

To be filed with basic FPM chapter 410

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5 June 1983

C 2, AR 690-400
410

Subchapter 1. General Provisions

1-4. OTHER PROVISIONS OF LAW AFFECTING FEDERAL EMPLOYEE TRAINING

†e. Training policy and upward mobility.

(1) Training and development provided to employees must be related to official duties in the same line of work or other occupations in which future job assignments are specifically planned.

(2) AR 690-700, chapter 713, appendix F, contains Department of the Army (DA) policy and guidelines on upward mobility. Individual or group upward mobility plans must include competitive entry, planned training, and opportunities for promotion to target jobs.

(3) Specific formal training plans are required for upward mobility programs. Successful training will be a requirement for advancement to higher-level positions. Training that will improve an employee's current job performance but will not prepare him or her for promotion is not upward mobility; competitive selection for this training is not required.

(4) Upward mobility programs must be based on staffing needs. Training for the employees selected for an upward mobility program must relate to their target positions. Training is not authorized for employees who are not targeted for a planned assignment. DA policy does not allow training merely to develop a random pool of skills that may never be used. Upward mobility programs cannot allow employees to enroll voluntarily and receive whatever training they request.

(5) Training agreements are required when formal, planned training will be substituted for qualifying experience for planned positions.

(6) Apprentice training programs (subchap 15 and AR 690-900, chap 971) and career program intern training (AR 690-950-1) allow employees to move to higher-level positions.

1-5. EXECUTIVE POLICIES ON FEDERAL EMPLOYEE TRAINING

†c. Department of Defense policy.

(1) The Department of Defense (DOD) will train civilian employees as required to—

(a) Insure they can perform their official duties well.

(b) Encourage them in self-improvement efforts.

(2) Training needs will be reviewed and effective training practices and techniques applied to—

(a) Improve employees' performance.

(b) Meet present and planned needs to improve or develop employee skills, knowledges, and abilities.

†d. Department of the Army policy.

(1) With better trained employees, DA can perform its assigned missions better. Management at all levels is responsible for training and developing employees for increased efficiency.

(2) Commanders at all levels will issue implementing instructions for this regulation. They will insure equal opportunity in training and development (T&D) programs. Every employee who needs training and meets selection criteria must have a chance to take part in T&D programs, whatever his or her race, religion, color, national origin, sex, age, or physical handicap.

(3) Employees will be encouraged to take part in useful training activities and self-development related to their work.

(4) Effective and economical use will be made of training facilities and course offerings. Arrangements may be made with other DOD components for exchange or joint use of courses and facilities.

1-10. AGENCY RESPONSIBILITIES

a. *Responsibility to the President.* The Secretary of the Army (SA) has been delegated authority to determine employee training needs throughout DA. The SA will insure that training programs are made available to meet employee training needs. This authority will be carried out by commanders at all levels.

C 2, AR 690-400
410

15 June 1983

b. Training by foreign governments or international organizations. See paragraph 5-11b to submit recommendations to allow foreign governments or international organizations to provide training for DA employees.

†c. Responsibilities in DA:

(1) *Director of Civilian Personnel (DCP), DCSPER.* The DCP will develop DA training policy, provide program guidance, and evaluate results of training.

(2) *Chief, CIVPERCEN.* The Chief, CIVPERCEN will centrally administer certain DA-wide training programs as assigned by the DCP.

(3) *Commanders of major Army commands (MACOMs).* They will provide manpower and other resources needed to meet command-wide training needs.

(4) *Installation and activity commanders.* They will—

(a) Insure that the civilian personnel officer staffs the T&D function with enough qualified employees to carry out program requirements.

(b) Insure that local training needs are met by allocating necessary funds and other resources.

(c) Provide adequate facilities and equipment for the activity's training program. (This may include sharing resources with other Army and Federal activities in the geographic area to meet common training needs economically.)

(d) Insure the civilian personnel office takes part in program and budget administration and funding. (This includes actual budgeting for training.)

(5) *Training committees.* A training committee helps plan, coordinate, and evaluate training matters. Committee functions are described in subchapters 3 and 17. Commanders will insure that qualified minority group members and women are included on the committee.

(6) *Employees.* Employees are mainly responsible for self-development. DA managers must support on-the-job training (OJT) and other training to equip employees for full performance of current or planned duties. Therefore, employees will take part in training need surveys and help prepare individual development plans (IDPs).

(7) *Employee development specialists (EDS).* EDSs, under their civilian personnel officer's direc-

tion, are training program managers. They will—

(a) Plan, administer, and coordinate the training program with budget officials, activity training committees, career program managers, and other management officials.

(b) Help management officials identify training needs.

(c) Advise management officials on available training, funding and other resources, and training methods and techniques.

(d) Help activity career program managers (CPMs) meet training needs of employees in career fields and monitor intern training plans.

(e) Coordinate the preparation of activity training plans, plan installation-wide supervisory training and other central programs, and judge the effectiveness of training against program standards.

(f) Program and administer training program funds, keep records needed for planning or audits, and prepare periodic or special reports required by higher authority.

(8) *Supervisors.* Each supervisor at all levels will—

(a) Assess subordinates' training needs during the performance appraisal.

(b) Prepare subordinates' IDP.

(c) Insure that planned training is provided.

(d) Evaluate results of training.

1-11. COVERAGE OF THE LAW

a. Agency coverage. The term "executive department" refers to DOD. However, DA has broad authority (para 1-10a) to implement chapter 41, title 5, United States Code. (Government Employees Training Act)

b. Employee coverage.

(4) Requests to train Presidential appointees will be submitted to HQDA(DAPE-CPS), WASH DC 20310, 45 days before the start of the training. Requests must give the name and position of the appointee and describe and justify the training.

(5) Although military personnel are not covered under the law, they may attend training activities intended mainly for civilians. If this increases costs for a course funded from program element 878751, payment for military participants will be prorated. The civilian training account will be reim-

15 June 1983

C 2, AR 690-400
410

bursed or direct payments will be made from the proper military account.

(6) Nonappropriated-fund (NAF) personnel.

(a) DA NAF employees are exempt from the training laws. However, the principles and guidance in this AR apply to NAF employees.

(b) DA facilities will be made available for their training if no additional appropriated funding is required. Appropriated-fund EDSs may give program support and technical help on NAF training matters.

(c) NAF-oriented training courses, maintenance of related records and reports, and other support functions will be supported by NAF funds and personnel. AR 230-2 governs NAF training.

(7) Local national employees will be trained under this chapter and under Status of Forces Agreements and labor agreements with host governments.

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1-13. AUTHORITIES FOR SHARING TRAINING PROGRAMS

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b. Economy Act.

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(2) Commands and activities should admit to their training programs employees of another Federal organization if it is in the Government's interest. If this increases costs of the training program, the host activity may require reimbursement.

c. Intergovernmental Personnel Act of 1970.

(1) Commands and activities should admit eligible State and local government employees and officials to training programs to help meet their training needs. Host activities will not require reimbursement if there is no direct increase in the cost of the training. If full reimbursement is justified, the sponsoring activity will ask the Office of Personnel Management (OPM) regional office to reimburse it for initial development or overhead costs.

(2) Commands and activities will send OPM regional offices information on courses or programs

available to State and local governments (app B).

d. Foreign Assistance Act of 1961, as amended.

(1) Commands and activities should admit to their training programs employees of international organizations (app C).

(2) Organizations not appearing on the list of organizations in FPM chapter 352, appendix A, cannot request training directly from commands or activities. Commands and activities should send these requests to HQDA (PECC-FST), ALEX VA 22332. That office will request OPM clearance.

‡1-14. SUPERVISORY TRAINING FOR MILITARY PERSONNEL

a. Company grade, warrant, and noncommissioned officers who supervise civilian employees must attend the DA supervisory training program within 6 months of their first supervisory assignment.

b. Field grade officers who cannot attend the basic supervisor course must be given an orientation on civilian personnel management by the civilian personnel officer (CPO).

‡1-15. USE OF TRAINING PROGRAMS

a. If training courses or programs can be used by both military and civilian personnel, overlapping or duplicate courses will be avoided.

b. Career program functional chiefs will give technical guidance for training courses required by civilian career programs.

‡1-16. CONTINUED SERVICE AGREEMENT

Employees taking long-term training in a Government or non-Government program must agree to continue in the service of DOD after completing the training. They must sign a written agreement before they are assigned for the training. The period of continued service will begin when training is complete. It must be three times the length of the training period. Only the sample agreement in appendix G or DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) will be used.

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

Subchapter 2. Determining Training Needs

2-2. IDENTIFICATION OF TRAINING NEEDS

‡c. All employees are expected to be qualified to perform their assigned duties effectively. Training needs must be identified, in terms of skills, knowledges, and abilities, for a well-planned, productive training program. Although assessment of individual training needs is a continuous process, the performance appraisal is the primary means for determining employee T&D needs for effective performance. This evaluation provides data to prepare IDPs, the basis for scheduling training.

‡d. After an appointment or a major job change, a special assessment of training needs is necessary. This also applies to intern, apprentice, and upward mobility programs when training and performance requirements must be met before promotion. Newly appointed supervisors must serve a 1-year probationary period. These newly appointed supervisors will be given at least 40 hours of training within 6 months after appointment to a supervisory position to develop their supervisory knowledge, skills, and abilities. The Army's official supervisor training course is contained in DA Pam 690-31. See AR 690-300, chapter 315, subchapter 9, for information and guidelines for training of supervisors during their probation period.

‡e. Training needs show themselves in varied ways. Most training needs are identified by supervisors during performance appraisal.

