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Civilian Personnel Manual
CPM Basic Installment No. 8

DEPARTMENT OF DEFENSE
CIVILIAN PERSONNEL MANUAL (CPM)
CPM BASIC INSTALLMENT NO. 8

CPM Chapter 410, "Training," is issued herewith.

1. Add new pages as indicated below immediately following Federal Personnel Manual (FPM) Chapter 410.

<u>CPM Identification</u>	<u>Insert Pages</u>	<u>Explanation of Changes</u>
410	i through 3-4, as well as Appendices A through H.	Replaces DoD Instruction 1430.5 to provide policy and guidance on DoD civilian employee training programs.

2. File this Installment Sheet immediately preceding CPM Chapter 272.
3. The policies and requirements contained in this CPM Chapter are effective on October 1, 1985. On the same date DoD Instruction 1430.5 is rescinded.

Attachment

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CPM CHAPTER 410
TRAINING

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SUBCHAPTER 1. GENERAL PROVISIONS

1-1 CONTENTS

This chapter establishes DoD concepts, standards, guidelines, and requirements for civilian employee training and development programs. It implements Federal Personnel Manual (FPM), Chapter 410, "Training" (reference (a)), and related Federal employee training and development regulations, policies, standards, and requirements. It replaces the materials formerly published in DoD Instruction 1430.5 (reference (b)) which is cancelled with the issuance of this CPM Chapter. A list of references is at Appendix A; definitions are at Appendix B.

1-2 AUTHORITY

This chapter is issued under the authority of DoD Directive 1430.4, which assigns overall responsibility for prescribing policies, criteria and standards for civilian employee training programs to the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)). A copy of the Directive is at Appendix C.

1-3 POLICY AND ADMINISTRATION

Title 5 U.S.C., Chapter 41 (reference (c)) authorizes the Secretary of Defense to establish, operate, and maintain civilian employee training programs. DoD Directive 1430.4 (Appendix C) delegates this authority and assigns responsibilities to the DoD Components to establish training programs consistent with each Component's needs, resources, and priorities. Heads of DoD Components shall plan, program, budget, operate, and evaluate training programs within the stated policy of DoD Directive 1430.4 (Appendix C), this chapter, and the FPM, Chapter 410, "Training" (reference (a)).

1-4 OBJECTIVES

- a. Promote efficiency and economy in achieving the missions of the Department of Defense.
- b. Provide whatever training is necessary to develop the skills, knowledges, and abilities that best qualify employees for the performance of current or anticipated official duties.
- c. Make proper use of training funds and resources.
- d. Integrate training programs with other aspects of human resource management, including career development, supervisory and management development, executive development and staffing, compensation, employee relations, equal employment opportunity, and other programs.
- e. Promote the sharing of resources among DoD Components to meet identified training needs economically and effectively.
- f. Extend the use of DoD resources to other agencies, as considered appropriate.

g. Ensure the establishment of properly staffed employee development functions within DoD Components and subordinate activities that are responsible for planning, implementing, and evaluating progressive, effective, and systematic programs at all levels of the Department of Defense.

h. Provide management controls and information systems that can assess accountability of employee development programs and administrators, and the achievement of these objectives.

1-5 EFFECTIVE DATE AND SUPPLEMENTATION

This CPM chapter is effective on October 1, 1985. DoD Components shall forward one copy of supplementing documents to the Assistant Secretary of Defense (Force Management and Personnel) within 120 days after that date.

SUBCHAPTER 2. BASIC CONCEPTS AND STANDARDS

2-1 APPLYING HUMAN RESOURCES DEVELOPMENT (HRD) CONCEPTS

HRD is an activity or set of activities arranged to provide learning experiences for people. It provides a broad conceptual structure for employee training and development that is centered around organizational missions, processes, and activities. HRD is not another term for training. It applies to all types of organized learning experiences applied for a specified time that are designed to bring about behavioral change. In this context, attendance at off-the-job formal training classes is an adjunct to the broader concerns of HRD.

a. Training programs established under 5 U.S.C., Chapter 41 (reference (c)), must make a clear contribution to mission accomplishment and be integrated with line management plans and activities. They should support broader human resource development activities and objectives that are intended to improve organizational effectiveness at each level. Training programs do not stand alone, but are a part of a larger effort aimed at the improvement of organizational effectiveness.

b. The organizational receptivity to an HRD approach to training and development depends largely upon senior managers' attitudes and assumptions about their work, their organization, and their role in it. The official responsible for civilian training and development has a major responsibility to develop or influence a management attitude that allows HRD concepts to be applied. How well this responsibility is carried out is an important factor in the classification of Employee Development Specialist positions in the GS-0235 occupational series.

c. Installation training programs that concentrate on arranging the attendance of employees at training courses do not meet the requirements of this CPM chapter.

d. Appendix D provides additional guidance on HRD concepts, organizational development, and their application within the Department of Defense.

2-2 RESPONSIBILITY FOR TRAINING AND DEVELOPMENT

Employee training and development is a line management function. Managers and supervisors at all levels are responsible for evaluating employee performance, reviewing current and anticipated missions, determining where training can be used to bridge between employee performance and mission demands, and assuring that training is achieved and evaluated.

2-3 REQUIRED REVIEW OF TRAINING NEEDS

FPM, Chapter 410, Subchapter 2., (reference (a)), cites the legal and regulatory requirement for an annual review of training needs and the maintenance of suitable records documenting the review. These records are to be used to plan and evaluate training programs. FPM Chapter 410, Subchapter 2 also provides brief but comprehensive guidance on identifying training needs, including the possible use of Office of Personnel Management (OPM) training cost and value models.

2-4 TRAINING PLANS

Documented training plans shall be established at organizational levels determined to be appropriate by DoD component heads. Plans shall be reviewed for adequacy in the normal course of component personnel program evaluations. At a minimum, the training plans should reflect the results of a review process that incorporates the features described in FPM Chapter 410, Subchapter 2 (reference (a)). Additionally, they should include the results of efforts outlined in Appendix D. Plans must reflect planning cycles of DoD budget guidance and school administrative requirements.

2-5 ESTABLISHING TRAINING PROGRAMS

a. Statement of Training Policies. DoD Components are required to develop written policies governing the training of their employees. Policies must incorporate pertinent features of OPM regulations and 5 CFR Part 410 (references (a) and (d)), DoD Directive 1430.4 (Appendix C), and this CPM chapter.

b. Controls. DoD Component heads must establish adequate administrative controls to ensure that training contributes to economy, efficiency, and effective operation.

(1) Plans and programs should reflect clearly the Component's short and long range training needs.

(2) Priorities shall be established that are related to Component missions using the following guides:

(a) Priority I. Training that must be accomplished during the immediate training cycle or it will have an adverse mission effect.

(b) Priority II. Training required for systematic replacement of skilled employees through career management or other work force development programs. Deferment would have an adverse mission effect over an intermediate term.

(c) Priority III. Training designed to increase the efficiency and productivity of employees who perform adequately. Deferment beyond the immediate training cycle would have little immediate adverse mission effect but would preclude or delay improving present mission accomplishment.

(3) Training programs that do not meet at least one of these priorities may not be conducted. Components shall establish control procedures to ensure that the priorities are observed fully.

(4) Proper information shall be maintained to enable the evaluation, reporting, and supervision of training.

(5) Maximum use shall be made of available government resources before using non-Government facilities, consistent with Office of Management and Budget (OMB) Circular A-76 (reference (e)).

