removed from his/her position.

## APPENDIX D

## TRAINING REQUEST PROCEDURES

## D-1 GENERAL

a. DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) will be used to authorize and record training of civilian employees in Government facilities (intro-agency and inter-agency), training in non-Government facilities, attendance at meetings, authorized under the provisions of CPR 410, Training. DD Form 1556 is a multipurpose form designed to reduce the need for a variety of forms associated with various training incidents. DD Form 1556 will serve as any one or all of the following: Training request, authorization, obligated service agreement, certification for reimbursable or cost-shared expenses, certification of authorized expenditures, a record of training, and an evaluation instrument.

b DD Form 1556 is available in three versions

- (1) Single page cut-sheet
- (2) Ten-page manual "packet"
- (3) Ten-page continuous version with perforations for use with ADP equipment

The ten-page sets (2 or 3) will be used for all training requests unless prior approval is obtained from the T&D Branch, CPO.

## D-2 INSTRUCTIONS FOR USE

## Request and Approval of Training

(1) Approval of training at Government or non-Government facilities must be in accordance with policy and criteria outlined in paragraphs 20 and 21 to include any special criteria for the selection of non-Government facilities. DD Form 1556 will be used to request and approve or disapprove all training.

(2) All applicable parts of DD Form 1556 must be completed in accordance with instructions on the last page of the form and supplemental instructions contained herein. The management official of the initiating unit, with assistance from a member of the Training and Development Branch staff, shall originate the form well in advance of the start date of the requested training by completing sections A, B, and C of the form. Section D will be used for approval by the immediate supervisor and for certification by the Chief, Training and Development Branch, that the nominee meets required prerequisites and that the proper training is in accordance with regulatory requirements including the nondiscrimination provision on use of non-Government facilities. Section E requires certification of approval or disapproval by the authorized approving official. Section F provides certification of training completion and verification of the training costs. The applicable remaining parts of the form must be completed and distribution made in accordance with instructions on the form and paragraph D-3 below.

(3) Approval of training is required prior to enrolling in, or making any commitment for the training.

(4) Requests for approval of training in a non-Government facility must be prepared on DD Form 1556 with FS Form 844, Request for Training in Non-Government Facility, attached as a supplement justifying the training in accordance with paragraph 21 of this regulation.

b. Special Training by Contract. When a training course or program is developed by a non-Government source to meet a specific requirement, it is the function of the Procurement Officer to contract for the training on behalf of and as required by the Chief, T&D Branch, CPO. This precludes using DD Form 1556 as a contracting document for training under these conditions; however, DD Form 1556 must be completed for requesting and approving training for each individual to be trained.

c. Normal (Noncontractual) Training Authority. Training must be authorized, and certification for reimbursement accomplished, by an appropriate official using DD Form 1556 when the training is regularly scheduled, open to the general public (for non-Government training) and the price of tuition, books, and fees does not exceed that charged all accepted students.

d. Attendance at Meetings. DD Form 1556 will be used for requesting, authorizing, approving and certifying payment for attendance at meetings in accordance with instructions on the form and instructions contained herein.

e. Routing and Disposition of DD Form 1556. The DD Form 1556 (and FS Form 844, when non-Government training is requested) will be sent through supervisory and budget channels to CPO, ATTN: T&D Branch. Supervisory and operating officials will sign Blocks 26 and 29, as appropriate. Budget officials will ascertain the adequacy of direct and indirect costs shown in Section C, enter fund citation and sign Block 21f.

f. Reimbursement for Non-Government Training. With the exception of those employees on approved training plans (interns, upward mobility employees, management development, etc.) and those employees directly assigned to the training by management, non-Government training costs are paid on a reimbursement basis. Employees attending approved reimbursable training pay all costs related to the training. After successful completion of the course, the employee must submit a grade report, paid receipts, copies 4, 6 & 7 of the approved DD Form 1556, and one copy of FS Form 844 to the T&D Branch, CPO. The T&D Branch will certify completion of training and approve payment of appropriate costs.

g. Quotas for Training. Quotas for Army Service Schools and Defense Management Education & Training (DMET) facilities (i.e., Army Logistics Management Center, Fort Lee, VA, Army Management Education Training Activity, Rock Island, IL, etc.) are obtainable through the Directorate of Plans & Training, Training Division. DD Form 1556 must be forwarded through T&D Branch, CPO to DPT NLT 65 days prior to the starting date of the course. Detailed information on quota allocations can be obtained from DPT.