‡f. Each supervisor must initially determine training needs of subordinates. In career programs, established development plans and evaluation by activity CPMs also help identify training needs.

‡g. Training needs are classified according to nine types of training defined by OPM. Definitions are in AR 680-330, table A-51.

‡h. There are special program requirements that relate to equal employment opportunity (EEO).

(1) The EDS will insure that supervisory training includes a unit on EEO.

(2) Management officials appointing members to boards and committees related to training will include qualified minority group members and women.

(3) The training staff and training committee (if any) will review the training program at least annually. They will insure that equal opportunity to take part in T&D courses is given all employees.

‡i. AR 690-950-1 describes each level of training from intern to executive for employees in a career program. Other ARs in the AR 690-950 series prescribe training for specific programs.

(1) The general levels of training are—

(a) *Intern*. At the GS-5/7 level, interns receive on-the-job and formal classroom training to develop knowledges and skills needed for GS-9/11 target job.

(b) *Specialist or intermediate*. After completing the intern program, careerists are assigned to specialist positions in the career field. Further on-the-job and formal training and special work assignments strengthen their knowledges, skills, and abilities.

(c) *Managerial*. Managers and high potential nonmanagers are trained under AR 690-400, chapter 413 and AR 690-950-1. Attendance at formal training courses and conferences, developmental assignments, and independent study are included.

(d) *Senior executive*. Employees in the Senior Executive Service (SES) or equivalent and SES candidates are in this category. Generally, these employees attend formal training courses, conferences, and seminars on management subjects related to their individual needs. They also receive short rotation assignments. AR 690-900, chapter 920, governs their T&D.

(2) For employees not in a career program, training related to their current positions will be identified.

2-3. REQUIRED REVIEW OF TRAINING NEEDS

a. *Frequency of review*.

C 2, AR 690-400
410

15 June 1983

(1) DA policy is that training is given only to meet an existing or foreseeable need. Therefore, all supervisors will review the needs of their subordinates once each year before the new fiscal year starts. They will make this review during the performance appraisal period. They will update it about 4 months before the fiscal year starts, if the initial review was done earlier.

(2) Identified training needs will be recorded on each employee's IDP during the performance appraisal. This record can serve as the annual inventory of training needs under locally developed procedures. The inventory may be augmented by special needs and reported separately. This inventory will be completed before the new fiscal year starts. It will be used to prepare the activity's fiscal-year training plan and the command operating budget (COB). If an employee does not need training, this will be noted on the performance appraisal.

(3) Since both organizational and individual needs change, a special survey of training needs must be done periodically. During a major personnel reduction or reduction in force, training needs of affected employees may also change; therefore, increases or decreases in their needs will be identified as they occur between annual inventories. The EDS will make necessary adjustments in the fiscal-year training plan. If training needs cannot be met in the current fiscal year, they may be carried over to the next year. (Provisions for funding and scheduling to fulfill commitments to the employee must be made.)

b. Coverage of review. The supervisory review of employee training needs will be based on—

- (1) Need to improve knowledges, skills, and abilities in the present assignment.
- (2) Performance requirements in support of the mission.
- (3) Career development, as shown in the established career program training plan.
- (4) Goals and objectives in support of EEO.
- (5) Approved upward mobility programs.
- (6) Approved training agreements.

(7) Need to improve supervisor, manager, and executive performance.

c. Review process. The review of training needs will include a reassessment of needs already reported in response to specific course announcements for the next fiscal year. This includes the Army service school courses, the Defense Management Education Training (DMET) Program, and other training needs.

d. Records. Each installation or activity will develop procedures for the annual inventory of training needs. These procedures will—

(1) Provide at least enough information to supervisors to help them review training needs previously documented on performance appraisals and IDPs.

(2) Help them report training needs to the servicing CPO.

‡e. Funding requirements.

(1) The EDS will coordinate funding requirements for training (travel, per diem, and tuition) with the activity resource management office or comptroller. The EDS will include training cost data in the annual training plan.

(2) The budgeting system requires a forecast of funding needs well before the annual assessment of training needs; therefore, each activity must forecast needs using past records and current data on training needs. Funding needs may be adjusted during the budget year, if necessary.

‡f. Training priorities. DOD training priorities are as follows:

(1) *Priority I.* Training that must be completed during the fiscal year to prevent an adverse effect on mission accomplishment. This includes training required by law or higher authorities.

(2) *Priority II.* Training required to replace skilled employees through career programs.

(3) *Priority III.* Training for an employee performing competently, to increase his or her efficiency and productivity. It would not be in the best interest of DA or the public to defer the training.

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

Subchapter 3. Establishing Training Programs

3-1. GENERAL REQUIREMENTS

b. Organizing for training. The training support function at each command and activity will be part of the CPO. It will be organized and staffed (AR 690-200, chapter 250, subchapter 5) so that DA training policy and program requirements can be carried out properly. Where no T&D branch is formally set up, there must be a key position of EDS. T&D activities will be clearly defined in functional statements.

c. Basic concepts of training programs. Within DA, employee training will be provided according to the basic FPM requirements and concepts below:

(1) Training is part of the work situation and a responsibility of management. DA will help employees develop the skills needed for effective performance on the job or in future assignments that can reasonably be expected. Although management must give employees the training they need for their official duties, it is management, not the employee, that determines the need for training. Training is not a right or fringe benefit of employees.

(2) Employee training requires self-development. Employees will be encouraged in self-development. They will be allowed to use newly-acquired knowledge and skill on the job, if applicable.

d. Training for placement in different agency. See subchapter 12 for guidance on training surplus employees for placement in other Federal agencies.

¶e. Part-time training program coordinators.

(1) Part-time coordinators may be used to support the training program. Training coordinators are used in separate command activities or large organizational units. They perform administrative support duties and pertinent training-related budget and program support functions. (This includes assisting with training needs surveys, consolidating training needs, and forwarding this information to the CPO.) They do not perform professional EDS-type duties such as determining eligibility for train-

ing programs, consulting with key managers, or evaluating programs.

(2) Part-time coordinators are useful to support activity CPMs in large career fields.

¶f. Training committees.

(1) The activity training committee helps the activity commander develop and implement an effective training program. It helps determine overall organization and mission training needs, develop the annual training plan, support budget requirements, and evaluate overall results of training. An activity with 300 or more civilian employees must set up a training committee (subchap 17 and CPP 46). MACOM commanders may waive this requirement if they decide a committee is not required for an effective training program.

(2) The commander of an activity with less than 300 civilian employees may set up a training committee if ad hoc advisory groups are not adequate.

¶g. Preparing an activity training plan.

(1) Each separate activity with 300 or more civilian employees must prepare an activity training plan each fiscal year. The plan will include the costs of all training needs and identify costs by program element. The plan should summarize any plans for apprenticeships, internships, upward mobility programs, and cooperative education.

(2) The training plan will be consistent with programed funds under proper program elements. The training committee (if any) and the comptroller or resource management officer must concur with the plan.

(3) The CPO (or the chief of T&D) and the chairman of the training committee will—

(a) Authenticate the training plan.

(b) Present it to the activity commander (or designee) for approval.

(4) Subchapter 18 gives more guidance and contains minimum preparation requirements for training plans.

3-2. SECURING AND ALLOCATING TRAINING RESOURCES.

a. *General.* Activities will fully use local resources such as programs and facilities to meet employee training needs. If resources do not exist or the number of employees who need certain training is too small to justify local training courses, other resources will be considered. This includes programs and facilities within DA, DOD and other Federal agencies, and nearby non-Government training facilities.

b. *Human resources.* A qualified EDS will be named to administer the civilian training program. This is very important when the T&D function is combined with another personnel function. The person must meet the minimum qualifications for the Employee Development Series GS-235, for grade level of the EDS position. Qualified EDSs and administrative and clerical personnel will staff the training function in all civilian personnel offices. Part-time instructors will be taught training and instruction techniques. They may help conduct supervisor training courses, other formal training courses, and OJT. If more instructors are needed to supplement the training staff for certain courses, they may be obtained from other DA activities or Federal agencies, or non-Government sources.

c. *Training materials and equipment.*

(1) Training materials and courses developed by MACOMs or HQDA will be used when possible. MACOM commanders should make available to all subordinate activities training materials developed by other subordinate activities.

(2) Audiovisual (AV) and other training equipment must be used properly if training courses are to be successful. The Audiovisual Support Centers (AVSC) can help with proper use of films, slides, transparencies, video tape, and other AV equipment and materials. DA Pam 108-1 lists and describes AVSC services and AV aids.

(3) Commanders at all levels should recommend to HQDA, films and other AV aids for Army-wide use. Requests to procure Category IV films (AR 108-2) for local retention written justification. Send requests to the US Army Civilian Personnel Center (CIVPERCEN). The mailing address is HQDA (PECC-FST) ALEX VA 22332. In addition

to the information required by AR 108-2, furnish the cost of the film and any brochures that fully describe the film.

d. *Training space.* Installation commanders will provide training facilities for T&D of civilian employees. The facilities will have adequate space, lighting, ventilation, and equipment. These facilities (including Education Centers) will be used fully. They will be shared with tenant activities and other DA activities for civilian training programs.

e. *Funding training programs.*

(1) *Absorption of costs.* Activity commanders, with the help of the servicing CPO, will plan, program, and budget for civilian training. Funding will be consistent with employee training needs shown in the activity training plan. Funding for executive development (short-term), long-term training, and career intern programs must be identified under program element 878751, Civilian Training, Education, and Development. Funding for all other training must be identified by separate mission program elements. See paragraph 1-11b(5) concerning military personnel attending courses funded under program element 878751.