(6) Individuals shall be identified at appropriate organizational levels to ensure that adequate human resource development advisory services are provided to managers and that full and professional HRD programs are established. These individuals shall be responsible for ensuring that the standards and requirements of applicable laws and regulations, including this CPM chapter, are observed. Normally, these officials will be classified in the GS-0235, Employee Development Series (reference (f)). Additional support staffs shall be provided based upon Component manpower distribution policies and work load demands.

c. Functional or Occupational Training Plans. Functional managers are encouraged to prepare listings of desired training activities or courses intended to improve employee competence within an occupation or function. Such plans are based upon the knowledges, skills and abilities (KSA's) required to perform the duties of the occupation or function. Frequently they are a key element in civilian career development programs established under DoD Directive 1430.2 (reference (g)), and DoD Directive 5010.16 (reference (h)). They provide a good source of information for preparing individual development plans, and for enhancing work force development in the occupation throughout the Department of Defense. When used, these listings serve as developmental guides and may not be interpreted as requirements for promotion, unless they have been approved by OPM as a part of basic qualification standards or meet the requirements of FPM, Chapter 335 (reference (a)), with respect to selective placement factors in promotion or other inservice placement actions.

d. DoD-Wide Training Agreement. Appendix E contains a formal agreement with OPM for DoD Component use, without further OPM approval. This agreement provides wide latitude and delegated authority to establish training programs for the development of skills to bridge different occupations.

e. Training Forms. DoD Components may use either SF 182, "Request, Authorization, Agreement and Certification of Training," or DD Form 1556, "Request Authorization, Agreement, Certificate of Training and Reimbursement," for training program administration. DoD Component policies should specify which form will be used within the Component. Appendix H contains guidelines on the use of these forms.

2-6 EVALUATION OF TRAINING PROGRAMS

Periodic assessments shall be conducted by employee development officials. Assessments shall include evaluations of individual course offerings as well as the overall training and development program for which the officials are responsible.

a. Evaluation of training courses shall include such considerations as mission relatedness, contributions to productivity, adherence to course objectives, and benefits vs. costs. The Training and Development Handbook, published by the American Society for Training and Development (ASTD), contains a chapter devoted to specific evaluation techniques. Also of value are two volumes of evaluation techniques published by OPM (reference (i)).

b. Evaluation of overall training programs shall include such considerations as adequacy of policies and procedures, quality of training plans required by paragraph 2-4, above, how well the plan was implemented, reasons for shortfalls,

and contributions to organizational missions, goals, and objectives. Appendix F contains suggested guidelines for evaluating an operating employee development program.

2-7 FUNDING

The head of each DoD Component shall provide adequate funds for civilian training programs within the Component's annual budget. To the extent that it is helpful in ensuring proper funding, the DoD budget program element for civilian training and education programs shall be used. Regardless of whether the program element is used, Components shall collect and report accurate training cost information in categories established by OPM.

2-8 USE OF NON-GOVERNMENT FACILITIES

The delegations contained in DoD Directive 1430.4 (Appendix C) authorize the heads of DoD Components to establish and administer training programs using non-Government facilities.

a. Redelegations Within Components. The authority to approve training through non-Government facilities may be redelegated to allow adequate administration. However, the guidance contained in FPM, Chapter 410 (reference (a)) and this CPM chapter, with respect to the exercise of this authority and limitations on its use, must be observed.

(1) Authority to authorize training requiring more than 40 hours shall be held at a sufficiently high administrative level to ensure that the policies and viewpoints of the Component head, as well as this CPM chapter, are reflected in each decision.

(2) Component heads shall designate specifically an individual at the Component headquarters level to approve proposed assignments of employees stationed within the United States to training outside those limits.

b. Limitations. Heads of DoD Components shall establish controls to ensure compliance with the limitations and general constraints specified in FPM, Chapter 410 (reference (a)), on the use of non-Government facilities. Limitations include the prohibition on the use of certain training facilities, the number of staff years of training provided employees of the Components, the requirement for minimum continuous service, and the limitation on the maximum allowable training in a 10-year period. General constraints require a review for the need for such training and prohibitions on training for promotion, to qualify for positions with a degree requirement, and solely to provide an opportunity to obtain a degree.

(1) In addition to the limitations noted above, the following internal DoD limitations are established:

(a) Any single instance of training or program of training costing more than \$100,000 must be approved at the Component headquarters level. Components are encouraged to establish lower limits of approval authority at intermediate command levels. Such limits should not be burdensome. They should provide for ready visibility of major training efforts and the flow of adequate information to review the exercise of delegated authority.

(b) A copy of each approval made at the Component headquarters level under subparagraph (a), above, shall be provided to the Deputy Assistant Secretary of Defense (Civilian Personnel Policy and Requirements) (DASD(CPP&R)), along with a description of the program and supporting documentation. These shall be submitted at the time they are approved.

c. Waivers. Heads of DoD Components are authorized to exercise the waiver provisions specified in FPM Chapter 410 (reference (a)). Delegation shall be kept at a sufficiently high administrative level to assure that the purpose and intent of the waiver provisions are maintained. Included are waivers of staff year limitations, minimum continuous service, and maximum training in a 10-year period. If waivers are required in addition to those provided in FPM Chapter 410 (reference (a)), a recommendation may be submitted to the DASD (CPP&R) providing complete information as required by FPM Chapter 410, (reference (a)).

d. Continued Service Agreements. Reference (c) requires that employees assigned to training through a non-Government facility must agree in writing to continue in the service of the agency for a period of time equal to at least three times the length of the training period. Training forms authorized by paragraph 2-5.e., above, contain agreements for use in appropriate cases.

(1) DoD Components shall establish controls to assure that agreements are properly executed and monitored.

(2) Heads of DoD Components may approve exceptions from continued service agreements under conditions specified in FPM Chapter 410, (reference (a)).

(3) Heads of DoD Components may waive employee obligations under continued service agreements when the conditions specified in FPM Chapter 410, (reference (a)) apply.

(4) A DoD employee who enters the service of another DoD Component before fulfilling the period of service specified in the agreement will have the remainder of the service obligation transferred to the gaining DoD Component. Repayment of funds will not be required in any instance where an employee transfers within the Department of Defense.

2-9 USE OF FOREIGN TRAINING INSTRUMENTALITIES

a. General. Section 402, Executive Order 11348 (reference (j)), authorizes the Secretary of Defense to designate a foreign government, international organization, or instrumentality of either, as eligible to provide training to DoD employees. This authority is not redelegated to the DoD components, but is retained by the Office of the Assistant Secretary of Defense (Force Management and Personnel) (OASD(FM&P)). The use of foreign training instrumentalities for DoD employees who are located within the United States shall be governed by the following principles.

(1) The use of foreign training facilities for employees located in the United States shall be kept to a minimum. It must be established that comparable training is not available within the United States, or that attendance at such training in the United States is not feasible.

(2) The foreign training facility must be designated as eligible to provide training by the OASD(FM&P) before an employee is assigned to the training program.

b. Administration. In determining requirements for such training, consideration must be given to current national policies and foreign relations programs. Included are balance of payment concerns and the visibility of U.S. personnel stationed or visiting abroad for training purposes, in addition to reviewing the basic determination of the training need and training costs.

(1) The basic training need determination shall be approved by the DoD Component head, or an appropriate designee.

(2) Requests for facility eligibility determinations shall be sent to the Office of the DASD(CPP&R).

(a) Requests shall be submitted in writing at least 60 days before the date by which approval is required.

(b) Requests shall show the proper Component approval of need determination, name and address of the proposed training facility, brief description of and summary justification for the proposed training program, reason for selection of the facility, beginning and ending dates of the training program, and date by which approval is required.

(3) Eligibility determination must be made in coordination with the Department of State (DoS) by the Office of the DASD(CPP&R) before the first use of such training facility and at least once each 3 years thereafter.

c. Use of Foreign Facilities by Overseas Commands. In foreign areas, major theater commanders may determine the eligibility of a foreign institution to provide training services for their employees by consulting DoS and other Federal agencies in the area. This provision is based on Comptroller General Decision B-138790 (reference (k)).

2-10 PAYMENT OF TRAINING EXPENSES

a. Officials to whom authority is delegated by DoD Directive 1430.4 (Appendix C) are responsible for determining expenses authorized in FPM Chapter 410 (reference (a)) which are considered necessary for the accomplishment of training:

(1) Allowable training expenses may be paid, in whole or in part, from funds appropriated or otherwise available to their respective organizations.

(2) Volume 2 of the Joint Travel Regulation (reference (1)) applies to payment for travel and related expenses in connection with training.

(3) Payment of expenses in connection with cooperative education or work-study programs is authorized, in accordance with FPM Chapters 308 and 410, (reference (a)).

b. Each DoD Component shall:

(1) Ensure that just and equitable financial arrangements are provided and that payment of expenses results in neither financial gain nor loss to the employee.

(2) Publish written procedures to protect the Government's interest when employees fail to complete training. Employees assigned to training shall be informed of these regulations before their training.