D-3. INSTRUCTIONS FOR COMPLETING DD FORM 1556. Instructions contained on the reverse side of the single copy and Copy 10 of the 10-page set will be followed along with the additional instructions contained below. Copies 1-9 will be forwarded to T&D Branch, CPO for processing. Copy 10 may be retained by the organization as a file copy.

Item A. Leave blank

Item B. Leave blank

Item C. Check initial, resubmission, correction or cancellation, as appropriate.

#### SECTION A - TRAINING INFORMATION

Item 3b. Required for coding purposes.

Items 4 & 5. Optional. Normally blank except when training facility needs information to mail pre-course materials.

Item 10. This information is needed to assist the CPO in monitoring the cumulative length of non-Government training in the current decade of the employee's service. This information is not required when requested training is sponsored by a Federal agency.

#### SECTION B - TRAINING COURSE DATA

Item 15a. Type complete address of training source for both Government and non-Government training.

Item 15b. If training will be conducted at a site other than 15a, name the location of training site.

Item 16a. Leave blank.

Item 16c. Leave blank

Item 17a. When listed by the training facility, enter catalog or course identification number. If no such number is identified, leave blank.

Item 17b. Leave blank.

Item 20, Part IIa. Leave blank.

Item 20, Part IIb. Enter appropriate code when required by training facility.

Item 20, Part IIc. Enter appropriate quota identification.

Item 20, Part IId. Leave blank.

Item 20, Part IIe. Enter priority "1" if training is essential to mission or organization; priority "2" if training is required for replacement of skilled employees; and priority "3" if training is needed to increase employee's efficiency and productivity. See paragraph 10d for more specific definition.

Item 20, Part II f-j Leave blank

#### SECTION C - COSTS AND BILLING INFORMATION

Item 21a. A separate DD Form 1556 will be prepared for each trainee. Entry in Item 21a will be the sum of Items 21b and c for each trainee.

Item 21d Enter the code for the appropriation or fund chargeable for the direct cost expenses shown in Item 21a.

Item 21 e and f. Must be completed with appropriate accounting classification and signed by appropriate budget official.

Items 22 and 2 Leave blank

Include totals of 21a and 25a

#### SECTION D - APPROVAL/CONCURRENCE

Item 26. In addition to certifying job relatedness of the training, the supervisor is also certifying that the training is fully justified in terms of immediate job needs or career development.

Item 27. The Chief, Training & Development Branch or an authorized employee development specialist must determine if the training meets regulatory requirements and sign in this item.

Item 28b. Insert the full name and address of the Finance and Accounting Office responsible for paying tuition and related fees. Major activity budget offices may elect to have the billing invoices sent directly to them. If so, insert budget office address in this block. The invoices must be forwarded immediately to Finance and Accounting upon receipt.

#### SECTION E - APPROVAL/CONCURRENCE

Item 29 Must be signed by the appropriate official

Government Training - Signed by operating official or his designee

-Non-Government Training - Only the Installation Commander, the Civilian Personnel Officer or the Chief Training and Development Branch, CPO may sign this block approving non-Government training.

#### SECTION F - CERTIFICATE OF TRAINING COMPLETION

Item 30. This item should be completed and signed by the course instructor/director. If this is unobtainable, the training will sign, date, and return the original copy to T&D Branch, CPO. This copy will then be placed in the trainee's personnel folder.

D-3. INSTRUCTIONS FOR COMPLETION OF FS FORM 844. This form must be completed and attached to DD Form 1556 for all non-Government training. Non-Government training must be approved by the Chief, Training and Development Branch, CPO prior to formal enrollment or nomination of the trainee. No non-Government training can be approved after the training has begun.