(3) *Preparing for budget submissions.*

(a) The Office of Management and Budget (OMB) and DA monitor the level of civilian training in DA each year. They insure compliance with chapter 41, title 5, United States Code, and this regulation. They also ensure that resources are allocated to meet training requirements. This monitorship is carried out partly through a review of program element 878751 data.

(b) In preparing the training budget, the civilian training staff should work closely with management officials and the activity comptroller. The staff should consult the training committee, if any, to determine local training requirements. The staff should then recommend to the commander a level of funding to meet training needs.

3-3. APPLYING TRAINING RESOURCES TO NEEDS

a. *Resources-needs matching.*

(1) The annual training plan (para 3-1g) must contain resources to effectively meet training needs. If needs exceed resources, the activity train-

15 June 1983

C 2, AR 690-400

410

ing committee will advise the commander on allocation so that priority training needs are funded.

(2) Activities will, if possible, develop local talent and resources to help meet training needs. Personnel may be used as follows:

(a) Training support. If supervisors cannot give all required OJT personally, skilled personnel in the organization can give the training under supervisory guidance.

(b) Specialist personnel. Staff specialists will instruct in their subject matter areas, such as safety, records management, security, and civilian personnel.

b. *Pooling training resources.* DA activities in the same geographic or commuting area will, if practical, pool resources and facilities to meet common training needs. (See subchap 4 for interagency training.)

3-4. SELECTING TRAINING CONTENT, METHODS, RESOURCES, AND STRATEGIES

a. *Systematic approach needed.* Off-the-shelf and locally developed courses must have objectives that relate to identified training needs.

b. *Ensuring appropriate content.* The content of courses must relate to identified skill, knowledge, or ability requirements or support career development in career programs. An activity may approve an adult education program that provides lower-level employees with high school education equivalency; however, the program must develop or improve basic skills such as reading, writing, or speaking. The skills may relate to the employees' current performance; prepare them for advancement in their current line of work; or support their advancement in a different line of work through an upward mobility program.

‡f. Training programs and methods.

(1) *Employee orientation.* This type of training should be given to each new employee within 60 days after entering on duty. The orientation should discuss the employee's responsibilities, the organization and its mission, the role of the civilian personnel office, and other essential information about Federal employment and the employing activity. The supervisor should give job orientation to the employee. The supervisor should cover specific job and skill requirements and insure that the employee

understands the job and the work environment.

(2) *On-the-job training.* Supervisors are the most important resources in meeting employee training needs. They know the skills, knowledges, and abilities their subordinates have and can best provide OJT. Supervisors should develop informal OJT plans that will help employees learn assigned work.

(3) *Classroom training on-post.* When enough employees have similar training needs, first consideration will be given to meeting these needs through on-post classroom training. The training may be done by qualified installation employees or through a contract with an individual or a training organization. Activities should make the fullest use of available courses sponsored by education centers to train civilian employees.

(4) *Correspondence course programs.*

(a) DA Pam 351-20 describes courses available to civilian personnel. Nominating procedures are also in the pamphlet.

(b) Many commercial correspondence schools offer job-related and professional courses at moderate costs. If justified under subchapter 5, the employing activity may pay costs of this training.

(5) *US Army formal schools program.* DA Pam 351-4 gives information on formal courses of instruction offered at DA schools and training centers and for other DOD courses. Many of the schools conduct management courses related to DA's civilian career programs. Some classes are announced separately by DA circulars or other media. Nominations of qualified civilians to attend DA schools will be made according to AR 351-1.

(6) *Defense Management Education and Training (DMET) Program.* AF 351-8 describes the policies and procedures for administration of the program. DOD Catalog 5010.16-C gives courses offered under the DMET Program. Procedures for projecting annual requirements and submitting nominations are in section I of the catalog.

(7) *Cooperative education program.* Subchapter 16 governs use of cooperative education to meet staffing needs.

(8) *Apprentice training.* Subchapter 15 governs use of formal apprenticeship programs to develop skilled employees in trades and crafts. AR 690-900, chapter 971, provides policy and guidance on DA's

C 2, AR 690-400

410

15 June 1983

Facility Engineer Apprenticeship Program.

(9) *Interagency training.* Subchapter 4 gives guidance on sharing of training resources with other Federal agencies under the interagency training program. OPM conducts many courses available to DA on a reimbursable basis.

(10) *Non-Government facilities training.* Subchapter 5 gives guidance on use of non-Government training facilities.

3-5. COUNSELING EMPLOYEES

a. *General.* Supervisors will assess performance and skills, knowledges, and abilities of employees and document deficiencies and training needs on IDPs (AR 690-400, chapter 430). Activity CPMs are expected to help supervisors counsel and advise employees on career development. Employees should be counseled on training or career development during the performance appraisal and as needed. The EDS will be available to advise supervisors on training sources to help employees meet their training requirements.

b. *Encouraging developmental efforts of employees.*

(1) *General.* Although employees are basically responsible for their own development, DA will help them develop skills, knowledges, and abilities needed to perform assigned or projected duties.

(3) *Assistance under other authorities.* Books 610 and 630 of FPM Supplement 990-2 give guidance and authority to change hours of duty or grant leave without pay (LWOP) so employees can take courses given only during duty hours for self-development. Subchapter 6 gives guidance on use of appropriated funds to pay training expenses for civilian employees.

(4) *Recording developmental efforts of employees.* Employing activities will develop local procedures and forms, as required, to record employee T&D. Completion of or participation in self-development activities should be recorded.

c. *Informing employees of training opportunities.* Employing activities will announce training opportunities. They will inform supervisors and employees of selection and nomination procedures for training courses.

3-6. SELECTION AND ASSIGNMENT OF EMPLOYEES FOR TRAINING

a. *Establishment of selection procedures.* Activity commanders will set up selection procedures. The procedures will recognize the needs of all employees or groups of employees. Commanders will insure that employees are considered fairly for needed training (b and c below). Nominations for competitive training programs (such as the military colleges and other centrally administered programs) will be reviewed by MACOM functional officials or training committees. Those approved will be sent to the proper HQDA organization for further action.

b. *Policy of nondiscrimination.* All employees will be considered fairly in selection for training with promotion potential. Such training in non-Government facilities is governed by paragraph 5-2a.

c. *Merit promotion procedures.*

(1) The local merit promotion program (AR 690-300, chap 335) or AR 690-950-1 will be followed when selecting employees for training intended mainly to qualify them for promotion. Training listed on IDPs may be subject to competitive selection within the employing activity if several employees are eligible for the same training. If funds are limited, the training committee may set priorities for approved training.

d. *Level of selection authority.* The chief, CIVPERCEN, must approve all proposed assignments of civilian employees stationed in CONUS to training in Government or non-Government facilities outside CONUS. Follow procedures for requesting approval described in paragraph 5-11. Activities in Alaska and Hawaii may send employees to an over-sea area for training without HQDA approval if it is less costly or more timely than CONUS training.

e. *Delegation of approval authority.*

(1) Officials to whom the SA delegated appointment authority (AR 690-200, chapter 250, subchap 1) can approve training at non-Government facilities for employees under their command jurisdiction except as indicated in paragraph 5-1a(2). Their designees can redelegate the authority through command channels to, but not below, commanders of independent field activities. Officials delegating this authority will periodically review the activities

3-4

15 June 1983

C 2, AR 690-400

410

does not involve a contract, DD Form 1556 is used to certify payment of approved costs for training at non-Government facilities. SF 1034 (Public Voucher for Purchases and Services other than Personal) is used as the payment voucher for training at non-Government facilities.

(11) DD Form 1556 is used to request, authorize, approve and certify payment for attendance at training meetings and conferences. (See subchap 8 for policy.)

3-7. UTILIZATION OF TRAINED EMPLOYEES

a. General. Managers at all levels should insure that skills and knowledges employees gain through off-the-job and on-duty training are used when employees return to their jobs. The employee should apply the learning to the work situation. Before an employee is assigned to training, plans must be made to use his or her newly acquired skills and abilities after the training. These plans must be properly carried out.

b. Consideration of training in placement actions. Procedures of merit promotion and civilian career management programs must be observed. Consistent with these procedures, significant training and self-development that enhance employee capabilities will be considered in selections for promotion or reassignment.

3-8. EVALUATION OF TRAINING PROGRAM

a. Minimum requirements.

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(2) Evaluation is part of identifying training needs, planning, organizing, and conducting T&D.

‡*b. Evaluation of activity training programs.*

(1) A written program evaluation of progress

will be prepared at the end of each fiscal year. This evaluation will report on how well the program worked. It will serve as one basis for next year's planning.

(2) If more than one activity is serviced by the CPO, the installation report will be prepared according to Civilian Personnel Narrative Report (RCS CSGPA-663(R5) (AR 690-200, chap 250, app D).

‡*c. Quality of training and development activities.* The quality of all training courses or activities (methods, techniques, and media) will be evaluated. This includes courses conducted within the installation and through outside facilities. The views expressed by the participants, course staff members (local courses), and qualified observers will all be considered. This evaluation process will help determine if the training course should be continued or changed. When participants return from training in an outside facility, they will report on the effectiveness of the course and make recommendations on future use by other employees.

‡*d. Results of training and development activities.* Supervisors evaluate training by observing and evaluating the employee's job performance and behavior before and after the training. The evaluation should relate to the reason the person was chosen for the training. For evaluation of long-term training, prepare the Evaluation of Long-Term Training (RCS DD-M(AR) 1208) (See para 10-9.) Results of short-term training in terms of improved job performance will be considered during the performance appraisal. Use copy 9 of DD Form 1556 to document results of training and quality of the training.