2-11 INFORMATION REQUIREMENTS

Annual training reports required by 5 U.S.C. 4113 (reference (c)) and implementing OPM instructions shall be submitted by heads of DoD Components directly to OPM. The Interagency Report Control Symbol assigned to these reports is 1056-OPM-AN. A copy of each report shall be furnished to the DASD(CPP&R) at the same time that it is sent to OPM.

SUBCHAPTER 3. SPECIAL LONG-TERM MANAGEMENT AND PROFESSIONAL
DEVELOPMENT OPPORTUNITIES

3-1 GENERAL.

a. It is the intent of DoD to provide long term (over 120 working days) education and training to employees of demonstrated potential so that the Department of Defense may stay abreast of management, technical, and scientific advancements. Department of Defense supports long term training programs that:

(1) Maintain and enhance DoD leadership in mission-oriented science and technology.

(2) Provide opportunities for employee growth and advancement to full professional potential.

(3) Prepare employees for the increasingly complex problems of managing national security programs and issues.

b. Each DoD Component's implementing policy statement shall ensure that just and equitable financial arrangements are provided in accordance with the policy established in Subchapter 2., above. Controls shall be established to assure that long term training selections are justified fully and maximum value is obtained from the training.

3-2 THE DOD JOINT COLLEGES

a. The DoD Joint Colleges are the Industrial College of the Armed Forces (ICAF), the National War College (NWC), and the Armed Forces Staff College (AFSC). DoD Components may nominate civilian employees for attendance at the Joint Colleges on the basis of the following assigned quotas:

	<u>ICAF</u>	<u>NWC</u>	<u>AFSC</u>
Office of the Secretary of Defense	2	1	1
Department of the Army	6	1	4
Department of the Navy	5	1	1
Department of the Air Force	6	1	2
Defense Communications Agency	1	0	1
Defense Intelligence Agency	1	2	1
Defense Logistics Agency	2	0	1
National Security Agency (NSA)	1	2	4
Defense Mapping Agency	1	0	1
Defense Nuclear Agency	0	0	1
DoD At Large	2	2	0
Subtotal	<u>27</u>	<u>10</u>	<u>17</u>

(1) The Head of the DoD Component, or his or her designee, shall make the final nomination decision.

(2) The criteria for nomination shown in Appendix G shall be followed carefully.

(3) If an assigned quota cannot be filled by fully qualified personnel the ASD(FM&P) shall be notified as soon as possible, but no later than February 1 of the academic year preceding attendance, so that the quota may be reassigned to another DoD Component.

b. DoD Components with directly assigned quotas shall submit nominations by March 1 of the academic year preceding attendance to the following:

(1) President, National Defense University for attendance at the ICAF and the NWC.

(2) Commandant, AFSC.

c. In addition, no later than the 1st day of February of the academic year preceding attendance, each DoD Component may nominate to the ASD(FM&P) civilian personnel to fill two DoD "at large" quotas at the ICAF and two "at large" quotas at the NWC. These nominations may not duplicate nominations against quotas assigned directly to DoD Components. Each DoD "at large" nomination must be submitted in quintuplicate.

d. All nominations for the ICAF and NWC programs shall contain the following:

(1) A summary of the nominee's qualifications, including a copy of a completed Standard Form (SF) 171, "Personal Qualifications Statement."

(2) A discussion that clearly demonstrates how the nominee meets the attendance criteria shown in Appendix G.

(3) A statement that describes post graduation job placement plans.

(4) A statement that specifies clearly the expected benefits of attendance.

(5) Signature or approval by an official no lower than a Principal Deputy Assistant Secretary of a Military Department, Deputy Director or Assistant Director of a Defense Agency, or equivalent.

e. ICAF-The George Washington University Cooperative Degree Program. The Industrial College of the Armed Forces (ICAF) and The George Washington (GWU) have entered into a cooperative degree program leading to a Master of Public Administration (MPA) degree, with concentration in Administration of National Security. In the event that a civilian employee attending the 10-month resident course at ICAF expresses an interest in the program, and if it is determined that this part of the education is in the best interests of the sponsoring component, the guidelines for authorized funding support are as follows:

(1) Six GWU courses are presented during the academic year which are offered in lieu of the six required ICAF elective courses, and for which tuition must be paid.

(2) Four additional courses (12 credit hours) for which tuition must be paid are offered in the summer following graduation.

(3) Program participants earn credit for four courses with no tuition charge through their participation in the ICAF core program, a substantial part of the ICAF curriculum, which all students, whether enrolled in the degree program or not, will take. Credit for these four courses is given on the basis of validation examinations administered By GWU.

(4) It has been DoD policy for many years that the payment of tuition and related costs solely for the purpose of obtaining a degree is unauthorized under the provision of Chapter 41, Title 5 U.S.C. (reference (c)). There is no objection to participation in this program by the employee, providing that the employee assumes responsibility for payment of the costs described in this paragraph.

(5) Payment for the twelve credit hours of instruction received while attending the summer session at ICAF after graduation from ICAF may be justified if a valid need related to the employee's present or potential job responsibilities is established.

3-3 SCHOLARSHIPS, FELLOWSHIPS, AND INTERCHANGE PROGRAMS (INDUSTRY AND GOVERNMENT)

a. Educational awards, scholarships, and fellowships sponsored by public and private non profit educational institutions and public service foundations provide unique developmental opportunities for the DoD career employee.

b. Participants shall be selected on the basis of demonstrated need and high quality performance with potential to assume greater responsibility. Use of selection panels or training committees is recommended.

3-4 SPACES AND PROGRAMED FUNDS.

a. Within overall plans, priorities and funding limitations each DoD Component engaged in long term training, education, and development shall:

(1) Obtain and set aside a special pool of manpower spaces and programed funds to support projected requirements for long term employee education, training, and development to ensure the continuous development of technical and managerial skills.

(2) Establish the pool at the organizational level of the DoD Component head where the use of these resources is to be monitored. Allocation of spaces and programed funds of each DoD Component may be made below that level when a specific plan for their use has been approved in advance by the DoD Component head or his or her designee.

(3) Ensure that adequate funds are provided in appropriate budget program elements or from other appropriation accounts for payment of salary and related expenses.

(4) Pay an employee while in training from the same type of appropriation account in the central pool as is used to pay his or her salary on the job.

(6) Continue as the employer of the individual while assigned to long term training, even though the funded spaces are made available from the central pool.

(7) Ensure the following:

(a) Establishment of a positive plan for the most effective use of the training upon its completion.

(b) Preparation of such plans in advance of the employee's assignment to long term training or education.

(c) Monitorship by a higher headquarters to make certain that the objectives for the training are being achieved as planned and that shifts in installation or personnel or other changes do not affect adversely the employee during his or her absence for training.

(8) Determine long term training requirements annually and update the 5-year financial plan for the continued operation of the pool of funds and spaces.

3-5 ATTENDANCE AT MEETINGS

a. Title 5, United States Code Section 4110 (reference (c)) and FPM Chapter 410, (reference (a)) provide general authority for payment of expenses for attendance at meetings. This provision is not subject to the other requirements concerning the use of the training authority contained in 5 U.S.C. Chapter 41 (reference (c)), FPM Chapter 410, (reference (a)), and this CPM chapter, unless it is determined that the primary purpose of the meeting is for training of the participant. Attendance at such meetings is encouraged when it has been determined that the primary purpose is training and there is reasonable assurance that attendance will contribute to improved conduct, supervision, or management of pertinent missions, functions, or activities.

2. Established policy within the criteria established by FPM Chapter 410, (reference (a)) and DoD Directive 5500.2 (reference (m)) should be followed in permitting scientific, professional, and managerial personnel to participate in meetings of professional organizations, to encourage them to keep abreast of developments in their areas of responsibility.