Items 1-3 Self-explanatory

Item 4. All training must be related to an identified training need. If the requested training has not been identified on a recent Training Needs Survey or General Performance Appraisal IDP, explain why it wasn't identified. (i.e., additional job requirements/duties, new equipment, unsatisfactory job performance etc.)

Item 5 Enter estimated costs

Item 6. This item is completed when the training is job related but not essential to satisfactory job performance

Item 7 Self-explanatory

Item 8. Must be signed by employee's supervisor

## APPENDIX E

## COOPERATIVE EDUCATION PROGRAM

E-1. GENERAL. Cooperative education is an organized program which provides for the integration of academic study at an accredited college or university with periods of work experience and training under which participating students alternate attendance at college with periods of employment. The work assignments of each participant are planned individually in such a manner that the employment phase of the program provides for progressively more responsible and difficult assignments which are closely related to the individual's academic accomplishment.

E-2. PURPOSE. The purpose of this appendix is to establish rules and practices to be followed in the training of Cooperative Education employees (hereafter referred to as COOP's). Establishing COOP positions, agreements with participating colleges, selection of candidates, and other non-training elements of the program are not outlined in this appendix.

E-3. WORK PERIOD. Normally, COOP's enter into a work period immediately upon the initial appointment. Supervisors are responsible for the following actions when a COOP enters a Work Period:

a. Prepare a work-study schedule. NOTE: The work-study schedule must be aligned with the COOP's alternate (if any) so that both employees are not in a work status at the same time. Submit the completed schedule to CPO, T&D Branch, within two weeks after the employee enters on duty.

b. Prepare an Individual Development Plan (IDP) depicting training to be accomplished during the work period. A completed FS Form 111, Individual Development Plan, is to be used for this purpose, and is to be forwarded to CPO, T&D Branch, within two weeks after entrance on duty. The training plan, developed for each separate work period, will provide the following:

(1) Work assignments of progressively increasing difficulty which are well integrated with the college curriculum and keyed to the employee's educational status.

(2) Opportunity for the student to gain firsthand knowledge and actual experience with the execution of projects and assignments in his/her chosen field.

(3) The type of assignments, leadership, and stimulation which will encourage the student-trainee to continue in employment with the Department of the Army after obtaining his/her college degree.

c. Determine if promotion to the next higher grade is warranted. Minimum academic requirements are: Sixty hours for GS-4; 96 hours for GS-5. Promotion from one grade to another is contingent upon the COOP meeting the academic requirements, as well as established performance standards. If promotion is in order, submit an SF 52 immediately through channels to CPO.

E-4. STUDY PERIOD. Prior to the end of each work period, the following actions will be accomplished:

a. A progress and evaluation report, depicting training completed during the current work period will be prepared and forwarded to CPO, T&D Branch, no later than two weeks after the work period ends. TRADOC Form 391-R, Career Intern Progress Report, is to be used for this purpose.

b. If this is the end of the COOP's first work period, comments by the rater (Block 11, TRADOC Form 391-R) must contain a recommendation for the retention in, or release from, the Cooperative Education Program.

c. The final appraisal will contain a recommendation regarding the COOP's conversion to permanent appointment.

E-5. LIMITATIONS

a. Tuition costs may be supported for COOP's who are in professional engineering and scientific occupational fields, whenever the Office of Personnel Management has determined that a shortage of skills exists in those fields. Such tuition support may be provided only during the final two years of study, in undergraduate programs only. This authority is to be used with discretion, considering alternate recruiting sources, actual staffing needs, and EEO goals.

b. COOP students are not authorized to attend college classes on duty-time during their work periods. However, supervisors are encouraged to provide flexible working hours where possible, and a liberal leave policy, if appropriate, to support COOP students who wish to attend classes during the work period. The COOP must be informed that attendance at classes during the work period is at his/her own expense and time.

## APPENDIX F

## MILITARY SUPERVISORS OF CIVILIAN EMPLOYEES

F-1. PURPOSE. To obtain and maintain a record of military supervisors of civilian employees and to determine training requirements of military supervisors.