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To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

Subchapter 4. Interagency Training

4-1. POLICY

a. When DA training needs cannot be economically or effectively met through DOD resources, DA will use available training facilities and services of other Federal agencies. Such activity commander will arrange to use such facilities and services, if required.

‡b. DA training programs and resources will be extended or expanded to include other DOD components or other Federal agencies if the following conditions are met:

- (1) The needs of the DA employees are met before other Federal employees are accepted.
- (2) DA retains control of course design, content, and methods.
- (3) The other agencies provide their pro rata share of facilities, staff, money, and materials, when such programs are made available on a continuing basis.

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4-3. INTERAGENCY TRAINING FACILITIES

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b. *Reimbursable and cost-shared training.* Activity commanders who sponsor training courses for other DOD components and Federal agencies will determine if reimbursement is required. If it is, they will also determine the amount to be paid for each employee trained. If the training course is funded entirely by an appropriation specifically for that purpose, reimbursement will not be required. AR 37-27 governs reimbursement between DA and

other departments and agencies.

c. *Cooperation in interagency training.* Activity commanders will act with other Federal agencies to meet common training needs. Commanders should also insure that existing DA programs maintain a high quality or improve through interagency participation.

4-4. JOINT TRAINING PROGRAMS

* * * * *

b. *Interagency training councils.* In areas with several DA activities, a training council may be established to exchange training information and materials and cooperate in conducting common training courses. The council will consist of the activities' T&D chiefs. Through the council, the activities may jointly sponsor onsite training conducted by organizations such as the Army Management Engineering Activity and OPM regional offices.

* * * * *

d. *Using services of employees of other agencies.*

(1) DA activities may use employees of other agencies to provide training services. The activity commander will make arrangements to reimburse the other agency for the services.

(2) DA must avoid even the appearance of a conflict of interest. Commands and activities will not contract with a DA employee or employees of other Federal agencies for training services. This applies even though services may be provided outside the employee's basic workweek.

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To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

Subchapter 5. Training Through Non-Government Facilities

5-1. INTRODUCTION

a. General.

(1) Delegation of authority in DA for approving training in non-Government facilities is covered in paragraph 3-6e. No employee will be assigned to training or permitted to enroll in a course in a non-Government training facility, regardless of course length, before the proper official grants approval. Requests for approvals after employees have enrolled or actually begun the training must be disapproved. Employees who enroll in a non-Government training course without written prior approval is personally responsible for the total training cost.

(2) HQDA must approve contracts with a non-Government training facility to develop and conduct full-time, long-term training programs (more than 120 calendar days) for groups of employees. Commanders will send their requests for approvals (and any extensions) to HQDA(PECC-FST), ALEX VA 22332. Requests must include—

- (a) The title of the program.
- (b) The name and address of training facility.
- (c) Detailed justification for the training.

Discuss the purpose; why full-time, long-term training is required instead of short-term training; and the adverse effect on the employing organization if the training is not provided.

(d) The number of employees to be trained, by job titles and grades.

5-2. DETERMINING THE SOURCE OF TRAINING

a. Required determinations. Cost factors alone will not determine when a non-Government training facility will be used in lieu of a Government facility. The quality and applicability of instruction must also be considered along with other noncost factors.

b. Applicability of Circular No. A-76.

(2) Any training activity whose estimated cost is \$100,000 or more will be subject to a cost comparison described in Supplement No. 1 to Office of Management and Budget Circular No. A-76.

(3) Although a training activity whose estimated cost is less than \$100,000 is exempt from provisions of OMB Circular No. A-76, a cost comparison will be made as one factor in determining whether adequate training is reasonably available from Government facilities, including interagency training.

(4) Cost factors described in FPM chapter 410, paragraph 5-2c(2) will be used to make a cost comparison when a new training activity is established and once every 3 years for each established training activity as described in FPM chapter 410, paragraph 5-2d(1).

c. Preparing a cost estimate for an in-house training activity with annual operating expenses less than \$100,000.

(1) *Defining the activity.* A "Training Activity" is any single course or program designed to meet a common training need (or objective) of a group of employees within an employing activity during a fiscal year.

5-3. GENERAL CONSTRAINTS

a. Review of need for training.

(1) Before authorizing training at a non-Government facility, an EDS will determine that no adequate and reasonably available resource or facility exists within DOD or another Federal agency. The EDS must document the determination as part of the approval of the training on DD Form 1556. Government resources are not reasonably adequate or available to meet training needs if—

- (a) DOD and DA lack the facilities and resources to provide the training;
- (b) A program cannot be developed in time to meet the need; or
- (c) It would cost more in terms of time, distance, and other factors to use Government resources.

(2) Information on selection and assignment procedures for training through non-Government facilities will be made available to employees. Before an employee is assigned training in a non-gov-

C 2, AR 690-400
410

15 June 1983

ernment facility he or she must be informed of—

- (a) The obligations incurred; and
- (b) Pertinent restrictions or conditions described in this subchapter.

b. Training for promotion.

(1) An employee can be trained in non-Government facilities to fill a position by promotion when referral or positive recruiting in the area of consideration has not produced a qualified employee. The special training agreements in appendix F and FPM Letters 338-9 and -10 apply.

(2) Selection for required training will be made competitively, under merit selection procedures. The area of consideration will be that area proper for the position to be filled at the full performance level.

(3) When the position is covered by an approved training agreement, the method of selection in the agreement will apply.

* * * * *

d. Solely to provide opportunity to obtain degree.

(1) "Job-relatedness" is not an acceptable justification for training through a non-Government facility; it is too general to warrant approval. The EDS must review performance appraisal and training records of employees for whom tuition assistance and related fees are requested and discuss the requested training with the supervisor. The training must develop the employee's job competence or support a planned career assignment.

(2) If the review of employee training records shows repeated approvals of training at non-Government facilities, the EDS must determine if the training is leading to a degree. If it is, then—

(a) The supervisor will be told such training is prohibited.

(b) The second level supervisor will be contacted to verify the need for continued training before approval.

(c) Unless the training is fully justified, the training must be disapproved.

(3) Certain courses taught by George Washington University (GWU) are part of the required curriculum at the Industrial College of the Armed Forces (ICAF). All ICAF students must take them, whether they are in the ICAF-GWU graduate degree program or not. A similar program exists at the National War College, with several universities. To ob-

tain academic credit, the student must take examinations at and pay tuition fees to the proper university. DOD has ruled that these costs are incurred only to obtain a degree and are unauthorized. Students who choose to enter either degree program must pay these costs.

(4) Various colleges and universities sponsor nonresident "home study" degree programs. Often these schools require enrollees to attend one or more short seminars (on the campus or elsewhere) to meet the school's residency requirements for a degree. DA has determined that the rule in (3) above applies to these seminars; payment of tuition and other costs is unauthorized. Since these seminars are degree requirements, employees must attend at their own expense and in a nonduty status. Individual courses in the home study parts of these programs may be approved for employees; the employing activity may provide financial aid according to this subchapter. Enrollment in the total program extending over a prolonged period is unauthorized.

(5) Job-relatedness is not adequate reason to approve a particular course. (See (1) above.) Government Employees Training Act (GETA) and this chapter state that training is to be given to meet identified needs. Training is not to be used only to raise the employees' general educational level or help them prepare for an academic degree, professional certificate, or occupational license. The employee development staff of each employing activity must choose the best source for an employee's training. Sources of training other than those requested for an employee may be chosen, if it is in the Government's interest.

(6) State governments set requirements for certification of skills in certain trades and occupations. If an employee must periodically recertify skills required for such a position, approving officials are authorized to pay the cost of training to update those skills.

5-4. SELECTING A NON-GOVERNMENT FACILITY

a. Authority. A nearby non-Government training facility will be used when it can give the training better, cheaper, or in less time.

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c. Prohibited facilities.

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15 June 1983

C 2, AR 690-400

410

(3) The approval official will determine if a non-Government facility may be used after reviewing its admission requirements. Each approved request for training at a non-Government facility will document that the facility meets the nondiscrimination requirement. If approved training facilities are not available in the commuting area, arrangements will be made with institutions in other areas to conduct courses at the activity. Non-coeducational institutions may be used to meet individual training needs under the following conditions.

(a) The school must accept applicants without regard to sex for courses offered mainly to the general public. This restriction does not apply to courses offered to only the school's student body.

(b) The employing activity must observe the school's charter with regard to admission on the basis of sex when nominating employees for regular credit courses offered mainly to the student body.

5-5. LIMITATIONS AND WAIVERS

a. Staff-year limitation.

(1) HQDA controls the 1 percent limit with data from command training reports. Commands and activities will not duplicate this accounting unless specifically told to do so by HQDA.

b. Minimum continuous service.

(1) Approval officials for training by, in, or through non-Government facilities (para 3-6e) will decide if postponement of needed training is not in the public interest. (See exception in (2) below.)

(2) Postponement of the type of training listed in FPM chapter 410, paragraph 5-5b(2) is not in the public interest. Employees with less than 1 year of current, continuous civilian service may be given such training. This includes temporary employees.

c. Maximum training in a 10-year period.

(1) The maximum is 1 year of training in non-Government facilities during the first 10-year period of Federal civilian service and in each following 10-year period of service. An employee who does not receive 1 year of training in one 10-year period is not automatically eligible for 2 years of training in the next 10-year period. The major command must waive limit. Civilian personnel offices must keep permanent records for each civilian employee who receives training that is counted toward the 1-year limit.