DoD 1400.25-M
CPM 410.A
October 1, 1985

APPENDIX A

REFERENCES

REFERENCES

- (a) Office of Personnel Management (OPM), Federal Personnel Manual (FPM) Chapter 308, "Youth and Student Employment Programs"; Chapter 335, "Promotion and Internal Placement"; Chapter 410, "Training"; and Chapter 910, "Mobilization Readiness"
- (b) DoD Instruction 1430.5, "Civilian Employee Training Policies and Standards," July 26, 1978
- (c) Title 5 United States Code, Chapter 41, "Training," and Chapter 43, "Performance Appraisal"
- (d) Title 5, Code of Federal Regulations, Part 410, "Training"
- (e) Office of Management and Budget (OMB) Circular A-76, "Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government," August 4, 1983
- (f) Office of Personnel of Management, "Position Classification Standard, Employee Development Series, GS-235-0," Transmittal Sheet (TS)-4, April 1971
- (g) DoD Directive 1430.2, "Civilian Career Management," June 13, 1981
- (h) DoD Directive 5010.16, "Defense Management Education and Training Program," July 28, 1972
- (i) Office of Personnel Management, "Evaluating the Impact of Training: A Collection of Federal Agency Evaluation Practices," Vol I, Spring 1983; Vol II, Spring 1984
- (j) Executive Order 11348, "Providing for the Further Training of Government Employees," April 20, 1967
- (k) Comptroller General Decision B-138790, October 8, 1971; and B-188710, September 23, 1977, March 23, 1978 and August 21, 1979
- (l) Volume 2, Joint Travel Regulation "Department of Defense Civilian Personnel"
- (m) DoD Directive 5500.2, "Policies Governing Participation of Department of Defense Components and Personnel in Activities of Private Associations," August 4, 1972
- (n) DoD Directive 5010.31, "DoD Productivity Program," April 27, 1979
- (o) DoD Instruction 5010.39, "Work Force Motivation," November 16, 1984
- (p) DoD Directive 1100.15, "The Department of Defense Equal Opportunity Program," June 3, 1976
- (q) DoD Directive 3005.6, "Civilian Work Force Mobilization Planning and Management," March 12, 1984
- (r) DoD Directive 1400.20, "DoD Program for Stability of Civilian Employment," June 16, 1981

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APPENDIX B

DEFINITIONS

DEFINITIONS

1. Government Facility. Any property owned or controlled substantially by the U.S. Government and the services of any civilian and military personnel of the U.S. Government acting in their official capacities.
2. Individual Development Plan (IDP). The IDP is a combined effort of the employee, supervisor, career advisor, and employee development specialist, as appropriate. It includes an analysis of career training needs for orderly progression within the career field and for planning the fulfillment of these needs. It is used to:
 - a. Determine if the employee's skills, knowledges and abilities are developed to the extent that he or she is properly equipped to function within his or her present position.
 - b. Establish the employee's next career position or alternative position (consistent with the employee's ultimate career objectives).
 - c. Establish a realistic training and development plan to meet those requirements.
3. Interagency Training. Training provided by one Federal agency for other agencies, or shared by two or more agencies.
4. Long Term Training. Continuous, full-time training programs of more than 120 working days duration. It includes both formal training programs and planned developmental assignments in either Government or non-Government facilities. It excludes apprentice, cooperative education and career intern programs and is limited to participation by career employees.
5. Non-Government Facility. This term includes any training facility other than one owned or controlled by the U.S. Government. It includes facilities operated by State and local governments, foreign nations, international organizations, professional organizations and institutions, business and commercial firms, and other organization or vendors of training. An official definition for Federal wide use is contained in FPM Chapter 410, (reference (a)).

DoD 1400.25-M
CPM 410.C
October 1, 1985

APPENDIX C

DOD DIRECTIVE 1430.4



Department of Defense
DIRECTIVE

DoD 1400.25-M
CPM 410.C
October 1, 1985

January 30, 1985

NUMBER 1430.4

SUBJECT: Civilian Employee Training

References: (a) DoD Directive 1430.4, subject as above, August 5, 1969
(hereby canceled)
(b) Title 5, United States Code, Chapter 41, "Training"
(c) Executive Order (E.O.) 11348, "Providing for the Further
Training of Government Employees"
(d) Title 5, Code of Federal Regulations, Part 410, "Training"
(e) Federal Personnel Manual, Chapter 410, "Training"

A. REISSUANCE AND PURPOSE

This Directive:

1. Reissues reference (a).
2. Establishes policy and responsibilities for DoD civilian employee training, in compliance with references (b) through (e).

B. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense, the Military Departments, the Organization of Joint Chiefs of Staff, the Unified and Specified Commands, the Defense Agencies, and the Uniformed Services University of the Health Sciences (hereafter referred to collectively as "DoD Components").

C. POLICY

It is DoD policy that:

1. DoD Components shall provide the training necessary to ensure maximum efficiency and effectiveness of civilian employees in the performance of their official duties, and to encourage employees in their efforts for self-improvement.
2. DoD Components shall provide training with equal opportunity for all qualified employees, regardless of race, religion, color, national origin, sex, age, marital status, physical handicap, or any other discriminatory factors. Further, DoD Components may not allow training in a non-Government facility that discriminates because of race, color, religion, or national origin in the admission or in the subsequent treatment of students.

D. RESPONSIBILITIES

1. Heads of DoD Components, in carrying out the above policies, shall:

a. Review civilian employee training needs and install modern training practices and techniques to raise the level of employee performance and meet present and anticipated needs for administrative, technical, professional, and managerial skills.

b. Establish administrative controls and provide adequate staffing to ensure that training being conducted or planned shall improve the performance of employees, and contribute to economy, efficiency, and attainment of internal mission and program goals.

c. Plan, program, and budget for training programs to meet employee development needs for a well-trained work force of employees and potential managers and executives, and integrate such programs with other personnel management and operating functions.

2. The Assistant Secretary of Defense (Manpower, Installations, and Logistics) shall prescribe policies, criteria, and standards governing the establishment and administration of training programs authorized by 5 U.S.C. 41 and E.O. 11348 (references (b) and (c)) and pertinent regulations of the Office of Personnel Management (references (d) and (e)).

3. The Secretaries of the Military Departments (for their Departments and for civilians in the Unified and Specified Commands); the Directors of Defense Agencies; the President, Uniformed Services University of Health Sciences; and the Deputy Assistant Secretary of Defense (Administration), or their designees, shall, subject to the regulations and standards issued under subsection D.2., above, conduct internal reviews of training needs and establish and administer programs of training authorized under 5 U.S.C., Chapter 41; E.O. 11348; 5 C.F.R., Part 410; and the Federal Personnel Manual (references (b) through (e)).

E. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Forward two copies of implementing documents to the Assistant Secretary of Defense (Manpower, Installations, and Logistics) within 120 days.



William H. Taft, IV
Deputy Secretary of Defense

DoD 1400.25-M
CPM 410.D
October 1, 1985

APPENDIX D

A HUMAN RESOURCES DEVELOPMENT APPROACH
TO DOD CIVILIAN EMPLOYEE TRAINING
AND DEVELOPMENT PROGRAMS

An HRD Approach to
DoD Civilian Employee
Training and Development Programs

1. HRD is an activity or set of activities arranged to provide learning experiences for people. It provides a broad conceptual structure for employee training and development that is centered around organizational missions, processes, and activities. HRD is not simply another word for "training." It applies to all types of organized learning experiences conducted for a specified period of time that are designed to bring about behavioral change. In this context, attendance at off-the-job formal training classes is an adjunct to the broader concerns of HRD rather than the central focus of DoD Component or activity training programs.

2. Some of the most important learning activities are informal. But, being informal does not mean that they are unorganized. On-the-job activities, including coaching, planned developmental activities, and self-directed learning activities, are HRD activities. HRD can become an essential part of work processes at all organizational levels. A commander can use senior manager staff meetings profitably, for example, as a vehicle for installing HRD activities. Performance management programs provide an excellent arena for HRD as do other efforts such as the DoD Productivity and Quality Circles Programs. In this on-the-job setting attendance at formal, off-the-job classes is an adjunct to the development process that is embedded in the organization.