## F-2 GENERAL

a. All military supervisors of appropriated fund civilian employees must be identified and included in a semi-annual Civilian Personnel Report to Department of the Army, along with civilian employees.

b. One purpose of the report is to identify military supervisors of civilian employees who have not had supervisory training in personnel management policy and practices. An additional purpose is to determine the number of new supervisors during a six-month period.

c. Supervisors of civilian employees will be determined by the criteria on reverse side of FS Form 618, 1 May 82.

d. It is not intended that more than one military supervisor be named for the same employee. For example, in a unit, there may only be one or two civilians assigned, usually a secretary or clerk stenographer and a clerk typist who are supervised by the CO, XO, Adjutant and Sergeant Major. Only the person who meets established criteria for first line supervisor with no subordinate supervisors between him and the personnel supervised should be reported. Supervisors of less than three civilian employees should not be reported. This is not intended to preclude supervisors with less than three civilians from participating in scheduled training on a selective basis, but they should not be included as supervisors for the purpose of this report.

## REPORTING.

a. Each activity utilizing civilian employees will submit a completed FS Form 618 for each new military supervisor immediately upon assignment to a supervisory position. A card file will be maintained by CPO, T&D Branch.

b. Information obtained from FS Form 618 will be used to complete DA semi-annual Civilian Personnel Program Report, RCS CSGPA-549 (R3) and to determine training requirements for those who have not previously received personnel management orientation/training. Since regulations governing maintenance of officers' official personnel folders preclude entries for training of less than 40 hours, personal interviews may be necessary for the activity to determine prior training received by new military supervisors (i.e., supervisory/management and human relation courses in college, career branch schools, at other installations, or other sources). All pertinent information should be recorded on FS Form 618 to avoid duplication of training efforts.

c. Upon separation or reassignment of military supervisors, the losing activity must notify CPO, T&D Branch so that card files can be purged.

APPENDIX G

FORT SILL CIVILIAN TRAINING COMMITTEE

G-1. GENERAL. The Fort Sill Civilian Training Committee is organized to assist management in determining training needs, establishing plans to meet these needs, and evaluating the effectiveness of the training program. The committee will serve as a central point through which the Civilian Personnel Office can provide more realistic and effective staff assistance on training matters to all levels of management.

G-2. PURPOSE. The purpose of this appendix is to establish the responsibilities, functions, and procedures of the Fort Sill Civilian Training Committee.

G-3. COMMITTEE MEMBERSHIP. The committee will be appointed by the commander and composed of the Chief, Training & Development Branch, Civilian Personnel Office (Executive Secretary); Equal Employment Opportunity Officer; USAFACFS Education Officer; DPCA, Management Officer; and representatives from DPT, DIO, DEH, USAFAS, and DRM. Any member, with the exception of the CPO representative, may be elected by the committee to serve as chairman.

G-4. FREQUENCY OF MEETING. Committee meetings will convene on an as needed basis. Normally, the committee will meet at least quarterly to review training activities.

G-5. COMMITTEE RESPONSIBILITIES

a. Assist management in planning the approach for the annual training needs survey based on a consideration of various methods recommended by the Chief, Training & Development Branch.

b. Promote an understanding and acceptance of training policies and programs among supervisors and employees.

c. Assist in the determination of overall organization training needs and funding requirements, and consider the polling of resources for such training.

d. Assist in the development of the annual training plan

e. Review training accomplishments regularly and identify additional or declining needs brought about by changes in organization, mission, equipment, or operating procedures.

f Assist in the annual evaluation of the fiscal year training plan.

g. Review nominations for selected programs and long-term training, as appropriate. If necessary interview applicants and recommend nominees in priority order.

2 Nov 82

USAFACFS Reg 690-12

(ATZR-XT)

FOR THE COMMANDER:

OFFICIAL:

GERALD P. STADLER  
Colonel, GS  
Chief of Staff

  
EMMETT O. ALBRIGHT  
Assistant Adjutant General

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