(3) Waiver of the 1-year-in-10 limit may be approved for employees in cooperative education programs if DA pays any of the academic costs of the program. (Subchap 16 covers cooperative education programs.) Major commanders may approve waivers of the limit, if justified under FPM chapter 410, paragraph 5-5c(4) and (5). Personnel offices will keep records for each individual waiver. CPO will put the records in employees' official personnel folders (OPFs) and send copies to HQDA(DAPE-CPS) Wash DC 20310. DA civilian employees are not authorized waivers for more than 2 years of such training in each 10 years of service.

(d) No employee chosen for a long-term training assignment is automatically authorized a full year of academic training. The approving official must certify that the training objectives of the proposed 1-year program of study cannot be reached in less than a full academic year.

(5) Commanders will forward requests for waivers under this paragraph through command headquarters to HQDA(PECC-FST), ALEX VA. 22332.

5-7. AGREEMENTS TO CONTINUE IN SERVICE

a. *Requirement.* A sample continued service agreement is in appendix G. The agreement must be completed before the employee is assigned to the training.

b. Computing length of continued service.

(1) When costs include salary or pay and other authorized training expenses, the length of continued service must be three times the length of the training.

(2) If only training expenses other than salary or pay are involved, the length of continued service must be equal to the length of the training, but no less than 1 month. The continued service period for cooperative education students who receive tuition support begins the day the student is officially converted to a career-conditional appointment.

c. *Exceptions from continued service agreements.* DA does not require written agreements to continue in service for the employees listed in FPM chapter 410, paragraph 5-7c.

5-3

C 2, AR 690-400
410

15 June 1983

5-8. FAILURE TO FULFILL SERVICE AGREEMENT

a. Transfer to another Government agency.

(1) If an employee transfers within DA or DOD, repayment of additional training expenses will not be required; however, the rest of the employee's service obligation will be transferred to the gaining DA activity or DOD component.

(2) If an employee transfers to another DA activity, the commander of the gaining activity will monitor the continued service agreement. If an employee leaves DA, the commander or a designated official (para 3-6e) will decide whether to waive or require repayment of the additional training expenses.

* * * * *

(4) When a commander determines that an employee must reimburse the Government for additional training expenses, he or she must give written notice, requesting payment, to the employee. The employee must receive the notice at least 5 workdays before the date of—

(a) Entrance on duty in another Federal agency or other organizations in any branch of the Government; or

(b) Termination of Federal employment.

b. Waiver of payment or determination not to require payment of additional expenses at time of transfer.

(1) Approval officials (para 3-6e) can also waive, in whole or in part, any repayment of additional expenses (FPM (chap 410, para 5-7a(2)) if they decide that repayment of funds would be against equity and good conscience, or against the public interest. If a waiver is granted, the remaining service obligation will be transferred to the gaining agency or organization. (All waivers must be in writing.)

* * * * *

(3) The CPO will keep a record of all waivers granted on the right-hand side of the OPF.

c. Recovery of funds. Under the following circumstances, commanders may require prorated reimbursement of training expenses when an employee fails to fulfill the continued service agreement:

(1) The employee transfers to a similar position in another Federal agency at the same grade level

before completing at least 50 percent of the required service.

(2) The employee leaves the Federal service.

(3) The employee retires before fulfilling at least 50 percent of the required service and accepts a similar position with an organization that does business with DA or other DOD components.

5-9. REVIEW OF TRAINING THROUGH NON-GOVERNMENT FACILITIES

a. Purpose of review. Each operating CPO will keep adequate records of all training at non-Government facilities. These records must satisfy inspections and reviews by the MACOM, HQDA, and OPM. They must support requests for waivers of the 1-year-in-10 limitation. The office will keep copies of DD Forms 1556 in an employee's OPF for all non-Government training.

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5-10. EXTENDED TRAINING THROUGH NON-GOVERNMENT FACILITIES

Assignment of employees to long-term training and education programs is governed by subchapter 10.

5-11. TRAINING IN FACILITIES OUTSIDE THE CONTINENTAL UNITED STATES

a. Assignment for training. See paragraph 3-6d for level of selection authority.

b. Training by foreign governments or international organizations.

(1) A foreign government, international organization, or instrumentality thereof will not be allowed to train US citizen employees stationed in CONUS until it has been established that—

(a) Comparable training is not available in the United States; or

(b) Attendance at the training is not feasible.

(2) A foreign government or international organization must be named by the Secretary of Defense as eligible to provide training for DOD employees before its facilities or services may be used.

(3) Send requests for approval of this training to HQDA(PECC-FST), ALEX VA 22332. Requests must be received 90 days before the proposed training starts. Each request must give the—

(a) Name and location of facility.

(b) Title of course, with a brief description and a justification for course of study.

(c) Reason for selection of the facility.

(d) Period of time the facility will be used.

5-4

15 June 1983

C 2, AR 690-400
410

(e) Name, position title, and grade of the employee to be trained. If names of employees are not available, include a description of categories or groups of employees who will be trained.

(4) Commanders of oversea commands must determine if foreign governments, international organizations, or instrumentalities thereof or non-US

activities are eligible to provide training to US citizen employees stationed outside CONUS. They will consult the Department of State and other Federal agencies in the area and review security files at the command or activity level to make the determination. These procedures also apply to the training of local national employees.

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410**Subchapter 6. Payment of Training Expenses****6-1. AUTHORITY AND POLICY**

a. Authority. Officials named in paragraph 3-6e are authorized to—

(1) Determine what are necessary training expenses.

(2) Pay all or part of those expenses from the employing activity funds per this subchapter and FPM chapter 410, paragraphs 6-2 and 6-3.

b. Policy. The commander of each employing activity will insure—

(1) That just and fair financial aid is given all employees who need training.

(2) Payment of training expenses causes neither financial gain or loss to the employee.

6-2. PAY OF THE EMPLOYEE

b. Prohibition on premium pay.

(1) Premium pay may be authorized for time spent in training outside regular working hours for nonexempt employees under the Fair Labor Standards Act (FLSA). FPM Letter 551-17 gives guidance on nonexempt employees under the FLSA. Premium pay does not apply to time employees spend in training during overtime hours under the Government Employee Training Act.

(2) Send requests for other exceptions to the prohibition on premium pay during training through command channels to HQDA(PECC-FST), ALEX VA 22332.

6-3. EXPENSES OTHER THAN EMPLOYEE'S PAY

a. Travel. Volume 2 of the Joint Travel Regulations governs the payment of travel, per diem, and transportation costs of employees assigned to training.

d. Fees, services, and facilities.

(3) Employees may keep textbooks bought as reference sources. Employees in long-term training assignments cannot buy clothing (such as college shirts or sweaters) or other personal items not di-

rectly related to the training from funds authorized for books and supplies. Employees who need small calculators or other items of equipment should arrange with the employing activity for temporary assignment of these items before the training program starts. The employee cannot buy such equipment from training funds.

6-4. PROTECTION OF GOVERNMENT'S INTERESTS

Commanders at all levels must insure that the Government's interests are protected when an employee fails to complete training for which DA pays all or part of the training expenses. (This includes both Government and non-Government training.)

‡*a. Government training.* If an employee fails to complete training satisfactorily, one of the following actions will be taken:

(1) If failure is due to the employee's negligence or willful misconduct, disciplinary action will be taken.

(2) If failure is for reasons beyond the employee's control (such as illness or recall by proper authority), no action will be taken.

‡*b. Non-Government training.*

(1) If an activity pays for training only when the training is completed or requires the employee to share the training costs, the activity will fully inform the employee in advance. In some cases, this information may be included in the continued service agreement. (Training must still be approved in advance.)

(2) If an employee fails to complete non-Government training satisfactorily, actions in (a) or (b) below will be taken. Employees will be advised in writing of these requirements before the training starts.

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

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

C 2, AR 690-400**15 June 1983****410****6-5. RECORDS OF TRAINING EXPENSES**

Each installation and activity will keep records of payments for travel, per diem, tuition, fees, and other expenses of non-Government training according to proper travel, purchasing, and contracting regulations.

¶6-6. PROVIDING FUNDS FOR TRAINING EXPENSES

Absorption of costs. Commanders at all levels will insure that enough staff and funds are provided for civilian training. They will allocate specific support from available mission resources in the fiscal year training plan.

¶6-7. TRAINING IN GOVERNMENT FACILITIES

As authorized in paragraphs 6-2 and 6-3, DA will bear all costs for approved training conducted by, in, or through Government facilities. Employees cannot be directed or allowed (voluntarily) to attend required training at their own expense.

¶6-8. TRAINING IN NON-GOVERNMENT FACILITIES

a. As authorized in paragraphs 6-2 and 6-3, DA may pay all costs for approved training in non-Government facilities if the training is justified. (para 5-2a).

b. In some cases, the employing activity and the employee may properly share the costs of non-Government training. Examples include attendance after-hours in courses at colleges and universities or attending professional training conferences. (See subchap 8 for attendance at meetings.) Cost sharing may be an arrangement in which the employing activity pays tuition or registration fees and the employee pays travel, per diem, and other costs. See CPR 990-2, book 630, for DA policy on excused absences. Any such arrangements must be made in advance in writing.

c. Federal policy on variations in the work schedule for educational purposes is in FPM Supplement 990-2, book 610, paragraph S1-4(c). Note that training authorized under GETA is considered hours of work.

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

Subchapter 7. Acceptance of Contributions, Awards, and Payments From Non-Government Organizations

7-1. SCOPE

a. This subchapter has been expanded to include contributions and awards from Government sources for employee training.