3. To the greatest possible extent HRD programs should be installed by DoD activities as the central structure for planning, developing, executing, and evaluating installation training and development programs. There is a wealth of material on the subject of HRD that gives ideas and procedures for installing HRD concepts. This appendix specifies some related DoD programs that should be considered in activating an HRD program at an operating installation.

a. Quality Circle Programs. A Quality Circle is a management technique designed to afford employees an opportunity to participate in the identification and resolution of issues concerning work processes. Basically, a Quality Circle is a small group of employees (5 to 15) from the same work area, usually led by the first level supervisor, which meets regularly on a voluntary basis during normal working hours to receive training, identify and analyze problems or conditions associated with the work, and recommend a course of action to management. Circles members receive training in group dynamics and problem analysis techniques. Organizational problems frequently identified through the Quality Circles process involve the need for training in not only the technical skills but in group dynamics. Thus, Quality Circles can be a means not only to further organizational development, but also to motivate the work force through participation in solving problems that affect working life.

b. DoD Productivity Program. Quality Circles Programs are only one activity based on the DoD Productivity Program that is established by DoD Directive 5010.31 (reference (n)). The Directive requires the establishment of productivity programs that are integrated with other elements of resource management. One program requirement calls for an aggressive and cohesive

program of research and management efforts to improve work force motivation and the quality of working life. Operation of the DoD Productivity Program at all levels should include a strong element of employee training and development activity. Training is recognized in the Directive as one of four basic approaches to productivity improvement. DoD Instruction 5010.39, (reference (o)) provides additional guidance on motivation programs and their establishment throughout the Department of Defense.

c. Civilian Career Management Systems. These systems, established under DoD Directive 1430.2 (reference (g)), are good examples of HRD programs. They integrate the key elements of personnel and manpower development to include requirements planning; quality recruitment and intake; entry level training; career appraisal and counseling; individual development planning; training and development of technical (occupational), supervisory, managerial, and executive skills; and internal placement and promotion. Training and development programs must support the major determinations generated by civilian career management systems.

d. Employee Performance Appraisal Systems. Title 5, United States Code, Chapter 43 (reference (c)) requires the establishment of employee performance appraisal systems that measure performance accurately. Among other uses, appraisals are to provide a basis for training employees. DoD Component policies and installation training plans must ensure that performance appraisal systems adequately identify such training needs and that they are included with training plans.

e. Organization Development/Organizational Effectiveness (OD/OE) Programs. OD/OE activities provide broad opportunities for organizational change. Some OD/OE "interventions" could be classified strictly as training or development activities. When they are used, OD/OE programs should be coordinated with other training programs. In some settings, the OD/OE process could be the basis for the installation training plan.

f. Training Committees. Some DoD Components use committees to provide coordinated line management direction to training programs at installations and activities. Usually, a senior manager chairs the committee and the training official serves as advisor. Included in committee deliberations are considerations such as the training budget, facilities and equipment, priorities, plans, and directions. In some cases, training committees can function as HRD coordinators and establish a positive climate for work force growth and development within the context of the local organization, its social setting, and its assigned personnel and mission.

g. Socio-Technical Systems Analysis (STSA). This is an analytical technique that studies the impact of organizational structure and technology on productivity and the quality of working life. It focuses on problems built into a work system and recognizes that even though different people in a specific job will deal with these problems differently, the problems will remain until the system is redesigned. The identification of training needs is only one of the outcomes. Others include organizational requirements to facilitate communication, changes in manpower staffing, and job redesign. When tested at one DoD activity, the program had improved personnel interaction,

work planning and communications, and established a democratic sharing of responsibility. Productivity improvements resulting from the application have been difficult to measure so far, but evaluative efforts continue. The use of socio-technical programs is encouraged in DoD Instruction 5010.39 (reference (o)).

h. Affirmative Action Programs. Affirmative action and EEO programs established under DoD Directive 1100.15 (reference (p)) frequently contain features that rely upon training programs for their successful implementation. Requirements to support affirmative action and EEO programs must be considered at all stages of training program planning, execution, and evaluation. EEO program managers should be kept informed of training plans and activities to assure proper coordination. Supplemental guidance on the use of government funds to make training and training facilities accessible to handicapped individuals is contained in Comptroller General Decision B-188710.

i. Mobilization Planning. DoD Directive 3005.6 (reference (q)) contains extensive guidance for mobilization planning. Training programs have a significant role in partial or full mobilization. Specific guidance on mobilization training is cited in paragraph 8, Enclosure 2, of that Directive. Also, FPM, Chapter 910 (reference (a)), lists several training actions that must be included in mobilization plans. Appendix A of that document provides a checklist to be used in program evaluation activities and inspections.

j. Retraining Programs. Work force disruptions such as reductions in force (RIFs) or base realignments normally present needs to retrain current employees for continuing positions. Retraining issues should be addressed carefully in the early planning phases of such actions. Additional guidance is provided in DoD Directive 1400.20 (reference (r)).

k. New Equipment Training Programs. Frequently new equipment is introduced into the Department of Defense that triggers a number of changes in military personnel training programs. DoD Components must ensure that the civilian personnel complement that must maintain or operate such equipment is trained well in advance.

4. A handy guide that gives specific examples of professionalism in developing and managing HRD programs is the OPM position classification standard for the Employee Development Series (reference (f)).

a. The paramount qualifications cited in the series definition include an understanding of the relationship of employee development and training to management problems and to personnel management objectives, methods, and procedures. Local activity training programs that emphasize achievements in terms of numbers of employees attending classes and volume of expenditures for training attendance are emphasizing the wrong things. The emphasis should be changed to consider how well management problems have been solved and what contributions have been made to personnel management objectives, methods, and procedures through training program activities. A great deal of emphasis is placed on the quality of advisory services that are provided to managers.

b. The occupational information contained in the introductory section of the standard clearly specifies that the training of employees is an essential part of the overall management process. In that process, the employee development specialist is expected to operate as an in-house consultant to management.

c. Employee development includes training, but it is a more encompassing term that includes not only imparting a body of knowledge or providing training in a specific skill, but also preparing employees to progress with the organization as it develops and changes.

d. In determining training needs, employee development specialists should be involved in the analysis of organizational operations, individual positions, production reports, accident reports, attendance records, and employee attitudes and grievances. Many of the problems identified will require non-training solutions. Often, these problems must be solved before any training can be recommended effectively. The employee development specialist should be prepared to deal with both types of problems, recommending non-training as well as training solutions.

e. An important administrative role for the employee development specialist is the promotion of management acceptance of and active cooperation in training and developing employees as a process in the accomplishment of organizational goals.

f. Employee development specialists are expected to understand evolving trends and developments in the field and their application to the local training program.

g. The classification standard allows an additional grade, under certain conditions, for positions that have full and independent program responsibility. The examples of such responsibility include the integration of the employee development program with related management assistance staff activities, e.g., budget administration, management analysis, manpower planning, position classification, labor management and employee relations, and personnel staffing.

5. Nearly every public library maintains several worthwhile reference works on HRD activities that provide sound advice for those who want to improve the professional status of their training programs. In some cases, with the intention to build internal capability as quickly as possible, it may be necessary to use a consultant to begin the process.

APPENDIX E

TRAINING AGREEMENT BETWEEN
THE OFFICE OF PERSONNEL MANAGEMENT
AND THE
DEPARTMENT OF DEFENSE



MANPOWER,
RESERVE AFFAIRS
AND LOGISTICS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

DoD 1400.25-M
CPM 410.E
October 1, 1985

OCT 29 1981

MEMORANDUM FOR See Distribution

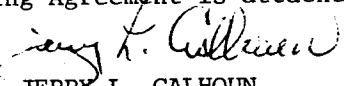
SUBJECT: DoD-Wide Training Agreement for Rotational Assignment for Development of Key Personnel of the Department of Defense

On June 13, 1980, a Delegation Agreement between the Department of Defense and the Office of Personnel Management was signed. This agreement gave specific authority for training agreements to the Department of Defense. By virtue of that Delegation Agreement, the DoD-wide Training Agreement for Rotational Assignment is extended until revised, superseded or revoked. The training agreement is subject to all restrictions appearing in FPM Chapter 271, subchapter 7 and the provisions of the Delegation Agreement of June 13, 1980.

The Delegation Agreement and this memorandum are your authorities to enter eligible employees into the training program, assign them for training and to reassign and/or promote them in accordance with the provisions of this agreement and the employee's official approved Individual Development Plan (IDP). In effecting position change under this agreement, the following notation should appear on the personnel action form: "U.S. DoD Special Training Agreement; Delegation Agreement, June 13, 1980 and DoD Memorandum, October 29, 1981".

This agreement applies only to the requirements and standards for selection and position change. It does not constitute either direct or implied agreement that the proposed training meets the requirements of Chapter 41, title 5, U.S. Code; Executive Order 11348; use of funds or other statutes or policies that are applicable in training. It should be noted that the agreement is the same as the previously approved agreement.