(1) Employees receiving training in non-Government facilities (subchap 5) may be authorized to accept contributions to defray expenses of training.

(2) Employees who are in a regular duty and pay status (full or partial) are entitled to salary while receiving grants to pay all or part of training costs.

b. In general, this subchapter does not apply to employees who attend training or meetings on their own time (outside regular working hours) under a non-Government scholarship without financial aid from DA. However, employees should be informed of the need to adhere to conditions in paragraph 7-2a.

7-2. AUTHORIZING ACCEPTANCE

a. *Basic criteria.* Officials in c below will authorize employees to accept contributions, awards, or payments for training in non-Government facilities or attendance at meetings only if they determine that the training is justified. The employee must obtain the authorization in writing before acceptance.

c. *Delegation of authority to authorize acceptance.*

(1) Officials to whom the SA directly delegated appointing authority (AR 690-200, chap 250, subchap 1) can approve the acceptance of a contribution or award by employees under their command jurisdiction.

(2) Officials ((1) above) may redelegate to commanders of independent activities authority to approve the acceptance of a contribution or award by their employees.

(3) Officials ((1) above) may name a subordinate (in writing) to approve these acceptances.

7-3. ACCEPTANCE BY EMPLOYEES

To insure contributions, awards, or payments are reviewed and approved before acceptance, appoint-

ing officials will inform employees that they must advise their supervisors of any offers received. (This includes offers from any non-Government or Government (Federal, State, county, or municipal) source.)

‡a. *Processing requests for authorization.*

(1) Each request to authorize acceptance will be submitted through channels to the proper approving official (para 7-2c). Each will include the following information:

(a) The name and location of the proposed donor.

(b) The total amount and nature of the contribution, award, or payment. Include an itemized list, if applicable, according to tuition, living expenses, travel, and cash stipend.

(c) The purpose for which the funds are to be used.

(d) A copy of the letter granting the award or any other pertinent papers.

(2) The employee will be advised in writing, through channels, of the final decision.

‡b. *Contributions, awards, or payments from Government sources.*

(1) Employees may accept contributions, awards, or payments (such as National Science Foundation or National Institute of Health awards) from Government sources. The policy and criteria established by the Federal agency administering the scholarship, fellowship, award, or grant (and Government fellowship and scholarship laws) will govern DA employees' acceptance.

(2) Employees may accept contributions, awards, or payments from other Government sources, such as State, county, or municipal jurisdictions. The policy and criteria established by the donor will govern.

7-5. REDUCTION AND RECOVERY OF GOVERNMENT PAYMENTS

a. *Requirements.* An activity with an employee

C 2, AR 690-400
410

15 June 1983

authorized to accept a contribution or award will obtain expense data from the employee or donor in enough detail to ensure that no duplicate payments are made.

(3) The commander who approved acceptance will make any required recovery of payments. In such a case, the disbursing officer and the employee will jointly establish the dollar value of contributions, awards, or payments made in kind for the purpose of recovering payments.

7-6. RECORDS

a. Required records. A record of authorization of acceptance will be put in the OPF. The record will also contain the following information:

- (6) The address of the donor organization.
- (7) Data on any recovery of Government payments (para 7-5).

7-7. SCHOLARSHIPS AND FELLOWSHIPS

a. Policy. DA will make the best use of developmental opportunities available through scholarship, fellowship, or award programs through public educational facilities, private foundations, and agencies of Federal, State, and local governments. Supervisors at all levels will consider scholarships and fellowships as opportunities for training, development, and education, consistent with employee and mission needs.

b. Administration. Instructions for administering specific scholarships and fellowships are basically those prescribed by the sponsoring organization. DA may issue further instructions for internal guidance. Employees may compete for scholarships and fellowships that are not publicized by HQDA. They may be permitted to accept such awards if they conform with this subchapter. If a payment is involved, paragraph 7-5 will apply.

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

Subchapter 8. Attendance at Meetings

8-1. POLICY ON ATTENDANCE AT PROFESSIONAL MEETINGS

‡d. DA policy.

(1) Employees will be given the chance and the time to attend and take part in professional meetings under volume 2, Joint Travel Regulations, (vol 2, JTR). The purpose and subject of the meeting must be related to the primary duties of the employee. Attendance at Government expense may be approved for any employee whose main purpose for attendance is one or more of the following:

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

(b) To provide information on DA's missions to the meeting group, a public interest obligation.

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

(2) Commanders are responsible for establishing procedures to give the chance to attend such meetings on a fair basis.

‡e. *Definition.* Professional meetings include any meetings or conferences that—

(1) Are concerned with DA's missions or activities; or

(2) Will contribute to improved conduct, supervision, or management of DA missions or activities.

‡f. *Approval requirements.*

(1) Attendance at meetings and conferences within CONUS, conducted by or on behalf of the Government. Commanders or their authorized subordinates must approve or issue travel orders (vol 2, JTR).

(2) Attendance at meetings and conferences within CONUS convened or sponsored by a technical, scientific, professional, or similar private membership organization. The commander (or officer (06) or civilian (GS/GM-15 or above) must personally approve attendance. He or she must—

(a) Actually sign travel orders; or

(b) Attach the original, authenticated written authorization or approval to DD Form 1610 (Request and Authorization for TDY Travel of DOD Personnel).

(3) Attendance at meetings and conferences held outside CONUS. An official delegated authority to issue travel orders for TDY travel to, from, and between oversea areas must approve attendance (DA Delegation of Authority Table, Vol 2, JTR, and AR 1-40).

‡g. *Clearances.* Commanders are responsible for any necessary clearances with public affairs officers before employees attend or take part in any meetings or conferences conducted by a private or international organization. The security officer will examine implications of attendance as provided in volume 2, JTR.

8-2. PAYMENT OF EXPENSES AUTHORIZED

a. *Payment from travel funds.* If attendance at a meeting or conference is authorized, then—

(1) Travel and transportation will be authorized; and

(2) Reimbursable expenses will be allowed according to volume 2, JTR.

b. *Payment by non-Government organizations.* An employee attending a conference or meeting may be authorized to accept a contribution, award, or payment (subchap 7). In this case, any payment the Government makes to the employee for travel, subsistence, or other authorized expense for attendance will be reduced (para 7-5).

‡c. *Attendance at personal expense.* Professional, scientific, technical, and managerial personnel should maintain relationships with recognized organizations in their fields of work; however, it is not possible to authorize all personnel to attend at Government expense meetings of organizations with which they may be associated. See CPR 990-2, book 630, for DA policy on excused absences for this purpose. Circumstances may not warrant either attendance at Government expense or absence without

charge to leave. In these cases, employees may request leave.

8-3. USE OF AUTHORITY

Either the "meeting" or the "training" authority may be used depending on the situation. This decision will be made administratively at the activity level or by designated headquarters staff officers. If there is an organized instructional program with stated learning objectives to be reached by the participants, the conference, seminar, or meeting is usually training. If it is decided that the meeting is for training, requests for attendance will be processed as training nominations.

8-4. NONPARTICIPATION IN RACIALLY SEGREGATED MEETINGS OR CONFERENCES

DA employees will not take part in conferences or meetings that discriminate on the basis of sex, religion, national origin, or race.

8-5. NONPARTICIPATION IN MEETINGS OR CONFERENCES HELD IN FACILITIES IN WHICH DISCRIMINATION IS PRACTICED ON THE BASIS OF SEX, RELIGION, OR NATIONAL ORIGIN

DA employees will not take part in conferences or meetings held in facilities that discriminate on the basis of sex, religion, national origin, or race.

To be filed with basic FPM chapter 410

5 June 1983

C 2, AR 690-400
410

Subchapter 9. Reports and Interchange of Training Information

9-1. REPORTING REQUIREMENTS

a. *General.* Each CPO will submit through command channels a report of fiscal year training activ-

ities in accordance with instructions issued annually by OPM and HQDA.
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15 June 1983

C 2, AR 690-400
410

‡Subchapter 10. Long-Term Training and Education

10-1. POLICY ON LONG-TERM TRAINING AND EDUCATION

a. Long-term training and education refers to training to which an employee is assigned on a continuous, full-time basis for more than 120 calendar days. The assignment may be in either Government or non-Government facilities. It may include both formal training programs and planned developmental assignments. A training program split arbitrarily between two or more school terms is one continuous program. (For example, spring and fall semesters split by summer break.) This subchapter and volume 2, JTR, apply to long-term training assignments.

b. The training of employees in apprenticeship, cooperative education, and career intern programs is excluded from the scope of this subchapter; however, intern training programs administered full-time for a group of interns are governed by it.

c. Most training needs of DA civilian employees can be met by short-term, low-cost training programs. However, to keep up with management, technical, and scientific advancements, DA must provide some employees with long-term training and developmental programs.

d. DA will use long-term training when it will achieve training objectives better than short assignments. DA will support long-term programs that—

(1) Maintain DA leadership in defense-oriented science and technology.

(2) Help career employees develop skills needed in present or planned assignments that cannot be developed in short-term programs.

e. Employees who attend long-term resident training may devote time beyond the 40-hour week to study or do research required by their curriculum; however, they should be advised that overtime pay for such time is not permitted. (See subchap 6 for payment of training expenses.)

f. An employee on a long-term training assignment must enroll in a full program. He or she must carry at least the number of credit hours required of

all full-time students. During extended school recesses, employing activities may return the trainee to duty. Employees not returned to duty will use annual leave during recesses unless they can show that they will be fully involved in a research or study project for the training assignment. This information must be given to each employee before the training starts, to avoid any misunderstanding.

g. Employees below grade GS-12 are not eligible for formal long-term training, except in two cases: career program interns in continuous, full-time, Government-sponsored training; and employees nominated for DA centrally administered, long-term training programs with a lower grade criterion. This is DA policy because—

(1) Annual reports over several years showed that many long-term training cases below the GS-12 level did not meet established criteria.

(2) Many assignments were not justified in terms of job requirements or planned assignments.

(3) The training objectives could have been achieved with short-term training assignments.

h. There must be a specific plan for using an employee when the training is complete. A statement on the request for training that a suitable assignment will be made to use the employee's new knowledge and skills does not justify approval.

i. Approvals for long-term training assignments will not be carried over to another period if the employee cannot attend during the period for which initially approved.

j. US citizen employees assigned overseas are eligible for long-term training assignments except as indicated in paragraph 10-5c.

10-2. PROGRAM OBJECTIVES

The objectives of the long-term training and education program are—

a. To teach high-potential managers and executives management knowledges or skills that require a long-term education program or developmental assignment.

b. To increase an employee's knowledge of ad-

vances in his or her professional or technical field that cannot be accomplished in short-term training.

c. To expand an employee's knowledge of his or her functional specialty and the way significant developments relate to DA missions.

d. To train an employee in some aspects of another function or career field when job responsibilities are interdisciplinary or when capstone developmental assignments are planned.

10-3. LONG-TERM TRAINING AND EDUCATION PROGRAM RESPONSIBILITIES

a. DCP, DCSPER will—

(1) Provide central direction of DA's long-term training and education program.

(2) Manage the DOD budget program subelement for long-term training.

(3) Monitor planned long-term training and education at MACOMs.

(4) Ensure MACOMs comply with program policies and procedures.

(5) Evaluate the overall program and obtain space or funding resources required to support Army-wide needs.

b. Career program functional chiefs will—

(1) Review nominations from MACOMs for long-term training or educational assignments against the requirements of the career field and IDPs.

(2) Help MACOM commanders assign graduates to positions that will use their new skills and knowledges.

c. MACOM commanders will—

(1) Determine, on the basis of projected mission requirements and performance appraisals, training needs that should be met through long-term training or education.

(2) Set up, along with established performance appraisal procedures, a fair method to identify and select long-term trainees to ensure that employees who need training most are selected.

(3) Evaluate each long-term training assignment to insure that its planned objectives are being achieved.

10-4. DETERMINATION OF LONG-TERM TRAINING REQUIREMENTS

a. *Criteria.* The criteria in (1) through (6) below will be used to determine when long-term, full-time

training should be used instead of after-hours, part-time, or short-term training programs. The basis for each determination will be documented as part of the individual training and education plan (para 10-6). Long-term training is proper in any of these situations:

(1) The new knowledges and skills required of the employee, either in present or planned career assignments, require a comprehensive, concentrated program of study that cannot be completed in a shorter time.

(2) The time available to acquire new skills and knowledges is short; an accelerated study program is required.

(3) There is no educational institution or academic program in the local or commuting area for part-time or after-hours training that will meet the training needs.

(4) No facility within DOD or other elements of the Federal Government can meet the training objectives economically and effectively.

(5) The institution's academic superiority is great enough to justify the employee's attendance. It is clearly in the best interest of the Government, despite travel costs and the less adequate or marginal short-term programs in the local area, to support employee attendance at the chosen institution.

(6) It is proven neither feasible nor desirable to consolidate training needs with other DOD components or Federal agencies to provide short-term, after-hours training.

b. *Planning.* For manpower planning and mission requirements, make projections for long-term training on a 3-year program structure; use the next fiscal year plus the 2 following fiscal years.

c. *Short-term training.* Academic costs are increasing; therefore, commanders should use one-semester programs instead of full academic year programs, if possible. Only those courses required to meet the training objective should be included in a training and education plan.

d. *After-hours training.* Consider meeting training requirements through after-hours, part-time, or short-term training programs. With a local training facility, a schedule of job-related courses can be planned without full-time absence of the employee from the job. Employees enrolled in after-hours

15 June 1983

C 2, AR 690-400
410

gained from the training. The proper management officials will, when an employee returns to duty from long-term training, review the training and education plan that was made before the employee's training assignment began. Management will insure this plan is carried out effectively. The evaluations in *b* and *c* below must be prepared for each trainee.

b. Evaluation plan.

(1) The evaluation plan (sample shown at fig 10-2) will be used to document the results of long-term training and education through both Government and non-Government training facilities. This evaluation provides data with which the employing activity and higher headquarters can improve the administration of the long-term training program and make better use of trainees on completion of the training. The evaluation plan applies to long-term training approved locally and training administered centrally by HQDA.

(2) The trainee's immediate supervisor, or other proper management official, will complete the Questionnaire for Supervisor (fig 10-2). He or she completes the questionnaire 6 weeks after the employee returns from the training assignment. Its purpose is to confirm previous plans for using the employee and the training.

(3) The trainee and the immediate supervisor will complete the Questionnaire for Trainee and Supervisor (sample at fig 10-3). They will review and evaluate how well the trainee's new skill or knowledge is being used and how much the training is contributing to the mission. This evaluation must

be done between 6 and 8 months after the employee returns from the training assignment.

c. Evaluation reports. When the evaluation in *b* above is done, the CPO will put it in the trainee's OPF (FPM Supp 293-31) and in any local training records. The Evaluation of Long-Term Training (RCS DD-M(AR) 1208) uses the documents in *b* above.

10-10. SELECTED LONG-TERM EDUCATION PROGRAMS

a. Training opportunities. A number of long-term educational opportunities that are competitive or require central administration are available annually for managers and executives. These programs are another means to train civilian managers to properly perform their duties. Consideration of candidates for these programs should be planned before the annual program announcements are received from HQDA.

b. Criteria. Criteria for the selection of civilian participants for military colleges are in subchapter 14.

10-11. SECRETARY OF THE ARMY RESEARCH AND STUDY FELLOWSHIPS

The Secretary of the Army Research and Study Fellowships encourage the discovery, development, and increased use of the best creative talents among outstanding civilian careerists. These fellowships differ from other long-term training programs because they focus on a specific project. The features, standards, and requirements of the fellowships are in subchapter 13.

C 2, AR 690-400
410

15 June 1983

INDIVIDUAL TRAINING AND EDUCATION PLAN

1. Name of trainee.
2. Command, activity, directorate, division, and address.
3. Job title, series, and grade.
4. Is the training covered under the Management and Executive Development Program? Technical or professional?
5. Number of years of Federal service (military and civilian years listed separately).
6. Description of employee's present duties and responsibilities.
7. Give type of training.
 - a. Give objectives of training in terms of mission requirements.
 - b. Justify choice of long-term training instead of after-hours, part-time, or short-term training. State specifically why training needs cannot be met by short-term training.
 - c. What influenced the choice of long-term training?
8. Name and location of the training facility.
 - a. Explain why this facility was chosen.
 - b. State whether the trainee has been admitted to the training facility.
 - c. Training period: From (month and year) to (month and year).
9. Title of the program to study.
 - a. Show specific relationships between the program of study and current or planned job responsibilities.
 - b. List courses in the study program.
 - c. Give level of training: undergraduate, graduate, post-doctorate, or other.
 - d. Total semester hours _____; total classroom hours _____.
10. Planned use of the training on employee's return to duty. State specifically how employee will be used after training. Give the title of position proposed for employee.
11. How exactly was the need for this training determined?
12. Give career field and discuss career development.
 - a. Include a resume of the employee's work experience in the last 10 years, showing types of assignments and career progression.
 - b. Show the relationship of training to the trainee's career development plan.
 - c. Has the career program functional chief given approval of this long-term training?

Figure 10-1. Sample individual training and education plan.

15 June 1983

C 2, AR 690-400
410

13. List non-Government training supported with Government funds during preceding 10-year period (length, course titles, and year). Give the total hours counted toward the 1-year-in-10 limit.
14. State whether a waiver of the 1-year-in-10 limit will be required for this training. If a previous waiver has been granted in the employee's present decade of service, give the date and the kind of program.
15. Self-development. If applicable, give dates and relevance of employee's self-development efforts on his or her own time and at his or her expense.
16. List significant awards or accomplishments other than academic ones.
17. Give estimated costs to the Government (rounded to the nearest \$10) as shown below:

<i>Salary</i>	<i>Personnel benefits (insurance, retirement, etc)</i>	<i>Tuition, fees, and books</i>	<i>Travel—per diem and transportation</i>	<i>TOTAL</i>
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Figure 10-1. Sample individual training and education plan—Continued.

C 2, AR 690-400
410

15 June 1983

EVALUATION PLAN: QUESTIONNAIRE FOR SUPERVISOR

Name of employee

Command, activity, directorate, division, and address. Dates of participation in the program: From (month and year) to (month and year).

INSTRUCTIONS:

1. This employee's immediate supervisor or other management official will complete this evaluation 6 weeks after the employee returns from the training assignment.
2. The civilian personnel office will file one copy of this questionnaire on the left side of the employee's Official Personnel Folder.

QUESTIONS

Accomplishments during training

1. Was the training program recorded in the attached plan completed as planned? (If answer is no, explain) _____ Yes _____ No
2. Describe pertinent course work and/or projects completed. An official transcript or other documentation may be used; include a summary of research projects, if any.)

The Government should get a fair return on the investment in the training described in item 9 of the attached Individual Training and Evaluation Plan. Describe the way the trainee is currently being used. Include a description of planned work assignments and expected accomplishments in terms of organizational, mission and programs, as related to the training.