The purpose of the agreement is to supplement on-going efforts of DoD components to provide opportunities for systematically developing employees. It provides the DoD with greater needed flexibility to furnish employees, identified for purposes of career and executive development, with other on-the-job experiences. This flexibility is intended to include all employees at the GS-9 through GS- and GM-15 levels. The agreement makes possible the assignment of employees across functional, DoD component and Federal agency lines for periods of six months up to three years in duration. These assignments, subject to post-audit, may be made without further negotiation with OPM concerning qualification requirements. The requirements of FPM Chapter 335.1-5(a)(3) must be met in making assignments under the agreement leading to promotion. In making developmental assignments, Equal Employment Opportunity and Affirmative Action Plan requirements will be observed. A copy of the DoD-wide Training Agreement is attached.


JERRY L. CALHOUN

Deputy Assistant Secretary of Defense
(Civilian Personnel Policy)

Attachment

DISTRIBUTION LIST

Director of Personnel & Security, WHS
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Director of Civilian Personnel, NSA
Chief, Personnel/Manpower Division, USUHS

DOD-WIDE TRAINING AGREEMENT FOR
ROTATIONAL ASSIGNMENTS FOR DEVELOPMENT OF KEY
PERSONNEL OF THE DEPARTMENT OF DEFENSE

Reasons for Training Agreement

The importance of developing key personnel through the use of planned rotational assignments is clearly established. A recent important study of the Department of Defense pointed out that not even the best organization and management procedures will improve the effectiveness of Defense Operations unless qualified personnel are matched to the requirements of the jobs. This Training Agreement provides for a flexible, improved training program through rotational assignments (herein referred to as "assignments") which reduces rigidity at the higher levels to meet the requirements of a dynamic managerial structure. It is to be used for cross-training and development of key personnel at the middle, senior and executive levels (hereinafter to be referred to as "participants.")

Purpose of the Training Agreement

The purpose of the Agreement is to provide each DoD component the authority, without further negotiations with the Office of Personnel Management, to establish a Rotational Assignment Program (hereinafter referred to as "Program") designed (a) to increase the competence of high potential personnel by providing them with the opportunity to acquire additional knowledge and skills required by the occupational disciplines of their present line of work, needed knowledge and skills involving processes, techniques and systems in other related lines of work which cut across occupational lines, or to prepare them for managerial or executive responsibilities, and (b) to create a manpower pool from which well-qualified individuals can be selected strictly in accordance with merit promotion requirements for filling positions when actual vacancies arise at the senior and executive levels.

The following objectives are to be included in any program developed under the terms of the Agreement:

To provide a vehicle by which DoD employees, Grades 9 through GS-15, may receive rotational assignments for development and training purposes and by which the provisions of DoD Instruction 1430.8, paragraph VII.C.5.c., can be met. (Such rotational assignments must be reflected in an Individual Development Plan).

To develop incumbent and potential manager to meet the immediate and long-range documented needs for trained managerial replacements through the medium of temporary assignments with or between the military departments and Defense agencies (hereinafter referred to as DoD components), or between elements of the DoD components, other Federal agencies, state and local governments, and institutions of higher learning.

To provide for the planned movement of personnel from one assignment to another to impart a variety of managerial/technical skills and breadth of knowledge which will simultaneously improve the capability of the Department of Defense and its employees. Such assignments are to be designed to provide an appreciation and understanding of operations in operationally or occupationally related functions or other functional areas for which there is a need and the participants demonstrate potential for success. These rotational assignments will serve to enhance the performance of participants in their present series and also serve as a medium for qualification for reassignment, following successful completion of assignments in series other than the ones for which presently assigned. This may involve an exchange of individuals normally engaged in the same or occupationally or operationally related functions within and outside the agency.

To reinforce training and development programs described in the DoD civilian career programs with practical experience which will accelerate the professional maturity of DoD's career employees.

Position Coverage

A Program developed under the Agreement will provide for assignment of DoD personnel in all series, Grades GS-9 to GS-15. All rotational assignments will be made in grade. Normally, in cases where exchange of employees is involved, both employees in any assignment will be of equal grade. However, assignments can be made to organizations which cannot reciprocate in an exchange on a one-to-one basis. In each case, the duties to be performed must be described by a position description. Employees selected for participation in this Program will be assigned duties for which there is a need and the nominees demonstrate potential for success. Candidates may be assigned to any position or purposes of training and development, but no candidate is eligible for placement at the conclusion of the program in a position which has positive education or professional requirements unless the candidate meets those specific requirements established by Office of Personnel Management Handbook X-118, Qualification Standards. (See page 8 under Placement Upon Completion of Program). For personnel and payroll purposes, participants may continue to occupy the official position from which they are exchanged or assigned. Appropriate documentation is to be prepared for each rotational assignment.

Method of Selecting Participants

Recognizing the importance of the selection and appraisal processes in relation to any program for the development of managers, DoD components will use a career appraisal process that meets the requirements of the merit promotion program of the participating DoD component. Care will be taken to assure that the individuals selected possess the essential basic skills and demonstrate high potential for advancement so as to give reasonable assurance of success in their proposed assignments. Selection determinations are a managerial responsibility and must be made in accordance with merit promotion principles.

Outline of Training to be Provided in a Program

The training and development and the work experience of the interested and qualified employee will be reinforced through practical experience. This practical experience will be acquired through assignment of personnel within or between DoD components or between DoD components and other Government agencies. Assignments will be negotiated for periods of time of not less than six months or more than three years. In any instance in which assignment to higher level (but not higher than G-15) duties is found necessary, the assignment may not exceed 240 calendar days. Similarly, assignment to lower level duties may be made for short periods of time but in no case in excess of 180 calendar days.

Individual training plans will be developed stating the relationship of the exchange or rotational assignment to the employee's present duties and the benefits to accrue to the individual and to DoD Component mission accomplishment as a result of the assignment. The individual development plan must be prepared before the time of the individual's selection (or shortly thereafter). It must be career goal oriented, and must (1) specify the skills, knowledges and abilities to be required or sharpened to achieve maximum effectiveness in the position and ultimately in the attainment of individual career goal(s), (2) contain a schedule of appropriate developmental assignments and training designed to meet these individual needs and career goal(s), and (3) be approved by the individual's immediate supervisor. The individual development plan will be detailed enough to assure that the training to be accomplished during the period of the assignment include an in-depth orientation concerning the employee's new work assignment function, followed by a period of actual on-the-job training supplemented by appropriate formal related training necessary to acquaint the participant with new procedures and concepts, and to equip the participant to undertake increased managerial or executive responsibilities. The individual development plan will include a summary of the plan for utilization of the participant and the newly-acquired skills and knowledge following the assignment. These will be prepared prior to the beginning of the actual assignment. They will be a factor in the negotiation for the assignment undertaken by the chief of the functional elements employing the participants. Each functional element chief will receive guidance and assistance in these negotiations from the Civilian Personnel Officer. Copies of the training plan will be provided each participant, each supervisor involved, and the Civilian Personnel Officer(s). Although individual development plans developed under this Agreement do not require Office of Personnel Management approval prior to the assignment, a copy will be filed in each participant's Official Personnel Folder to be available to survey inspection teams.

Upon completion of the assignment period, the participants will return to their positions of record.

Personnel Actions During the Program

During the course of the assignment, participants should be considered for any promotion or reassignment for which they would normally be considered. If promotion or reassignment results, the participant may continue the Program for the balance of the assignment or the assignment may be terminated; specific disposition is a management decision to be decided collectively by the supervisors involved.

Length of Training

Before reassignment and/or promotion to a specific target position at GS-15 and below can be effected, all participants must make up the difference in qualifications from what they bring into the program and the qualifications required (whether general experience or specialized experience or both) for the target position as published in Handbook X-118; training time to make up the difference in such qualifications may then be credited at the rate of one month of training for two months of experience under the terms of this training agreement. In other words, if the target position requires three years of general experience and three years of specialized experience and the employee has no creditable specialized experience, he/she would then need as a minimum, eighteen months of accelerated training (all of which must be specialized experience) under the terms of this approved training agreement before movement is made into the target position.