(Supervisor's signature)

(Supervisor's organizational title)

Figure 10-2. Evaluation plan: questionnaire for supervisor.

15 June 1983

C 2, AR 690-400
410

EVALUATION PLAN: QUESTIONNAIRE FOR TRAINEE AND SUPERVISOR

Name of employee

Command, activity, directorate, division, and address

Name and location of training facility

Dates of participation in the program: From (month and year) to (month and year)

INSTRUCTIONS:

a. Each trainee should answer the questions below and then give the evaluation to the supervisor for comment; however, the trainee and the supervisor may discuss and complete the questionnaire together.

b. Each trainee will complete a separate questionnaire. The questionnaire will be completed no less than 6 and no more than 8 months after the employee completes the training and returns to work.

c. The Individual Training and Education Plan and the completed questionnaire for supervisor are attached as references.

d. Prepare two copies of the questionnaire. Send both copies to the activity CPO; whether the funds for training were local or from HQDA does not affect this submission. The CPO puts one copy on the left side of the employee's OPF. The civilian personnel office keeps one copy of its training files for program review by activity management, evaluation, or inspection groups. The CPO uses that copy to respond to CIVPERCEN's request for data (RCS DD-M(AR)-1208).

QUESTIONS

1. Employment Status:

If you are not currently with the "employing activity" identified in your plan, please complete the following:

.....
(name and location of new activity)

.....
(present position title, series, & grade)

.....
(approximate date of change)

Figure 10-3. Evaluation plan: questionnaire for trainee and supervisor.

C 2, AR 690-400
410

15 June 1983

COMMENT

2. To what extent do you feel that the increased knowledge and skill you acquired through the program are being used? State accomplishments resulting from the use of the training in your job.

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT: (Indicate extent to which the original utilization plan established at the beginning of the program is being carried out.)

3. If, in your opinion, there is no significant use of the long-term training, please describe the factors that you believe may be preventing better use of the training.

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

4. Do you believe that there is another equal or better way to obtain these skills and knowledges. Discuss.

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

5. While participating in the training, did you talk with your supervisor or other management officials at your activity? _____ Yes _____ No

a. If you did, was it concerning courses that you have taken or are taking as they relate to your career or job related matters? Please comment.

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

b. What was the degree of participation between you and your supervisor in formulating and directing your program of study in order to achieve the best results for you and the activity?

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

c. How meaningful and useful were these contacts?

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

6. Has there been any discussion between you and your supervisor or other management officials about how your increased capabilities will be used now that you have returned to work? If so, please describe. If not, please state what positions or assignments you believe would most fully use your new skills and knowledges.

Figure 10-3. Evaluation plan: questionnaire for trainee and supervisor—Continued.

15 June 1983

C 2, AR 690-400
410

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

- 7. Aside from current work assignments and career aspirations, what impact do you think the long-term training experience had in motivating, influencing, or generating any interests and desires in such areas as continuing self education, present or planned participation in professional organizations, writing technical papers for publication, and participating in task force assignments or special work groups.

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

- 8. In view of the above, do you think the training accomplished its purpose and should be recommended in similar circumstances?

TRAINEE'S RESPONSE:

SUPERVISOR'S COMMENT:

(Signature of long-term trainee) (Date)

(Signature of supervisor) (Date)

(Organizational title of supervisor)

Figure 10-3. Evaluation plan: questionnaire for trainee and supervisor—Continued.

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

‡Subchapter 11. Training Across Occupational Lines and Rotational Assignments

11-1. THE DOD TRAINING AGREEMENT, US OPM SPECIAL TRAINING AGREEMENT SSP, EDU5-2, OCTOBER 29, 1981

a. Authority. Under the DOD training agreement at appendix F, employing activities may use rotational assignments or cross-series training to develop executives, managers, and other eligible employees to meet projected manpower needs. The DOD agreement provides for developmental assignments across functional lines between DOD components or Federal agencies. Employees may be developed and assigned to target positions without further OPM approval or reference to qualification standards. These employees may also be assigned to details 6 months to 3 years with further OPM approval. All training discussed in this chapter is subject to the DOD agreement.

b. Staffing. The DOD agreement can enhance staffing flexibility and employee development by—

(1) Making special developmental assignments for executives and managers.

(2) Moving employees from dead-end assignments or an occupational series with limited advancement to developmental positions leading to placement in another position.

(3) Strengthening the experience of employees to prepare them for planned executive and managerial responsibilities.

c. Assignments that are made under the agreement and will lead to promotion must also comply with paragraph 1-5a(3), FPM chapter 335.

11-2. ADMINISTRATION UNDER THE DOD AGREEMENT

a. Activity commanders will administer this agreement in their respective organizations.

b. The employing activity will review and evaluate the agreement for effectiveness in meeting the purposes in paragraph 11-1b. Career program officials will help plan and administer the program.

11-3. SELECTION

a. Candidates for rotational assignments under

the DOD agreement will be selected according to FPM chapter 335. Career or career-conditional employees in grades GS-9 and above who have been DA employees for at least 1 year are eligible for consideration.

b. Candidates do not have to meet the minimum educational requirements, if any, set in qualification standards for the target position.

11-4. TRAINING REQUIREMENTS

Management officials will determine the requirements of the target position; they will then determine the training program that best meets the staffing need. The training requirements may be met by any or all of the following: OJT, classroom instruction, reading assignments, seminars, and guided independent study. Much of the training should be performing tasks in the target position. These tasks should be organized under the guidance of a qualified staff member or the immediate supervisor.

11-5. INDIVIDUAL TRAINING PLANS

Under the DOD agreement, supervisors will develop an individual training plan for each participant, using the format in figure 10-1. EDSs will assist them, if necessary. The plan will be developed before the training assignment starts.

11-6. EVALUATION

During the training period, the immediate supervisor will evaluate the employee's performance. He or she determines the trainee's progress and whether the objectives of the plan are being met. Local EDSs will monitor trainee progress, keep records, and make required reports.

11-7. PLACEMENT OF PROGRAM PARTICIPANTS

a. Employees selected may be detailed or reassigned to the target position at the start of the training period. The Personnel Action Code and Nature of Action on SF 50 will be "978, Assignment to Long-Term Training." On satisfactory completion of their program, employees may return to their

**C 2, AR 690-400
410**

15 June 1983

previous duties or be reassigned or promoted according to their individual training plans. The Personnel Action Code and nature of action on SF 50 upon completion of the training will be "979, Completion of Long-Term Training."

b. To make position changes under the DOD agreement, make the following entry in item 18D on the SF 50 "US DOD Special Training Agreement; Delegation Agreement, June 13, 1980 and DOD Memorandum, October 29, 1981."

To be filed with basic FPM chapter 410

15 June 1983

C 2, AR 690-400
410

‡Subchapter 12. Retraining of Career Employees

12-1. ESTABLISHING RETRAINING PROGRAMS

a. General. Commanders at all levels will give continuing attention to the need for retraining programs; their goal will be to promote better use of manpower resources and provide more stable employment for the permanent work force.

b. Advance planning. If management decisions involve changes in mission, new or changed work methods, contracting out, or shifts or reductions in personnel, concurrent plans will be made to determine and meet any resulting retraining needs.

12-2. BASIC PROVISIONS

a. Participation in retraining programs will be voluntary on the part of employees. A participating employee must have a related occupational skill or the aptitude and interest needed to complete the training satisfactorily and in a reasonable time (as determined locally). Employees are expected to be willing to accept employment at locations where jobs exist for which they are being retrained.

b. Retraining will be undertaken only when there is a definite plan to—

(1) Place retrained employees in positions for which there is a known staffing requirement or a general shortage in DA; or

(2) Develop a skill that will be used by another Federal agency, under an agreement between the current employing activity and the gaining agency.

c. Retraining programs may be conducted during regular duty hours, nonduty hours, or a combination of both.

12-3. RETRAINING OF SURPLUS EMPLOYEES

In retraining surplus employees, training resources available within DOD will be used, whenever suitable.

a. Conditions and requirements. Every effort will be made to reassign surplus employees in their present skills before retraining them.

(1) To place surplus employees in lines of work where their services can be used, qualification re-

quirements should be waived and training agreements made with OPM.

(2) Surplus employees who hold a career or a career-conditional appointment are eligible for retraining.

(3) Surplus employees will be trained to meet staffing needs in the employing activity or other DA activities, if appropriate. Any training required to place surplus employees in another Federal agency (para 3-1d) will be funded by the employing activity. These employees may be kept on the rolls of the employing activity during training or transferred to the gaining agency. The employing activity should enter into an agreement with the other Federal agency concerning this and other details, including the type, scope, length, and funding of the training. Before starting retraining, plans must be coordinated with the proper regional office of OPM.

b. Responsibilities.

(1) Retraining is a joint responsibility of the activity that declares an employee surplus and the new activity to which a surplus employee will be assigned.

(2) In cooperation with the gaining activity, the releasing activity will take primary responsibility for providing the resources, services, and leadership needed to conduct the retraining.

c. Planning for retraining. As far in advance of the planned reduction as possible, the employing activity will determine the extent of the need for retraining to meet staffing requirements. The type and length of retraining must be determined; the main consideration is the relation of the level of experience of affected employees to the requirements of the positions to which they will be assigned.

(1) The DOD training agreement (subchap 11) may be used for employees at grades GS-9 or above who must be retrained.

(2) Training agreements in (FPM Letters 338-9 and -10) may be used for employees below grade GS-9 who must be retrained.