If the employee is at or above the journeyman level of the target position, and has experience in related fields he/she need not meet the full specialized experience requirement but may instead be given training needed to qualify under the General Amendment for Crediting Specialized Experience, described in Part II of Handbook X-118. This amendment permits acceptance of closely related experience as specialized, provided the employee has demonstrated journeyman competence in the target occupation. Training to be used to qualify under the General Amendment should total at least one year.

Placement upon Completion of Program

Upon completion of the Program, participants may return to their normal duties, or may be reassigned or promoted (but not above GS-15) in accordance with previously prescribed and DoD component approved plans. While promotion may not necessarily result on successful completion of the Program, successful completion will be considered a significant merit factor in considering these participants for advancement to positions of increased responsibility.

Flexibility Provisions

When evaluation of the participant's progress and/or background of training and experience indicates that it is necessary, the individual development plans which were prepared during the assignment negotiation may be modified to assure that supplemental formal related training may be scheduled, or may otherwise be modified to meet his/her developmental needs. The assignment period may be extended for not more than four months if the attainment of the prescribed skill has not been achieved during the period prescribed in the individual development plan. Assignments may be terminated by the officials for responsible for the Program, and the participants involved in the assignments returned to their normal assignments when it is determined that such termination is in the best interest of the Department of Defense. All changes in the individual development plans must be made a part of the participant's training records.

Officials Responsible for the Program

The head of each DoD component is responsible for the Program and has delegated responsibility for program direction, control and guidance to appropriate directors of civilian personnel of each of the DoD components. Control of the Program at the local level will be maintained through analysis of progress reports made by participating functional element, field activities, and other Department of Defense or other Government agencies. Within the DoD components, program achievement will be analyzed through periodic surveys and as appropriate, on-site inspections by survey teams of the DoD component Office of Civilian Personnel.

The Civilian Personnel Officers will maintain close liaison with the manager of the functional area(s) in which assignment training is being undertaken to assure that the participant receives the training necessary to accomplish the objectives of the Program. Periodic progress reports will be furnished as appropriate.

The DoD functional elements in which rotational assignment training is being undertaken will, in collaboration with the DoD component Civilian Personnel Offices, be responsible for coordinating and administering the Program within their functional areas, including: negotiation of rotational agreements with the assistance and guidance of the Civilian Personnel Officer; working closely with the participants and evaluating their progress; assuring that beneficial development is being gained through the work experience and keeping the activities Commander and Civilian Personnel Officer advised of the participant's progress.

The head of each DoD component will issue policy and regulatory guidance concerning the administrative details to be considered in controlling the Program. An agreement will be negotiated between the functional elements involved in the assignment of personnel that will provide for the specific details of the assignment. Such negotiation will be undertaken in accordance with procedures and guidance established by DoD component policy and regulatory instruction.

Evaluation of Participant's Progress

A special career appraisal of each participant's performance will be made by the participant's immediate supervisor and reviewed by the head of the functional area each three months. Each appraisal will be discussed with the participant and include plans for the further development of the employee's technical, managerial, or executive skills. The final appraisal and training record will be made a permanent part of each participant's Official Personnel Folder since it is a documented record of training and participation in the Program.

DoD 1400.25-M
CPM 410.F
October 1, 1985

APPENDIX F
PROGRAM EVALUATION GUIDE

PROGRAM EVALUATION GUIDE

Training and development is an integral part of the line manager's function and responsibility in providing an effective personnel management program for employees. Management is responsible for training and developing employees in all facets of their current assignment and increasing their potential for successfully handling more skilled positions. Since employee development is an ongoing, functional element of all work environments, regardless of size, level, location, or mission of the organization or installation, the evaluation process should integrate the review of managerial and supervisory effectiveness as well as the review of the effectiveness of technical support and administration by the Employee Development Specialist and, when used, the Training Committee.

PART I. ORGANIZATION ANALYSIS

SOURCES AND OBJECTIVES OF EVALUATION

A. Management Interviews

Determine top level direction in terms of:

- Developing an awareness of training requirements of current mission and technological changes, and those generated by equal employment opportunity programs.
- Establishing a role in consolidating needs, determining priorities, resources, and funding.
- Giving attention to career development and intern needs.
- Ensuring that subordinate supervisors understand their role.
- Establishing a positive and conducive atmosphere; encouraging participation in developmental activities.
- Keeping informed of status of meeting needs; evaluating reports of training; and ensuring training needs are valid.

B. Interviews with Supervisors

1. Determine supervisor understanding of the following:
 - Relationship of training to performance evaluation.
 - Role of training in meeting equal employment opportunity objectives.
 - What sources are available for information relating to training courses.
2. Determine supervisor participation in the following:
 - Conducting employee orientation and on-the-job training and adjustment.
 - Communicating changes in policy, mission, and technology.

- Conducting cross training to meet work load fluctuations.
- Encouraging self-development.
- Supporting equal employment opportunity objectives through training.
- Evaluating completed training for value or application to need.

C. Discussions With Employees

Determine employee understanding and reaction to the following:

- Job orientation and adjustment.
- Availability and quality of training.
- Evaluation of training needs.

MINIMUM STANDARD OF ADEQUACY

The organization has a system for identifying training needs and integrating them with other work site development activities, including equal employment opportunity programs. Training is approved based on valid mission and employee needs. Appropriate resources and funding are devoted to training. Managers and supervisors know their roles, discuss training needs with their subordinates, and know where to go to get information on training. New workers are inducted and oriented properly. Self-development is encouraged. Training needs are met substantially, except for reasons beyond the control of the organization some efforts are made to evaluate training, such as obtaining assessments from employees who have completed training activities.

PART II. PROGRAM ADMINISTRATION

SOURCES AND OBJECTIVES OF EVALUATION

A. Training and Development Staff Interviews

1. Determine staff understanding of the following:
 - Regulatory and procedural program requirements.
 - Status of installation training and development programs.
 - Needs of organizations serviced.
 - Role of training in support of EEO program objectives.
2. Determine staff participation in the following:
 - Development of fiscal year training plans and evaluation.
 - Survey of training needs.

- Staff advice and assistance to management.
- Training Committee involvement.
- Evaluation and feedback to management.

B. Interviews with Training Committee Chairman and Training Coordinators

Determine knowledge of and participation in the following:

- Survey of needs.
- Setting of attendance priorities.
- Evaluating training.
- Recording training completed.

C. Review Supplemental Information

- Statistics and data related to training.
- Fiscal year plan and yearly evaluation.
- Policies, records, and reports.

MINIMUM STANDARD OF ADEQUACY

An appropriate written policy statement has been developed and published. Identified training needs are incorporated into a fiscal year plan and are being met substantially. Adequate assistance is provided by the civilian personnel office to managers, supervisors, and employees in preparing training plans, coordinating programs, etc. EEO program activities are considered and reflected in training program activities. Appropriate training facilities are available on the installation. A local training committee is established and involved actively in planning, coordinating, and evaluating training. The Employee Development Specialist serves as a resource person to the committee. Evaluation surveys are conducted to determine benefits from training received and are used in preparing an annual written evaluation as a basis for future planning.

DoD 1400.25-M
CPM 410.G
October 1, 1985

APPENDIX G

CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES
OF THE DEPARTMENT OF DEFENSE FOR ATTENDANCE
AT THE DOD JOINT COLLEGES

CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES
OF THE DEPARTMENT OF DEFENSE FOR ATTENDANCE
AT THE DOD JOINT COLLEGES

1. Attendance at the DoD Joint Colleges is another opportunity for the Department of Defense to ensure that key civilian personnel are prepared properly to carry out responsible duties. It is, important that the necessary time and attention, including the endorsement of the candidate by a high level committee, be devoted to the selection of nominees for this purpose. The following criteria shall be observed in the selection process:

- a. The employee must desire to attend the college.
- b. The employee must have an appointment without a time limitation and must have competitive status if employed in the competitive service.
- c. The employee selected for the ICAF or the NWC must occupy a GS-15 position or higher and have completed normally not more than 23 years of Federal Service. In a few instances, employees in GS-14 positions who have demonstrated an exceptionally high potential for advancement may be considered for selection. Employees selected for the AFSC must occupy positions in grade GS-12 or above, with normally not more than 15 years of Federal Service.
- d. The employee must have or be able to obtain a TOP SECRET clearance with a special background investigation (SBI) that will not expire during the academic year. The SBI should be completed and the clearance approved by no later than 1 August before the start of the academic year.
- e. The employee must have demonstrated a potential for higher level responsibilities in the Department of Defense.
- f. The employee must have arrived at the point in his or her career development where the specific educational opportunity offered by each of the colleges is appropriate and desirable. Careful consideration should be given to the employee's probable future assignments, responsibilities, retention, and applicability of the College's program to this development.
- g. In order for the Department of Defense to profit from the considerable investment in attendance at one of the Joint Colleges, only employees who are expected to be available for an extended period of further service in the Department of Defense upon graduation from the college should be nominated. Also, they should indicate a willingness to accept possible reassignment and relocation upon completion of the program.
- h. The employee should possess the educational background, maturity, and poise to participate on an equal level with military students (Army, Air Force, and Marine Corps Lieutenant Colonels and Colonels and Navy Commanders and Captains at the ICAF and the NWC; Army, Air Force, and Marine Corps Majors and Lieutenant Colonels, and Navy Lieutenant Commanders and Commanders at the AFSC).

i. Employees nominated should have demonstrated an ability to:

- (1) Adjust to an academic environment.
- (2) Participate in small groups.
- (3) Master quickly a variety of complex subject matter.

(4) Understand the basic issues affecting the national and international economics, political affairs, the evolution of technology, and military affairs.

2. In addition to meeting the criteria cited above, employees nominated for the ICAF must hold a position, or have been identified as a selectee for a later assignment, which entails considerable decision making responsibility in the management of national security resources, including related economic, social, political, environmental, technological, administrative, and military factors. Further, the employee's position should be one requiring a broad understanding of the principles, policies, operational concepts, and the organizations involved in national and international security affairs.

3. In addition to meeting the criteria in paragraph 1, above, employees nominated for the NWC should hold a position or be designated for one in which the political-military affairs curriculum of the NWC will be relevant. The employee must have a broadly based educational background and be capable intellectually of future senior level assignments in planning, strategy, intelligence gathering and analysis, and other joint activities of the Department of Defense, National Security Council, DoS, United States Information Agency (USIA), Agency for International Development (AID), Central Intelligence Agency (CIA), NSA, and other national security-oriented agencies. The curriculum includes comprehensive courses on national security, international affairs, the relation of military policy to foreign policy, the decision-making process, the U.S. domestic environment, and U.S. strategy. The NWC program requires a high degree of participation (oral and written) on related national security topics.

4. The same criteria should be used as a basis for non-DoD Federal departments/agencies in their selection process so as to contribute to a cohesive group environment.

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CPM 410.H
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APPENDIX H

GUIDELINES FOR COMPLETION DD FORM 1556 AND SF FORM 182

GUIDELINES FOR COMPLETION
DD FORM 1556 AND SF FORM 182

1. GENERAL

a. DD Form 1556 or SF Form 182 may be used at the option of the DoD component to authorize and record training of civilian employees in Government facilities (intra-agency and inter-agency), for training in non-Government facilities, attendance at meetings, and for Defense Management Education Training (DMET) authorized under the provisions of FPM Chapter 410 and DoD Directive 5010.16 (references (a) and (h)). Procedures for DMET courses are contained in the DMET Catalog issued annually. DD Form 1556 and SF Form 182 are multipurpose forms designed to reduce the need for a variety of forms associated with various training incidents. They may serve as any one or all of the following: training request, authorization, obligated service agreement, certification for reimbursable or cost-shared expenses, and/or for certification of authorized expenditures.

b. DD Form 1556 is available in three versions: (a) single page cut-sheet; (b) ten-page "packet;" (c) ten-page continuous version with perforations for use with ADP equipment. In addition, DD Form 1556 provides a continuation sheet (DD Form 1556) for multiple entries when personnel attend a single course or program in large numbers. Input data required on DD Form 1556 would vary with its use. The SF form 182 is published by OPM in a similar array.

c. For purposes of this appendix, an employee development specialist includes the person officially designated as the official responsible for civilian training, education and development. DoD Components may issue specific implementing guidelines or instructions in addition to those following and shall assure that approval of all training is in accordance with established policy and criteria.

2. INSTRUCTIONS FOR USE

a. Request and Approval of Training

(1) Approval for training at Government or non-Government facilities must be in accordance with established policy and criteria for such training to include any special criteria for the selection of non-Government facilities. DD Form 1556 and SF Form 182, at the option of the DoD Component, will be used to request and approve or disapprove all training.

(2) All applicable parts of the form, including the original and ten copies, must be completed in accordance with instructions on the last page of the form and supplemental DoD Components' instructions, as appropriate. The management official of the initiating unit, with assistance from a member of the employee development staff, shall originate the form well in advance of the start date of the requested training. The request will be signed by the immediate supervisor and certified by the head of the employee development function that the nominee meets required prerequisites and that the proposed training is in accordance with regulatory requirements. It also requires certification of approval or disapproval by the authorized approving official

and provides for 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.

(3) Approval of training is required prior to enrolling in, or making any commitment for the training. A copy of the approval form shall be retained according to the component file retention schedule for review and inspection purposes. In addition, a copy of the approval form may be placed in the employee's official personnel file as a record of training completion. The approval document will serve also as a source document for the annual training report.

(4) When more than one non-Government facility can provide training that meets a predetermined need, and the capability, suitability, geographic accessibility, methods, cost requirements, qualitative factors related to curriculum design specifications, and performance or behavior objectives must be evaluated. Evaluative information, cost data, and the recommendation for selection must be documented and made a part of the employee development (training) office record. The employee development specialist, with outside help as required, will make the determination and documentation.

b. Special Component Training by Contract. When a training course or program is developed by a non-Government source to meet a specific requirement of a Defense Component and only Component employees will attend the developed course, it is the function of an authorized Contracting Officer to contract for the training on behalf of and as required by the responsible employee development specialist. In such cases, the contracting officer must follow procedures set forth in the Federal Acquisition Regulation (FAR), including the use of approved forms. This precludes using DD Form 1556 or SF form 182 as a contracting document for training under these conditions; however, DD Form 1556 or SF Form 182 must be completed for request and approval of training (the DD Form 1556 or SF Form 182 serves as a backup document to the contracting documents).

c. Normal (Noncontractual) Training Authority. Training may be authorized and certification for reimbursement accomplished by an appropriate training official using DD Form 1556 or SF Form 182 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. Even though a dollar limitation is not established under these reimbursement conditions, the individual responsible for the employee development function should consult with the appropriate contracting officer and follow regular contract procedures when the price exceeds \$10,000. Reimbursement of training which costs less than \$10,000 does not have to be submitted to a contracting officer.

d. Educational Services Agreement. As prescribed in subpart 37.73, part 9, Defense Federal Acquisition Regulation, Supplement (DFARS), an Educational Services Agreement may be entered into with established educational institutions at the request of the responsible employee development specialist when approved by a responsible management official. Under these contractual agreements, the DD Form 1556 or SF Form 182 (and supplemental listing of eligibles as required) will be used as the authorizing document for the contracting officer.

e. Payment for Training at Government Facilities. Training is authorized and certified for payment on the DD Form 1556 or SF Form 182. However, payment must be made on funding documents as described below or on other appropriate documents.

(1) From one DoD Component to another DoD Component: Use DD Form 1556 or SF Form 182 as the certifying document and DD Form 448, Military Inter-Department Procurement Request (MIPR) as the reimbursement or funding document.

(2) From a DoD component to a civilian agency: Use the DD Form 1556 or SF Form 182 as the certifying document and SF 1080, Voucher for Transfers Between Appropriations and/or Funds, as the reimbursement or funding document.

f. Payment for Training at Non-Government Facilities. When training is properly authorized by an appropriate training or other management official and does not involve a contracting function outlined above, DD Form 1556 or SF Form 182 shall be used for certification for payment of approved costs incurred in training at non-Government facilities.

g. Attendance at Meetings. In accordance with policy established in paragraph 3-5 of the basic CPM Chapter 410, DD Form 1556 or SF Form 182 shall be used for requesting, authorizing, approving and certifying payment for attendance at meetings in accordance with instructions on the form and supplemental DoD Component instructions. Appropriate Component officials shall be vested with approval authority.